



Marcus Bernhardt

Experienced CEO, COO, CCO and CSO as well as member of international Executive Management Committees and Board of Directors as well as Chairman of the Board; Master in Hospitality, Business Administration and Management, BHMS Luzern, dipl. Hotelier SHV/VDH, Executive MBA, GSBA Zurich and Haas School of Business, Berkley University USA, Executive Top Management education centre, Zurich, Switzerland, AMP certificate from INSEAD, Paris.

Certified Board Member by ZfU

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Board & CEO Competence Portfolio with focus on business transformation, development & internationalisation as well as digitalisation and sales

Core competencies	Important contributions & experiences DH: Deutsche Hospitality / EC: Europcar / GF: Gulfair / EHL: Ecole Hotelier Lausanne / Bioengineering / Food and Logistics
<p>Member of international Group Executive Boards</p> <ul style="list-style-type: none"> ▪ Served as CEO, COO, CCO and CSO; Always a member of the Executive Committee. Additional active responsibilities as a Chairman of a Board of Directors and member of several Board of Directors ▪ P&L Responsibility ▪ Direct and indirect leadership responsibility in a multicultural environment ▪ Stakeholder Management / Networks ▪ Development of new businesses/focus on expansion ▪ Internal and external communication ▪ Crisis management ▪ Corporate Governance 	<ul style="list-style-type: none"> ▪ Global realignment of groups, business areas and services in three different industries: Hospitality, Airline and Car Rental/Mobility ▪ Development of growth strategies as a member of the Board of Directors and of the Executive Committee of various companies (Multibrand at DH and EC as well as growth in more than 138 countries for EC) ▪ P&L Responsibility depending on industry and position between million Euro 600 and mia Euro 3.8 / Successful implementation of restructuring measures at EC and DH (Project: Fit for the future) ▪ Depending on the industry and position: 6 – 11 direct reports and between 150 and 11000 team members ▪ Experienced and effective communicator vis-à-vis the press, social media and investors/partners. This also applies to various crisis situations (national and international) both internally and externally. ▪ Covit19 internal as well as external communication ▪ New brands advertised/ M&A advertised at EC and DH ▪ Gulf Crisis 2001, Financial Crisis 2008, Arab Spring 2011/2012, Pandemic Crisis 2020/21
<p>Non-Executive Experiences</p> <ul style="list-style-type: none"> ▪ Member of boards of directors and committees ▪ Chairman of the Board of Directors ▪ Advisor to the Swiss Government for Touristic topics 	<ul style="list-style-type: none"> ▪ Member of EHL's Advisory Board significantly involved in EHL's expansion into Asia ▪ As an advisor to the government of the Swiss Canton of Grison, on economic and tourism issues. ▪ Member of the Board of Directors of SV – Group, responsible for the expansion of BU Hotels/Restaurants ▪ Revision of CG for DH following the acquisition of the Chinese parent company ▪ Member of the Board for the Gulf Hotel Group in Bahrain (2010 – 2013)
<p>Business sectors / Industries</p>	<ul style="list-style-type: none"> ▪ Hospitality - Hotel Industry (B2B and B2C) // Biotechnology – Industry (B2B) ▪ Transportation - Airline (B2B and B2C) // Food and Logistic Industry (B2B)

<p>From self-employed and family-run to international, global, and publicly listed companies</p>	<ul style="list-style-type: none"> ▪ Europcar – Mobility Group (Car Rental; B2B and B2C) / Steigenberger Hotels & Resorts / Radisson Hotel Group / Gulf Air / Bioengineering / Food and Logistics
<p>Business Strategy & Transformation</p> <ul style="list-style-type: none"> ▪ Development and introduction of new business areas ▪ Adapting/preparing the organization for growth ▪ Cultural Change Management ▪ Customer Journey & Focus ▪ Rebranding measures ▪ Employees Journey / Development 	<ul style="list-style-type: none"> ▪ New brand strategy developed for DH and EC. New brands developed for DH (Steigenberger Porsche Design Hotel, House of Beats and others) as well as M&A for EC (from a single brand to a multi brand) ▪ New organizational structure developed for growth at EC and DH as well as Board Member for the SV-Group ▪ Integration of the new BU from an operational and cultural point of view (DH with China, EC with 138 countries (Franchise Partners), Gulf air with about 78 different countries (in terms of employees) ▪ Implementation of a new customer journey in line with the strategy for EC and GF (outside-in approach) ▪ Complete rebranding at DH for all 8 brands (internal, external, sales, marketing, communication, PR) ▪ For DH we have developed an internal hotel academy to attract new employees and further develop existing ones. Internal employment system to secure the workforce in the hotel industry
<p>Business Development & Internationalisation</p> <ul style="list-style-type: none"> ▪ Development and implementation of growth strategies ▪ Internationalization ▪ Commercialization and distribution ▪ M&A with a focus on acquisitions ▪ IPO ▪ International Joint Ventures ▪ Negotiations 	<ul style="list-style-type: none"> ▪ For EC from 64 countries to 138 countries in 7 years / For DH over 40 new hotel projects in 18 months ▪ DH/Steigenberger brought from a national to an international and now global player. ▪ Europcar brought from an international to a global player. ▪ Implementation of a new marketing and sales strategy for EC and DH ▪ Establishment of a completely new sales organization (Hunter / Farmer Sales strategy) ▪ Extensive experience in B2B and B2C customer management ▪ Co-responsible for the acquisitions in D, A and ESP as well as in the USA for Europcar ▪ In 2015, most successful IPO in France with Europcar and instrumental in the IPO ▪ Successful execution for EC and its joint venture (JV) in India and China as well as the successful closing of a JV for DH in India ▪ Negotiations with governments, business partners and M&A successfully carried out and implemented in different countries and cultures on all continents
<p>Innovation & new Technologies</p> <ul style="list-style-type: none"> ▪ Introduction of robotics in the hotel industry ▪ Flying Chefs ▪ Telematic 	<ul style="list-style-type: none"> ▪ Introduction of robots in DH's low-cost hotels, as well as its own IT solution for check-ins ▪ First airline in the Middle East to cook a la carte in First Class for guests (2010) ▪ At EC, we developed a control system for the cars which recorded all movements/accidents/damage etc. directly and reported them to the headquarters. Thus, a customer profile was created for future rentals and the price was adjusted according to driving characteristics and behaviours
<p>Core values & Leadership</p> <p>My core values are based on ethics, integrity, respect, trust, perseverance & performance</p>	<ul style="list-style-type: none"> ▪ Strong multicultural knowledge and understanding within global, listed corporations and owner-managed companies. ▪ My environment appreciates my situational and team-oriented leadership style, empathy, authenticity, feedback culture as well as stringent, active communication and the "empowerment" of employees.