



Executive Council

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Thematic Discussion: “Tourism and the digital transformation”

I. Background

1. Tourism is one of the best positioned sectors to drive inclusive growth, create jobs, reduce poverty, and foster sustainable development and peace. Accounting for 10% of the world GDP, tourism has a significant impact on exports, job creation, investment, development of infrastructure, and the promotion of social inclusion. Tourism is the world’s third largest export category after chemicals and fuels: international tourism (international tourism receipts and passenger transport) accounted for 1,442 billion USD in 2016 representing 30% of the world’s services exports and 7% of overall exports in goods and services.

2. Moreover, given its cross-sectorial nature, tourism’s wide reach also stimulates entrepreneurship and growth of micro, small and medium-sized enterprises (MSMEs), which along with start-ups, are the main drivers of innovation and jobs creation.

3. Nevertheless, tourism faces a number of challenges ranging from the accountability of social and environmental impacts of tourism to the effective management of digitalization a strategy in order to meet the demands of the modern traveller and the increase of competitiveness.

4. Certainly, alongside tourism’s continued growth in recent years, we have also witnessed a shift in business models and consumer behaviour, mainly as a consequence of the global economic crisis, advances in technology and the emergence of digital platforms (often referred to as the sharing economy), big data or geo-localization.

5. The development of information and communications technology (ICT) has probably been the biggest driver of change. Without any doubt, the technological revolution is already transforming the tourism value chain, changing the market, the demand for skills and the characteristics of tourism jobs.

6. According to the World Economic Forum, “over the next decade (2016 to 2025), digitalization in aviation, travel and tourism is expected to create up to \$305 billion of value for the industry, migrate \$100 billion of value from traditional players to new competitors, and generate benefits valued at \$700 billion for customers and the wider society through reduced environmental footprint, improved safety and security, and cost and time savings for consumers. In addition, there will be a net displacement of



current jobs in the industry, partially offset by the creation of next-generation skilled jobs inside and outside the travel ecosystem.”¹

7. Against this context, the future of tourism and its ability to foster development, growth and job creation will depend on its capability to recognize and adapt to the key trends and changes that will affect the sector in the short, medium and long term.

8. Outdated legislation and regulation, fear of failure, lack of awareness, lack of cooperation and communication among relevant stakeholders, lack of technological savviness and lack of funding are only a few of the challenges that tourism faces in the adaptation to the technological revolution. However, with the right policies, training and management in place, innovation and technology have the potential to foster new and better jobs and business opportunities in tourism, improve the overall wellbeing and prosperity of our societies and contribute to a more sustainable future.

9. In order to anticipate, address and overcome the new challenges and trends of the tourism sector, the World Tourism Organization is currently focusing on its Innovation and Digital Transformation strategy aimed at positioning UNWTO as the global leading agency of the Fourth Industrial Revolution in Tourism.

10. In general terms, with this strategy, UNWTO aims to drive the digitalization of tourism and to create an Innovation and Entrepreneurship Ecosystem that will maximize the potential of the sector in terms of economic growth, job creation and sustainable development.

11. In order to achieve the above-mentioned objectives, UNWTO will focus on two main lines of action and six strategic projects, as follows:

Innovation

- (a) UNWTO Innovation Hub Network
- (b) UNWTO Tourism Tech (Ad)ventures: Innovation forums dedicated to tourism that bring together all the actors of the ecosystem to boost innovation, entrepreneurship and especially, investment in tourism
- (c) Digital Network Platform of leading corporations, start-ups, investors and academia
- (d) Tourism Innovation Leaders Programme: Community of innovative, enterprising, socially minded leaders working for the sustainable development of tourism
- (e) Innovation Trends and Guidelines

Digital transformation

- (f) Smart Destinations and capacity building with the use of new technologies.

II. Objectives

12. The thematic discussion on “Tourism and the digital transformation” will serve as a platform for all the actors of the ecosystem (governments, start-ups, investors, corporates, academia, institutions) to

¹ World Economic Forum: “The Travel & Tourism Competitiveness Report, 2017” (www.weforum.org/reports/the-travel-tourism-competitiveness-report-2017)

discuss the current challenges and opportunities arising from the digitalization and innovation processes of the sector. Furthermore, the session will be a unique occasion for exploring synergies and collaboration opportunities between the public and private sectors with the aim of developing an innovative and entrepreneurial environment in tourism.

III. Provisional programme

Master of Ceremonies: Ms. Natalia Bayona , Senior Expert on Innovation and Digital Transformation, UNWTO	
09:30-9:45	Keynote Speech by H.E. Mr. Nika Gilauri , Former Prime Minister of Georgia
09:45-10:30	<p>Panel Discussion</p> <p>Moderator: Mr. Juan José Güemes, Vice President of Economic Affairs and Chairman of the Entrepreneurship & Innovation Center, IE Business School</p> <ul style="list-style-type: none"> • Ms. María Garaña, Managing Director of EMEA, Google Professional Services • Mr. Amuda Goueli, CEO, Destinia • Mr. Svend Leirvaag, Vice President Industry Affairs, Amadeus IT Group • Ms. Diana Robino, Vice President, Travel Industries, Enterprise Partnerships, Mastercard • Mr. Enrique Sarasola, Founder and President, Room Mate • Mr. Javier Sobrino, Strategy & Knowledge Director, FC Barcelona
10:30-11:15	<p>Open Discussion</p> <p>Moderator: H.E. Mr. Gustavo Santos, Minister of Tourism, Argentina</p>
11:15-11:30	<p>Closing Remarks</p> <ul style="list-style-type: none"> • Mr. Zurab Pololikashvili, UNWTO Secretary-General • H.E. Mr. Gustavo Santos, Minister of Tourism, Argentina

IV. Guidelines for discussion

13. For the purpose of a fruitful and lively participation in the open discussion, the Secretariat invites delegations to particularly focus on the following areas:

- (a) Exchange information on existing challenges and opportunities arising from the digital transformation in tourism;
- (b) Share best practices on the use of technology;
- (c) Share best practices on fostering innovation and investments;
- (d) Discuss areas of action for the Secretariat as well for increased cooperation between UNWTO Members on this issue; and
- (e) Present specific proposals to connect the governments with start-ups, investors and corporations to boost innovation in the tourism sector at the regional and global level.

14. Delegations wishing to take the floor during the Open Discussion are kindly requested to e-mail the Secretariat by 21 May (aramos@unwto.org) indicating "Thematic Discussion" in the subject. The Secretariat will place their names on a speakers' list so that the Discussion may be organized as satisfactorily as possible. In view of time constraints, it is essential to limit the speaking time of each head of delegation to a maximum of three minutes.

15. Simultaneous interpretation will be available in Arabic, English, French, Russian and Spanish.

V. Action by the Executive Council

DRAFT DECISION³

The Executive Council,

1. *Recognizes* that the integration of innovation and digitalization in the global tourism agenda is of fundamental importance to remain competitive and maximize the potential of the sector in terms of economic growth, job creation and sustainable development;
2. *Takes note* of the strategy on Innovation and Digital Transformation and the different activities undertaken by the Secretariat in this area; and
3. *Requests* the Secretary-General to continue his efforts in the promotion of innovation and digitalization for the development of the tourism sector.

³ This is a draft decision. For the final decision adopted by the Council, please refer to the Decisions document issued at the end of the session.

Annex I: List of Speakers

H.E. Mr. Nika Gilauri

Mr. Gilauri has been a managing partner of Reformatics since 2012 and a senior advisor to McKinsey & Company since 2014. Earlier, he spent 8 years in the Georgian government, where he served as Minister of Energy (2004-2007), Minister of Finance (2007-2009) and Prime Minister (2009-2012).



Mr. Gilauri's term as Prime Minister was notably marked by rapid economic recovery and growth in the aftermath of the 2008-2009 global economic crisis: Georgia's GDP rose from -9.0% when Mr. Gilauri was appointed (Q2 2009) to +8.1% when his term came to an end (Q2 2012). Georgia's budgetary deficit also decreased during his term as Prime Minister, dropping from 9% in 2009 to 3% in 2012.

During his time in government, Mr. Gilauri guided reforms in the energy sector, fiscal policy, healthcare, customs, tourism, education and other spheres of economic development, and contributed to efforts to improve Georgia's overall business environment.

During Mr. Gilauri's term as Prime Minister, in 2009-2012, the number of international tourists in Georgia increased by 195%, from 1.5 million to more than 4.4 million people. According to the UNWTO World Tourism Barometer for 2013, the increase in the number of foreign tourists in Georgia was the highest in Europe, which made Georgia one of the fastest growing tourism markets in the world.

In his more recent capacity as managing partner of Reformatics, Mr. Gilauri has been involved in over 20 advisory assignments on three continents, consulting high-ranking government officials and politicians including presidents and prime ministers.

Ms. Maria Garaña, Managing Director of EMEA, Google Professional Services

Maria has lived in and led companies in Europe, Middle East, Africa, Latin America and the US. She has worked with companies like Citi, Accenture, Bain & Company, TV Azteca and Zoom Media, at which she was the CEO.



In 2003, Maria joined Microsoft as Marketing and Operations Director (BMO) Mexico. During her time with Microsoft she has held the position of General Manager South Cone and President and CEO of Microsoft Spain. In 2015, Maria was appointed as Vice-president EMEA, Microsoft Cloud Business Solutions where she assumed the highest responsibility of operations, sales, marketing and management of partner relations for business solutions for the EMEA region. The division of business solutions includes Microsoft software that optimizes the management of organizations, from enterprise resource planning (ERP) tools to customer relationship management (CRM) solutions, including products for the management of market intelligence and reporting.

In 2017, she became the Managing Director of EMEA, Google Professional Services. She and her team work every day to help customers in the digital world earning more, saving more and having happy clients and employees. She has built excellent partnerships with business and government leaders, academia and press. She is also a board member of the following companies in retail and banking, DIA Group and Euler Hermes.

Mr. Amuda Goueli, Co-Founder & CEO, Destinia

Amuda is the Founding Partner of the companies Destinia.com, Tor.travel (ex.Transhotel group), Muchoviaje.com , Tech Solutions Travel and creative agency Planilandia which operate in the online sector.

He is currently the CEO of the online travel agency Destinia.com and a member of the Management Bodies of the Spanish Association of Digital Economy (Adigital) and the Travel Agent Union (CEAV).



His personal interest in coaching led him to devote part of his time to preparing conferences and talks on Entrepreneurial Management and E-commerce, with the aim of helping online businesses, small businesses and entrepreneurs generate business through online commerce.

He started working in the online sector in 1997, occupying the post of Marketing and Contents Director in Globalclick. From 2000 on he devoted his energy to developing Destinia.com. His professional experience in communication media such as Televisión Española, Telemadrid and Advertising Agencies and his training as a programmer have allowed him and the Destinia.com team to be present in 35 countries and reach 73 million users in 2017.

Mr. Juan José Güemes, Vice President of Economic Affairs and Chairman of the Entrepreneurship & Innovation Center, IE Business School

Juan Jose Güemes (1969) joined the prestigious academic institution IE Business School in March 2010 as President of the International Center for Entrepreneurial Management after seventeen years of intense political activity. He had previously served in a broad range of government departments, including tourism, finance and employment, gender policies, and health.



Güemes holds a Bachelor's Degree in Economics and Business Administration (Universidad Complutense, Madrid, 1992) and a Master in Financial Markets (Universidad San Pablo CEU, Madrid, 1993). He began his career as an analyst at the Bank of Spain in 1991, before serving as Economic Adviser to Spain's People's Party in the Spanish Parliament from 1993 to 1996. He later served as advisor to the Deputy Prime Minister and Minister of Finance Rodrigo de Rato Figaredo, who appointed him Deputy Director of his Cabinet in 1998.

In the year 2000 Juan Jose Güemes was appointed General Secretary of Tourism, being responsible for the international promotion of Spain as a tourist destination. In the three years he headed tourism in Spain, he modernized the country's brand image and promoted a strategy to take Spanish tourism into new markets and products. During his term of office, the State Society for Tourism Information Management was created to promote Spain online. Today, the Spanish Tourist Board is a leader in the use of the Internet for the promotion of tourist destinations and tourist products.

His work in government organizations gained him a reputation for entrepreneurial ideas and innovation in the public sector. As President of IE's International Center for Entrepreneurial Management he is focused on fostering the entrepreneurial spirit and creating new business and social projects, as well as promoting women-led entrepreneurship.

Mr. Svend Leirvaag, Vice President, Industry Affairs, Amadeus IT Group

Svend Leirvaag, Vice President, Industry Affairs, leads Amadeus' government and institutional affairs globally, including Amadeus' Corporate Social Responsibility (CSR) programs, such as the Click for Change partnership with UNICEF, and Amadeus' Sustainability initiatives.



Svend holds a degree in Business Administration from the USA, and started his career as a management trainee in Scandinavian Airlines in 1986, before joining newly established Amadeus in 1988. He returned to SAS in 1992 as Director of Marketing & Distribution. Working for the SAS CEO he led the implementation of TQM/LEAN in SAS' commercial division worldwide, and subsequently the development and implementation of SAS' travel agency programme in Scandinavia. After leaving SAS in 1997 he embarked on a successful management consulting career, acting as trusted advisor to top management across different industries. Svend rejoined Amadeus in 2011.

Svend is a respected travel industry expert, and has broad international management and consulting experience from airlines, hotel chains, travel management companies, and online travel distribution.

Ms. Diana Robino, Vice President, Travel Industries, Enterprise Partnerships, Mastercard

Senior Vice President, Travel Industries, Enterprise Partnerships Mastercard.

Diana Robino is Senior Vice President, Travel Industries, Enterprise Partnerships, Mastercard. In this role, Ms. Robino is responsible for developing and launching differentiating solutions for partners in the B2B travel vertical. These solutions range from digitalized payments and providing efficiencies for travel agencies and travel suppliers, new technology for better interfaces and leveraging big data for insights on the travel ecosystem.



Diana's experience in financial services extends to business development, general management, marketing, loyalty, and operations. Previous roles include global new product development for credit and debit, global affluent products and management of the global HSBC relationship. Prior to Mastercard, Diana held key positions at Citigroup and American Express in Latin America, US, Europe and MEA.

Diana was an Adjunct Professor in Marketing at the University of Miami, received a Master of Business Administration from Southern Illinois University and completed graduate studies in Quality Management at the University of Miami.

Mr. Kike Sarasola, Founder and President, Room Mate

Currently, Kike is a trendsetting pioneer in the tourist industry thanks to his visionary, disruptive and rebellious character. Proof of these traits are the international recognitions he's received, including but not limited to the 2017 European Gold Medal for Merit at Work and the 2015 Medal for Tourist Accomplishments granted by the Spanish Council of Ministers. That same year he was also named Man of the Year by GQ and granted Architectural Digest's Special Award for supporting Interior Design.



Over the past year, Sarasola has been invited to lecture at over 100 conferences worldwide where he has not only spoken about the hotel industry as such, but also about leadership, innovation and entrepreneurship. *More Ideas and Less MBAs* is the title of this innovative book, one he wrote with the purpose of motivating people who are willing to take risks in the name of what they believe in.

In 2017, the American programme “Hotel Hell” presented by Gordon Ramsay premiered in Spain. Kike was asked to star in the Spanish version, which tripled Discovery Max’s audience and was a trending topic for the 8 weeks during which the 1st season aired.

Following this successful experience with the show and convinced that being happy is a profitable enterprise, Kike decided to share the know-how that made Room Mate a model of success and has launched a new business line: X-Perience by Room Mate, a tailor-made hospitality consultancy service managed and executed by Room Mate experts in combination with PwC’s state of the art technology.

Mr. Javier Sobrino, Strategy & Knowledge Director, FC Barcelona

Javier is Strategy & Knowledge Director at FC Barcelona. He has developed the Corporate Strategic Plan (2015-2021) and coordinates its implementation. He leads the Club’s Innovation activities, which include the launch and development of the Barça Innovation Hub project, leading innovation initiative in the sports industry.



Javier is also Professor of Strategic Management & Innovation in the sports industry in different Universities. He has written different books, including “Sport, an economic sector” and “Sports Diplomacy”. He has also been involved in projects related to sport policies implementation and the transversal impact of sport.

He has an MBA from INSEAD and a Law and Business Degree at Universidad Pontificia Comillas (ICADE) in Madrid.

A proud father of three, he has developed his career in the sports industry as a consultant serving different international sport clubs and institutions. Prior to that, he worked in the banking sector in strategic planning positions and as Senior Manager at Accenture.