



Frank Haas – Résumé

Frank Haas is President and Chief Executive Officer of Marketing Management, Inc., a consulting firm focused on marketing and management clients in food service, hospitality and tourism, workforce development, and general business in Hawai'i, the U.S. Mainland and Internationally. Founded in 2002, the company is incorporated in Hawai'i. Current projects include business- and marketing plan development, feasibility studies, project evaluations, franchising/licensing, and new product launches.

Areas of Expertise

Education and Workforce Training

Frank served as Dean of the Hospitality, Culinary, and Business programs for Kapi'olani Community College (part of the University of Hawai'i system). At Kapi'olani, he created new advanced programs to respond to emerging needs in the hospitality industry. He has been engaged to deliver training programs in Abu Dhabi (for the Abu Dhabi Tourism Authority), West Java Indonesia, Singapore (the Singapore Workforce Development Agency), Thailand (Tourism Authority of Thailand Sustainability Training), and others. He regularly teaches executives in travel management at the Executive Development Institute in Tourism (EDIT) at the University of Hawai'i. Working with GUILD Consulting, he has completed projects for the University of Hawai'i aligning programs with workforce needs; and with the Hawai'i Workforce Funders Collaborative (Hawai'i Community Foundation, Weinberg, Castle, and HMSA) to develop programs to coordinate workforce training programs and establish funding best practices.

Hospitality and Tourism

Frank served as Vice President of Marketing for the Hawai'i Tourism Authority, the state agency for tourism management, with an annual marketing budget of \$US50 million. He developed an accountability program for the state which led to the reorganization of the entire marketing program, hiring and managing representative firms in Germany, the United Kingdom, Japan, Australia, New Zealand, China, and Taiwan in addition to the United States and Canada. He initiated and organized the first annual Tourism Marketing Conference which has become a highly visible and anticipated event.

Customer Service, Fast Food and Quick Service Restaurants

As Vice President and Director of Marketing for the TheoDavies Food Group in Hawai'i (owned by Jardine Matheson in Hong Kong), Frank directly managed the entire marketing program for three franchise operations (Pizza Hut, Taco Bell, and Sizzler) in Hawai'i, Guam, and Western Canada, and served as a consultant for Jardine's franchised food operations in Hong Kong, Taiwan, and Australia. Under his direction, the company launched delivery service for Pizza Hut, displacing Dominos as the delivery leader in the market. Through the development extensive community engagement programs, Frank was named Pizza Hut Franchise Marketer of the Year and the company earned the prestigious ChildHelp USA award for its literacy cause-related marketing program.

High Tech

Frank joined 'Ohana Learning, a high-tech start-up as a part of its initial executive team. The company developed technology applications for the K-12 education market in the United States, digitally repurposing existing classroom materials to make them teacher-friendly and to conform to educational standards for all fifty states. The company also completed a Memorandum of Understanding with the Chinese Ministry of Education to use the technology to teach English as a Second Language in China.

Advertising and Promotion

Frank has served as an account manager on Procter & Gamble business for Leo Burnett Advertising in Chicago; Senior Vice President for Milici Valenti (a DDB Agency) in Honolulu; and as a senior executive and CEO of Ogilvy & Mather Advertising in Hawai'i. His client work includes market planning, promotion development, media plans, new product launches, and campaign evaluation.

Research and Planning

For Hawai'i Tourism Authority, Frank has been a key part of the planning teams for the 2005-15, 2015-20, and 2020-25 strategic plans. These plans were based on extensive research and involved literally hundreds of stakeholders. His work on the University of Hawai'i System's "3rd Decade" ten-year strategic plan involved extensive analysis of labor force and educational program data. He has also worked on plans for O'ahu Visitors Bureau, Singapore Tourism Board (a 25-year plan), *Agence Du Sud* for the Kingdom of Morocco, and many private sector companies.

Arts and Culture

Frank has served on a number of non-profit boards supporting culture and the arts including Friends of Hawai'i State Art Museum (HiSAM), Hawai'i Public Radio, Chamber Music Hawai'i, and the Honolulu Symphony Marketing Committee. While serving as Vice President Marketing for Hawai'i Tourism Authority, he developed the *Hawai'i Arts Season*, a marketing program to

promote the spectrum of arts in Hawai'i. He was a member of the group developing the *Hawai'i Capital Cultural District*, a plan to develop wayfinding and interpretation in the downtown Honolulu area.

Selected Consulting Projects

- University of Hawai'i Third Decade Strategic Planning Project
- Hawai'i Workforce Funders Collaborative (Hawai'i Community Foundation, Castle, Weinberg, and HMSA) project development
- Workshop in "Smart Tourism" in Bandung, West Java, Indonesia
- Bangabandhu Sheikh Mujibur Rahman Maritime University, Bangladesh, feasibility study for tourism development in Bangladesh (deferred due to COVID)
- Promotion Planning for the 75th Commemoration of the end of World War II
- Promotion Planning for the 75th Anniversary Commemoration of the attack on Pearl Harbor
- The Whaler at Kā'anapali Beach Strategic Plan
- Asian Productivity Organization (APO) Study Mission on Rural Tourism
- Hainan China Study Group
- Bank of Hawai'i Brand Strategy Review
- Guam Visitors Bureau Organization Structure Review
- Sri Lanka Tea Board
- Acquisition evaluation for Pizza Hut franchise in Djakarta, Indonesia
- Mission Houses Historic Site and Archives, Business Plan
- Hi'ipaka LLC, Business Plan for Waimea Valley Park
- Chaminade University, facilitator for Regents' planning retreat
- Moderator for Travel Weekly Leadership Forums in Hawai'i and two time speaker at the Travel Weekly Leadership Forum in Mexico City
- Honolulu Community College M.E.L.E. (music education) program business plan

Selected Professional Service

- US Department of Commerce District Export Council for Hawai'i/Pacific (current member and past chair)
- Staff support for the US Department of Commerce United States Travel and Tourism Advisory Board
- US Department of Commerce Council of Professional Advisory Committees for the 2010 Census
- National Chairman, American Marketing Association 1999-2000 (prior to being elected chair, held elected posts including Vice President Professional Chapters, Member of the Board of Directors, Vice President Finance, and service on the Executive Committee of the Board).
- Featured speaker International Conference on Tourism Safety and Security (Las Vegas)
- Panelist on a program about "Overtourism" sponsored by Zocalo Public Square
- Panelist, Harvard Extension School International Sustainable Tourism Initiative
- Keynote speaker for the inauguration of the hospitality program in Kansai Gaidai University, Hirakata, Osaka Prefecture Japan

- Session Speaker International Seminar on “An Inclusive Maritime Vision for Sustainable Development of Bangladesh” (Dhaka, Bangladesh)
- Presenter at the Rural Tourism Study Mission of the Asian Productivity Organization
- Panelist at the Historic Hotels of America national conference
- Panelist at the inaugural symposium for the Hawai’i Agritourism Association (Hilo, Hawai’i)
- Panelist at the IUCN (International Union for the Conservation of Nature) World Congress, Honolulu
- Member of the Program Committee for the Travel & Tourism Research Association’s National Conference
- Discussant at the Asia-Pacific Creativity Forum, Jeju, Korea
- Featured speaker – Society of Incentive Travel Executives (SITE) conference in Aruba
- Featured speaker – Guam Island Sustainability Conferences
- Hawai’i Visitors Bureau Research Advisory Committee (Chair)

Selected Community Service and Not-for-Profit Boards:

- State of Hawai’i Department of Health Drowning Prevention Advisory Committee (current)
- Visitor Aloha Society of Hawai’i (VASH) board of directors (current)
- Pearl Harbor Aviation Museum Marketing Advisory Committee (current)
- Travel2Change (current)
- Hawai’i Public Radio board of directors
- Historic Hawai’i Foundation (past Chairman)
- Hawai’i Book & Music Festival (past Chairman)
- Chamber Music Hawai’i (past Chairman)
- Honolulu Chapter of the American Marketing Association (past President)
- Friends of Hawai’i State Art Museum
- Honolulu Symphony Marketing Committee
- Hawai’i Justice Foundation
- Travel Trade Research Association – Hawai’i Chapter
- Children’s Discovery Center board of directors
- Read-to-Me International Foundation board of directors
- Hawai’i Capital Cultural District
- Pacific Asia Travel Association Hawai’i Chapter board of directors
- Aloha United Way
- Honolulu Theatre for Youth board of directors

Recent Publications

- “Charting a New Course for Hawai’i Tourism” (Frank Haas, James Mak and Paul Brewbaker, UHERO 2019)
- “Can Hawai’i Rise From the Ashes of COVID-19 as a Smart Destination?” (Frank Haas and Jim Mak, UHERO 2020)
- “Paradise on the Precipice,” a case study on overtourism in Hawai’i included in “Overtourism: Lessons for a Better Future” (Center for Responsible Tourism)

- “Hawai‘i Needs to Focus on Developing Good Governance in Managing Tourism” (Frank Haas, James Mak and Paul Brewbaker, UHERO 2021)
- “Micro-case Studies on Managing Tourism,” chapter in International Case Studies in the Management of Disasters” (Frank Haas, Jerome Agrusa and Joseph Lema, Emerald Press 2021)

Education

Master’s in Business Administration, Northwestern University, Kellogg Graduate School of Management. Majors: Marketing and Policy & Environment.

Bachelor of Science in Journalism, Northwestern University, Medill School of Journalism. Majors: Advertising and Political Science.

Military

Honorably discharged as Lieutenant, United States Navy