



Looking Forward to our Future

The future of travel and tourism

A Global Futures and Foresight White Paper
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Travel and tourism: imminent disruption

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An outline of the future

There are ostensibly few industries where so many drivers of the future coalesce so visibly – and sometimes uncomfortably, as the global travel and tourism industry. Shifting consumer behaviour and demographics, rapidly realigning markets, changing destinations, sustainability concerns, rising wealth and significant shifts in technology will combine to redefine what it means to be in any consumer facing industry. As a result, the entire emerging travel ecosystem will need to be innovated, renewed and reimagined.

Despite these challenges, the overall picture remains incredibly bright for those who adapt and drive digital transformation to help overcome the barriers to success.

The digital drive

Asymmetrical data access and competencies have elevated distribution companies to key parts of the emerging ecosystem, yet data is becoming increasingly democratised and allowing for profound shifts in the industry. Not only do customers have access to more sources of data to help research and purchase services from a wider array of providers, but by leveraging data driven insights, suppliers can also better meet consumer demand at an ever more personalised level.

Smartphones, wearables, embedded sensors, and other connected devices will all be used by consumers and suppliers alike. The common thread is the dependencies on data and services and since APIs¹ can add features, reach, and context to new products and services, they can even ‘...become products and services themselves^b’. For many, this will require technological investment and the requisite changes in organisational culture and mindset that this implies —and a new culture and mind-set. It is increasingly accepted that ‘...digital infrastructure and capabilities have become an investment that many travel companies are no longer able to put offⁱⁱ.’ The rationale for this is quite simple; a technology based company is inherently based on change, and such agility will be needed as the pace of change increases in the coming decade.

¹ Application program interface (API) is a set of routines, protocols, and tools for building software applications.



The post-app society

By 2017, 30 percent of online travel value is expected to be made on mobile devicesⁱⁱⁱ, yet it is possible that just three years later, artificial interfaces could take over, effectively replacing smartphones as a user interface. Indeed, Ericsson cites research suggesting that smartphone users believe AI will take over many common activities, such as searching the net, getting travel guidance, and as personal assistants^{iv}. Under this scenario, we would effectively see a paradigm shift in terms of where consumers get their information from and in what form. By 2020, advanced conversational smart agents and virtual personal assistants (VPAs) could handle 40 percent of mobile interactions autonomously, and the post-app era will be in full swing^v. In effect, today's advanced analytics programs are tomorrow's smartphone apps – or app replacing smart agents.

Such VPAs could engage in semantic search on behalf of the consumer (and supplier), providing search capabilities based on natural language, past behaviours, predictive analytics and multiple data points possibly including Internet of Things data or wearables data. This could allow travel to be 'pushed' – for example a smart agent could see that your work deadline is coming up in a couple of weeks and as a result you have been working extra hours on most weekdays. Your calendar notes you have a free weekend however and your smart agent could recommend a two-day spa vacation over the weekend in the city you have always wanted to visit. Personalised predictive analytics is already a reality, with Westin's partnership with New Balance providing personalized services to health-conscious travellers^{vi}.

Smashing the language barrier

The trend towards smart agents is indicative of a broader shift towards more virtual forms of user interface. Wearables could migrate to less intrusive forms such as contact lenses within five years^{vii}. Aural wearables could also revolutionise travel, with some tech experts suggesting that '...within a decade or so, we'll be able to communicate with one another via small earpieces with built-in microphones^{viii},' thus rendering language barriers mute. Whilst cultural barriers would still exist, in conjunction with rising global wealth and the possibility of ever easier visa requirements, many markets could radically benefit from effective real-time translation apps as they look to reorient and deepen their target markets.



Virtual travel

Oculus founder Palmer Luckey envisages a world where ‘...instead of looking at a screen, consumers will become accustomed to virtual environments that constantly supplement their world^{ix}.’ Since telecoms companies are already shifting strategy to accommodate the rise of mixed reality (virtual plus augmented), this seems less of a vision and more of a prescient forecast. HTC CEO Cher Wang noted for example that ‘We had to rethink phones as a company. VR is more important^x.’ Clearly the implication is that the industry needs to rethink its use of these media too. Samsung, for example, warns that ‘...travel agents must embrace digital and virtual reality to survive^{xi}.’

Industry insiders are already moving in this space, with several such as Thomas Cook hinting the technology to be integral to future strategy. As of July 2015 Thomson Travel (TUI) currently had 27 digital concept stores but had plans to expand that to 120^{xii}, whilst in its first three months, Thomas Cook’s ‘Try Before You Fly’ scheme featuring Samsung Gear VR headsets generated flights and hotel bookings of over \$17,000 and provided a 40 percent ROI. Using VR to highlight excursion, it was directly responsible for a 190 percent increase in the number of New York excursions booked^{xiii}. Given the increasingly impressive interfaces and contextual layers provided by mixed reality, time travel is now increasingly possible. Whilst perusing the Roman Coliseum, experiencing gladiatorial combat will surely only be a matter of time; the ability of places to develop new value propositions and to bring history to life will be enhanced measurably.

Automation

As we become increasingly dependent on technology, it stands to reason that automation of certain tasks, processes and jobs will occur. Robots already feature in the tourism industry; Japan’s Henn-na Hotel features multilingual robots that check in guests, carry luggage, in addition to other functions. As the utility of robots, IoT sensors and automated processes deepens and, notes Cognizant, ‘...provide unique, authentic experiences to their guests^{xiv}.’ Whilst automation carries cultural baggage in some geographies that denotes a lack of the human touch, using it to increase efficiency can facilitate a greater focus on the soft processes that humans excel at. When strategically used in alignment with organisational structure and overall goals, automation can



become a critical technology in the industry for those aiming to provide specific and targeted value to their customers.

Automation could also rapidly reshape the future skillsets of industry employees. Citi concludes that ‘...35 percent of jobs in the UK are at risk of being replaced by automation, 47 percent of US jobs are at risk, and across the OECD as a whole an average of 57 percent of jobs are at risk. In China, the risk of automation is as high as 77 percent^{xv}.’ Whilst the discrepancy between countries may lead the reader to assume the majority of automation is of low skilled manufacturing jobs, the tourism industry will be impacted in some potentially profound ways. According to an Oxford Martin study, ‘Hotel, Motel, and Resort Desk Clerks’ face a 94 percent chance of automation within two decades, Tour guides a 91 percent chance, Maids and housekeeping cleaners 69 percent and Travel clerks 61 percent^{xvi}. Whilst few tourism business models are likely to explore exclusively automated service given the need and desire for the human touch, the possibility of running much more efficient back-ends as well as using fewer people to provide superior service is clear.

In conjunction with other forms of digital and mobile technology, advanced automation will continue to drive opportunities and disrupt traditional business models – especially with regards to customer service and experience. As noted by the WTTC, there is a need, which will become increasingly pressing, to strike the right balance between technology and service and ensure the talent pipeline reflects the blend of skills needed now and in the future^{xvii}. It is worth remembering a forecast from the MacArthur foundation; 65 percent of students starting school today will end up in jobs that have not yet been invented^{xviii}. Strategically aligning workforce needs to technology and vision is critical for all ecosystem players if seamless travel is to become a reality.

Sustainability and resiliency

Tourism is an increasingly prominent part of many nations’ economic sustainability. The WTCC^{xix} expects the industry to outperform the global economy throughout the next decade, growing by an expected 4 percent on average annually over the next ten years. By 2026, the industry is expected to support 370 million jobs in total globally, which will equate to 1 in 9 of all jobs in the world (2015: 284 million jobs, or 1 in 11 of all jobs in the world).



Despite the clear role tourism can demonstrably play in economic sustainability, the near doubling by 2030 of international travellers means growth needs to be managed effectively. The WTTC acknowledges that this means the industry needs to assume ‘...responsibility for its impact in a world of shrinking resources^{xx}.’ Impacts will likely be localized; the overcrowding (or in the case of Bhutan, the perceived threat of overcrowding) of places like Machu Picchu has already led to quota limits – this is increasingly possible in cities such as Venice^{xxi}. The predicted volume of travel increase carries other more generalised issues. Air travel accounts for 700 million tonnes of carbon per year (3 percent of global total) yet this could rise to 3,000 million tonnes by 2050^{xxii}. By 2025, a quarter of all jet fuel could be from non-processed oil sources, suggests Airbus^{xxiii}. Five years later, in 2030 up to 30 per cent of all aviation fuel could be sourced from second-generation biofuels.

Technological solutions are unlikely to solve the climate change equation alone, but they should be sought out where possible as a matter of urgency. Under the 2° warming scenario, global CO₂ emissions per dollar of GDP will need to decrease 85 percent by 2050. Stakeholders need to strategically align their operations with this scenario, and include mitigating actions to adapt to the systemic business risks associated with climate change^{xxiv}.

According to the IEA, energy efficiency alone can deliver 38 percent of what is needed to keep our planet within the two-degree scenario of global warming by 2050^{xxv}. Buildings account for approximately one-third of global energy use and form a key focus for efficiency gains. The sector is expected to contribute 45 percent of efficiency-related carbon dioxide emissions savings by 2040^{xxvi}. A variety of current technologies can help achieve this^{xxvii}

- Advanced variable-speed compressors, control valves and radiator thermostats can cut up to 40 percent of the energy used in the cooling and heating systems.
- New smart building services can save up to 10 percent of energy usage.
- Real-time energy use feedback has, in trials, reduced energy usage by 4 percent.
- Next-gen heat pump systems and low-cost gas heat pumps reduce heating costs by 30 to 45 percent.



Despite these promises, some uncomfortable questions will need to be addressed by the industry – and society more generally. How do we preserve and enhance beautiful places in the face of rising demand from an increasingly affluent world in an era of diminishing supplies? Will such spaces merely be reserved for a fortunate few? Will the creation of new resorts - such as the floating city concept become necessary? Will we need to change the concept of tourism to include new ideas such as the possibility of net contribution (economic or ecological) of a given trip? New metrics drawn from prescriptive data (a multiple of predictive data sets working together to form a suggested course of action) will likely feature. This alone underscores the need of the industry to develop digital standards and data competencies if it wishes to be a part of this unavoidable discussion.

Travel modes

The future of travel and tourism can appear at once contradictory and paradoxical. In an era where the need to form ecosystems to help combat issues such as climate change that endanger large geographic swathes of the industry, the possibility of ostensibly carbon heavy trips into space and hypersonic flight are mooted.

For the latter at least, the quest for sustainability and ever quicker air travel may not be mutually exclusive. A joint University of Cambridge-MIT team is exploring ways for the entire plane to create lift, not just the wings. This efficiency allows its prototype SAX-40 aircraft to carry 215 passengers at a rate of 53 km per litre of fuel (the equivalent of a Toyota Prius) which represents around a 20 percent improvement on current levels^{xxviii}. In addition, the lower flight time could create significant efficiencies. Whilst a 747 has a maximum speed of 550 mph (or 885 km/h), hypersonic jets could in theory reach 3836 mph (or 6173 km/h). This is equal to crossing the Pacific in between 1 and 2 hours^{xxix}. Such travel modes could rewrite global markets and destinations profoundly. The estimated ticket price for Tokyo to Los Angeles is the same as that of an existing first-class seat^{xxx}.

Theory is already being put into practice. Airbus has patented a delta-wing Mach 4.5 hypersonic design that could be used to create business jets and is also working with US-based start-up Aerion to make available a fleet of supersonic jets for wealthy clients. Airbus and Aerion's aeroplane tests are set to commence in 2019; thereafter, hypersonic development could accrue rapidly. By 2030, estimations from Airbus and the



Japan Aircraft Development Corporation suggest it could employ over 500,000 people, and be worth €3.5 billion euros a year^{xxxix}.

Towards the middle of the century designs such as the Lapcat-II could feature. Capable of cruising speeds up to eight times faster than sound (8,500 km/h or 5,280 mph), IT could theoretically transport passengers from Brussels to Sydney in less than three hours. Lapcat-II researchers note that their early airliner tests suggest their design would be '...greener than current aircraft, just as safe, and would not cost much more than today's long-haul flights^{xxxix}'.

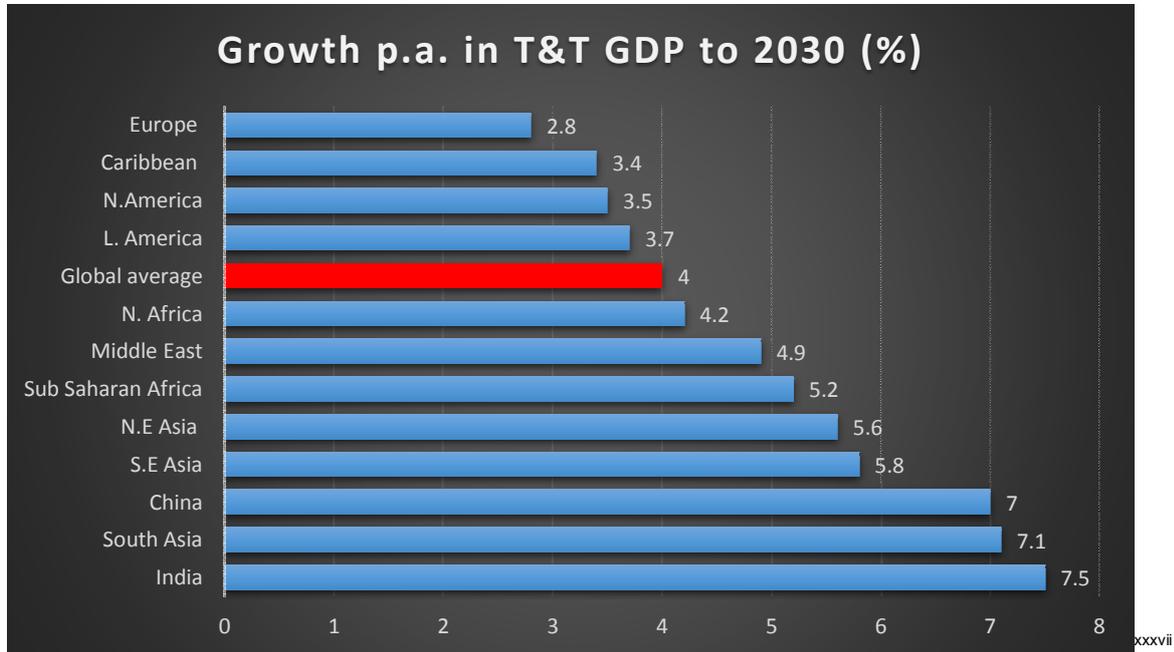
Other game changing technologies include the Hyperloop, which having now been tested in Nevada is under fuller construction. Using electromagnets it will be able to transport people and cargo between cities at speeds faster than a commercial airliner (over 700 mph) with record energy efficiencies^{xxxix}.

Automated vehicles could have a significant impact on the attempt to provide seamless travel chains. Whilst cars remain the most obvious area, personal autonomous quadcopter have been developed such as the Ehang 184 which offers '...a glimpse of what truly disruptive mass personal transportation could look like^{xxxix}'.

Destinations

The ability of some of these transport technologies to 'shrink' time and space hold significant, if as yet unquantified, opportunities for the industry.

Irrespective of transport however, the destination composition is beginning to change in decisive ways. By 2020 emerging economies are forecast to collectively welcome more international arrivals than developed countries, with 55 percent of the market share. This could grow to 57 percent by 2030^{xxxix}. The reasons are overwhelmingly demographic and economic - for its part, the International Air Transport Association expects annual passenger volumes to reach 7.3 billion by 2034, representing a 4.1 percent annual demand growth rate and more than doubling current levels of 3.3 billion^{xxxix}.



Ultimately the benefits of this growth will increasingly favour those ‘...destinations with simple access policies, such as undemanding visa procedures. Research from WEF shows that simplifying access to travel for the Chinese traveller will lead to an estimated 20 percent increase in arrivals^{xxxviii}.’

This change coincides with the notion of ‘destination’ being pushed to new frontiers, such as underwater hotels and space hotels. Over the course of the next two years a ‘space habitat’ will be tested at the ISS in order to assess its potential for eventually forming a space hotel that will orbit Earth^{xxxix}. The plan – spanning 20 years or so - is to build a totally private enterprise space station that could function as a hotel for wealthy space tourists, although with the price of access set to decrease, it may become a significant niche^{xl}.

Dubai could soon have the world's largest underwater hotel with the Water Discus Hotel^{xli}, whilst in Norway, the five-star floating Krystall hotel, is being developed. It will be the first floating hotel in Europe, with work beginning in 2016 and the 86-room hotel opening to visitors in 2017^{xlii}. These examples, to a greater or lesser degree have the commonality of the hotel being the destination. Clearly this is not repeatable en-masse,



but it does show the possibility – especially with authenticity being sought by some many travellers – of accommodation assuming a more central role for a given destination.

This could take the form envisioned by Dr Ian Yeoman of cruise ships weighing 500,000 tonnes, larger than today's aircraft carriers and with their own flight decks^{xliii}. Another possibility is the prospect of ultra-specific tourism, such as medical tourism. This field could reach \$32.5 billion by 2019, tripling its current value^{xliiv}. Perhaps the most widespread notion of tying accommodation to a destination is provided through the sharing economy, and the industry's response to it.

AirBnB alone had 60 million users (as of Feb'16), 2 million listings (as of Jan'16), was present in 57,000 cities in 92 countries and is active in a number of destinations – especially niche and rural - that do not have hotels. As well as providing 'authenticity,' such a model sets standards for flexibility and agility. However, in a broad sense regulators and governments are openingly questioning the long-term impact of the sharing-economy business model^{xliv}. Berlin, for example, has passed laws heavily impacting short-term rentals citing the impact that the sharing economy is having on long term rental prices^{xlvi}.

Industry responses to the on-demand economy have included tapping crowdsourcing. The Cotel (New York City) is a hotel that will '...look to the crowd for everything from the design of its public spaces and rooms to the development of digital platforms to connect the experience to each guest.' Funding will also be partially crowdsourced^{xlvii}. As technology evolves it will also become more possible to personalize a specific hotel room, including its design and décor as smart building technology infuses hotels. In addition, pop-up hotels, portable hotels and negative carbon hotels are likely to become increasingly mainstream in an attempt to allow consumer to create their own destinations.

Communications

The likely winners in the emerging travel and tourism ecosystem will embed the customer at the centre of everything they do. This means, in part, embracing every conceivable new communication channel as they emerge and enable information to flow



into, across and out of the organisation in a seamless, real-time and highly secure manner.

This implies a unified digital platform for both back-end operations and consumer facing channels. There is clearly scope for improved communications with travellers. Two-thirds of travellers would like to receive alternative travel options when they experience a trip delay (64 percent), and alerts and notifications for events that occur during their trip (62 percent), via their mobile devices^{xlviii}. Whilst airlines and airports are ostensibly the focus of these specific statistics, clearly there is an unmet need for timely and value-adding communications throughout the travel chain. The ability of those in the industry operating on digital and with access to a sufficient data architecture to create value from these mostly machine-to-machine communications will be critical in determining new value propositions.

Some 99.4 percent of the 1.5 trillion global physical objects are still unconnected. The Internet of Things (IoT) brings a potential \$14.4 trillion value at stake (the potential bottom line value that can be created) before 2025. Despite this, only 23 percent across all industries suggests that the IoT will change their business model^{xlix}.

As earlier noted, the consumer choice for accessing the expanding data-verse is increasingly in the form of virtual personal assistants. Although building on the technology pioneered by Siri et al, ‘...smart agents differ in that product and service companies will ultimately be behind them, with tailored customer services,’ says Matt Mould, Technology Enablement Lead, Slalom Consulting. ‘One of the new battlegrounds will be which complete smart agent service do I use and subscribe to?’^b

In addition, by 2019 we could have 3D virtual reality displays embedded in contact lenses – providing a primary interface for linking people, computers the web and mixed reality. Contact lenses that project a visual feed directly onto your retina^{li} have been developed. A move away from the screen as a primary interface is also envisaged by many consumers, with more than 50 percent suggesting holographic ‘screens’ will be mainstream within 5 years^{lii}. 85 percent, meanwhile, think intelligent wearable electronic assistants will be commonplace within 5 years, reducing the need to always touch a screen^{liii}.



This coming wave of next generation communication technology will facilitate and demand new ways for people to get similar tactile experiences that we get when we touch objects or materials. Developers need to ensure they design for reduced, altered or in some cases, zero user interfaces^{liv}. Some communication methods will not require a user interface for computer input. For example, Emotiv is a product that can read your brainwaves and understand their meaning through electroencephalography (or EEG)^{lv}. Designing products, content and messaging for such a system might appear problematic, but as the number of communication channels increases this will become a requirement.

It would be wise to take stock of the adage that whilst we tend to overestimate the extent of change in the 0-5-year time frame, we almost always underestimate the change that will occur within 10 years. In many ways the exact time frame for such advances is irrelevant; far reaching change in how we produce, report, share and consume information is coming within the decade.

Demographics

Although slower burning than many of the obviously immediate issues presented in this paper, demographic changes demand new business models. Ageing, rising religious travel and an emerging middle class all stand as key changes in the composition of 'the traveller,' as does the changing role of women in the workforce. Globally there is an expected 400 percent increase in the number of international business trips taken by women by 2030^{lvi}. New communication methods and styles will be needed, as perhaps, will new hotel concepts. Data must lie at the heart of new models given the explosion of demographic change – both within the industry and at a global scale.

By 2030, 1.2 billion households globally will have the income needed to travel and it is forecast that two billion trips will be taken annually^{lvii}, nearly twice as many as 2015. In the next five years, 400 million people globally will enter the middle class. By this time, two thirds of the global middle class of 4.9bn will come from Asia-Pacific. It would be reasonable to expect this emerging group to place high import on value for money, but also demand the diversification and customization that other socio-economic groupings enjoy^{lviii}.



Opportunities from global socio-economic changes are not limited to Asia-Pacific though. The global Muslim travel market was worth \$140 billion in 2013 (excluding Hajj and Umrah, which alone are worth \$16 billion). The segment is expected to be worth \$238 billion in 2019, representing 13 percent of global expenditure. Within this grouping, travellers from Saudi Arabia, Kuwait, Qatar, the United Arab Emirates, Bahrain and Oman were forecast to spend \$64 billion traveling in 2015 and are expected to spend \$216 billion by 2030^{lix}.

The current baby boomer generation will be in their 80's by 2030; in 2014, 12 percent of the world's population was aged over 60 years, and that percentage is estimated to grow to 21 percent by 2050^{lx}. Despite the current concentration of wealth and free time amongst older cohorts, millennials are forecast to represent 50 percent of all travellers by 2025, and are rightly recognised by the industry as a current and future driving force of revenues. Millennials currently represent 25 percent of the global population and will still account for 20 percent of the total in 2030. Their distinct preferences will need to be accounted for; 70 percent recommend their favourite brands, 47 percent have criticized a brand and 86 percent are willing to share their brand preferences online. Within twenty to thirty years, an emergent '...Gen Z could be game changing, opening new possibilities,' suggests Emanuel Tutek, Partner in Horwath HTL^{lxi}.

Consumer Trends

Given the rise of niche groups and services and the general erosion of what may be called the mass market, the boundaries between mainstream and specialist are becoming increasingly blurred^{lxii}. Segmentation of individual tourists is becoming ever more difficult even as a few definite tourism typologies become clear, but even with this, some generalities can be observed.

Leisure time will on average, increase, thanks to population ageing. By 2060, demographic researchers suggest that leisure activities could account for nearly half a person's lifetime^{lxiii}. However, we are likely to witness a pronounced diversification of what constitutes leisure time.

For every trend, a small counter-trend niche will likely emerge. For example, whilst prosaic services such as free Wi-Fi are increasingly expected, some will demand an



unplugged vacation. As automation becomes more pronounced, there will no doubt be a demand from some for a more 'real' human experience (not that automation implies an absence of the human touch). Even those experiences marketed as 'low tech', will likely have some sort of technological underpinnings as technology becomes more ambient, embedded, and less obtrusive.

By 2020, 60 percent of device interactions will be passive, allowing people to use information from intelligent systems and machine learning^{lxiv}. Within a few years, business algorithms will be making the offers, while consumer algorithms could be making the buying decisions^{lxv}.

It is possible that social media could do more than just add input to such an algorithm; it could feasibly form new booking systems that appropriate the role of adviser, search engine and booking agent. It could further personalise the experience based on your circumstances^{lxvi}. The groundwork is already established in so far as 85 percent of users say social networks help them decide what to purchase^{lxvii}. Former Thomas Cook CDO Marco Ryan concurs, suggesting that '...offering a social media travel agency is also a real possibility^{lxviii}.' The prospect of increased consumer sharing has important implications. With 44 percent of adults are familiar with sharing economy companies, the global revenue from which is estimated at \$15bn and forecast to reach \$335bn by 2025^{lxix}. Another implication of the information revolution is that tourists face a future of managed discovery informed by curated discovery and peer-reviewed experiences. In a sense, virtual travel is about discovering the places you want to go visit beforehand^{lxx}.

Thomas Cook's Ryan also notes that '...wearables can also help to better shape omnichannel experiences as they're more focused on mobility than smartphones.' 38 percent of travellers currently own a wearable device – a figure that rises to 70 percent amongst frequent business travellers. Travellers that use a smartphone to book aspects of their trip showed the highest intent (at 49 percent) to purchase a wearable over the next 12-18 months^{lxxi}. 'By viewing those travellers who are currently booking travel on their smartphone as an early adopter group, travel companies have a great opportunity to explore new communication and service options to fine-tune these services before they become mainstream,' notes Cognizant.



Planning for the future: an outside-in perspective

Climate change, terrorism, pandemics and cybercrime are global issues that demand cross-industry solutions and effective industry coordination. In this sense the boundaries of the travel and tourism industry are eroding, and new ecosystems built upon common interests must be built. As an industry there is a need to proactively address some of these issues if travel and tourism is to remain a relevant and effective part of global solutions^{lxxii}.

This need coincides with a general business shift away from centralized businesses and verticals to the network effect and of transparency and lateral economies of scale. Companies with an external orientation, that provide leadership on even external issues, and innovate new ways of doing things (and of doing different things) stand the greatest chances of success in such an environment. The successful deployment of many technologies will also depend on adapting this mindset; advanced analytics requires not only mastery of internal data sets but also leveraging swathes of data that exists in other ecosystems and may not originate or ever get captured in internal enterprise systems^{lxxiii}.

The promise of such data is that through digital technologies, analytics and innovation provide much more seamless experiences for consumers^{lxxiv}. An outside-in perspective will become a key lever for answering key questions such as;

- How can travel suppliers protect their place in the value chain?
- How can travel companies leverage their strengths?
- How should we revisit our product portfolio, pricing, promotions, and merchandising^{lxxv}?
- How and where should we align offerings and engagement strategies around consumer interests and values^{lxxvi} ?
- How can we create seamless experiences via technology and collaborations?
- How can we develop processes and business models to allow for customisation and consumer interaction?
- Should we view commodity decisions with resource preservation and social impact in mind?



Scenario planning is a must given the complex dimensions of change impacting the industries. Certainties- such as demographic change and technological shifts – together with wildcards such as earthquakes, volcanoes and pandemics all call for more increased resiliency and agility for travel and tourism stakeholders.

Assessing and re-assessing customer needs and wants is essential as personalisation is likely to become the watch-word in the coming decades. Not everything will change; the future of travel and tourism will still be about people, relaxation, enrichment, connection and experiences^{lxxvii}; the devil, as ever, lies in the details.



About the Institute of Travel and Tourism

ITT is dedicated to working on behalf of its industry Members by:

- Creating a series of events for the discussion and sharing of industry issues, as well as the opportunity to network with industry peers and colleagues
- Raising and maintaining professional standards in the travel industry, through the Continued Personal Development (CPD) and training of individuals
- Providing a platform and guidelines for the formal recognition of individual progress through the industry, which become the standards in our industry sector
- Providing support and guidance for the individual throughout their career in travel and tourism
- Representing and lobbying on behalf of the rights and views of the individual in the travel industry
- Creating a database of the professional status and qualifications of its members

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