

About the Authors

Jennifer Blanke

Jennifer Blanke is Director and Senior Economist with the Global Competitiveness Network at the World Economic Forum. Since joining the team in 2002, she has written and lectured extensively on issues related to national competitiveness and has served as lead editor on a number of regional and topical competitiveness reports. From 1998 to 2002, she was Senior Programme Manager responsible for developing the business, management, and technology section of the World Economic Forum's Annual Meeting in Davos. Before joining the Forum, Dr Blanke worked for a number of years as a management consultant for Eurogroup, Mazars Group in Paris, France, where she specialized in banking and financial market organization. Dr Blanke obtained a Master of International Affairs from Columbia University and an MA and a PhD in International Economics from the Graduate Institute of International Studies (Geneva).

Thea Chiesa

Thea Chiesa is Associate Director and Head of Aviation, Travel and Tourism at the World Economic Forum. She has a background in business development and strategic planning in the Aerospace/Telecom industry, having spent nine years working with Telespazio both as part of Telecom Italia and Finmeccanica. At the Forum she has developed an expertise in the Travel & Tourism industry, having headed the community for five years. Coupled with her background in advanced communications systems, Ms Chiesa has developed a passion for the Travel & Tourism industry, and she is currently working with key government and industry leaders in developing strategies and implementing innovative projects in the field of T&T competitiveness and traveler information-sharing as well as rebranding campaigns. Ms Chiesa has a BSc in Management from Boston College and a Master's in International Relations from Boston University. She is currently a World Economic Forum Global Leadership Fellow.

Nigel Couzens

Nigel Couzens is Marketing Manager for Travelport GDS, working across global markets and responsible for effectively communicating Travelport GDS' brand, products, and services to both agency and supplier customers. Mr Couzens is also responsible for leading Travelport GDS' carbon emissions reporting initiatives. This new reporting tool will provide corporations with accurate and timely information that will enable businesses to make more informed decisions when considering the environmental impact of their travel programs. Mr Couzens has over 15 years senior marketing and commercial experience, holding senior roles in blue chip travel, telecommunications, and consumer electronics companies. He holds a degree in Accountancy and Finance and speaks fluent German as well as his native Welsh.

Julia Felton

Julia Felton is a Director in Deloitte's Tourism, Hospitality & Leisure Industry program with specific responsibility for developing benchmarking solutions for the Travel & Tourism industry. She was responsible for the launch and development of the Deloitte HotelBenchmark Survey, which is now regarded as the most definitive and authoritative source of hotel performance data outside the United States. She launched www.HotelBenchmark.com to support the survey, a website that is designed to be the place to go for hospitality research and incorporates for the first time hotel performance data online. In 2005, she expanded Deloitte's benchmarking expertise into the Health and Fitness sector with the launch of www.HealthClubBenchmark.com. Ms Felton's expertise is in developing innovative web-based solutions to enable clients to interpret performance benchmarks and use the data to improve business performance. She speaks regularly at conferences and is often cited in the press.

Richard Fly

Richard Fly is a Writer and Strategic Communications Consultant to executives and companies in multiple industries. He has written for such CEOs as Jeff Clarke of Travelport, Carly Fiorina of HP, Michael Capellas of Compaq, Alan Mullaly of Ford, and Bob Palmer of Digital. Before starting his own business, Mr Fly was Vice President of Executive Communications and Industry Analyst Relations at HP and Vice President, Communications Services, at Compaq. He has more than 30 years of experience in communications. He spent 15 years as a journalist, including four years as White House and national political correspondent for *Business Week* magazine. He holds a Journalism degree from the University of Texas at Austin.

Amir Girgis

Amir Girgis is an Economist at the World Travel & Tourism Council (WTTC). In close partnership with Oxford Economics, Mr. Girgis is involved in the production of the WTTC's Tourism Satellite Accounting (TSA) reports, and is presently involved in updating the model used by the TSA Research Program. He obtained a Bachelor of Science degree in Economics from the University of Southampton and a Master's degree in Economics from Warwick University.

Stephan Gross

Stephan Gross is a Senior Associate in Booz Allen Hamilton's Munich office. Since joining the firm in 1999, he has been particularly active in top management consulting for clients in the aviation and logistics industry around the globe, especially on strategic assignments such as re-organization, operational improvement, and turnaround projects. Dr Gross has worked particularly with clients in Europe and the Middle East on regulatory issues related to strategic transformation and privatization projects to support the competitiveness of state-owned incumbents in liberalized markets. Prior to joining Booz Allen Hamilton, he worked for a New Zealand-based merchant bank as an analyst in the corporate finance division with a focus on the Australasian infrastructure and utility sector. There he was responsible for evaluating publicly traded shares and was involved in due diligence work as a basis for bids on Australian airport privatizations. Dr Gross holds a BSc (Honors) from Northeastern University in Boston, an MBA from the University of Reutlingen in Germany, and a PhD from the University of Leipzig, Germany, where he focused on the impact of vertical and horizontal integration of publicly listed corporations.

Ufi Ibrahim

Ufi Ibrahim is Chief Operating Officer of the World Travel & Tourism Council (WTTC)—a global forum for Chief Executives of the world's foremost 100 Travel & Tourism organizations. Working closely with governments and industry across the world, Ms Ibrahim advises on policy-making and the development of planning frameworks for the long-term success of Travel & Tourism. As a champion of public and private sector partnerships to drive social and economic development, she is responsible for the Global Travel & Tourism Summit—the annual meeting of world leaders to discuss and agree key priorities for Travel & Tourism. Prior to joining WTTC, Ms Ibrahim worked with the American Express Company, where she took charge of immigration services for the company's extensive portfolio of corporate clients.

John Kester

John Kester is Chief of the Market Intelligence & Promotion Department at the World Tourism Organization (UNWTO), where he has worked since 1999. He is involved in the preparation of the yearly *Tourism Market Trends* series of regional reports, and has contributed to several occasional documents such as the report *Tourism Generating Markets: Overview and Country Profiles* and various reports prepared by UNWTO in the framework of the Tourism Recovery Committee. He has also been in charge of the final editing of the various volumes of the UNWTO's long-term forecast study *Tourism 2020 Vision*. Since its inception in 2003, he has been involved in the development of the UNWTO *World Tourism Barometer*, a publication aimed at monitoring the short-term evolution of tourism, issued three times a year. He also regularly collaborates on the preparation of news releases, as well as on the Facts & Figures section of the UNWTO website. Previously, Mr Kester worked in the UNWTO at the Statistics, Economic Analysis and Market Research section. Before joining the UNWTO he worked for seven years at Statistics Netherlands as a researcher in the field of socio-cultural statistics. Mr Kester graduated in Social Science with a specialization in research methodology and data analysis from the University of Leiden (the Netherlands).

Alex Kyriakidis

Alex Kyriakidis is Global Managing Partner of Tourism, Hospitality & Leisure at Deloitte. He has 33 years of experience providing strategic, attest, financial, and integration services to travel, hospitality, and leisure companies. As the partner in charge of the Global Tourism, Hospitality & Leisure Industry program at Deloitte, Mr Kyriakidis' strengths include an in-depth understanding of the industry trends that impact the performance of the industry. He has advised many of the most prominent travel and hospitality companies on strategy, M&A transactions, and risk management. In addition, Mr Kyriakidis has also served as the Lead Client Service partner for a number of major Hospitality & Leisure companies in Europe and worldwide, including InterContinental Hotels Group, Marriott International, and Global Hyatt. He has represented the firm in its partnership with the World Economic Forum on Travel & Tourism and has direct responsibility for the development of the Board of Governors day at Davos on Travel & Tourism. Mr Kyriakidis has also led global teams on major M&A transactions including the sale of InterContinental and Le Meridien, and the sale/manage-back of the InterContinental Hotels Group UK asset portfolio of 75 hotels.

Geoffrey Lipman

Geoffrey Lipman is Assistant Secretary-General of the World Tourism Organization (UNWTO). He is Chair of Green Globe 21, the responsible/sustainable tourism group, and of Green Global Village (GGV), its consultancy arm. He is President of the International Council of Tourism Partners (ICTP)—a platform connecting socially responsible tourism organizations and people, a Board Member of the Armstrong Hospitality Group (Canada), and Senior Tourism Research Fellow at George Washington University in the United States. Professor Lipman was the first president of the World Travel & Tourism Council (WTTC), the global business leaders' forum. Between 1990 and 1999, he shaped the WTTC's agenda during its growth from 10 to 100 members and the positioning of Travel & Tourism as the world's largest industry, as well as its Millennium Vision for open markets, elimination of barriers, and sustainable development. Prior to this he spent 20 years with the International Air Transport Association (IATA) as Executive Director and Head of Government Affairs. Professor Lipman has written and lectured around the world on tourism strategy, sustainability, and airline liberalization; has co-authored books on opening up European aviation; and has established a Think Tank on Free Trade in the Air. He has been a member of two European Union High Level Commissions—on Airline Liberalization and on Tourism Employment—as well as a member of the UK Roundtable on Sustainable Development.

Julia Marton-Lefèvre

Julia Marton-Lefèvre is Director General of IUCN (International Union for Conservation of Nature) the world's largest conservation/environment membership organization, which brings together states, government agencies, nongovernmental organizations, scientists, and experts in a unique worldwide partnership. IUCN's mission is to influence, encourage, and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. Prior to this, Ms Marton-Lefèvre was Rector of the University for Peace (UPEACE), a graduate-level international university mandated by the United Nations, providing education, training, and research on issues related to peace and conflict. Earlier offices held by Ms Marton-Lefèvre include Executive Director of LEAD (Leadership for Environment and Development) International, a program established by the Rockefeller Foundation to bring together and train mid-career leaders from all parts of the world in improving their leadership skills around the issues of sustainable development, and Executive Director of the International Council for Science (ICSU), an important and respected global organization bringing together scientific academies and unions to promote scientific activities for the benefit of humanity. Ms Marton-Lefèvre is a member of a number of boards, councils, and committees for organizations such as the China Council for International Cooperation on Environment and Development (CCICED), an advisory body to the Chinese Government; UPEACE; LEAD International; the Bibliotheca Alexandria; the Geneva-based Graduate Institute of International and Development Studies; Oxford University's James Martin 21st Century School; and the Clinton Global Initiative's Energy and Climate Change Working Group.

Stephen McCool

Stephen McCool is a Consultant working with various governments and nongovernmental organizations on protected area management and planning issues. From 1977 to 2007, he served on the faculty of the University of Montana (USA) as a professor of wildland recreation management, specializing in social science aspects of protected area planning and management. He currently is Professor Emeritus with the Department of Society and Conservation there. For many years, he has taught and lectured on these issues around the United States and the world, most recently serving as a visiting scholar at the Tsinghua University in Beijing and the University of KwaZulu-Natal in South Africa, and is author of numerous research and applied articles on managing tourism and visitors in protected areas. He works closely with IUCN, the World Commission on Protected Areas, and the UNESCO World Heritage Center. In 2004, he received the USDA Forest Service Chief's award recognizing outstanding research in Wilderness Management. Dr McCool holds a BS degree from the University of Idaho and MSc and PhD degrees from the University of Minnesota.

Marilyn Carlson Nelson

Marilyn Carlson Nelson is Chairman and Chief Executive Officer of Carlson. *Forbes* magazine has regularly selected Ms Nelson as one of "The World's 100 Most Powerful Women." She is on the World Economic Forum's International Business Council, and in 2004 she cochaired the Forum's Annual Meeting in Davos, Switzerland. She recently completed a presidential appointment as Chair of the National Women's Business Council, an advisory council to the President and Congress of the United States, and is currently Vice Chair of the U.S. Travel and Tourism Advisory Board. She recently received the National Business Travel Association's highest honor—the Icon Award—for a career of leadership in the business travel industry. In October 2006, H.E. Jean-David Levitte, French Ambassador to the United States, presented Ms Nelson with a French national honor created by Napoleon Bonaparte: Chevalier (Knight) in the French Légion d'Honneur. Ms Nelson was also named one of "America's Best Leaders" by *U.S. News and World Report*. She is a past national chair of the Travel Industry Association of America, has served as a delegate to the White House Conference on Tourism, and was on the board of the U.S. National Tourism Organization. She is currently on the Singapore Tourism Board. Outside her industry Ms Nelson serves on the boards of Exxon Mobil Corporation, the Mayo Clinic Foundation, and the Committee to Encourage Corporate Philanthropy. She was the first major player in the United States travel industry to take a stand in the fight against child sexual tourism by co-founding the World Childhood Foundation, established by the Queen of Sweden. In addition, she signed Carlson to ECPAT—an international code of conduct aimed at ending child prostitution, child pornography and the trafficking of children for sexual purposes—in 2004.

Brian Pearce

Brian Pearce is Chief Economist of International Air Transport Association (IATA). An economist with over 20 years of international experience in several industries, he was formerly Head of Global Economic Research at UBS Warburg and Chief Economist at Ernst & Young. Prior to joining IATA, Mr Pearce was involved in the UK Air Transport White Paper and in the discussion and design of policies to influence aviation's impact on the environment. He also advised on the financial sector's role in promoting good corporate governance and responsibility, and directed the initiative launched by the UK Prime Minister at the World Summit on Sustainable Development. Before that he was Head of Global Economic Research at the investment bank SBC Warburg (now UBS), in Tokyo and then London. During this time he published extensively on international financial and economic issues and advised private and public sector clients in over 20 countries. As Chief Economist at Ernst & Young's economic forecasting consultancy, the ITEM Club, he worked with the UK Treasury's and other econometric models to analyze public policy and forecast global economic prospects. He was frequently called on by television, radio, and the press to comment on government economic policy.

Jürgen Ringbeck

Jürgen Ringbeck is a Senior Partner and Senior Vice President of Booz Allen Hamilton based in Düsseldorf. He consults primarily companies in transportation industries, such as airlines, tourism operators, postal and logistics companies, and railways. Before becoming Partner of Booz Allen Hamilton, Dr Ringbeck was Partner of McKinsey & Company, where he was Co-leader of the Transportation Group. In total he has more than 18 years in top-level management consulting. Dr Ringbeck holds a Diploma in Mathematics from the University of Münster and a PhD in Economics from the University of Osnabrück. Before starting his career as a Management Consultant, he worked as a University Assistant and Guest Professor at the University of Toronto. Dr Ringbeck is author of several business books (including the US business bestseller *Do IT Smart*) and numerous publications in business strategy and IT management. He has received several awards for his work from major institutions, including the Marketing Science Institute (Cambridge USA).

Gordon Wilson

Gordon Wilson is President and CEO of Travelport GDS, responsible for its global activities across approximately 145 countries. Headquartered in Langley, UK, Travelport GDS is comprised of the Galileo and Worldspan businesses; Shepherd Systems, an expert in the field of providing business and marketing intelligence to the travel industry; AiRES, the next-generation server-based internal airline IT product suite; and THOR, a provider of distribution and marketing services to travel-related companies. Before taking on global responsibility for its GDS division, Wilson was President and CEO of Travelport Business Group, responsible for all of its B2B businesses across Europe, the Middle East and Africa, and Asia and the Pacific, including companies such as GTA, TRUST, and WizCom as well as Galileo. Previous roles have included Vice President, Global Customer Service Delivery, based in Denver, Colorado; Managing Director of Galileo Southern Africa, based in Johannesburg, South Africa; Managing Director of Galileo Portugal and Espana, based in Lisbon; and General Manager, Airline Sales and Marketing, for Galileo International. Before joining Galileo International in 1991, Wilson held a number of positions in the UK airline and chemical industries. Wilson holds a Master's degree in Law from the University of Cambridge, UK, and a Postgraduate Diploma in Air and Space Law from University College, London. He also sits on the Board of SITA, a provider of IT solutions and communications services to the air transport industry.