



## CURRICULUM VITAE

# FRED WITTE

**Date of birth / July 9, 1964**

**Place of Birth / Bergen op Zoom**

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After his studies at the Breda University of Applied Sciences, Fred Witte worked for several destination marketing organizations before he associated with the Netherlands Board of Tourism. As a national account manager, he advised companies, institutions and cities about their destination marketing. For many years thereafter, Fred worked as director at Den Haag Marketing & Events, the umbrella marketing organization of The Hague. During this time, Fred was also chairman of the Hospitality Sales & Marketing Association International (HSMAI), the largest association in the Netherlands in the field of marketing and sales, and a board member of the Association of Dutch Convention Interests (VNC). Fred is co-founder of the Nederlands Uitburo (NUB – Dutch Marketing Office for Culture and Art) and was a board member for many years.

From 2010 to 2014, Fred was director of the TLC Group. As a strategic consultant and interim manager, he executed various projects for numerous (inter)national companies, destination marketing organizations, and institutions in the tourism and cultural sector. Fred has been a partner at BLOC Bv. since 2014.

Fred always operates at the intersection of strategy and (commercial) operation and links industry knowledge with realistic and financeable market development.

## Work Experience

2014 – Present

**Founder and Partner**

**BLOC**

BLOC is a creative development agency. We develop pioneering concepts and turn ideas into business.

2012 – 2014

**Commercial Director North-European Markets**

**Vacalians Group**

Responsible for the operationalization of the marketing and sales strategy in the Benelux, Germany, Austria, Switzerland, Great Britain and Scandinavia. With more than 300 campsites and 17,500 accommodations in France, Italy and Spain, the Group Vacalians, with the brands Tohapi and Canvas (and formerly Vacances Directes and Village Center), is one of the European market leaders in the camping industry.

2009 – 2014

**Founder and Managing Partner**

**TLC Group, Travel & Leisure Consultancy**

TLC Group, Travel & Leisure Consultancy is a management consulting firm active in the sectors of tourism, culture and leisure. It works for destination (promotion) marketing organizations, tourism businesses, NBTC Holland Marketing, tourist information bodies, governments, the travel industry, cultural organizations and the convention and meeting industry. At TLC Group, responsible for the marketing and sales representation of commercial and public organizations. In addition, provided management consulting with a clear focus on operationalization.

Projects:

- Strategy and execution of "Holland Naturally" for Netherlands Board of Tourism;
- Development Vakantie.nl for Sanoma Uitgevers (Sanoma Publishers);
- Strategy, set up, organization and operation of Vacances Directes in the Dutch and Belgian market;
- Development project Phoenix, model for business representation for destination marketing organizations;
- Strategy and basic elaboration of the Dutch Leisure database for VVV Nederland (Dutch tourist information);
- Accessibility action plan "Dijk van een Delta" (Dike of a Delta) commissioned by Dijk van een Delta and NBTC;
- Project assessment Waterdriehoek (Water Triangle) Zuid-Holland for the province of Zuid- Holland;
- Strategic advice for bid proposal procedure Floriade 2022 for Almere;
- Forerunner city marketing Eindhoven in cooperation met WVB Marketing;
- Outlook for the marketization of het Groene Hart commissioned by Programmabureau Groene Hart;
- Process manager investment programme Waterdriehoek commissioned by the Waterdriehoek coalition partners.

2007 – 2009

**Director/ Owner**

**FW Consultancy**

Key activities were the development and implementation of marketing concepts, city and destination marketing, interim-management and training.

Disciplines: tourism, MICE, culture and sport. Carried out projects for Museum Park Orientalis, Johan Cruyff Institute for Sport Studies, consultancy firm DNA and the municipalities of Helmond, Mechelen, Capelle aan den IJssel, Sittard/Geleen and Veenendaal.

**2002 – 2007**

**Director**

**Den Haag Marketing & Events**

Responsible for the entire commercial and operational organization of DHME (95 FTE with an annual turnover of 22 million). In 2006/2007, member of the urban project team for the design and development of the city marketing of The Hague.

**2000 – 2002**

**Manager Marketing & Communication**

**Foundation for Promotion of The Hague (SPDH)**

Responsible for the realization of the marketing strategy for the Netherlands and primary external markets.

**1996 – 1999**

**National Account Manager**

**Netherlands Board of Tourism (NBT)**

Responsible for relations with key accounts, both strategically and in terms of turnover. These were hotel chains, transport companies, incoming tour operators, the marketing organizations of the G4 and urban and provincial governments. Fulfilled the role of intermediary between the Netherlands and the foreign branches of the NBT. Also responsible for the corporate relations management of all market parties relevant to the NBT.

**1995 – 1996**

**Project leader**

**Collaborating Old-Dutch cities (“Het Geheim van Holland” – The Secret of Holland)**

This project involved the tourism product and market development of the towns of Dordrecht, Schiedam, Delft, Leiden, Gouda and Haarlem. Responsible for setting up the project organization within and between the cities; initiating and stimulating tourism product development and the expansion of a marketing and promotion strategy with the six local tourist information centers, provincial tourist information and the Netherlands Board of Tourism. The project was an initiative of the Ministry of Economic Affairs, the provinces of South and North Holland and the six cities.

- 1991 – 1994**                    **Manager Marketing & Promotion /Acting Director**  
**Regional tourist information centers, 's- Hertogenbosch and the Meerij**  
 Member of visitor management team. Commissioned by the Ministry of Economic Affairs and in cooperation with KPMG, the visitor management manual has been realized for midsize historical towns in the Netherlands. Acting director for the last one and a half years.
- 1990 – 1991**                    **Diverse projects**  
 Among others for De Jong Intra Vakanties and D-Reizen.

## Board Experience

- 2018 – Present**                **Chairman of the Board, Dutch Delta Cruise Port**  
 The organization for the development of the river cruise industry in the Southern Delta of The Netherlands
- 2018 – Present**                **Board member of the European Innovation Advisory Board of the Hospitality, Sales and Marketing Association International (HSMIAI)**  
 The world's largest organization in the field of marketing and sales for employees and businesses in the hospitality branch.
- 2006 – 2009**                    **Member Board Group Organizing, branch organization CLC (Center for Live Communication)**  
 CLC is THE branch organization for companies who are professionally involved in organizing, accommodating and facilitating of exhibitions, conventions and events. It resulted from a merger between the industry organizations VNC, FBTN and ESAH.
- 2001 - 2010**                    **Board Member/Treasurer “Stichting Uitvoering Erkenningsregeling Congresmanagementopleidingen” (Foundation Implementation Accreditation Scheme Convention Management programs)**  
 Since 2007 (after the merger of VNC, FBTN and ESAH), this foundation, renamed Stichting Erkenning CLC Opleidingen (Foundation Recognition CLC programmes), has aimed to perform visitation and certify undergraduate programs where convention, event, and exhibition management is taught as a subject.
- 2004 – 2007**                    **Board Member and Co-Founder “Nederlands Uitburo”**  
 The Nederlands Uitburo (Dutch Marketing Office for Culture and Art) is the organization that implements collaboration between all cultural marketing organizations in the Netherlands. It is co-financed by the Ministry of Education, Culture and Sciences. Its purpose is marketing of the complete cultural offerings at a national and regional level.
- 2002 - 2007**                    **Board Member City Mondial**  
 Multicultural city development and promotion project to strengthen the economy in the neighborhoods Transvaal and Schilderswijk of The Hague.
- 2005 - 2006**                    **Acting President Association Nederlandse Congres- en Vergaderbelangen (VNC – Dutch Convention and Meeting Association)**  
 The VNC is the interest group for the convention sector in the Netherlands.

Members are big convention centers, hotels, organizers and agencies.

- 2000 - 2006**                    **President Hospitality, Sales and Marketing Association (HSMAI), Dutch Division**  
The world's largest organization in the field of marketing and sales for employees and businesses in the hospitality branch.
- 2000 - 2005**                    **Board Member VNC**
- 1996/1999**                    **Board Member of the HSMAI**
- 1993/1994**                    **Co-Founder and Board Member of the Foundation "Vestingsteden Nederland" (Fortified Cities the Netherlands)**  
Promotional collaboration between the various governments (12) and the local and provincial tourist associations. The main goal was to put the Dutch fortified/walled cities on the map through united product development and promotion.

## Education and Language Skills

### Degrees

- 1990                                NGPR A and B. Vocational Training in Public Relations and Affairs  
1990                                Tourism and Leisure, Breda University of Applied Sciences, Breda  
1984 – 1985                    Military Service, Special Operations Forces, Roosendaal  
1983                                VWO (pre-university high school education), Gemini College, Ridderkerk

### Courses

- 2006                                Financial Management, De Baak

### Languages

Dutch, English, German, French

## Current Projects

- 2020- Present                    Policy approach Recreation & Sport  
For the Province of South Holland, we develop an approach for the future policy of Recreation & Sport
- 2020- Present                    Development approach Katwijk  
As a follow up for the in 2019 developed business model for Katwijk Marketing, Bloc will help Katwijk to setup a regional development strategy, in line with their area vision, together with local businesses and institutions

2019 – Present	Green Heartbeat of Brewing (HEINEKEN) The HEINEKEN office in Zoeterwoude will be transformed in a sustainable way into an extremely green and lively working environment. BLOC has developed the concept and is leading the development of the project (including the possible establishment of a HEINEKEN Campus).
2019 – Present	Area entrance De Ginkel, Ede. Development of a vision and approach for the new area entrance of De Ginkel forest and heathland in Ede, including a visitor centre.
2019- Present	Organizing the tourism strategy, including a development strategy, of the Province of South Holland
2016 – Present	Dutch Mountains. In Brainport Eindhoven, BLOC is developing an ultra-dynamic and circular building that will serve as the public face for the region. In collaboration with Studio Marco Vermeulen, Urban XChange, AAFM/Asito, Dell Technologies, Honeywell and SPIE.
2015 – Present	Dutch Windwheel (Rotterdam)The Dutch Windwheel is renowned throughout the world as a game changer in the field of sustainable development. BLOC leads the development of this icon in Rotterdam, in collaboration with architect DoepelStrijkers and various prominent companies.

## Completed projects

2019	Transition Katwijk Marketing. BLOC is advising the board of Katwijk Marketing and the municipality of Katwijk about the future businessmodel of Katwijk Marketing during a period of transition
2019	Development of the Markerwadden ferry connection. Bloc worked on behalf of the municipality of Lelystad and in collaboration with "Natuurmonumenten" on a feasibility study for a permanent fast ferry connection between Lelystad and the Markerwadden. This connection is necessary for the further development of the Markerwadden as part of the National Park "Nieuw Land"
2016 – 2018	Floriade 2022 The next Floriade, the decennial international Expo, will take place in Almere in 2022. The ambition is to build the greenest district imaginable. BLOC is responsible for the development strategy, co-operating with the City of Almere, the Province of Flevoland and the Floriade Project Organization
2015 - 2018	Organizing the development strategy for the national and international river cruise market and the eventual setting up of a one-stop-shop feature for the acquisition and processing of river-cruise ships in the Southern Delta of the Netherlands: Dutch Delta Cruise Port.
2016 – 2017	Developing realistic and feasible prospects for the collaborating Duin & Bollenstreek (Dune & Bulb Region) municipalities which will elaborate the

vision, the principles and methods of cooperation, joint approaches to issues/projects, the potential implementation coalition(s) and the necessary funding.

- 2016 – 2017 Development of an investment program for the Vestingdriehoek (Triangle of Forts), a collaboration between Gorinchem, Woudrichem, Castle Loevestein and Fort Vuren
- 2015 – 2017 Realizing of an investment program for the collaborating Groene Hart municipalities and industry stakeholders.
- 2015 – 2017 Development of World-Class National Parks  
With the “Nationale Parken Nieuwe Stijl” (National Parks New Style), a strong trademark has been developed for the national parks of the future. BLOC has developed an economic review and helped to implement this.
- 2015 - 2017 Investment program National Park de Biesbosch. In collaboration with the park authority and the most important stakeholders, BLOC has worked on a longterm development review for this national park and established a basis for the status of World-Class National Park.
- 2015 - 2018 Development of a business case study for Waterbus to promote the destination and improved access to the Haringvliet.
- 2015 – 2016 Roadmap innovation workshop “Floriade Werkt” (Floriade Works)  
In 2022, the Floriade takes place in Almere. An innovation workshop was set up in 2016 to boost the further development of the Floriade (buildings, programme and network). BLOC has established the basis for it with a roadmap.
- 2014-2017 Redevelopment World Heritage Kinderdijk. Development of a regional arrangement (9 million euros) and approach for the new entrance zone with visitorcentre (opened in 2019), which made Kinderdijk a vital World Heritage Site again.
- 2015 BLOC examined the feasibility of a new accommodation concept “Verspreide Herbergen” (Strategically Dispersed Hostels) in the national park, using existing (cultural and historical properties) in combination with the new placement of eco-lodges.
- 2015 Realisation of visitor management and economic analysis of Kinderdijk world heritage site.
- 2015 Commissioned by the municipality of Westvoorne to develop an area vision and action plan for the Oostvoornse Lake in collaboration with Berkers Advies and Vista.
- 2015 Repositioning of Bollenstreek tourism-leisure collaboration.