





### **Foreword**

The World Travel & Tourism Council (WTTC) has been investing in economic impact research for over 20 years in order to assess and quantify the value of Travel & Tourism's contribution to GDP and employment. We now produce reports and forecasts of the sector's impact in 184 countries and 24 geographic and economic regions in the world. Our 10-year forecasts provide unique information and seek to better equip both public and private bodies with empirical evidence for their policy making and investment decisions.

2013 proved to be another successful year for the Travel & Tourism industry. Our latest annual research, conducted in conjunction with our research partner Oxford Economics, shows Travel & Tourism's contribution to world GDP grew for the fourth consecutive year in 2013, helped especially by strong demand from international travellers. Visitor exports, the measure of money spent by these international tourists, rose by 3.9% at a global level year on year, to US\$1.3trillion, and by over 10% within South East Asia. It is clear that the growth in Travel & Tourism demand from emerging markets continues with pace, as large rising middle-classes, especially from Asia and Latin America, are willing and more able than ever to travel both within and beyond their borders.

In 2013, Travel & Tourism's total contribution to the global economy rose to 9.5% of global GDP (US \$7 trillion), not only outpacing the wider economy, but also growing faster than other significant sectors such as financial and business services, transport and manufacturing. In total, nearly 266 million jobs were supported by Travel & Tourism in 2013 - 1 in 11 of all jobs in the world. The sustained demand for Travel & Tourism, together with its ability to generate high levels of employment continues to prove the importance and value of the sector as a tool for economic development and job creation.

The outlook for Travel & Tourism in 2014 is also very positive, with Total Travel & Tourism GDP growth forecast to reach 4.3%. Much of this growth is being driven by higher consumer spending as the recovery from recession gathers pace and is becoming firmly established. Tourists are expected to spend more per trip and stay longer on their holidays in 2014, while long haul travel, especially among the European markets, is also expected to gain a greater share of international tourism demand. Profitability for travel companies should also start to edge up, bringing opportunities for further job creation in the process.

Travel & Tourism forecasts over the next ten years also look extremely favourable, with predicted growth rates of over 4% annually that continue to be higher than growth rates in other sectors. Capitalising on the opportunities for this Travel & Tourism growth will, of course, require destinations and regional authorities, particularly those in emerging markets, to create favourable business climates for investment in the infrastructure and human resource support necessary to facilitate a successful and sustainable tourism sector. At the national level, governments can also do much to implement more open visa regimes and to employ intelligent rather than punitive taxation policies. If the right steps are taken, Travel & Tourism can be a true force for good.

**David Scowsill** 

David Servich

President & CEO

WTTC

# Contents

The Economic Impact of Travel & Tourism 2014

Foreword	
2014 Annual Research: Key Facts	1
Defining the Economic Contribution of Travel & Tourism	2
Travel & Tourism's Contribution to GDP	3
Travel & Tourism's Contribution to Employment	4
Visitor Exports and Investment	5
Different Components of Travel & Tourism	6
Country Rankings: Absolute Contribution, 2013	7
Country Rankings: Relative Contribution, 2013	8
Country Rankings: Real Growth, 2014	9
Country Rankings: Long Term Growth, 2014-2024	10
Summary Tables: Estimates & Forecasts	11
The Economic Contribution of Travel & Tourism: Real 2013 Prices	12
The Economic Contribution of Travel & Tourism:  Nominal Prices	13
The Economic Contribution of Travel & Tourism: Growth	14
Glossary	15
Methodological Note	16

Regions, Sub-regions, Countries .....



### Bahamas

### 2014 ANNUAL RESEARCH: KEY FACTS<sup>1</sup>

### 2014 forecast

### **GDP: DIRECT CONTRIBUTION**

The direct contribution of Travel & Tourism to GDP was BSD1,729.3mn (20.4% of total GDP) in 2013, and is forecast to rise by 7.8% in 2014, and to rise by 3.2% pa, from 2014-2024, to BSD2,561.9mn (23.9% of total GDP) in 2024.



### **GDP: TOTAL CONTRIBUTION**

The total contribution of Travel & Tourism to GDP was BSD3,898.2mn (46.0% of GDP) in 2013, and is forecast to rise by 7.0% in 2014, and to rise by 3.3% pa to BSD5,749.9mn (53.6% of GDP) in 2024.



### **EMPLOYMENT: DIRECT CONTRIBUTION**

In 2013 Travel & Tourism directly supported 53,500 jobs (28.5% of total employment). This is expected to rise by 5.8% in 2014 and rise by 1.4% pa to 65,000 jobs (32.7% of total employment) in 2024.



### **EMPLOYMENT: TOTAL CONTRIBUTION**

In 2013, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry, was 54.5% of total employment (102,500 jobs). This is expected to rise by 5.4% in 2014 to 108,000 jobs and rise by 1.5% pa to 125,000 jobs in 2024 (63.1% of total).



### **VISITOR EXPORTS**

Visitor exports generated BSD2,420.0mn (63.7% of total exports) in 2013. This is forecast to grow by 8.4% in 2014, and grow by 3.5% pa, from 2014-2024, to BSD3,684.8mn in 2024 (71.3% of total).



### INVESTMENT

Travel & Tourism investment in 2013 was BSD487.9mn, or 18.1% of total investment. It should rise by 3.8% in 2014, and rise by 3.2% pa over the next ten years to BSD693.7mn in 2024 (20.3% of total).



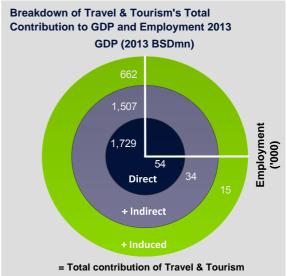
<sup>1</sup>All values are in constant 2013 prices & exchange rates

### **WORLD RANKING (OUT OF 184 COUNTRIES):**

Relative importance of Travel & Tourism's total contribution to GDP









## Defining the economic contribution of Travel & Tourism

Travel & Tourism is an important economic activity in most countries around the world. As well as its direct economic impact, the industry has significant indirect and induced impacts. The UN Statistics Division-approved Tourism Satellite Accounting methodology (TSA:RMF 2008) quantifies only the direct contribution of Travel & Tourism. But WTTC recognises that Travel & Tourism's total contribution is much greater, and aims to capture its indirect and induced impacts through its annual research.



### **DIRECT CONTRIBUTION**

The direct contribution of Travel & Tourism to GDP reflects the 'internal' spending on Travel & Tourism (total spending within a particular country on Travel & Tourism by residents and non-residents for business and leisure purposes) as well as government 'individual' spending - spending by government on Travel & Tourism services directly linked to visitors, such as cultural (eg museums) or recreational (eg national parks).

The direct contribution of Travel & Tourism to GDP is calculated to be consistent with the output, as expressed in National Accounting, of tourism-characteristic sectors such as hotels, airlines, airports, travel agents and leisure and recreation services that deal directly with tourists. The direct contribution of Travel & Tourism to GDP is calculated from total internal spending by 'netting out' the purchases made by the different tourism sectors. This measure is consistent with the definition of Tourism GDP, specified in the 2008 Tourism Satellite Account: Recommended Methodological Framework (TSA: RMF 2008).

#### **TOTAL CONTRIBUTION**

The total contribution of Travel & Tourism includes its 'wider impacts' (ie the indirect and induced impacts) on the economy. The 'indirect' contribution includes the GDP and jobs supported by:

- Travel & Tourism investment spending an important aspect of both current and future activity that includes investment activity such as the purchase of new aircraft and construction of new hotels;
- Government 'collective' spending, which helps Travel & Tourism activity in many different ways as it is made on behalf of the 'community at large' – eg tourism marketing and promotion, aviation, administration, security services, resort area security services, resort area sanitation services, etc;
- Domestic purchases of goods and services by the sectors dealing directly with tourists including, for example, purchases of food and cleaning services by hotels, of fuel and catering services by airlines, and IT services by travel agents.

The 'induced' contribution measures the GDP and jobs supported by the spending of those who are directly or indirectly employed by the Travel & Tourism industry.

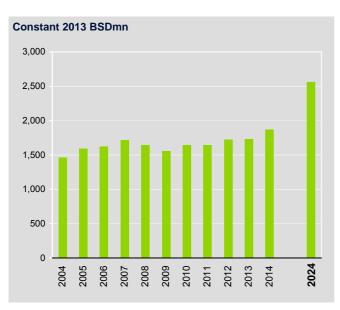
PLEASE NOTE THAT DUE TO CHANGES IN METHODOLOGY BETWEEN 2010 AND 2011, IT IS NOT POSSIBLE TO COMPARE FIGURES PUBLISHED BY WTTC FROM 2011 ONWARDS WITH THE SERIES PUBLISHED IN PREVIOUS YEARS.

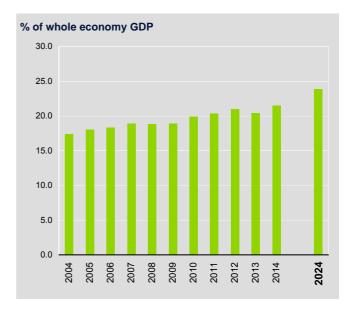
# Travel & Tourism's contribution to GDP<sup>1</sup>

The direct contribution of Travel & Tourism to GDP in 2013 was BSD1,729.3mn (20.4% of GDP). This is forecast to rise by 7.8% to BSD1,864.1mn in 2014.This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). But it also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists.

The direct contribution of Travel & Tourism to GDP is expected to grow by 3.2% pa to BSD2,561.9mn (23.9% of GDP) by 2024.

#### **BAHAMAS: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO GDP**

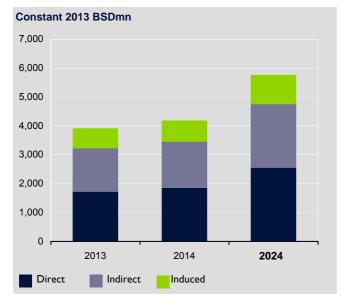


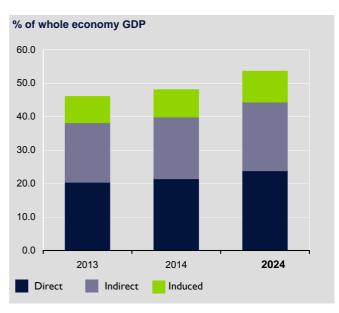


The total contribution of Travel & Tourism to GDP (including wider effects from investment, the supply chain and induced income impacts, see page 2) was BSD3,898.2mn in 2013 (46.0% of GDP) and is expected to grow by 7.0% to BSD4,171.3mn (48.0% of GDP) in 2014.

It is forecast to rise by 3.3% pa to BSD5,749.9mn by 2024 (53.6% of GDP).

### **BAHAMAS: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO GDP**





<sup>&</sup>lt;sup>1</sup> All values are in constant 2013 prices & exchange rates



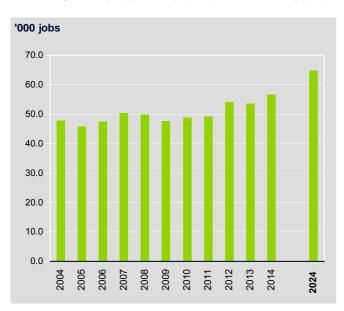
# Travel & Tourism's contribution to employment

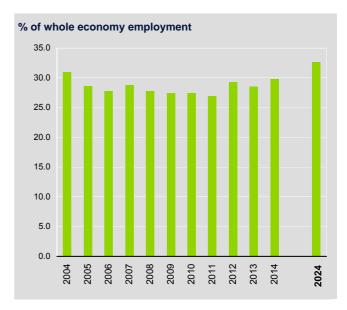
Travel & Tourism generated 53,500 jobs directly in 2013 (28.5% of total employment) and this is forecast to grow by 5.8% in 2014 to 56,500 (29.8% of total employment).

This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists.

By 2024, Travel & Tourism will account for 65,000 jobs directly, an increase of 1.4% pa over the next ten years.

#### **BAHAMAS: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT**

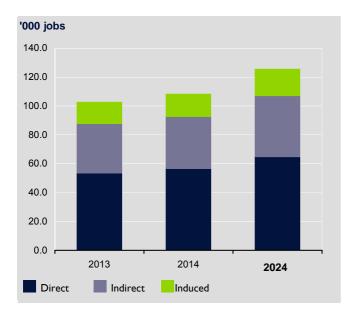


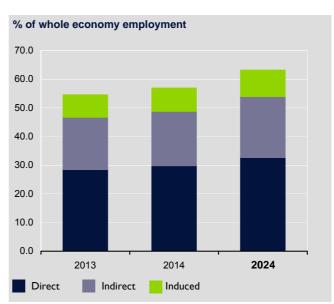


The total contribution of Travel & Tourism to employment (including wider effects from investment, the supply chain and induced income impacts, see page 2) was 102,500 jobs in 2013 (54.5% of total employment). This is forecast to rise by 5.4% in 2014 to 108,000 jobs (56.9% of total employment).

By 2024, Travel & Tourism is forecast to support 125,000 jobs (63.1% of total employment), an increase of 1.5% pa over the period.

### **BAHAMAS: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT**





### Visitor Exports and Investment<sup>1</sup>

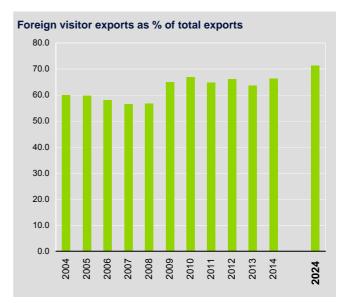
#### **VISITOR EXPORTS**

Visitor exports are a key component of the direct contribution of Travel & Tourism. In 2013, Bahamas generated BSD2,420.0mn in visitor exports. In 2014, this is expected to grow by 8.4%, and the country is expected to attract 1,469,000 international tourist arrivals.

By 2024, international tourist arrivals are forecast to total 2,138,000, generating expenditure of BSD3,684.8mn, an increase of 3.5% pa.

#### **BAHAMAS: VISITOR EXPORTS AND INTERNATIONAL TOURIST ARRIVALS**



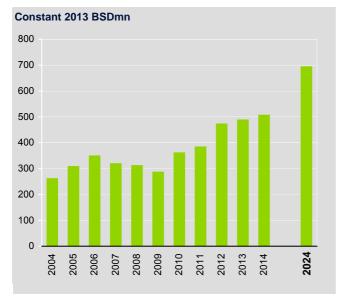


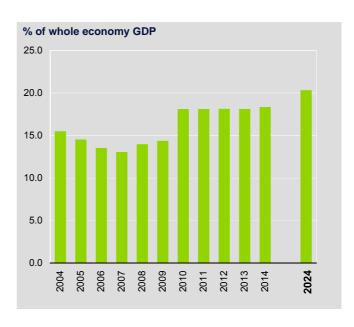
#### INVESTMENT

Travel & Tourism is expected to have attracted capital investment of BSD487.9mn in 2013. This is expected to rise by 3.8% in 2014, and rise by 3.2% pa over the next ten years to BSD693.7mn in 2024.

Travel & Tourism's share of total national investment will rise from 18.3% in 2014 to 20.3% in 2024.

### **BAHAMAS: CAPITAL INVESTMENT IN TRAVEL & TOURISM**

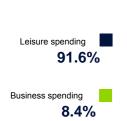


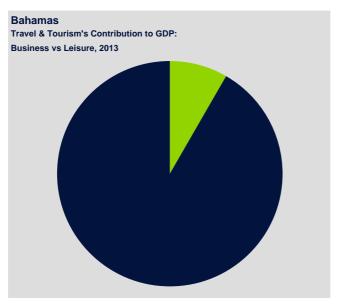


<sup>&</sup>lt;sup>1</sup> All values are in constant 2013 prices & exchange rates



## Different components of Travel & Tourism<sup>1</sup>



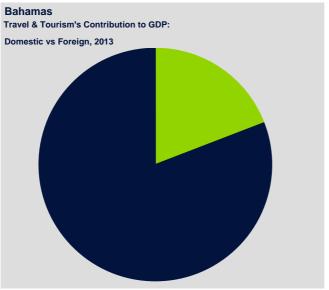


Leisure travel spending (inbound and domestic) generated 91.6% of direct Travel & Tourism GDP in 2013 (BSD2,737.8mn) compared with 8.4% for business travel spending (BSD252.5mn).

Leisure travel spending is expected to grow by 7.4% in 2014 to BSD2,940.5mn, and rise by 3.0% pa to BSD3,964.4mn in 2024.

Business travel spending is expected to grow by 9.7% in 2014 to BSD277.0mn, and rise by 3.9% pa to BSD405.6mn in 2024.

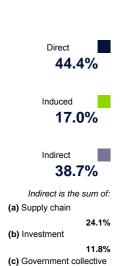


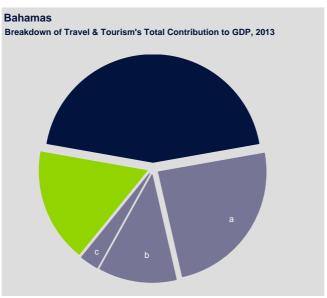


Domestic travel spending generated 19.1% of direct Travel & Tourism GDP in 2013 compared with 80.9% for visitor exports (ie foreign visitor spending or international tourism receipts).

Domestic travel spending is expected to grow by 4.3% in 2014 to BSD594.8mn, and rise by 1.4% pa to BSD685.3mn in 2024.

Visitor exports are expected to grow by 8.4% in 2014 to BSD2,622.8mn, and rise by 3.5% pa to BSD3,684.8mn in 2024.





The Travel & Tourism industry contributes to GDP and employment in many ways as detailed on page 2.

The total contribution of Travel & Tourism to GDP is twice as large as its direct contribution.

<sup>&</sup>lt;sup>1</sup> All values are in constant 2013 prices & exchange rates

## Country rankings: Absolute contribution, 2013

Travel & Tourism's Direct	2013	Travel & Tourism's Total	2013
Contribution to GDP	(US\$bn)	Contribution to GDP	(US\$bn)
			• • • • •
Americas Average	234.0	Americas Average	700.8
World Average	18.0	World Average	55.0
66 Dominican Republic	2.8	62 Dominican Republic	9.1
76 Cuba	2.0	65 Cuba	7.7
81 Bahamas	1.7	88 Bahamas	3.9
99 Jamaica	1.1	90 Jamaica	3.7
115 Trinidad and Tobago	0.7	<b>109</b> Aruba	2.2
117 Aruba	0.7	116 Trinidad and Tobago	1.9
126 Barbados	0.5	119 Barbados	1.7
151 Antigua and Barbuda	0.2	145 Antigua and Barbuda	0.8
173 Anguilla	0.1	173 Anguilla	0.2
178 Grenada	0.0	174 Grenada	0.2
Travel & Tourism's Direct	2013	Travel & Tourism's Total	2013
Contribution to Employment	'000 jobs	Contribution to Employment	'000 jobs
Americas Average	5211.7	Americas Average	13597.8
World Average	799.8	World Average	2017.4
60 Dominican Republic	176.3	51 Dominican Republic	590.7
<b>78</b> Cuba	114.9	<b>62</b> Cuba	440.0
93 Jamaica	82.2	84 Jamaica	274.7
108 Bahamas	53.6	119 Bahamas	102.5
131 Trinidad and Tobago	27.2	146 Barbados	46.4
<b>149</b> Aruba	14.7	<b>148</b> Aruba	42.4
151 Barbados	14.5	157 Trinidad and Tobago	27.5
169 Antigua and Barbuda	4.7	166 Antigua and Barbuda	16.2
178 Grenada	2.5	176 Grenada	8.7
184 Anguilla	1.5	183 Anguilla	4.3
104 / Aligania	1.0	100 / tilgallia	4.0
Travel & Tourism	2013	Visitor	2013
Capital Investment	(US\$bn)	Exports	(US\$bn)
Amoricae Avorago	79.3	Amoricas Avorago	05.3
Americas Average		Americas Average	95.3
World Average 63 Cuba	4.2	World Average 50 Dominican Republic	7.0
	1.1		5.4
84 Bahamas	0.5	66 Cuba	2.5
87 Dominican Republic	0.4	68 Bahamas	2.4
99 Trinidad and Tobago	0.3	72 Jamaica	2.1
103 Jamaica	0.3	90 Aruba	1.4
112 Aruba	0.2	104 Barbados	1.0
128 Barbados	0.2	112 Trinidad and Tobago	0.7
132 Antigua and Barbuda	0.1	133 Antigua and Barbuda	0.4
171 Grenada	0.0	158 Anguilla	0.1
180 Anguilla	0.0	165 Grenada	0.1

The tables on pages 7-10 provide provide brief extracts from the full WTTC Country League Table Rankings, highlighting comparisons with competing destinations as well as with the world and regional average. Averages in above tables are simple cross-country averages. The competing destinations selected are those that offer a similar tourism product and compete for tourists from the same set of origin markets. These tend to be, but are not exclusively, geographical neighbours.



## Country rankings: Relative contribution, 2013

Travel	& Tourism's Direct	2013	Travel	& Tourism's Total	2013
Contri	bution to GDP	% share	Contri	bution to GDP	% share
4	Aruba	26.4	3	Aruba	84.1
7	Bahamas	20.4	6	Antigua and Barbuda	62.9
8	Anguilla	19.3	7	Anguilla	57.1
9	Antigua and Barbuda	16.4	10	Bahamas	46.0
20	Barbados	10.9	15	Barbados	36.2
29	Jamaica	7.7	20	Jamaica	25.6
43	Grenada	5.8	33	Grenada	20.3
59	Dominican Republic	4.7	47	Dominican Republic	15.3
97	Trinidad and Tobago	3.1	82	Cuba	9.8
	World	2.9		World	9.5
	Americas	2.9		Americas	8.5
118	Cuba	2.5	109	Trinidad and Tobago	8.2
Travel	& Tourism's Direct	2013	Travel	& Tourism's Total	2013
Contri	bution to Employment	% share	Contri	bution to Employment	% share
4	Aruba	29.9	3	Aruba	86.2
5	Bahamas	28.5	5	Anguilla	58.8
7	Anguilla	20.5	6	Antigua and Barbuda	57.8
11	Antigua and Barbuda	16.8	9	Bahamas	54.5
18	Barbados	11.1	14	Barbados	35.7
33	Jamaica	7.0	23	Jamaica	23.4
46	Grenada	5.4	33	Grenada	18.8
68	Trinidad and Tobago	4.4	51	Dominican Republic	14.0
73	Dominican Republic	4.2		Americas	9.3
	Americas	3.6	89	Cuba	9.0
	World	3.4		World	8.9
128	Cuba	2.4	155	Trinidad and Tobago	4.5
Travel	& Tourism Investment	2013	Visito	Exports	2013
Contri	bution to Total Capital Investment	% share	Contri	bution to Total Exports	% share
3	Antigua and Barbuda	37.4	1	Anguilla	89.2
5	Aruba	30.2	5	Antigua and Barbuda	76.1
12	Barbados	21.9	7	Bahamas	63.7
16	Bahamas	18.1	11	Aruba	60.6
31	Grenada	13.4	20	Barbados	48.6
35	Anguilla	12.4	21	Jamaica	46.4
36	Cuba	12.2	23	Grenada	44.7
43	Jamaica	11.1	31	Dominican Republic	35.3

**56** Cuba

**Americas** 

124 Trinidad and Tobago

World

16.7

6.8

10.7

4.9

4.5

45 Trinidad and Tobago

104 Dominican Republic

**Americas** 

World

# Country rankings: Real growth, 2014

	Travel & Tourism's Direct Contribution to GDP				
27	Bahamas	7.8			
44	Aruba	6.6			
54	Cuba	6.0			
57	Anguilla	5.9			
65	Antigua and Barbuda	5.4			
	World	4.3			
110	Grenada	3.9			
	Americas	3.6			
136	Jamaica	3.0			
157	Barbados	2.3			
162	Dominican Republic	2.0			
166	Trinidad and Tobago	1.7			

	Travel & Tourism's Direct Contribution to Employment			
13	Anguilla	6.5		
27	Bahamas	5.8		
43	Aruba	4.8		
48	Antigua and Barbuda	4.5		
71	Grenada	3.7		
96	Barbados	2.8		
98	Cuba	2.7		
103	Jamaica	2.6		
	World	2.2		
121	Dominican Republic	2.1		
	Americas	2.0		
145	Trinidad and Tobago	0.9		

	Travel & Tourism Investment			
69	Trinidad and Tobago	6.1		
72	Jamaica	5.9		
	Americas	5.8		
	World	5.7		
89	Dominican Republic	5.0		
94	Grenada	4.6		
97	Aruba	4.5		
116	Bahamas	3.8		
119	Cuba	3.6		
125	Antigua and Barbuda	3.2		
148	Anguilla	2.0		
158	Barbados	1.0		

Travel & Tourism's Total Contribution to GDP		2014 % growth
33	Bahamas	7.0
41	Aruba	6.4
52	Cuba	5.8
58	Anguilla	5.6
78	Antigua and Barbuda	4.7
	World	4.3
120	Grenada	3.6
	Americas	3.5
127	Jamaica	3.2
136	Trinidad and Tobago	2.9
155	Dominican Republic	2.4
163	Barbados	1.9

Travel Contri	2014 % growth	
16	Anguilla	6.1
22	Bahamas	5.4
43	Aruba	4.5
75	Jamaica	3.2
77	Grenada	3.2
	Americas	2.5
	World	2.5
104	Cuba	2.3
105	Dominican Republic	2.3
108	Barbados	2.3
109	Antigua and Barbuda	2.2
172	Trinidad and Tobago	-1.2

	Visitor Exports				
33	Bahamas	8.4			
67	Aruba	6.3			
70	Anguilla	6.1			
72	Cuba	6.0			
79	Antigua and Barbuda	5.6			
89	Grenada	5.0			
	World	4.8			
	Americas	3.3			
125	Jamaica	3.0			
138	Barbados	2.4			
155	Dominican Republic	1.3			
162	Trinidad and Tobago	0.7			



### Country rankings: Long term growth, 2014 - 2024

Travel	& Tourism's Direct	2014 - 2024	Travel & Tourism's Total	2014 - 2024
	bution to GDP	% growth pa	Contribution to GDP	% growth pa
75	Cuba	4.7	<b>76</b> Cuba	4.6
	Jamaica	4.7	90 Anguilla	4.6 4.4
	Grenada	4.7	94 Jamaica	4.3
_		4.4	97 Grenada	4.2
00	Anguilla World	4.4	World	4.2
440				
112	Antigua and Barbuda  Americas	3.9	101 Antigua and Barbuda Americas	4.1
450	Bahamas	3.9	140 Trinidad and Tobago	3.7
		3.2	140 Hillidad and Tobago	3.4
	Barbados			
	Dominican Republic	3.0	146 Barbados	3.3
	Aruba	3.0	154 Dominican Republic	3.1
166	Trinidad and Tobago	2.8	<b>156</b> Aruba	3.0
Travel	& Tourism's Direct	2014 - 2024	Travel & Tourism's Total	2014 - 2024
	bution to Employment	% growth pa	Contribution to Employment	% growth pa
4.4		1.0		0.0
	Jamaica	4.3	21 Jamaica	3.8
58	Grenada	2.9	67 Grenada	2.5
	Americas	2.2	World	2.4
	Antigua and Barbuda	2.1	Americas	2.2
105	Anguilla	2.1	97 Anguilla	1.9
	World	2.0	114 Antigua and Barbuda	1.7
	Dominican Republic	1.7	124 Dominican Republic	1.6
	Cuba	1.7	132 Bahamas	1.5
	Bahamas	1.4	<b>137</b> Cuba	1.4
	Barbados	1.0	153 Barbados	0.9
	Trinidad and Tobago	0.5	155 Aruba	0.9
175	Aruba	-0.1	174 Trinidad and Tobago	-0.1
Travol	& Tourism Investment	2014 - 2024	Visitor Exports	2014 - 2024
	bution to Capital Investment	% growth pa	Contribution to Exports	% growth pa
	· · · · · · · · · · · · · · · · · · ·			
57	Jamaica	5.4	47 Cuba	5.6
	World	5.1	52 Jamaica	5.4
	Antigua and Barbuda	5.1	<b>69</b> Grenada	5.0
72	Cuba	4.9	Americas	4.4
	Americas	4.6	92 Anguilla	4.3
	Grenada	4.5	World	4.2
	Barbados	4.5	109 Antigua and Barbuda	3.9
	Trinidad and Tobago	4.1	126 Bahamas	3.5
	Anguilla	3.2	137 Barbados	3.2
	Bahamas	3.2	144 Aruba	2.9
	Dominican Republic	3.2	151 Dominican Republic	2.7
135	Aruba	3.2	175 Trinidad and Tobago	1.9

### Summary tables: Estimates & Forecasts

Bahamas	2013 BSDmn <sup>1</sup>	2013 % of total	2014 Growth <sup>2</sup>	BSDmn <sup>1</sup>	2024 % of total	Growth <sup>3</sup>
Direct contribution to GDP	1,729.3	20.4	7.8	2,561.9	23.9	3.2
Total contribution to GDP	3,898.2	46.0	7.0	5,749.9	53.6	3.3
Direct contribution to employment <sup>4</sup>	54	28.5	5.8	65	32.7	1.4
Total contribution to employment <sup>4</sup>	103	54.5	5.4	125	63.1	1.5
Visitor exports	2,420.0	63.7	8.4	3,684.8	71.3	3.5
Domestic spending	570.4	6.7	4.3	685.3	6.4	1.4
Leisure spending	2,737.8	18.5	7.4	3,964.4	21.4	3.0
Business spending	252.5	1.7	9.7	405.6	2.2	3.9
Capital investment	487.9	18.1	3.8	693.7	20.3	3.2

<sup>12013</sup> constant prices & exchange rates; 22014 real growth adjusted for inflation (%); 32014-2024 annualised real growth adjusted for inflation (%); 4000 jobs

Americas	2013 US\$bn <sup>1</sup>	2013 % of total	2014 Growth <sup>2</sup>	US\$bn <sup>1</sup>	2024 % of total	Growth <sup>3</sup>
Direct contribution to GDP	702.0	2.9	3.6	1,064.5	3.2	3.9
Total contribution to GDP	2,102.2	8.5	3.5	3,120.1	9.3	3.7
Direct contribution to employment <sup>4</sup>	15,635	3.6	2.0	19,767	3.9	2.2
Total contribution to employment <sup>4</sup>	40,794	9.3	2.5	52,120	10.4	2.2
Visitor exports	286.0	6.8	3.3	454.4	6.4	4.4
Domestic spending	1,124.7	4.6	3.7	1,678.2	5.0	3.7
Leisure spending	1,054.0	2.1	3.1	1,627.6	2.4	4.1
Business spending	356.6	0.7	5.2	505.0	0.7	3.0
Capital investment	238.0	4.9	5.8	395.9	5.2	4.6

<sup>&</sup>lt;sup>1</sup>2013 constant prices & exchange rates; <sup>2</sup>2014 real growth adjusted for inflation (%); <sup>3</sup>2014-2024 annualised real growth adjusted for inflation (%); <sup>4</sup>000 jobs

Worldwide	2013 US\$bn <sup>1</sup>	2013 % of total	2014 Growth <sup>2</sup>	US\$bn <sup>1</sup>	2024 % of total	Growth <sup>3</sup>
Direct contribution to GDP	2,155.5	2.9	4.3	3,379.3	3.1	4.2
Total contribution to GDP	6,989.7	9.5	4.3	10,962.8	10.3	4.2
Direct contribution to employment <sup>4</sup>	100,893	3.4	2.2	126,255	3.7	2.0
Total contribution to employment <sup>4</sup>	265,835	8.9	2.5	346,839	10.2	2.4
Visitor exports	1,295.9	5.4	4.8	2,052.4	5.2	4.2
Domestic spending	3,220.6	4.4	4.2	5,057.1	4.8	4.2
Leisure spending	3,412.8	2.2	4.3	5,451.2	2.4	4.4
Business spending	1,103.7	0.7	4.7	1,661.1	0.7	3.7
Capital investment	753.8	4.4	5.7	1,308.5	4.9	5.1

<sup>&</sup>lt;sup>1</sup>2013 constant prices & exchange rates; <sup>2</sup>2014 real growth adjusted for inflation (%); <sup>3</sup>2014-2024 annualised real growth adjusted for inflation (%); <sup>4</sup>'000 jobs

<sup>%</sup> of total refers to each indicator's share of the relevant whole economy indicator such as GDP and employment. Visitor exports is shown relative to total exports of goods and services. Domestic spending is expressed relative to whole economy GDP. For leisure and business spending, their direct contribution to Travel & Tourism GDP is calculated as a share of whole economy GDP (the sum of these shares equals the direct contribution). Investment is relative to whole economy investment



# The economic contribution of Travel & Tourism: Real 2013 prices

Ва	hamas								
(B	SDmn, real 2013 prices)	2008	2009	2010	2011	2012	2013	2014E	2024F
1.	Visitor exports	2282.5	2122.6	2255.2	2274.3	2430.6	2420.0	2622.8	3684.8
2.	Domestic expenditure (includes government individual spending)	588.4	529.6	528.0	533.3	535.7	570.4	594.8	685.3
3.	Internal tourism consumption (= 1 + 2)	2870.9	2652.2	2783.2	2807.6	2966.3	2990.3	3217.6	4370.0
4.	Purchases by tourism providers, including imported goods (supply chain)	-1,227.0	-1,100.5	-1,143.6	-1,168.6	-1,242.5	-1,261.0	-1,353.5	-1,808.1
5.	Direct contribution of Travel & Tourism to GDP (= 3 + 4)	1,644.0	1,551.7	1,639.6	1,639.0	1,723.8	1,729.3	1,864.1	2,561.9
6.	Other final impacts (indirect & induced)  Domestic supply chain	927.4	875.4	924.9	924.6	972.5	975.6	1,051.6	1,445.3
7.	Capital investment	311.5	286.2	360.8	383.7	472.5	487.9	506.4	693.7
8.	Government collective spending	96.8	103.3	103.3	103.1	105.9	109.8	113.0	144.6
9.	Imported goods from indirect spending	-46.7	-38.5	-40.7	-49.2	-61.2	-66.1	-67.7	-81.4
10.	Induced	621.2	620.6	667.0	642.8	661.1	661.8	704.0	985.9
11.	Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	3,554.2	3,398.6	3,654.9	3,644.0	3,874.5	3,898.2	4,171.3	5,749.9
12.	Employment impacts ('000)  Direct contribution of Travel & Tourism to employment	49.9	47.7	48.9	49.1	54.2	53.6	56.6	64.9
13.	Total contribution of Travel & Tourism to employment	91.4	88.3	92.7	93.5	103.4	102.5	108.1	125.4
14	Other indicators  Expenditure on outbound travel	450.3	374.2	357.0	324.0	349.8	365.9	400.9	596.5

# The economic contribution of Travel & Tourism: Nominal prices

Ва	hamas								
(B	(BSDmn, nominal prices)		2009	2010	2011	2012	2013	2014E	2024F
1.	Visitor exports	2,155.0	2,024.9	2,158.5	2,223.3	2,415.3	2,420.0	2,644.6	4,276.1
2.	Domestic expenditure (includes government individual spending)	555.5	505.2	505.3	521.3	532.3	570.4	599.7	795.3
3.	Internal tourism consumption (= 1 + 2)	2,710.5	2,530.1	2,663.8	2,744.6	2,947.6	2,990.3	3,244.3	5,071.3
4.	Purchases by tourism providers, including imported goods (supply chain)	-1,158.4	-1,049.9	-1,094.5	-1,142.4	-1,234.6	-1,261.0	-1,364.8	-2,098.3
5.	Direct contribution of Travel & Tourism to GDP (= 3 + 4)	1,552.1	1,480.3	1,569.3	1,602.2	1,712.9	1,729.3	1,879.6	2,973.1
6.	Other final impacts (indirect & induced)  Domestic supply chain	875.6	835.1	885.3	903.9	966.3	975.6	1,060.3	1,677.2
7.	Capital investment	294.1	273.0	345.3	375.1	469.5	487.9	510.6	805.0
8.	Government collective spending	91.4	98.6	98.9	100.8	105.2	109.8	113.9	167.7
9.	Imported goods from indirect spending	-44.1	-36.8	-39.0	-48.1	-60.8	-66.1	-68.3	-94.5
10.	Induced	586.5	592.0	638.4	628.3	656.9	661.8	709.8	1,144.1
11.	Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	3,355.6	3,242.2	3,498.2	3,562.2	3,850.0	3,898.2	4,206.0	6,672.6
12.	Employment impacts ('000)  Direct contribution of Travel & Tourism to employment	49.9	47.7	48.9	49.1	54.2	53.6	56.6	64.9
13.	Total contribution of Travel & Tourism to employment	91.4	88.3	92.7	93.5	103.4	102.5	108.1	125.4
14	Other indicators  Expenditure on outbound travel	425.1	357.0	341.7	316.7	347.6	365.9	404.2	692.3

<sup>\*</sup>Concepts shown in this table align with the standard table totals as described in the 2008 Tourism Satellite Account: Recommended Methodological Framework (TSA: RMF 2008) developed by the United Nations Statistical Division (UNSD), the Statistical Office of the European Communities (EUROSTAT), the Organisation for Economic Co-operation and Development (OECD) and the World Tourism Organization (UNWTO).

Historical data for concepts has been benchmarked to match reported TSA data where available.



## The economic contribution of Travel & Tourism: Growth

Bahamas									
Growth <sup>1</sup> (%)	Growth <sup>1</sup> (%)		2009	2010	2011	2012	2013	2014E	2024F <sup>2</sup>
Visitor expor	ts	-4.5	-7.0	6.2	0.8	6.9	-0.4	8.4	3.5
Domestic exp 2. (includes govern	penditure nment individual spending)	0.7	-10.0	-0.3	1.0	0.4	6.5	4.3	1.4
3. Internal touris	sm consumption	-3.4	-7.5	4.9	0.9	5.6	8.0	7.6	3.1
	y tourism providers, ported goods	-2.8	-10.3	3.9	2.2	6.3	1.5	7.3	2.9
5. Direct contr Travel & Too (= 3 + 4)	ibution of urism to GDP	-4.0	-5.6	5.7	0.0	5.2	0.3	7.8	3.2
Other final in (indirect & indirect & indire	induced)	-4.0	-5.6	5.7	0.0	5.2	0.3	7.8	3.2
7. Capital inves	etment	-2.4	-8.1	26.1	6.4	23.1	3.3	3.8	3.2
8. Government	collective spending	7.4	6.7	-0.1	-0.2	2.7	3.7	2.9	2.5
9. Imported goo	ods from indirect spending	-0.9	-7.6	5.2	4.5	9.8	2.8	5.8	2.8
10. Induced		-4.4	-0.1	7.5	-3.6	2.8	0.1	6.4	3.4
11. Total contril Travel & Total (= 5 + 6 + 7 + 8	urism to GDP	-3.8	-4.4	7.5	-0.3	6.3	0.6	7.0	3.3
	t impacts ('000) oution of Travel & Tourism to	-1.1	-4.4	2.6	0.5	10.3	-1.2	5.8	1.4
13. Total contril to employm	bution of Travel & Tourism ent	-0.7	-3.4	5.0	0.9	10.6	-0.8	5.4	1.5
Other indica	ators on outbound travel	-13.6	-16.9	-4.6	-9.3	8.0	4.6	9.6	4.1

<sup>&</sup>lt;sup>1</sup>2008-2013 real annual growth adjusted for inflation (%); <sup>2</sup>2014-2024 annualised real growth adjusted for inflation (%)

### **Glossary**

#### **KEY DEFINITIONS**

**Travel & Tourism** – relates to the activity of travellers on trips outside their usual environment with a duration of less than one year. Economic activity related to all aspects of such trips is measured within the research.

**Direct contribution to GDP** – GDP generated by industries that deal directly with tourists, including hotels, travel agents, airlines and other passenger transport services, as well as the activities of restaurant and leisure industries that deal directly with tourists. It is equivalent to total internal Travel & Tourism spending (see below) within a country less the purchases made by those industries (including imports). In terms of the UN's Tourism Satellite Account methodology it is consistent with total GDP calculated in table 6 of the TSA: RMF 2008.

**Direct contribution to employment** – the number of direct jobs within the Travel & Tourism industry. This is consistent with total employment calculated in table 7 of the TSA: RMF 2008.

**Total contribution to GDP** – GDP generated directly by the Travel & Tourism sector plus its indirect and induced impacts (see below).

**Total contribution to employment** – the number of jobs generated directly in the Travel & Tourism sector plus the indirect and induced contributions (see below).

#### **DIRECT SPENDING IMPACTS**

**Visitor exports** – spending within the country by international tourists for both business and leisure trips, including spending on transport, but excluding international spending on education. This is consistent with total inbound tourism expenditure in table 1 of the TSA: RMF 2008.

**Domestic Travel & Tourism spending** – spending within a country by that country's residents for both business and leisure trips. Multi-use consumer durables are not included since they are not purchased solely for tourism purposes. This is consistent with total domestic tourism expenditure in table 2 of the TSA: RMF 2008. Outbound spending by residents abroad is not included here, but is separately identified according to the TSA: RMF 2008 (see below).

**Government individual spending** – spending by government on Travel & Tourism services directly linked to visitors, such as cultural (eg museums) or recreational (eg national parks).

Internal tourism consumption – total revenue generated within a country by industries that deal directly with tourists including visitor exports, domestic spending and government individual spending. This does not include spending abroad by residents. This is consistent with total internal tourism expenditure in table 4 of the TSA: RMF 2008.

**Business Travel & Tourism spending** – spending on business travel within a country by residents and international visitors.

**Leisure Travel & Tourism spending** – spending on leisure travel within a country by residents and international visitors.

#### INDIRECT AND INDUCED IMPACTS

**Indirect contribution** – the contribution to GDP and jobs of the following three factors:

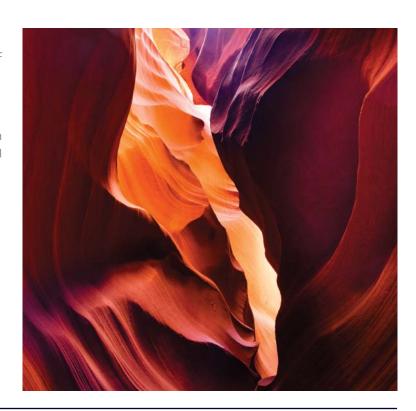
- Capital investment includes capital investment spending by all sectors directly involved in Travel & Tourism. This also constitutes investment spending by other industries on specific tourism assets such as new visitor accommodation and passenger transport equipment, as well as restaurants and leisure facilities for specific tourism use. This is consistent with total tourism gross fixed capital formation in table 8 of the TSA: RMF 2008.
- Government collective spending general government spending in support of general tourism activity. This can include national as well as regional and local government spending. For example, it includes tourism promotion, visitor information services, administrative services and other public services. This is consistent with total collective tourism consumption in table 9 of TSA: RMF 2008.
- Supply-chain effects purchases of domestic goods and services directly by different sectors of the Travel & Tourism sector as inputs to their final tourism output.

**Induced contribution** – the broader contribution to GDP and employment of spending by those who are directly or indirectly employed by Travel & Tourism.

#### OTHER INDICATORS

**Outbound expenditure** – spending outside the country by residents on all trips abroad. This is fully aligned with total outbound tourism expenditure in table 3 of the TSA: RMF 2008.

**Foreign visitor arrivals** – the number of arrivals of foreign visitors, including same-day and overnight visitors (tourists) to the country.



### Methodological note

WTTC has an on-going commitment to align its economic impact research with the UN Statistics Division-approved 2008 Tourism Satellite Account: Recommended Methodological Framework (TSA:RMF 2008) and makes small revisions annually, following a full refinement in 2011. This has involved further benchmarking of country reports to official, published TSAs, including for countries which are reporting data for the first time, as well as to existing countries reporting an additional year's data. New country TSAs incorporated this year were Iceland, Serbia, UAE and the UK. In addition to producing reports on 184 countries, we also produce a world report and reports on 23 other geographic regions, sub-regions and economic and geographic groups. This year there are 7 reports for special economic and geographic groups.

### APEC (ASIA-PACIFIC ECONOMIC COOPERATION)

Australia, Brunei, Canada, Chile, China, Hong Kong, Indonesia, Japan, South Korea, Malaysia, Mexico, New Zealand, Papua New Guinea, Peru, Philippines, Russian Federation, Singapore, Taiwan, Thailand, USA, Vietnam.

#### THE COMMONWEALTH

Anguilla, Antigua and Barbuda, Australia, Bahamas, Bangladesh, Barbados, Belize, Bermuda, Botswana, Brunei, Cameroon, Canada, Cayman Islands, Cyprus, Dominica, Ghana, Grenada, Guyana, India, Jamaica, Kenya, Kiribati, Lesotho, Malawi, Malaysia, Maldives, Malta, Mauritius, Mozambique, Namibia, Nigeria, New Zealand, Pakistan, Papua New Guinea, Rwanda, South Africa, Seychelles, Sierra Leone, Singapore, Solomon Islands, Sri Lanka, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, Swaziland, Tanzania, Tonga, Trinidad and Tobago, Uganda, UK, British Virgin Islands, Vanuatu, Zambia.

#### FORMER NETHERLANDS ANTILLES

Bonaire, Curacao, Sint Maarten, Saba and Sint Eustatius.

### **G20**

Argentina, Australia, Brazil, Canada, China, European Union, France\*, Germany\*, India, Indonesia, Italy\*, Japan, Mexico, Russian Federation, Saudi Arabia, South Africa, South Korea, Turkey, UK, USA.

### **OAS (ORGANIZATION OF AMERICAN STATES)**

Argentina, Antigua and Barbuda, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Dominica, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, St Kitts and Nevis, Nicaragua, Panama, Paraguay, Peru, St Lucia, St Vincent and the Grenadines, Suriname, Trinidad and Tobago, USA, Uruguay.

### OECD (ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT)

Australia, Austria, Belgium, Canada, Chile, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, South Korea, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, UK, USA.

#### **MEDITERRANEAN**

Albania, Algeria, Bosnia Herzegovina, Croatia, Cyprus, Egypt, France, Greece, Israel, Italy, Lebanon, Libya, Malta, Montenegro, Morocco, Serbia, Slovenia, Spain, Syria, Tunisia, Turkey, Jordan, Macedonia, Portugal.

#### **OTHER OCEANIA**

American Samoa, Cook Islands, French Polynesia, Guam, Marshall Islands, Micronesia (Federated States of), New Caledonia, Niue, Northern Mariana Islands, Palau, Samoa, Tuvalu.

### SADC (SOUTHERN AFRICAN DEVELOPMENT COMMUNITY)

Angola, Botswana, Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe.

\*included in European Union



# **Economic impact reports: Regions, sub-regions and countries**

WORLD											
REGION	SUB- REGION	COUNTRY	REGION	SUB- REGION	COUNTRY	REGION	SUB- REGION	COUNTRY	REGION	SUB- REGION	COUNTRY
		Algeria			Anguilla		NORTHEAST ASIA	Japan		EUROPEAN UNION	Lithuania
	ΞŚ	Egypt			Antigua & Barbuda			China			Luxembourg
	NORTH	Libya			Aruba			Hong Kong			Malta
		Morocco			Bahamas		Ę	South Korea			Netherlands
		Tunisia			Barbados		NORT	Macau			Poland
		Angola			Bermuda			Taiwan			Portugal
		Benin			Cayman Islands			Mongolia			Romania
		Botswana			Cuba			Australia New Zealand		URO	Slovakia
		Burkina Faso Burundi			Former Netherlands			Fiji		ū	Slovenia
		Cameroon			Antilles			Kiribati			Spain
		Cape Verde		z	Dominica		N A	Other Oceania			Sweden
		Central African		3EA	Dominican Republic		OCEANIA	Papua			UK
		Republic		CARIBBEAN	Grenada		0	New Guinea		OTHER EUROPE	Albania
		Chad		CAF	Guadeloupe	O		Solomon Islands			Armenia
	SUB-SAHARAN	Comoros			Haiti	Ë		Tonga			
		Democratic Republic of Congo	AMERICAS		Jamaica	ASIA-PACIFIC		Vanuatu	띮		Azerbaijan
		Ethiopia			Martinique		SOUTH ASIA	Bangladesh	EUROPE		Belarus
		Gabon			Puerto Rico			India			Bosnia Herzegovina
		Gambia			St Kitts & Nevis			Maldives Nepal			Georgia
		Ghana			St Lucia			Pakistan			Iceland
		Guinea			St Vincent & the Grenadines			Sri Lanka			Kazakhstan
		Ivory Coast			Trinidad &			Brunei			Kyrgyzstan
ICA		Kenya			Tobago UK Virgin Islands			Cambodia			Macedonia
AFRICA		Lesotho			US Virgin Islands		SOUTHEAST ASIA	Indonesia			Moldova
		Madagascar Malawi			Argentina			Laos			Montenegro
		Mali			Belize			Malaysia			Norway
		Mauritius			Bolivia			Myanmar			Russian
		Mozambique			Brazil			Philippines			Federation
		Namibia		ŀ	Chile			Singapore			Serbia
		Niger			Colombia			Thailand			Switzerland
		Nigeria			Costa Rica			Vietnam			Turkey
		Republic of Congo		-	El Salvador			Austria			Ukraine
		Reunion		SIC/	Ecuador			Belgium			Uzbekistan
		Rwanda		LATIN AMERICA	Guatemala			Bulgaria			Bahrain
		Sao Tome & Principe		Z Z	Guyana			Croatia			Iran
		Senegal		F	Honduras			Cyprus			Iraq
		Seychelles			Nicaragua		NO NO	Czech Republic			Israel
		Sierra Leone			Panama	Щ	5	Denmark	-		Jordan
		South Africa			Paraguay	EUROPE	EUROPEAN UNION	Estonia Finland	MIDDLE EAST		Kuwait
		Sudan			Peru		30P	France	Ë		Lebanon
		Swaziland			Suriname		Ü	Germany	QQW		Oman
		Tanzania			Uruguay			Greece	2		Qatar
		Togo			Venezuela			Hungary			Saudi Arabia
		Uganda		_ 4	Canada			Ireland			Syria
		Zambia		NORTH	Mexico			Italy			UAE
		Zimbabwe		AM	USA			Latvia			Yemen



### THE WORLD TRAVEL & TOURISM COUNCIL IS THE FORUM FOR BUSINESS LEADERS IN THE TRAVEL & TOURISM INDUSTRY.

With the Chairs and Chief Executives of more than 100 of the foremost Travel & Tourism companies as its Members, WTTC has a unique mandate and overview on all matters related to Travel & Tourism.

WTTC works to raise awareness of Travel & Tourism as one of the world's largest sectors, supporting over 266 million jobs and generating 9.5% of global GDP in 2013.

Together with its research partner, Oxford Economics, WTTC produces comprehensive reports on an annual basis – to quantify, compare and forecast the economic impact of Travel & Tourism on 184 economies around the world. It also publishes a World report highlighting global trends, as well as reports on regions, sub-regions and economic and geographic groups.

To download the reports or spreadsheets of the data, visit www.wttc.org



### ASSISTING WTTC TO PROVIDE TOOLS FOR ANALYSIS, BENCHMARKING, FORECASTING AND PLANNING.

Over the last 30 years, Oxford Economics has built a diverse and loyal client base of over 700 international organisations, including leading multinational companies and financial institutions; key government bodies and trade associations; and top universities, consultancies, and think tanks. Headquartered in Oxford, England, with regional centres in London, New York and Singapore, Oxford Economics has offices across the globe in Belfast, Chicago, Dubai, Miami, Milan, Paris, Philadelphia, San Francisco, and Washington DC. The company employs over 130 full-time people, including more than 80 professional economists, industry experts and business editors – one of the largest teams of macroeconomists and thought leadership specialists – underpinned by our heritage with Oxford University and the academic community including a contributor network of over 500 economists, analysts and journalists around the world.

For more information, please take advantage of a free trial on our website,

**www.oxfordeconomics.com**, or contact Frances Nicholls, Head of Business Development, Oxford Economics Ltd, Broadwall House, 21 Broadwall, London SE1 9PL.

Tel: email: fnicholls@oxfordeconomics.com

TUI DEUTSCHLAND GMBH & TUIFLY GMBH Dr Michael Frenzel Chairman of the Supervisory Boards PRESIDENT & CEO WORLD TRAVEL & TOURISM COUNCIL **David Scowsill** VICE CHAIRMEN BEIJING TOURISM GROUP **DUAN Qiang** ETIHAD AIRWAYS James Hogan CEO JUMEIRAH GROUP President & Group CEO MANDARIN ORIENTAL **Edouard Ettedgui** Group Chief Executive RIOFORTE INVESTMENTS SA Manuel Fernando Espírito Santo Chairman SILVERSEA CRUISES Manfredi Lefebyre d'Ovidio di Balsorano de Clunieres Chairman THE TRAVEL CORPORATION **Brett Tollman** President & Chief Executive WYNDHAM WORLDWIDE Stephen P Holmes Chairman & CEO **EXECUTIVE COMMITTEE** ABERCROMBIE & KENT Geoffrey J W Kent Founder, Chairman & CEO ACCOR Sébastien Bazin CEO AMERICAN EXPRESS COMPANY William Glenn BHARAT HOTELS Jyotsna Suri Chairperson & Managing Director CARLSON **Douglas Anderson** President & CEO Carlson Wagonlit Travel **EMIRATES Gary Chapman** President Group Services & Dnata, Emirates Group HILTON WORLDWIDE Christopher J Nassetta President & CEO **GROUP Richard Solomons** 

President & CEO of American Express Global Business Travel INTERCONTINENTAL HOTELS Chief Executive JTB CORP Hiromi Tagawa President & CEO MARRIOTT INTERNATIONAL JW Marriott, Jr

Arne M Sorenson

President & CEO

Dr Richard R Kelley

REVOLUTION PLACES

Philippe Bourguignon

SHUN TAK HOLDINGS

Managing Director

SABRE HOLDINGS

Chairman Emeritus

Vice Chairman

Tom Klein

Pansy Ho

**GROUP** 

OUTRIGGER ENTERPRISES

TRAVEL GUARD WORLDWIDE Jeffrey C Rutledge Chairman & CEO TRAVELPORT Gordon Wilson President & CEO TSOGO SUN GROUP Jabu Mabuza Deputy Chairman VISITBRITAIN Christopher Rodrigues, CBE Chairman GLOBAL MEMBERS ABU DHABI TOURISM & CULTURE AUTHORITY Mubarak Hamad Al Muhairi Director General AEROMEXICO Andrés Conesa Labastida CEO AGODA Rob Rosenstein CEO ALL NIPPONS AIRWAYS (ANA) Shinichiro Ito President & CEO ALTOLIR Alexandre Chemia President AMADEUS IT GROUP SA Luis Maroto President & CEO AVIS BUDGET GROUP Ronald L Nelson Chairman & CEO BEIJING CAPITAL INTERNATIONAL AIRPORT CO DONG Zhiyi ZHANG Guanghui President & CEO BEIJING TOURISM GROUP President BEST DAY TRAVEL Miguel Ortiz Chairman & Founder BRITISH AIRWAYS **Keith Williams** Chief Executive Officer CANNERY ROW COMPANY Ted J Balestreri Chairman & CEO CHANGI AIRPORT GROUP Lee Seow Hiang CEO CHICAGO DEPARTMENT OF AVIATION Rosemarie S. Andolino Commissioner CHINA INTERNATIONAL TRAVEL SERVICE,

HEAD OFFICE (CITS)

CHINA SOUTHERN AIRLINES

YU Ningning

TAN Wangeng

CHIMFI ONG

SU Zhigang

President

**SERVICES** 

FAN Min

and President

President & CEO

Chairman & CEO

CHEN Wancheng

COSTA CRUISES

Pier Luigi Foschi

Jose Luis Castro

CROWN LIMITED

Managing Director & CEO

CTRIP.COM INTERNATIONAL

Vice Chairman of the Board

Founder & CEO

Rowen Craigie

Chairman of the Board

CORPORATE TRAVEL

President

AIRPORTS AUTHORITY Howard Eng President & CEO HERTZ CORPORATION Mark Frissora Chairman & CEO Michel Taride President, Hertz International HNA GROUP **CHEN Fena** Chairman of the Board HOGG ROBINSON GROUP **David Radcliffe** 

DEPARTMENT OF TOURISM

& COMMERCE MARKETING.

GOVERNMENT OF DUBAL

H.E. Helal Saeed Khalfan

Al Marri

Director General

DUBAILAND

DIAMOND RESORTS

Stephen J Cloobeck

Founder & Chairman

Mohammed Al Habbai

EAST JAPAN RAILWAY

**DUBAI AIRPORTS** 

INTERNATIONAL

**Paul Griffiths** 

Satoshi Seino

EXPEDIA INC.

President & CEO

RESORTS

President

FINTRAX

Chairman

Jennifer Fox

John Moore

Per Setterberg

President & CEO

Chairman & CEO

GREATER TORONTO

Mark Harms

Chairman & Director

Dara Khosrowshahi

**FAIRMONT HOTELS &** 

GLOBAL BLUE GROUP

GLOBAL LEISURE PARTNERS

CEO

Chief Executive HONG KONG & SHANGHAI HOTELS Clement Kwok CEO & MD **HUANGSHAN TOURISM** GROUP

**HUANG Linmu** President and Chairman of the Board

HYATT HOTELS CORPORATION Mark S Hoplamazian President and CEO IBM

**Marty Salfen** General Manager, Global Travel & Transportation Industry INDIAN HOTELS COMPANY

RK Krishna Kumar Vice Chairman INTERNATIONAL AIRLINES GROUP

Chief Executive **INTERSTATE HOTELS &** RESORTS Jim Abrahamson CEO

Willie Walsh

JAPAN AIRLINES CO. LTD Masaru Onishi Chairman KERZNER INTERNATIONAL

Alan Leibman CEO JONES LANG LASALLE

HOTELS Arthur de Haast Chairman Hotels & Hospitality Group

LEBUA HOTELS & RESORTS Rattawadee Bualert President Deepak Ohri CEO

LOEWS HOTELS

Chairman & CEO

**AIRPORTS** 

LOTTE

Chairman

Jonathan M Tisch

Gina Marie Lindsey

**Executive Director** 

Dong-Bin Shin

MELIÁ HOTELS

INTERNATIONAL

Vice Chairman

Christian Göke

President & CEO

MGM RESORTS

INTERNATIONAL

Jim Murren

Dr Ken Chu

Chairman & CEO

**Barney Harford** 

OTI HOLDING

Avhan Bektas

Öznur Özdemir

Vice Chairman

Darrell Wade

**OZALTIN HOLDING** 

**Bernold Schroeder** 

ZHUANG Chenchao

RADISSON EDWARDIAN

REED TRAVEL EXHIBITIONS

Co-Founder & CEO

Jasminder Singh

Chairman & CEO

Richard Mortimore

RELAIS & CHÂTEAUX

President International,

Chairman of the Board

R TAUCK & PARTNERS

S-GROUP CAPITAL

Vladimir Yakushev

HOTEL MANAGEMENT

SHANGHAI JIN JIANG

SHANGHAI SPRING

INTERNATIONAL HOTELS

INTERNATIONAL TRAVEL

SOUTH AFRICAN AIRWAYS

Managing Partner

Grea Dogan

President & CEO

YANG Weimin

**SERVICES** 

XIAO Qianghui

General Manager

Monwabisi Kalawe

STARWOOD HOTELS &

RESORTS WORLDWIDE

Frits D van Paasschen

President & CEO

CFO

CEO

MANAGEMENT

**ROYAL CARIBBEAN CRUISES** 

SHANGRI-I A INTERNATIONAL

Managing Director

Philippe Gombert

Richard D Fain

Chairman & CEO

**Robin Tauck** 

President

PAN PACIFIC HOTEL GROUP

PEAK ADVENTURE TRAVEL

Chairman

CEO

CEO

CFO

CEO

QUNAR

HOTELS

Sebastián Escarrer

MESSE BERLIN GMBH

MISSION HILLS GROUP

ORBITZ WORLDWIDE

LOS ANGELES WORLD

TAP PORTUGAL Fernando Pinto CEO TRAVEL LEADERS Michael Batt Chairman & CEO TURKISH AIRLINES Temel Kotil CFO UNITED AIRLINES Jeff Smisek President & CEO Jim Compton Vice Chairman & Chief Revenue Officer VALUE RETAIL Desiree Bollier CEO VIRTUOSO

Matthew D Upchurch CTC CFO WILDERNESS SAFARIS Keith Vincent ZAGAT SURVEY LLC Tim Zagat Co-Founder, Co-Chair & CEO

BOSTON CONSULTING GROUP Achim Fechtel Senior Partner & Managing Director

INDUSTRY PARTNERS

THE COCA-COLA COMPANY Stefanie D Miller Group Vice President, Strategic Partnership Marketing

DELOITTE Adam Weissenberg Vice Chairman & Partner, Deloitte & Touche LLP **ECOLAB** 

Michael Hickey Executive Vice President and President, Global Institutional GOOGLE **Rob Torres** 

Managing Director for Travel Koremitsu Sannomiya President & Chief Operating Officer

SPENCER STUART Jerry Noonan Global Consumer Leader TOSHIBA CORPORATION

Atsutoshi Nishida Chairman of the Board VISA WORLDWIDE

Elizabeth Buse Group President, APCEMEA

REGIONAL MEMBERS ABACUS Robert Bailey President & CEO

ALPITOUR Gabriele Burgio

CEO AMBASSADOR HOTEL GROUP Jung-Ho Suh

Chairman APPLE LEISURE GROUP Alex Zozaya

CEO DIETHELM TRAVEL

Richard Brouwer CEO

DOURO AZUL Mario Ferreira CEO

EL CID RESORTS Carlos Berdegué

CEO GRUPO MASO Esteban Torbar

JA RESORTS AND HOTELS

MAKEMYTRIP.COM Deep Kalra

Founder & Chief Executive MINOR HOTEL GROUP Dillip Rajakarier CEO

NORTHERN CAUCACUS RESORTS Sergey Victorovich Vereshchagin Director General NRMA GROUP Tony Stuart CFO

PALACE RESORTS José Chapur Zahoul President **ROTANA HOTEL** 

MANAGEMENT CORPORATION Selim El Zvr President & CEO SENTOSA DEVELOPMENT CORPORATION

Mike Barclay CEO SHKP HOTELS

Ricco De Blank CEO

**SWAIN TOUR** Ian Swain President THOMAS COOK INDIA

Madhaven Menon Managing Director TREND OPERADORA LTDA Luis Paulo Luppa CEO

HONORARY MEMBERS

ACCOR Gérard Pélisson Co-Chairman.Supervisory Board AMERICAN EXPRESS COMPANY

Jonathan S Linen Adviser to Chairman ANDRÉ JORDAN GROUP

André Jordan

THE HERTZ CORPORATION Frank Olsen Retired Chairman of the Board

TOSCANA VILLE & CASTELLI Tommaso Zanzotto President

UNIVERSAL MEDIA

Carl Ruderman Chairman CHAIRMAN EMERITUS

RRE VENTURES James D Robinson III

General Partner WTTC Chairman (1990-1994)

IMMEDIATE PAST CHAIRMAN

ABERCROMBIE & KENT Geoffrey J W Kent Founder, Chairman & CEO WTTC Chairman (2007-2012)

FORMER CHAIRMEN GLOBAL ALLIANCE ADVISORS LLC

Vincent A Wolfington

Chairman

WTTC Chairman (2004-2007) INTERCONTINENTAL HOTELS **GROUP** 

Sir Ian Prosser Retired Chairman WTTC Chairman (2001-2003)

AMERICAN EXPRESS Harvey Golub Retired Chairman & CFO

WTTC Chairman (1996-2001)

ROBERT H BURNS HOLDINGS Robert H Burns

Chairman WTTC Chairman (1994-1996)

IMMEDIATE PAST PRESIDENT CREWE ASSOCIATES Jean-Claude Baumgarten Chairman & MD

TAJ HOTELS RESORTS & **David Thomson** COO PALACES Raymond Bickson Managing Director & CEO

CEO



Harlequin Building 65 Southwark Street London, SE1 0HR United Kingdom

Telephone: +44 (0)20 7481 8007 Fax: +44 (0) 207 488 1008 Email: enquiries@wttc.org

www.wttc.org