

JOHN BOULDING

Strategic Advisory Profile

International Business Leader | Board Director | Visitor Economy and Destination Specialist

London, UK | +44 7879 368 239 | jboulding1@gmail.com

Independent perspective. Practical judgement. Better decisions.

I advise boards, founders and leadership teams across travel, tourism, culture and experience-led businesses. Drawing on nearly five decades of international operating and leadership experience, including more than 20 years as a global CEO, I provide commercially grounded advice on growth, strategy, proposition, organisational change and guest experience.

My role is usually to bring an independent perspective, test assumptions and help turn broad ambition into choices that can work in practice. I work mainly with established businesses and industry organisations that value senior judgement, constructive challenge and a strong understanding of how the visitor economy operates.

Executive perspective

20+ years as Global CEO	US\$250m peak group revenue	100,000 annual travellers	50+ countries served
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Where I add value

Board and leadership support Independent challenge, decision support, governance, organisational alignment and mentoring.	Strategy, growth and repositioning Business direction, market choices, proposition development and practical performance improvement.
Brand, product and guest experience Connecting the brand promise with product design, operations and the realities of the guest journey.	Commercial strategy and partnerships Distribution, international sales, B2B relationships, destinations, cruise and sector partnerships.
Technology, AI and innovation Translating emerging technology into useful applications for operators, destinations and visitor experiences.	Industry engagement Senior representation, stakeholder relationships, advocacy, speaking and external thought leadership.

Engagements

Engagements range from ongoing advisory relationships and board support to focused strategic reviews, proposition development and selected projects. The scope is agreed around the decisions to be made and the practical value required.

Current advisory and board work

Director | UKInbound | 2024 to present

Provide board-level governance, strategic oversight and industry advocacy for the UK inbound visitor economy, contributing particularly to competitiveness, communications, member value and strategic development.

Global Brand Ambassador and Industry Advisor | Vox Group | 2018 to present

Advise the board and international leadership team on brand, product, market development and commercial strategy across guiding, interpretation and visitor experience technology. Represent Vox with senior industry partners and help translate emerging technologies into practical applications.

Advisory Board Member | TripAdmit | 2026 to present

Advise on TripAdmit's multiday strategy, proposition and engagement with escorted tour operators. Its technology supports optional excursion sales, digital tipping, guest questionnaires, tour-specific reviews and feedback analysis.

Founder and Principal | MSP Concepts Ltd and The Travelling Man | 2016 to present

Work with leadership teams, boards and founders on strategy, growth, market positioning, partnerships, proposition and guest experience, alongside writing, speaking and industry commentary.

Leadership foundation

As Global CEO of Insight Vacations Group from 1997 to 2017, I led an international escorted touring business with approximately 350 employees, around 100,000 annual travellers and peak revenues of approximately US\$250 million. I directed global operations, restructuring, brand repositioning, product development and commercial strategy across more than 50 countries, maintaining performance through major geopolitical, economic and industry disruption.

Earlier roles included founding and successfully exiting Travel and Tourism International, restructuring German Tourist Facilities as CEO, leading international marketing for Insight Vacations and managing European field operations for Contiki Tours.

Sector perspective

Experience spans escorted touring, cruise and shore excursions, destinations and DMOs, attractions, sightseeing, cultural institutions, guiding and interpretation, travel technology and the wider visitor economy. This breadth is particularly useful where commercial, operational and guest-experience considerations need to be considered together.

Board and industry engagement

Board positions have been held in the UK, Japan, Singapore, South Africa, Guernsey and Bermuda. I am a member of ETOA and SKAL International, and regularly speak or moderate at travel, tourism, culture and visitor-economy events. Recent platforms include WTM London, Arival, Travel Daze, Museum + Heritage, UKInbound and ETOA.

Contact

EMAIL jboulding1@gmail.com	TELEPHONE +44 7879 368 239
LINKEDIN linkedin.com/in/john-boulding-travelling-man	WEBSITE thetravellingman.org