

William Macleod

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Background

Director and Consultant with a long-term career, senior management and board-level experience in tourism, hospitality, national tourism and heritage/conservation organisations. Experience in private, public and charitable sectors and in dealing with government departments and ministers.

Expertise includes:

- Preparation and delivery of strategic & operational plans
 - Planning and implementing organisational change
 - Business management
 - Effective project & risk management
 - Management and economic development consultancy
 - Tourism & economic development policy formulation
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Key Skills

Organisational Ability	Efficient resource allocation; effective budgetary control; ability to review options and determine priorities; successful and innovative delivery of complex projects
Research & Analysis	Familiar with qualitative & quantitative research methods; ability to source, assimilate and process information and take decisions
Relationship Management	Building effective teams; developing constructive relationships internally & externally; pragmatic approach to resolving difficulties and conflicts
Communications	Excellent written & oral communications; effective presenter; experience with media
Leadership	Track-record in recruiting and motivating staff; leading diverse departments and multi-disciplinary teams to achieve operational and financial objectives
Service & Quality	Personal commitment to delivering high quality service to internal and external customers

Career Summary

Current Position & Appointments

Wilson-Macleod Consulting Limited, Edinburgh
Managing Director

From May 2008

- Consultancy services to businesses and public agencies engaged in tourism & related sectors. Assignments include market & financial feasibility studies, market research & analysis, business planning, strategy preparation, project management and business reviews.

Non-executive directorships:

- Trustee, New Lanark Trust (UNESCO World Heritage Site); Director, New Lanark Hotels Limited and New Lanark Trading Limited
- Director, Lennoxlove House Limited; Trustee, The Lennoxlove Trust
- Director, Scottish Tourism Forum Limited
- Director, Royal Lyceum Theatre Company Limited

Previous Positions**VisitScotland (VS), Edinburgh****2001-2008****Director, Industry Services (2001-2005); Director, Visitor Services & Quality (2005-2008)**

- Successfully ran two directorates; member of senior management team; executive member of board; annual expenditure budgets to c£8m; income c£2m; line management of c90 staff
- Contributed to the design & implementation of significant organisational change on three occasions
- Achieved effective operational relationships with, and return on funding of, the network of 14 independent area tourist boards (ATBs)
- Responsible for VS' relationships with the tourism industry, trade associations, and stakeholders including public agencies and local authorities
- Prepared advice for VisitScotland Board and Scottish Government on review of the ATBs, leading to their successful merger with VS
- Established Sector Development department to research, develop and take to market new products and services to meet new consumer trends and demand
- Restructured the Quality & Standards department to achieve improved operational effectiveness, increase income by 20% and reduce net costs by 40%
- Directed a major, Scottish Government funded (£3m) project to further develop and increase business participation in VS' quality assurance schemes
- Successful review of visitor information services resulting in staff restructuring, improved systems/procedures, introduction of innovative approaches to meeting consumer needs and groundwork for further strategic and operational change.

SQW Consulting Limited, Cambridge/Edinburgh**1990-2001****Regional Director, Scotland & Head of Tourism Consultancy Team**

- Director, member of board and management group
- Achieved start-up and development and of the company's operations in Scotland
- Recruited, developed and line-managed team of c15 staff/associates
- Developed and managed firm's tourism consultancy practice throughout UK and in Europe
- Built business to a sustainable level with annual turnover of c£800k
- Directed/managed numerous consultancy assignments for a wide range of clients
- Established repeat client base among public agencies, local authorities and private businesses
- Successfully established a network of associate consultants to augment in-house expertise.

PricewaterhouseCoopers (PwC), Edinburgh/London**1985-1990****Associate Director, Tourism, Leisure & Arts Consultancy Group**

- Senior Consultant in Edinburgh, subsequently Managing Consultant and Associate Director based in London head office

- Responsible for direction and management of a team of 15 professional and support staff
- Achieved revenue of c£1m per annum
- Secured repeat business from enterprise and tourism organisations, trade associations, international aid agencies, banks and businesses including national and international PLCs
- Successfully and profitably led a range of demanding assignments in the UK and abroad
- Effective management of project teams comprising direct and non-direct reports and external specialists.

Early Career

Scottish Tourist Board (now VisitScotland)

1975-1985

Middle-management positions in advisory service for tourism businesses; management of grant and loan investment for tourism industry development projects and leadership of product development and marketing initiatives. Acting Director of Development 1983/1984.

Hospitality Industry

1969-1975

Executive management trainee; functional department and line-management positions in different operating divisions of Forte/TrustHouse Forte PLC, based in London and in various locations throughout the UK. Thereafter, general manager with several privately owned hotel and catering businesses operating in diverse markets in Scotland, the Midlands and the West Country.

Higher Education

- Diploma, Hotel Management – Department of Hospitality & Tourism Management, University of Strathclyde, Glasgow

Professional/Industry Bodies

- Fellow, Institute of Hospitality
- Fellow, Tourism Society
- Member, Scottish Tourism Forum

Past Appointments

- Director, SQW Consulting Limited
- Director/chair/secretary of several subsidiary companies wholly owned by VisitScotland
- Board member, Edinburgh & Lothians Tourist Board
- Member of steering/management groups for various tourism industry/academic initiatives
- Past secretary and vice-chair, Institute of Hospitality, Edinburgh & East of Scotland
- Reviewer, BTA Commended Hotel Scheme
- Quality assessor, Inter-Hotel (Scotland) consortium

Personal Details

- Married
- Interests include most sports, rugby, reading, sailing (qualified RYA Yachtmaster Offshore; owner/skipper 12 metre motor-sailer), food & wine