

About the Authors

Selim Ach

Selim Ach is Economic Modeler at the International Air Transport Association (IATA). He is in charge of managing and analyzing air transport economic data and contributes to the writing of several economic publications of the Association. Before joining IATA, Mr Ach worked for six years as a consultant within the air transport industry and participated in a number of European projects for Airbus, Eurocontrol, and the French civil aviation research center of air navigation. He was involved in several economic and statistical analyses as well as in operational studies in the field of air transport infrastructure, more specifically in air traffic management and air traffic control. Mr Ach obtained a BSc in Econometrics and a Master in Air Transportation Economics from the University of Toulouse and the French school of civil aviation (ENAC), France.

Jennifer Blanke

Jennifer Blanke is Director, Lead Economist, and Head of the Centre for Global Competitiveness and Performance 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 edited a number of competitiveness reports, with a particular regional focus on Western Europe and sub-Saharan Africa. 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 BA in International Relations from Hamilton College, a Master in International Affairs from Columbia University, and an MA and a PhD in International Economics from the Graduate Institute of International Studies (Geneva).

Maria Ana Borges

Maria Ana Borges is Project Officer at IUCN's Business and Biodiversity Programme (BBP), where she focuses on integrating biodiversity into tourism development and supporting the tourism industry in becoming more sustainable. In her role, she also works with other business sectors to further BBP's vision of "a sustainable global economy in which the private sector and the conservation community are committed and effective partners in achieving a just world that values and conserves nature." Prior to IUCN, Maria Ana worked at the UNEP's Economics and Trade Branch on issues at the interface of trade and climate change. She has also previously worked in hotel management in Portugal and the Dominican Republic. Her academic background is in Ecology (BSc with Honours from the University of Edinburgh) and Ecotourism (MSc from Napier University).

Thea Chiesa

Thea Chiesa is Associate Director and Head of Aviation, Travel & 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 as part of both Telecom Italia and Finmeccanica. She was part of the founding team of TVFiles SpA, an Italian telecommunications startup offering satellite broadband services to the media, pharmaceutical, and 3G industries, where she held the role of business development and was responsible for the relations with the European Union and the European Space Agency. At the Forum, she has developed an expertise in the Travel & Tourism industry, having headed the community for nine years. Coupled with her background in advanced communications systems, Ms Chiesa has developed a passion for the Travel & Tourism industry and has experience analyzing consumer trends. She is currently working with key government and industry leaders in developing strategies and implementing innovative projects in the fields of T&T competitiveness and climate change, the future of manufacturing, global supply chains, and transportation risk. Ms Chiesa has a BSc in Management from Boston College and a Master in International Relations from Boston University. She is an alumna of the World Economic Forum's Global Leadership Fellows Programme.

Nancy Cockerell

Nancy Cockerell is Adviser Policy & Research for the World Travel & Tourism Council (WTTTC), a role she assumed in 2008 after working on ad hoc basis for WTTTC from its launch 20 years ago. Her responsibilities have included advising the President and Chief Operating Officer on responsive strategies to key travel trends and policy developments and managing the relationship with WTTTC's research partner, Oxford Economics, as well as conducting market studies and providing policy recommendations for governments. Ms Cockerell has more than 35 years of experience working in the Travel & Tourism industry, based in different countries of Europe and Asia—primarily in the fields of customized research and the media, for example, she spent 14 years with the Economic Intelligence Unit. She established The Travel Business Partnership (TBP) in the 1990s, a Switzerland-based network of consultants specializing in the Travel & Tourism economy, and has also worked through TBP for the private and public sectors, including a number of international organizations and associations involved in tourism such as the World Tourism Organization (UNWTO), the Organisation for Economic Co-operation and Development (OECD), the European Travel Commission (ETC), and the Pacific Asia Travel Association (PATA).

Valeria Croce

Valeria Croce is an External Collaborator at the World Tourism Organization (UNWTO) in the Tourism Trends and Marketing Strategies Programme. With the team, she works on the preparation of studies and reports, among which are the UNWTO *World Tourism Barometer*, *Tourism Highlights*, and studies carried out in collaboration with the European Travel Commission's Market Intelligence Group. Before joining UNWTO, Ms Croce was a researcher and lecturer at MODUL University Vienna (Austria) in the fields of economics and statistics applied to tourism. She also collaborated on various research projects, including the *European Cities Marketing Report*, and on the development of TourMIS, an online system for the management of tourism statistics and market information. Previously, Ms Croce worked as Project Manager at the Institute of Economic Research of the University of Lugano (Switzerland) and as Senior Market Researcher for private companies in Italy. She is a PhD candidate in Social Sciences at the Vienna University of Economics and Business Administration. She obtained a Master of Arts in Economics and Communication with a Major in International Tourism (University of Lugano, Switzerland), and a degree in Political Sciences with a Major in Economics (University of Pavia, Italy).

Roberto Crotti

Roberto Crotti is a Junior Quantitative Economist with the Centre for Global Competitiveness and Performance at the World Economic Forum. His responsibilities include the computation of a range of indexes as well as data analysis for various projects and studies. His main areas of expertise are quantitative research, forecasting, macroeconomics, and public economics. Prior to joining the Forum, he worked as an Analyst in the private consulting and forecasting sector. Mr Crotti holds an undergraduate degree in Economics / Economic Policy from Università Cattolica del Sacro Cuore in Milan, Italy, and an MA in Economics from Boston University in the United States.

David Goodger

David Goodger is Director at Tourism Economics, an Oxford Economics company, focusing on economic analysis of the Travel & Tourism industry. He has been instrumental in developing the group's global model of tourism flows and spending, which covers 185 origins and destinations, and he continues to manage regular forecast updates. He also maintains an active role in new product development and consultancy work. Ongoing work involves analysis of the return on investment in business travel; model development to aid destinations in marketing allocations; and analysis and modeling of market size at the city level. Since joining Oxford Economics in 2000, David Goodger has been involved in a wide range of forecasting and modeling activities. He has been part of the firm's macroeconomic forecasting team, examining both developed and emerging Europe. He has also worked with the industrial forecasting team contributing to both regular reports and specific client studies; and has played an active role within the consultancy division, with an emphasis on the energy sector and analysis of carbon abatement policies. Mr Goodger has also assisted in the development of forecasting and simulation models for detailed regions and subregions of the United Kingdom. He was educated at the University of Bristol, England, where he gained a first-class degree in Economics with Statistics; and at the London School of Economics and Political Science, England, where he graduated with an MSc in Econometrics and Mathematical Economics.

Jessica Jahns

Jessica Jahns is a Manager in the UK Tourism, Hospitality & Leisure group at Deloitte. She leads the Hospitality Vision team, which produces publications, press releases, and presentations, and analyzes trends of the global hotel market. The team works closely with a number of key industry organizations including the World Tourism Organization and various trade journals, providing valuable insight into the ever-changing hospitality industry. With a degree in Hotel Management and 10 years of experience in the hotel industry, Ms Jahns previously worked in the HotelBenchmark team at Deloitte, providing benchmarking solutions for global hotel chains.

John Kester

John Kester is Manager of the Market Trends and Marketing Strategies Programme at the World Tourism Organization (UNWTO, www.unwto.org), a specialized agency of the United Nations, in Madrid, Spain. He started his career in the UNWTO Secretariat in January 1997 and, since August 2006, he has been supervising the team that carries out the activities with regard to short-term and long-term trends in tourism and forecasting, marketing, and promotional techniques as well as competitiveness as formulated in the General Programme of Work of UNWTO. Since its inception in 2003, he has been involved in the development and compilation of the *UNWTO World Tourism Barometer*, a publication aimed at monitoring the short-term evolution of tourism. He has been in charge of the final editing of the various volumes of UNWTO's long-term forecast study *Tourism 2020 Vision* and is currently involved in the forthcoming update of the long-term forecast *Tourism Towards 2030*. On behalf of UNWTO, he has participated in the development of the Travel & Tourism Competitiveness Index of the World Economic Forum since the first *Travel & Tourism Competitiveness Report* in 2007. Mr Kester has given presentations and workshops on subjects related to tourism, trends, data analysis and research, marketing, and competitiveness on several occasions, both at UNWTO headquarters in Madrid, Spain, and in numerous countries around the world. Before joining UNWTO, Mr Kester worked 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 and is based in Dubai. He has 36 years of experience providing strategic, attesting, 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 Dubai Holdings, InterContinental Hotels Group, Marriott International, and Global Hyatt. He has represented the firm in its partnership with the World Economic Forum on Travel & Tourism. Mr Kyriakidis has also led global teams on major M&A transactions, including the sale of InterContinental, Le Meridien, and the sale/manage-back of the InterContinental Hotels Group UK asset portfolio of 75 UK hotels.

Geoffrey Lipman

Geoffrey Lipman is Director of Greenearth.travel and Beyond Tourism, former Assistant Secretary General of the UNWTO, former President of WTTC, and former Executive Director of IATA. He is a Professor at Victoria University, Melbourne, Australia. He is Vice Chair of the World Economic Forum's Global Agenda Council for Aviation, Travel & Tourism. Professor Lipman has lectured around the world and written widely on aviation, tourism, and travel-related issues. He is a creative and out-of-the-box thinker committed to the cause of sustainable mobility and green growth.

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. She 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.

Simon Oaten

Simon Oaten is a Director in the Deloitte UK Tourism, Hospitality & Leisure group, with over 10 years of experience advising and supporting hospitality and leisure businesses. He has worked at a senior level with some of the leading players across the industry in the United Kingdom, Europe, and globally. Mr Oaten brings a considerable breadth of experience in the sector across strategy, business planning, market review, economic impact assessment, and financial and commercial due diligence engagements. In the last 24 months, Mr Oaten has worked extensively in the Middle East, North America, and Europe leading large complex strategy and business planning projects.

Brian Pearce

Brian Pearce is Chief Economist of International Air Transport Association (IATA). He is also a Visiting Professor at Cranfield University in the Department of Air Transport. 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 has been frequently called on by television, radio, and the press to comment on government economic policy.

Timm Pietsch

Timm Pietsch is a Senior Research Analyst of Booz & Company, based in Düsseldorf, and a member of the company's global transportation group. As such, Dr Pietsch focuses on market assessments, competitive intelligence, and trend analysis on an international basis. His main areas of expertise include Travel & Tourism and passenger and freight transport across aviation, railways, and infrastructure sectors in European and Middle East geographies. Prior to joining Booz & Company in 2005, he worked as a journalist concentrating on passenger rail markets. Dr Pietsch holds an MA and a PhD from Düsseldorf University, Germany.

Jürgen Ringbeck

Jürgen Ringbeck is a Partner and Senior Vice President of Booz & Company (formerly Booz Allen Hamilton), based in Düsseldorf. He is the Head of the Global Travel and Transport Practice. Dr Ringbeck is a well-recognized international senior advisor working with leading industry players such as airlines, tour operators, and railways as well as governments mainly in Europe, the Middle East, and Asia. Since 2002, he has acted as a senior advisor to the World Economic Forum and leads the work of Booz & Company as a strategic partner of the Forum's Aviation, Travel & Tourism group. Dr Ringbeck holds a diploma in Mathematics from the University of Münster, Germany, and he obtained a PhD in Economics from the University of Osnabrück, Germany. Dr Ringbeck started his career as an Assistant/Guest Professor in Management Science at the University of Toronto, Canada, and the University of Osnabrück, Germany. From 1988 until 2001 he worked as a Strategy Consultant/Partner at McKinsey & Company. Dr Ringbeck is the author of numerous publications in the areas of management science, strategy, and operational management, and has received several international awards for his academic work.

Shaun Vorster

Shaun Vorster holds a DPhil degree in Political Science from Stellenbosch University in South Africa. He majored in Economics and Political Science and received both his BA Honours and MA degrees cum laude. Between 2004 and 2009, as Special Adviser to the South African Minister of Environmental Affairs and Tourism, he was actively involved in international climate change negotiations and also followed international environmental governance reform. Since 2009, Dr Vorster has been serving as Special Adviser to the South African Minister of Tourism.