



CHIEF STRATEGY & MARKETING OFFICER

PROMTUR Panama | Panama



Panamá

— Live for More —

A land radiating with life, perfectly imperfect, and full of authenticity. Where Northern and Southern worlds connect, old and new worlds coexist, and cosmopolitan landscapes live in harmony with wild, untamed rainforests.

A country for those who seek beyond expectations, that dares you to see more. Taste more. Connect more. Feel more. A place for those who long more stimulation, connection and transformation. Panamá is not the destination, but the journey to discover more of what truly matters. Make more lasting memories through an explosion of inspiration and purpose. And let the spirit of Panamá unlock a sense of belonging.

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About PROMTUR Panama

PROMTUR Panama is the destination marketing organization (DMO) whose main function is the international promotion of Panama as a destination for all tourism segments and products.

From PROMTUR Panama, the efforts of the public and private sectors join together to position Panama as a world-class destination with the main objective of increasing the number of tourists who enter the country, the duration of the stay and the income of foreign currency to the destination, for be an industry that permeates all sectors that make up Panamanian society.

The Tourism Authority of Panama (ATP) is the regent of tourism activity in the country, responsible for the Planning and Administration of the Destination, including the development of tourism products and their national promotion, while PROMTUR Panama is a non-governmental organization (Destination marketing NGO) in charge of the international promotion and marketing of Panama for all tourism segments and products.

Both organizations work aligned and in close collaboration to position the Tourism Brand, efficiently taking advantage of the resources of the public and private sector for the growth of leisure tourism, the meetings industry and business events in Panama.

Vision

May Panama be the first option for conscious travelers, for their self-discovery in a sustainable tourist destination.

Mission

Lead the tourism industry by position Panama as a sustainable tourist destination for visitors seeking unique, authentic and memorable experiences.

Purpose

Stimulate sustainable tourism in Panama, benefiting locals and visitors alike.



POSITION SUMMARY

Based in Panama, the Chief Strategy & Marketing Officer (CSMO) is a member of the organization's executive leadership team and reports to the organization's Chief Executive Officer (CEO). This position is second in command in the organization and will assume CEO responsibilities as delegated by the CEO.

The CSMO oversees all aspects of destination brand management, developing and maintaining a compelling, differentiated destination brand that resonates with target audiences. The role spearheads and oversees PROMTUR's strategic planning process in the development and implementation of comprehensive marketing, business development, and operational strategies that align with the organization's goals. The CSMO collaborates with cross-functional teams to define strategies for direct-to-consumer marketing, travel trade, and MICE segments. The CSMO develops and presents monthly and yearly reports to showcase progress and achievements for the strategic plan, including the organization's KPI scorecard, executive summaries, and industry reports.

In addition to working closely with PROMTUR's management team to structure and deliver the strategic plan, the CSMO has direct responsibility for the marketing department. In this role, they will oversee a team of professionals to deliver (1) all facets of direct-to-consumer and trade marketing, including owned, earned, and paid channels; international public relations; lead advertising campaigns, social media initiatives, content development, and website management to drive engagement and conversions; e-commerce strategies to capitalize on revenue opportunities; (2) strategic alliances with airlines, online travel agents, wholesalers, and other key partners to amplify our destination's reach and offerings; partner collaboration to create mutually beneficial marketing initiatives and campaigns; (3) travel trade business development through activities such as trade shows, roadshows, and familiarization trips, and relationships with international buyers and sellers; and, (4) business intelligence, through gathering and analyzing data to inform decision-making and identify growth opportunities.

Must be able to embrace Panama's culture, history, customs, and people, and you must be prepared to make a significant contribution to the economy and quality of life in Panama. PROMTUR Panama has the specialized talent of 25- 28 professionals and operates with a budget of US \$ 20 million annually.

The CSMO reports to the CEO and will have highly collaborative relationships with all areas of the business:

- Board of Directors.
- Directors (Marketing, Travel Trade, Business Development (MICE), Industry Relations, Operations).
- Media Manager, Content Manager, MICE Managers, and Travel Trade Managers.
- Agency partners and other suppliers to PROMTUR.
- Industry Partners and private sector operators.
- Government officials and public sector agencies.

Supervisory Responsibilities

- Director of Marketing
- Director of Travel Trade and Alliances
- Manager of Business Intelligence

Budgetary Responsibilities

- \$13 - \$15 Million

KEY ACCOUNTABILITIES

Strategic Planning and Organizational Development

- Work with the board of directors, CEO, and management team to shape long-term strategic direction and priorities.
- Collaborate with the management team to align marketing, business development, and operational strategies with the organization's overall goals and objectives.
- Ensure the strategic plan is informed by the Government of Panamá's Plan Maestro de Turismo Sostenible de Panamá (Master Plan for Sustainable Tourism).
- Lead the strategic planning process, developing, implementing, and updating the international marketing plan across various aspects such as brand development, advertising, e-business initiatives, website/mobile, social media, travel trade, and MICE.
- Facilitate cross-functional communication and integration to drive organizational success.
- Identify potential risks and challenges that may impact strategic initiatives and the organization's reputation.
- Develop contingency plans to mitigate risks and respond effectively to unforeseen circumstances.
- Monitor and evaluate organizational performance, providing regular reports to executive leadership and stakeholders.
- Keep abreast of industry trends, emerging technologies, and best practices to stay informed and enhance competitive advantage.
- Utilize innovative communication techniques through written, oral, and visual means.
- Engage in continuous learning to refine leadership and management skills.

Marketing Leadership

- Create a detailed annual marketing plan and budget encompassing strategies such as device development, public relations, media relations, publishing, and more.
- Negotiate contracts with third-party marketing agencies and vendors, including the Agency of Record, and provide oversight of these suppliers.
- Stay updated on market trends, interact with key industry players, and plan collaborative marketing strategies.
- Develop and execute marketing and business development strategies to maximize ROI.
- Provide leadership to the marketing team, guiding their efforts, fostering collaboration, and promoting a positive work environment.
- Set clear expectations, goals, and performance standards for the marketing team.
- Allocate budgets, human resources, and other necessary resources for marketing initiatives in alignment with strategic priorities.
- Ensure efficient resource utilization to maximize ROI on marketing investments.
- Collaborate with other departments, such as business development, operations, and industry relations, ensuring marketing effort alignment with overall business strategies.
- Employ cutting-edge market research methods in international marketing strategy.
- Establish key performance indicators (KPIs) that align with marketing goals and the organization's strategic objectives.

Departmental Oversight

Marketing Promotion

- Plan and oversee an effective marketing program across various channels, such as online platforms, print media, and broadcast.
- Provide clear direction to the Director of Marketing in:
 - Monitoring ad performance, optimizing campaigns, and ensuring alignment with budget and objectives.
 - Overseeing paid search and search engine marketing (SEM) efforts to ensure optimal visibility on search engines.
 - Ensuring content strategy and development that aligns with the brand's messaging and resonates with the target audience.
 - Overseeing the creation of high-quality and engaging content for owned channels, such as the organization's website, blog, and social media platforms.
 - Ensuring the organization's website is user-friendly, visually appealing, and optimized for search engines and user experience.
 - Overseeing regular updates and improvements to keep the website current and relevant.

Departmental Oversight

Marketing Promotion

- Exploring opportunities for commercialization and private funding.
- Developing social media strategies that drive engagement, expand reach, and enhance brand visibility.
- Monitoring social media platforms to respond to customer inquiries, comments, and feedback.
- Implementing public relations and media relations through developing and executing PR strategies to secure positive media coverage and enhance the organization's public image.
- Cultivating relationships with journalists, influencers, and media outlets to maximize earned media opportunities.
- Identifying and collaborating with influencers and brand ambassadors who align with the organization's values and target audience.
- Managing influencer relationships and campaigns to amplify brand messaging.
- Identifying and establishing strategic partnerships with airlines, online travel agents, wholesalers, and other relevant stakeholders.
- Coordinating joint promotional activities and campaigns with strategic partners to expand reach and customer engagement.
- Collaborating on marketing materials, events, and other initiatives to drive mutual value.

Travel Trade Management

- Develop a comprehensive Travel Trade strategy that aligns with the DMO's overall marketing objectives.
- Provide clear direction to the Director, Travel Trade & Alliances in:
 - Cultivating strong relationships with airlines, online travel agencies, travel agencies, tour operators, whole salers. And other industry partners.
 - Collaborating with partners to develop joint marketing campaigns and packages that promote the destination.
 - Collaborating with Travel Trade partners to create appealing travel itineraries that highlight the destination's unique attractions and experiences and generate short and long-term demand.
 - Participating in travel trade shows, exhibitions, and events to showcase the destination and establish connections with potential partners.
 - Collaborating with partners to coordinate booth setups, presentations, and networking opportunities.
 - Organizing and hosting FAM tours for travel agents, tour operators, and media representatives to experience the destination firsthand. Showcasing key attractions, accommodations, and activities to build partner knowledge and enthusiasm.
 - Providing training and educational resources to Travel Trade partners to equip them with in-depth knowledge about the destination. Ensuring partners can effectively sell the destination's offerings to travelers. Sharing insights and data to enhance the sales process and improve partner relationships.

Measurement and Analysis

- Provide clear direction to the Manager, Business Intelligence in:
 - Ensure the KPIs to monitor the organization's strategic plan goals are being evaluated and reported: brand score, incremental economic impact; and industry satisfaction.
 - Defining key performance indicators (KPIs) for each promotional activity to measure success and impact.
 - Monitoring and analyzing data to assess the effectiveness of owned, earned, paid, and alliance programs.
 - Ensuring that marketing activities generate a positive return on investment and align with allocated budgets.
 - Optimizing resource allocation to maximize ROI across different promotional channels.

Data Strategy and Governance

- Provide leadership to the entire organization in developing and executing a data strategy that aligns with the organization's strategic objectives.
- Oversee the collection, aggregation, and integration of data from various internal and external sources to create a comprehensive view of the market and customer behaviors.
- Lead efforts to analyze large datasets to extract meaningful insights that inform marketing strategies, customer segmentation, and campaign optimization.
- Identify trends, patterns, and opportunities from data analysis to guide decision-making.

Data Strategy and Governance

- Lead the marketing teams to develop customer segmentation strategies based on data-driven insights.
- Define key performance indicators (KPIs) that align with marketing goals and objectives.
- Oversee the monitoring and reporting on marketing campaign performance, providing recommendations for improvement based on data analysis.
- Provide clear direction to the Marketing Team in:
 - Applying predictive modeling and analytics to forecast future market trends, customer behaviors, and potential business outcomes.
 - Using data-driven predictions to optimize marketing strategies and resource allocation.
 - Conducting market research and competitive analysis using data-driven insights to identify market trends, customer preferences, and competitive positioning.
 - Developing data visualization dashboards and reports to communicate insights to various stakeholders effectively.
 - Presenting data findings and recommendations in a clear and actionable manner.
 - Providing data-driven support for cross-functional initiatives and decision-making.
 - Evaluating and implementing advanced analytics tools, technologies, and platforms that enhance the BBI department's capabilities.
 - Monitoring industry trends and advancements in data analytics to ensure the BBI department remains at the forefront of data-driven marketing practices.
 - Continuously refining data collection and analysis processes to enhance accuracy and efficiency.

Performance Standards/Objectives

- Corporate Strategic Plan KPIs: Brand score 4th position by 2025, Economic Impact of \$2.2 billion by 2025, Industry engagement satisfaction score >80%.
- Individual KPIs for the position are developed annually in collaboration with the CEO.

QUALIFICATIONS

- Live in or ability to relocate to Panama.
- Bilingual English and Spanish (written and spoken).
- Seven or more years of experience in strategic marketing, project management, destination marketing, and/or communications (industry experience).
- Three to five years of previous experience as an executive-level international strategy and marketing leader in the leisure tourism and business events (MICE) industry, preferably with DMOs.
- Bachelor's degree in marketing, Business Administration, or related field (master's preferred).
- Comprehensive and successfully demonstrated experience in dynamic team leadership.
- Proven track record of successfully leading destination marketing efforts and teams.
- Extensive experience in strategic planning, brand management, and direct-to-consumer marketing (B2C).
- Strong knowledge in guiding B2B business development in travel trade and/or business events (MICE) strategies.
- Strong understanding of digital marketing, including social media, content development, and e-commerce.
- Exceptional negotiation and collaboration skills.
- Excellent verbal and written communication skills, with an emphasis on presentation skills and strategic planning.
- Analytical mindset with the ability to interpret data and drive insights.
- Proficiency in marketing analytics tools and reporting.
- Demonstrated ability to build and nurture partnerships within the tourism industry.
- Demonstrated understanding of business events (MICE) is a must and previous work experience in this sector is a plus.
- Experience in providing strategic reports to the Board of Directors; previous experience and success in working with a Board of Directors and a diverse set of key individuals in the industry in both the public and private sectors.
- Previous experience and knowledge in collaborating or working with government agencies, preferably.
- Proven ability to inspire, motivate, and lead diverse teams.
- High integrity, reliability, and a passion for organizational success.

KEY CHARACTERISTICS

- Thought leader
- Coach
- Collaborative
- Politically astute
- Strategic
- Adaptable
- Effective communicator
- Team leader

TOP PRIORITIES

1. Focus on the three organizational KPIs:
 - a. Brand Score
 - b. Economic Impact
 - c. Industry Engagement Score
2. Refine the Marketing Program. The Marketing program focuses on awareness, consideration, planning, and conversion. It's an ecosystem of owner, earned and paid. It is in its infancy and needs more work on conversation.
3. New August 2024 brand push to ensure a strong high season Dec-March.
4. Creating a commercialization Strategy for the website. Generating private funds to lessen the reliance on Public funding.



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If interested in learning more about this great opportunity, please send your resume to our SearchWide Global Executive, Kellie Henderson.

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