

Skift.



THE POST-EXPERIENCE ECONOMY: TRAVEL IN AN AGE OF SAMENESS

SKIFT GLOBAL FORUM 2018

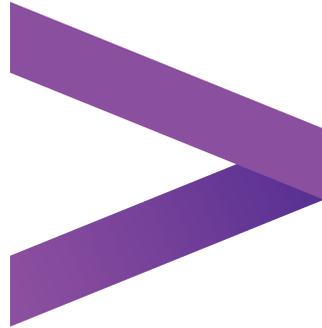
Skift.

DEFINING

**THE
FUTURE
OF**

TRAVEL

BECOME A LIVING BUSINESS.



\$212 billion is at stake
as customers switch to more
relevant products & services.*

Travellers expect more than points.
Are you continuously adapting around their needs?

ACCENTURE.COM/LIVINGBUSINESSTRAVEL

*Accenture Hyper-Relevancy Research, 2018



accenture 

Masthead

Founders

Founder & CEO
Rafat Ali

Co-Founder &
General Manager, Skift Table
Jason Clampet

President

Carolyn Kremins

Chief Financial Officer

Michael Cunniff

Editorial

Executive Editor/Founding Editor
Dennis Schaal

Managing Editor
Tom Lowry

News Editor
Hannah Sampson

Senior Hospitality Editor
Deanna Ting

Senior Editor, Skift Table
Kristen Hawley

Travel Tech Editor
Sean O'Neill

Aviation Business Editor
Brian Sumers

Business Travel Editor
Andrew Sheivachman

Europe Editor
Patrick Whyte

Business Reporter, Skift Table
Erika Adams

Tourism Reporter
Dan Peltier

Assistant Editor
Sarah Enelow-Snyder

Research

Senior Director of Research
Haixia Wang

Senior Research Analyst
Rebecca Stone

Senior Research Analyst
Seth Borko

Research Associate
Meghan Carty

Director, Enterprise Sales, Research
Daniel Calabrese

Research Sales Associate
Anne Duffy

Advertising & Sales

Head of Sales Skift
Pamela Firestone

Head of Sales, Skift Table
Anthony DeRico

Director, Business Development
Lisa Weier Parilla

Sales Director
Danielle Wagstaff

Executive Sales Director
Deborah Knudsen

Sales Director Europe
Kate Irwin

Account Director
Amy Cogan

Sales Manager, Skift Table
Jeremy Vargas

Account Manager
Lindsay Bashan

SkiftX

Branded Content Director
Katherine Townsend

Director of Creative Strategy
Matt Heidkamp

Editor
Alison McCarthy

Editor at Large
Greg Oates

Associate Brand Strategist
Dawn Rzeznikiewicz

Research Editor
Jeremy Kressmann

SkiftX Project Manager
Gianna Greco

Video Producer
Richard Chen

Marketing

Vice President of Marketing
Natalie Bonacasa

Digital Marketing Manager,
Events
Gabi Donchez

Growth Marketing Manager
Elihn Glass

Design

Senior Designer
Ping Chan

Designer
Andrea Yang-Yanez

Cover Illustration
Bing Qing Ye

Technology

Developer
Mike Linden

Developer
Rachel Bronstein

Operations

Senior Events Manager
Regina Yuen

Events Manager
Ryo Mochido

Events Editorial Director
Elizabeth Osder

Events Editorial Producer
Joanne Laipson

Office Manager
Ali McGhee

Staff Accountant
Ernest Capasso

© 2018 Skift Inc. All Rights Reserved
978-0-9986958-6-0

TRAVEL STARTUP COMPETITION

AIR PITCH

2018

The Air Pitch Startup Competition at Skift Global Forum 2018 in New York City offers the winning startup the opportunity **to take their innovation to the next level at the Accenture Amadeus Alliance Innovation Center in Dublin**, where they will work with travel-industry experts to turn their ideas into a reality. The Innovation Center at the Dock in Dublin is the global flagship and hub to innovation spokes worldwide, where the Accenture Amadeus Alliance is defining breakthrough offerings and new solutions, with a laser focus on the airline industry.



POWERED BY

Skift.

AND

accenture

amadeus

Table of Contents

Skift Magazine / Issue: 11

P.8 The Post-Experience Economy: Travel in an Age of Sameness

Every company is already marketing experiences and the smart innovators at the edge are thinking about a post-experience economy. If everyone is marketing experiences, and if everything has become an experience, what does it mean to be truly different in travel?

P.20 8 Tenets of the Post-Experience Economy

By the Numbers

P.24 Fastest-Growing Experience Categories

P.25 Shifting Up the Progression of Economic Value

P.26 External Factors That Lead to Transformational Moments

P.38 Skift Global Forum 2018

P.39 Sponsors

P.40 Speakers

P.48 Schedule of Events



Skift | **FORUM
ASIA**

May 27, 2019

Singapore

Super Early Bird Tickets

ON SALE NOW

\$600 USD

FORUM.SKIFT.COM/ASIA

Offer ends October 31, 2018



*"Because
it's where the buyers are"*

Cvent partners with hoteliers to help grow profitable group and corporate travel business by providing access to billions of dollars in spend, powerful digital tools that attract valuable new leads, and software solutions to maximize the value of the business won.

**THE POST-
EXPERIENCE
ECONOMY:**

**TRAVEL IN AN
AGE OF SAMENESS**

Every company is already marketing experiences and the smart innovators at the edge are thinking about a post-experience economy. If everyone is marketing experiences, and if everything has become an experience, what does it mean to be truly different in travel?

By Andrew Sheivachman

If you've traveled recently, you'd be forgiven for thinking that a revolution has occurred in how airlines, hotels, and activities have evolved over the last decade.

What shiny new brands and digital marketing can't hide, though, is that the same old core problems afflicting travel sectors persist and have become even worse over time. The age of the selfie has made it easier for brands to rely on style over substance, to promise something different that is, in fact, deeply clichéd.

Travel has always been an experience, facilitated by the services provided by travel companies, and it's time to fix what's broken.

We've all seen how an abundance of options has affected how people travel and the state of competition in the travel industry at large. In just 20 years, travel buying practices have undergone a series of revolutionary changes. While choice has increased, so too have the number of intermediaries, adding to confusion in the buying process.

As commodities like economy flights and standard hotel rooms have become marketed as experiences instead of products, the legacy travel industry is facing an identity crisis.

The post-experience economy, as Skift sees it, represents a paradigm that travel brands will have to embrace at the risk of

being left behind by consumers who are hungry to spend money on memorable experiences. A vacation mediated by a la carte ordering via mobile phone is antithetical to our vision of travel's future, where the now-disappointing and mundane elements of a trip become a strength instead of a weakness.

So what will drive this post-experience economy? We're not sure precisely, but it's worth asking the question, fostering some debate, and putting forth a few ideas on what it must embrace.

Greater serendipity, for one, allowing travelers to stumble upon new, unanticipated discoveries. This self-determination will be key to the post-experience economies, as travelers become co-creators. The idea of co-creating your travel experience is a theme that has received some attention. Richard Sharpley, a professor of tourism & development at the University of Central Lancashire, has described the third and final phase of tourism's evolution as "the post-experience economy in which tourists have become not passive consumers but active co-creators of the tourist experience."

As commodities like economy flights and standard hotel rooms have become marketed as experiences instead of products, the legacy travel industry is facing an identity crisis.

Travel brands must strive to constantly facilitate that moment of unexpected discovery that can turn a trip from something banal into an unforgettable experience. Without a solid core experience, though, creating the grounds for serendipity becomes nearly impossible.

The research behind the original experience economy, a term coined by consultants Joseph Pine and James Gilmore in the 1990s, posited that companies can charge more for their offerings by transforming services into experiences. Compare Starbucks to your local hole-in-the-wall coffee shop, for instance, or consider the impact of Disney on the expectations for the family vacation experience. Transformation follows after experiences, according to their thesis, creating a product that ensures an impact can be made on a customer's psychology.

Something funny has happened in travel over the last decade, though, that doesn't align exactly with this thesis. Hotels, airlines, cruise lines, and other sectors have started selling commodity products as if they were experiences. Marketing for these sectors followed suit, appealing to travelers on an emotional level and promising a certain experience instead of a service. But make no mistake, most of these companies are selling travel services, and calling a service an experience instead doesn't make it so.

The industry has been ill-served by the term transformative travel and all the moralistic pandering that comes with it. By marketing trips as personally transformative, the sector has undermined itself by prescribing what a vacation is supposed to be.

What is memorable about a trip, most often, comes down to interacting with the people and culture around you. The unexpected moments that are unpredictable and ultimately force you to look at the world differently with a new sense of understanding or humility. These

tend not to happen in a hotel lounge or around other tourists.

A 2017 SkiftX survey on transformative travel found that 38.8 percent of those polled said the people around them led to a transformative moment, while 35.2 percent said a spontaneous and unexpected adventure did the same. Just 8.7 percent, for contrast, felt transformed by their accommodation.

Discovery and serendipity have been superseded, particularly in popular destinations where the main attractions are swamped with tourists from across the globe. Have you really been to Paris if you didn't take a selfie in front of the Eiffel Tower? Have you been to Rome without proof you posed in front of Trevi Fountain? Can planting trees in a hurricane-ravaged forest really change who you are or transform your outlook?

The answer, it should go without saying, varies from person to person, and from moment to moment, in ways no one can predict. Marketing commodities like a seat on an airplane or a room in a hotel as transformative is a particularly misguided strategy; customers lose all their context for making a buying decision and come away disappointed when reality doesn't live up to the hype.

The travel experience almost never lives up to expectations sold to travelers, unless you are willing to pay for a luxury experience; and even then, you are subject to the randomness of bad weather and unmotivated tour guides. Often, these are features of a particular destination and not a problem to be solved. Travelers, though, crave experiences that move them emotionally and let them look at the world

What is memorable about a trip, most often, comes down to interacting with the people and culture around you. The unexpected moments that are unpredictable and ultimately force you to look at the world differently with a new sense of understanding or humility.

AWAY



You're changing travel We are too

This is thoughtful luggage for modern travel,
designed with just the features you
need and guaranteed to last a lifetime

Take any suitcase on the road for 100 days at awaytravel.com

differently. It's hard to square this with the commercial mission of worldwide travel giants and services they sell.

How can travel brands embrace discovery and serendipity, keeping consumers within their platforms while allowing for the unexpected experiences that define an amazing trip?

What lies beyond the experience economy is a world where travel brands act as trusted guides, allowing travelers to define their experience as co-creators without being prescriptive about outcome. First, though, a focus on reforming the fundamentals of service provided by travel companies is necessary to create fertile ground for industry innovation and consumer choice.

THE DISCOMFORT INDUSTRY

Each sector of travel has to make a serious effort to solve the pain points that are now seen as inescapable for consumers. So many parts of the core travel experience are completely antithetical to the espoused value and marketing of travel brands. It's time for global travel brands to admit their failings and embrace a base level of quality, outside of the luxury and upscale sectors which thrive on solving these service issues.

Covering up the unpleasant nature of the air travel experience with expensive lounges or more diverse dining options, for instance, doesn't make up for uncomfortable seating arrangements or delays that shatter a carefully crafted vacation.

A cool bar with microbrews in an aging, neglected hotel doesn't make a traveler's guestroom experience any better. A restaurant with Edison bulbs hanging overhead and complicated cocktails isn't compelling if the food is bland and expensive. What good are improvements to business class seating for the 200 other people crammed together in economy class?

Regarding experiences and activities, data show that travelers will book these in destination; earlier this year, Skift Research found that only 19 percent of travelers will book a tour or activity a month or more in advance. This means the battle to sell add-on experiences will be fought long after the basics of a trip are booked.

Companies need to reinvent and fix the core components that drag down the basics of the experiences offered to customers, with an eye on enabling choice and creating an ennobling experience outside of that core.

It's time for global travel brands to admit their failings and embrace a base level of quality, outside of the luxury and upscale sectors which thrive on solving these service issues.

Make your Business Travels Smooth



Business Travel has never been easier.

One app for everything you need. **800,000+** hotels, premium to low fare flights, centralized billing and all your expenses managed effortlessly.



Changing the way we work

The first end-to-end travel & expense solution that streamlines processes for **travel managers & finance teams** while making the **travelers happy**.



TOURISM AS INNOVATOR

In the midst of an unprecedented democratization of travel, tourism at large has struggled with growing pains that have had a negative impact on destinations and tourists alike.

The most impactful experiences can happen when you least expect it, in destinations that have been deemed dangerous or unseemly by the media, or when you see through the seams of an experience that has been carefully constructed to provide a particular outcome. Smart tour operators know this, and this is why they are baking freedom and downtime into the design of tours.

“Customers are looking for experiences and moments that are unique and shareable for them,” Jeff Russill, senior vice president of marketing and product for tour operator G Adventures, told Skift. “With traditional tourism packages where everything is prescribed and cookie-cutter, it’s really hard to deliver that because of how they’re built in the first place.”

Aside from the greatest hits, tour guides now actually direct tourists to the experiences that will hold the most interest for them, even if they sit outside of the theme or structure of the overall multi-day tour. In most cases, something experiential just means an unexpected or untraditional experience. By acting as guides and subverting expectations, tour operators are learning on the fly how to become more indispensable to travelers.

This model should be instructive for other sectors of travel, as well; instead of upselling, tour operators are now increasing their value to customers by improving the quality of their experience.

HOTELS ON THE FRONT LINES

Not only can brands not sell something they can’t reproduce, they shouldn’t equate serendipitous, emergent experience with a discrete product outside the brand core. What is the value of staying at a Kimpton, for instance, if Kimpton is simply selling you products from a suite devised at the corporate level of InterContinental Hotels Group?

Hospitality giants are building platforms to capture demand for experiences, selling activities or providing access to restaurants and events. Marriott International and AccorHotels have led the way, with AccorHotels in particular making a big bet on pushing beyond the traditional hospitality mindset that silos hotel brands from the everyday lives of consumers. While it will be nice financially to take a cut of all these purchases, the emergence of platforms like AccorLocal doesn’t bode well for hotel brands cultivating their own aesthetics and intangibles.

Why innovate on the property level when you can effectively outsource experiences, and take a cut of profit, instead? Should a concierge recommend a restaurant from his experience if it can’t be monetized?

The paradox of choice resulting from so many purchase options just a tap away will lead to consumer confusion and paralysis. Hotel brands, in particular, can capitalize on guiding customers toward proper experiences. A menu of options is no match for the sense of excitement

The paradox of choice resulting from so many purchase options just a tap away will lead to consumer confusion and paralysis.

YOUR BRAND. OUR PLATFORM. TRANSFORM TRAVEL.



Switchfly is a travel ecommerce platform with the most robust global network of activity, air, car, hotel and insurance products that transforms travel experiences into maximum loyalty & revenue.

Learn how your travel brand can expand revenue and deepen customer engagement with **Switchfly** today.



switchfly.com | sales@switchfly.com

that comes from discovering something new and unexpected.

Hotels are on the front line of the traveler experience, and this is an advantage they should maintain and improve on in a world where Amazon and Google are sniffing around moving more deeply into travel.

Hotels represent part of the fabric of a city, though, even if tourists do not, and by cultivating a range of offerings outside the traditional hotel or tour experience, they can create a more memorable stay for travelers. Luxury hotels understand this best, with brands like Ritz-Carlton and upscale boutique hotel brands integrating local atmosphere and activity options into their overall product offerings that add up to something that is more than the parts.

"I just went to a Bruce Springsteen concert and he said that the most important equation in life is one plus one equals three," hotelier Ian Schragger told the architecture and design magazine *Dezeen* in June. "You need that for love, you need that to make music and you need that to make a great hotel. You put all the details together and you wind up with something that is more than the sum of the individual parts."

Doing away with the concept of living like a local will help hotels adapt. If you travel somewhere, you simply aren't a local; this trend has led to a treacherous flattening of aesthetics in hotels and restaurants worldwide, often with serious economic ramifications for businesses that resist change.

Smart boutique brands are already experimenting with this, toeing the line between local hangout and a hub for guests, but face a challenge of remaining relevant to travelers as they spend most of their time outside a hotel's walls. Better marketing also plays a part in this; hotels need to learn how to stand out from the morass of generic Instagram posts and hashtags that have blended together into a distracting blob.

The variety of different products offered by Airbnb has shown that choice is essential to the contemporary traveler. The relationship between guest and host can have a deep impact on a trip, for instance, as hosts often fill the position

abdicated by the traditional hotel concierge. Airbnb understands this deeply, as evinced by its Airbnb Experiences platform.

The growth of Airbnb has shown how powerful challenger brands can become in the travel industry, so expect more global hospitality players to embrace variety as they compete for customers. Without a rock-solid and scalable level of service on the property level, hotels will lose out on loyalty and guests will look to competitors instead.

DELAYS AND DESPAIR

Despite the global growth of the air travel sector into low-cost and emerging markets, the overall experience for travelers has suffered due to consolidation and economic pressure on the fundamentals of the industry. Seats have shrunk, bizarre incidents involving passengers and pets have skyrocketed, and it seems like the flying experience has been eroded with the intent to force travelers to spend money.

"In Europe and Asia, airports are owned and run by private corporations, or semi-private corporations," said airport architect Pat Askew, who leads the aviation architectural and interiors practice at HKS. "They're only in the business to make money, and sometimes they operate in an environment where airline fees and ticket charges are regulated so the airports have to make up the difference by selling a lot of stuff through retail, or through food ... you're kind of stuck, and people, I guess out of boredom, or curiosity, will go spend money."

At the same time, particularly in the U.S., the quality of airports has declined remarkably. There are often not even enough seats for flyers at their gates, and exorbitant prices compel travelers to spend on creature comforts to dull the pain of delays and poor service. The vast majority of travelers book air travel based on price; the experience is going to be lackluster no matter what, so it's not worth paying more to fly economy on one particular airline.

This exposes another fallacy of the experience economy in travel: Simply grafting experiences onto a broken core of services does little to



The Future of Conversational Commerce

Join us on September 27th
in the Patron's Lounge.



alleviate the overall pain felt by travelers. Take the growth of airport lounges around the world and the intense demand for an escape from the rigors of a traditional airport terminal. In many cases, the quality of lounges for economy passengers has declined as demand has increased, driven by services like Priority Pass that grant increased access. Still, it's hard to argue that time spent at the airport is not a waste, whether you are sitting at the gate anticipating your vacation destination or downing an overpriced coffee on the way to your next sales meeting.

Simply grafting experiences onto a broken core of services does little to alleviate the overall pain felt by travelers.

Airlines are perhaps the most constrained of any travel sector when it comes to turning flights from a drag into a memorable experience. Their business model is based around filling every seat on a plane, since the planes are flying no matter what; shrinking seats and reduced amenities have resulted from the financial pressure placed on public airline groups. Competition from newer airlines offering bare-bones service for a reduced price have forced major airlines to rethink how they sell flights, stripping out things that used to be included and selling them back to consumers.

We dubbed this phenomenon 'Hate-Selling' years ago, and it's only intensified since then. The path forward for airlines is to differentiate on service instead of price, since competing airlines are in a constant race to the bottom on airfares in order to fill their planes up. The continued success of Southwest Airlines, JetBlue, and others show that offering a better core experience is not only a sound business decision but attractive to flyers as well.

Financiers and industry consultants will say this is impossible for airline groups to accomplish, but change is necessary for the traveler to come first and for the flight service to evolve into an experience.

VARIETY AT SEA

In the midst of a global building boom, the cruise industry has been effective at improving its core product offerings while embracing a variety of restaurant, attraction, and activity options for customers.

Royal Caribbean International has been perhaps the most effective major line at adding new attractions into the core cruise value proposition: Robot bartenders, bumper car arenas, skydiving simulators, and the promise of an upgraded private island in the Bahamas have helped the brand morph from an economy product to something more high-touch. Carnival Cruise Line, as well, was able to weather a string of public relations disasters earlier this decade by advertising the cruise experience as an affordable, fun-filled escape.

The cruise industry, though, faces two major challenges: dealing with a potential lag in consumer demand after building too many ships, and innovating on the product side to bring in first-time cruisers.

The solution is for cruise lines to further specialize in terms of design and experience, using ships as laboratories to experiment with new concepts and diverse experiences at sea and on land for those traditionally underserved by mainstream cruising. Simply selling cruising as an experience isn't enough; the core product has to reflect the quality and diversity of experience present in shore excursions and upscale sections of the ship.

RETURN TO CORE

If everything in travel has become an experience, the experience more often than not is disappointing. It is vital for global travel brands to take a serious look at their core product offerings and identify the misfires that drag down the experience for travelers. From there, they can innovate.

As we look ahead at Skift, we see trend lines converging around a future with better service

for travelers in addition to more choice. The challenge of figuring out exactly how digital platforms will enable brands to sell cohesive, powerful experiences instead of a variety of disconnected services has yet to be resolved.

As we explored at length during our first annual Skift Tech Forum earlier this year, the promise of personalization in travel will likely never adhere to the vision of artificial intelligence-powered platforms automatically predicting what people will enjoy. This is why humanity and compassion will be key to creating a serendipitous experience for travelers going forward, regardless of sector.

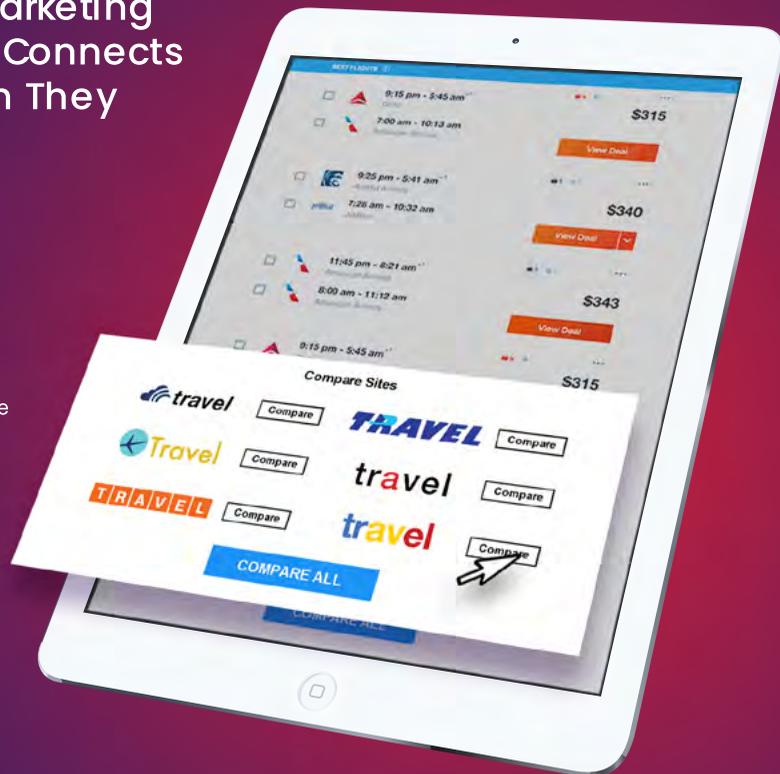
The only true way for travel companies to differentiate is to compete on the quality and dependability of their core products. As airlines move beyond the cabin and hotels beyond the guestroom, a new focus on the core services that travel brands provide should emerge once again.



MediaAlpha is a Leading Marketing Technology Company That Connects Brands with Travelers When They are Ready to Purchase.

MediaAlpha for Publishers enables travel websites, OTAs, and metasearch sites to maximize advertising revenue through a unified inventory management, demand management, predictive analytics, and yield optimization platform.

Our robust data science capabilities and flexible marketplace solutions, ranging from open to private to programmatic direct, allow travel publishers to maximize competition and yield for their native search and metasearch inventory.



For more information please visit mediaalpha.com

3 TENETS OF THE POST-EXPERIENCE ECONOMY

1

The future of travel is humane and compassionate. Travelers will have a more active role in curating their experience, breaking down the status quo in the process.

2

New add-ons and ancillaries can't fix broken core services. Brands must first differentiate on quality of service, not technology tools or peripheral activities.

3

Digital experience marketplaces will fall prey to the paradox of choice. Fragmentation means brands competing on price instead of service have the most to lose.

4

Challenger brands have the most to gain from this shift; they don't have to fix what's broken. New industry entrants with a premium quality of service will have an advantage against existing behemoths.

5

Time well-spent is more important than time saved. As digital platforms come to mediate in-trip discovery, user experience will be crucial.

6

Serendipity can be a huge advantage for hospitality and will come to dominate the travel experience as brands experiment with enabling choice.

7

Maintaining the illusion of discovery during travel will be crucial. Co-creation is one way to create a compelling outcome for individual travelers within the bounds of a particular brand or travel product.

8

As brands sell experiences as separate products, they lose the focus on improving their core product. Stronger integration between a product's central value proposition and new experiences will become powerful.



Great travel expectations

Collinson's EVP of Americas, Lars Holmquist, gives his view on the travel industry and this year's Skift Global Forum.

What excites you about the future of the travel industry?

Travel is an industry that has the ability to touch people's lives in a way that many other verticals can only dream of doing. Helping to connect and educate people and cultures, create lasting memories and to make the unknown and unreachable, a reality.

Technology is of course a significant facilitator to much of this opportunity, and it's this and our drive to deliver smarter and more personalized traveler experiences that really motivates me about the future of our industry.

What are you excited to see at this year's Skift Global Forum?

The Skift Global Forum conferences are considered by many as the TED talks of the travel industry, which is naturally a great barometer for the quality of content, insight and debate that you can expect to experience.

What always fascinates me is the lessons to be learnt from all corners of the industry. As we all strive to join the dots in delivering the best travel experiences for our clients and their customers, sometimes looking over the fence to brands in other industries can often inspire the greatest insights and results.

What's new at Collinson?

In short a lot! We've taken the exciting step of bringing together all of our individual companies as one entity, meaning we have re-branded ICLP's loyalty marketing agency and Collinson Latitude's loyalty commerce specialism. As Collinson, we are now better able to serve the challenges of our clients and their choice-rich consumers.

Many of our travel clients have already experienced the benefits of these changes as we continue to maximize ancillary revenue opportunities and deliver smarter and more engaging loyalty programs. A particular growth area for us is in Card-Linked Offers and we're excited to see a real uptake of this proposition as more brands look to create more 'everyday' engagement with their members.

What does Collinson bring to the travel industry?

It's a fascinating time for the travel industry. Brands from all verticals are jostling for customer attention as they expand into complementary and more experience-based offerings. Given our 30 years global experience helping over 90 airlines and 20 hotel groups to enrich the traveler experience, change and innovation is undoubtedly in our DNA.

If you're interested to know more about what we do, please feel free to contact me below.

Like to connect with Lars?

Email: travel@collinsongroup.com

Visit: collinsongroup.com

Smarter Experiences.
Deeper Devotion.



Historical and Heritage Tours

125%

Sunset Cruises

86%

Private Day Trips

79%

Snorkeling

70%

Kayaking and Canoeing

67%

Sailing Trips

61%

Catamaran Trips

60%

Cooking Classes

57%

Food Tours

57%

Museum Visits

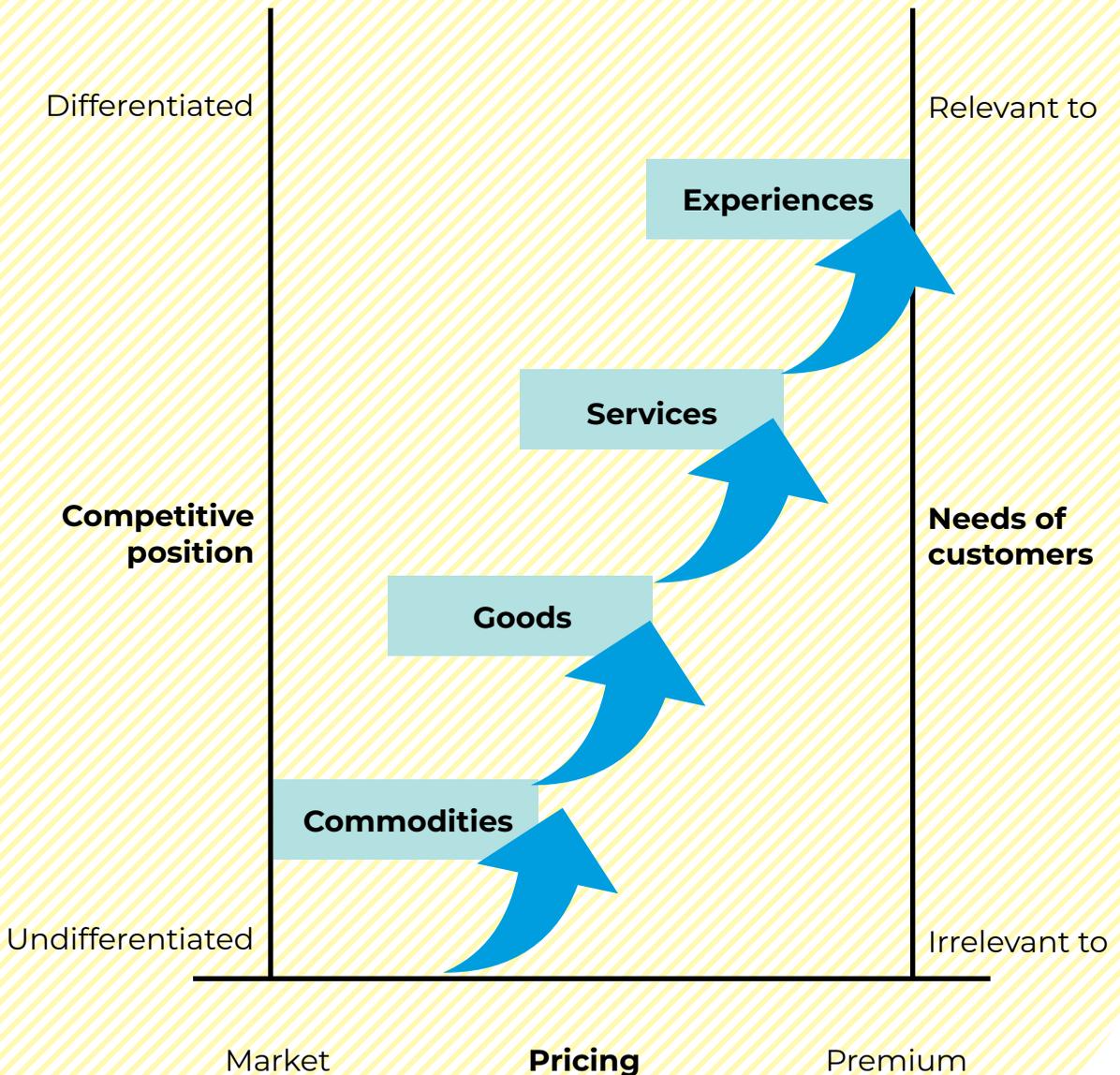
54%

2017 FASTEST- GROWING EXPERIENCE CATEGORIES (GLOBAL)

■ Year-Over-Year Growth
in Total Booking Count

Source: TripAdvisor

SHIFTING UP THE PROGRESSION OF ECONOMIC VALUE



Source: The Experience Economy Updated Edition, Pine and Gilmore

EXTERNAL FACTORS THAT LEAD TO TRANSFORMATIONAL MOMENTS

The people on the trip

38.8%

Spontaneous, unexpected adventure

35.2%

Food, arts, culture, or entertainment

34.1%

Spiritual or wellness activity

21.9%

None of the above

12.3%

The accommodation I stayed at

8.7%

A business event or conference

6.3%

Source: SkiftX report, The Rise of Transformative Travel

EXPLORE THE USA LIKE NEVER BEFORE

Explore the USA's must-see places, great outdoors, foodie hot spots, and amazing road trips on GoUSA TV.

Now available on Roku, Amazon Fire, and Apple TV.

GoUSATV

SKIFT FORUMS 2019

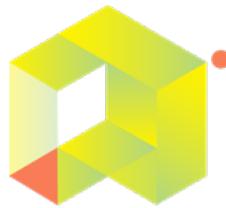
TICKETS ON SALE NOW



Skift | FORUM EUROPE

April 30, 2019
London, England

TICKETS ON SALE NOW



Skift | FORUM ASIA

May 27, 2019
Singapore

DETAILS COMING SOON



Skift | TECH FORUM

June 2019
California

DETAILS COMING SOON



September 23, 2019
New York, NY

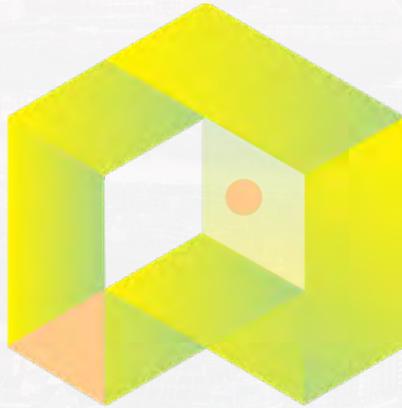
DETAILS COMING SOON



Skift | GLOBAL FORUM

September 25-26, 2019
New York, NY

For more information visit FORUM.SKIFT.COM



Skift | **FORUM
EUROPE**

APRIL 30, 2019

Tobacco Dock, London

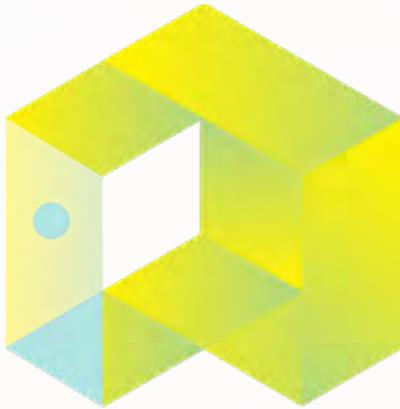
Early Bird Tickets

ON SALE NOW

£1295

[FORUM.SKIFT.COM/EUROPE](https://forum.skift.com/europe)

Only 29 tickets left at this price



Skift | GLOBAL
FORUM

September 25-26, 2019
New York City

~~Full Price \$3895~~

YOUR RATE \$2095

SAVE \$1800 NOW

Use Code: **NYCATT**

FORUM.SKIFT.COM/NEWYORK2019

Offer ends October 8, 2018

Koddi

DESTINATION DRIVEN

Koddi's automated travel solutions empower hotel marketers with the tools to build for a customer's journey today and tomorrow.



[Koddi.com](https://www.koddi.com)



THE BUSINESS OF DINING OUT

Skift Table covers the latest news and ideas at the intersection of chefs and restaurants, digital and social technology.

SUBSCRIBE AT TABLE.SKIFT.COM



Consumer behavior



Startups



Dining culture



Restaurant technology



Entrepreneurial chefs and restaurateurs



Social media



Creativity and innovation



Design

**Skift
Take**

What restaurant group would love to have its own real-world lab for testing out new ideas. The key for the Lab will be to find the perfect balance between flexible space and providing a product that people in the neighborhood can depend upon.



@skifftable



@skifftable



@skifftable



mastercard.

The Future of Data-Driven Decision-Making

Now more than ever, travel companies are leveraging data and analytics to make more informed strategy decisions and drive competitive differentiation. Yet, in a recent study, **less than 20% of business leaders across industries said their organization is getting a sufficient return on investment in analytics.** So what separates the leaders from the laggards?

Join us on Thursday, September 27th at 11:55am to hear Margaret Shine, senior vice president at Mastercard, discuss how **leading travel companies are harnessing insights and analytics** to reduce the uncertainty that accompanies innovation, arrive at the right data-driven answers, and most importantly, **translate those insights into actions that meaningfully drive growth and profitability.**

To learn more, please visit www.mastercardadvisors.com.



Skift. NEWSLETTERS

Insights and breaking news directly to
your inbox every morning through
daily and weekly sector newsletters

Skift Table Daily

Skift Table Weekly

GET DEEP INTO TRAVEL WITH:

Business of Loyalty Newsletter

Meetings Innovation Report

Corporate Travel Innovation Report

New Luxury Newsletter

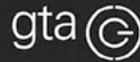
Airline Innovation Report

SIGN UP AT

[SKIFT.COM/NEWSLETTERS](https://skift.com/newsletters)



hotelbeds
GROUP



hotelbeds



HOTELBEDS GROUP ARE PROUD
TO SPONSOR THE

SKIFT GLOBAL FORUM

NEW YORK // SEPT 27-28 2018



Skift | GLOBAL
FORUM



DISTRIBUTION
REDEFINED



hotelbedsgroup.com



Download Our Mobile App

Available in



1

Search
"Skift Forums"
in app store

2

Enter the **email**
you used
to register

3

Create your
password
and login

View "Session Q&A" button to ask questions live!

Session Q&A Presented by

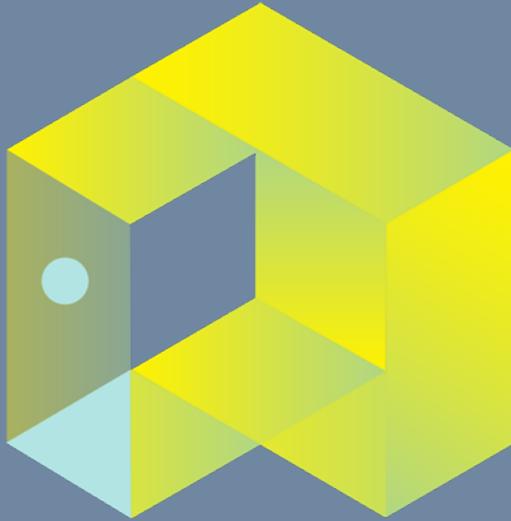




ACCESS WIFI

Network: **SKIFT**

Password: **SKIFT2018**



Skift | GLOBAL FORUM

NEW YORK CITY
SEPTEMBER 27-28, 2018

Jazz at Lincoln Center's
Frederick P. Rose Hall

SPEAKERS, SCHEDULE, AND TOPICS

Skift Global Forum is underwritten by the
generosity of our amazing sponsors



Speaker Bios



Geetika Agrawal
CEO, VAWAA

Geetika Agrawal is the founder and CEO of VAWAA, a curated marketplace to book immersive, one-on-one apprenticeships with master artists and craftsmen around the world. In the hyper-digital 21st century, her mission is to humanize travel, create opportunities for deep personal growth, and revive the lost art of apprenticeship. Previously, she was a creative director at R/GA, an award-winning global design and innovation agency, leading product and experience design for brands like Lincoln Center, Mastercard, Disney, and AARP. In 2015, she co-founded FoodxThought, a dinner event created by travelers for locals.



Carla Campos
Executive Director,
Puerto Rico Tourism Company

Carla Campos is the executive director of the Puerto Rico Tourism Company, the tourism agency of the government of Puerto Rico. In this role, she is responsible for destination planning, development, policy, management, and collaborating with Discover Puerto Rico, the newly created destination marketing organization tasked with sales and marketing. As a member of Governor Ricardo Rosselló's cabinet, Campos has spearheaded the design and implementation of Puerto Rico's tourism recovery plan after Hurricane Maria, enabling a rapid-pace recovery for the destination. She obtained a master's in tourism administration from George Washington University.



Christine Duffy
President, Carnival Cruise Line

Christine Duffy is president of Carnival Cruise Line, the world's largest and most popular cruise line, overseeing 40,000 employees and a fleet of 25 cruise ships, carrying five million passengers annually. She serves on the executive committee of the U.S. Travel Association and the Professional Advisory Board of St. Jude Children's Research Hospital. Previously, Duffy spent four years as president and CEO of the Cruise Lines International Association, the trade association representing the \$120 billion global cruise industry.



Rafat Ali
Founder & CEO, Skift

Rafat Ali is the founder and CEO of Skift, the largest business intelligence and marketing platform in travel, providing news, information, data, and services to all sectors of the world's largest industry. Previously, he was the founder of paidContent and ContentNext, now owned by UK's Guardian News and Media. Prior to that, he was managing editor of Silicon Alley Reporter. Ali was the Knight Fellow at Indiana University, where he completed his master's in journalism, 1999–2000. Prior to that he completed his B.Sc. in computer engineering from AMU in Aligarh, India.



Robert Chavez
President & CEO,
Hermès of Paris Inc.

Robert Chavez was appointed president and CEO of Hermès of Paris Inc. in August 2000. Chavez oversees the U.S. and Latin America. Under his direction, Hermès became the premier luxury house to lead in the revitalization of lower Manhattan and opened a store on Wall Street in 2007. In 2010, Chavez opened the first Hermès Boutique for Men in the world in New York. There are 28 Hermès boutiques in the U.S. and a .com site. A native of San Antonio, Texas, Chavez is a graduate of Princeton University.



Jack Ezon
President, Ovation Vacations

Jack Ezon is president at Ovation Vacations, a travel company specializing in luxury travel experiences. In his role, Ezon oversees the agency's independent contractors and in-house vacation consultants. Ezon has grown Ovation's leisure business from \$3 million to over \$400 million by catering to Ovation's high-end corporate clients.



Edward Bastian
CEO, Delta Air Lines

As CEO of Delta Air Lines, Edward Bastian's primary responsibility is to champion the company's employee-driven, customer-focused culture and inspire the spirit of innovation that is the foundation of Delta's success. An 18-year Delta veteran, Bastian was a central part of the team that led the airline from bankruptcy to its current position as the industry's leader. Named Delta's CEO in May 2016, Bastian is committed to putting Delta's shared values of honesty, integrity, respect, perseverance, and servant leadership at the core of every decision. Under Bastian's leadership, Delta is focused on operating the nation's most reliable and customer-centric airline, expanding its global footprint, and striving to become the airline of choice for the next generation of travelers.



Chip Conley
Strategic Advisor for Hospitality
and Leadership, Airbnb

Chip Conley is a leader at the intersection of business and psychology. At 26, he founded Joie de Vivre Hospitality, which became the second largest boutique hotel brand in the U.S. After 24 years as CEO, he sold his company and Airbnb's founders invited him to help transform their homesharing startup into the world's leading hospitality brand. Conley is the bestselling author of five books. In his next, *Wisdom at Work: The Making of a Modern Elder* (Currency, September 2018), he shares his experiences as both student and sage at Airbnb.



Glenn Fogel
President & CEO,
Booking Holdings

Glenn Fogel is the president and CEO of Booking Holdings, a position he has held since January 2017. He previously served as the head of worldwide strategy and planning, an office he had held since November 2010. He was also executive vice president, corporate development — a position he had held since March 1, 2009, and was responsible for worldwide mergers, acquisitions, and strategic alliances. Fogel joined Booking Holdings in February 2000. Prior to that, he was a trader at a global asset management firm, and prior to that, was an investment banker specializing in the air transportation industry. Fogel is a member of the New York State Bar (retired).



Joanna Geraghty
President & COO, JetBlue

Joanna Geraghty is president and chief operating officer of JetBlue, responsible for operations and commercial performance including network, brand, and marketing and revenue management. Geraghty's focus is on delivering a leading customer service experience, and enhancing operational and commercial performance while nurturing JetBlue's unique culture. Geraghty is president of the JetBlue Foundation and chairperson of the board of Concern Worldwide, an international nonprofit.



Barney Harford
Chief Operating Officer, Uber

Barney Harford is Uber's chief operating officer, responsible for global ridesharing strategy, operations, marketing and customer support. He is also responsible for the company's food-delivery business, Uber Eats. Harford previously served as CEO and board director of Orbitz Worldwide from 2009 to 2015. Prior to Orbitz Worldwide, Harford served in a variety of roles at Expedia, Inc. from 1999 to 2006 including as president of Expedia Asia Pacific from 2004 to 2006. Prior to Expedia, Harford was a strategy consultant with The Kalchas Group.



Richard Holden
Vice President, Product Management, Google

Richard Holden is responsible for the product strategy for Google's travel-related products. In this role, Holden manages a team of product managers who work with software engineers to define, build, and launch new features and enhancements related to Google's hotel, flight, and destination search offerings as well as Hotel Ads. Prior to joining the travel team, Holden worked on the Google AdWords product management team in a variety of roles from 2002 to 2013. Holden earned his M.B.A. and J.D. with honors from Stanford Graduate School of Business and Stanford Law School.



Greg Greeley
President of Homes, Airbnb

Greg Greeley is president of Airbnb's Homes business, which includes more than 4.5 million listings in 81,000 cities around the world, and the Airbnb for Everybody strategy, including Airbnb Plus, Airbnb Collections, the Superhost program, and the new Superguest initiative. Before Airbnb, Greeley spent over 18 years at Amazon, where he most recently managed Amazon's Global Prime program. Greeley has also held leadership positions at Sun Microsystems, United Airlines, and McDonnell Douglas. Greeley holds an M.B.A., a master's in systems management, and a B.S. in engineering.



Kristen Hawley
Senior Editor, Skift Table

Kristen Hawley is senior editor at Skift Table, fanatically focused on the business of dining out. Prior to working on the recent launch of Skift Table, she wrote and distributed the Chefs+Tech weekly newsletter, acquired by Skift last year, covering the evolving 21st-century restaurant experience. In addition to various editorial positions, she has worked with clients including the National Restaurant Association, OpenTable, Salido, Upserve, and others in the restaurant technology industry.



Mark Hoplamazian
President & CEO, Hyatt Hotels Corporation

Mark Hoplamazian has served as president and CEO of Hyatt Hotels Corporation for 11 years. Prior to this role, Hoplamazian served as president of The Pritzker Organization (TPO), the principal financial and investment adviser for Pritzker family business interests. During his 17-year tenure with TPO, he was an adviser to various Pritzker family-owned companies, including Hyatt Hotels Corporation and its predecessors. He previously worked in international mergers and acquisitions at the First Boston Corporation in New York City.



Muna Haddad
Founder & Managing Director, Baraka

Muna Haddad is the founder and managing director of Baraka, a company that specializes in sustainable tourism development. Baraka provides consulting services for governments, non-governmental organizations, and the private sector, looking to utilize tourism as an economic development tool. Haddad has been contributing new models of community-based tourism, revitalizing secondary tourism destinations, and developing community-driven microenterprises, creating jobs and restoring dignity to marginalized communities. Haddad is also the founding president of the Jordan Trail Association, instrumental in the creation of the Meaningful Travel Map of Jordan.



Kenneth Himmel
President & CEO Related Urban

Kenneth Himmel is president and CEO of Related Urban, the nation's leading developer of large-scale mixed-use properties. Under Himmel's leadership, Related Urban has captured the world's attention with iconic, award-winning destinations that include CityPlace in West Palm Beach; Time Warner Center and Hudson Yards in New York; The Grand in downtown Los Angeles; Related Santa Clara in Santa Clara, California; and The Galleria and Al Mayray Central in Abu Dhabi, United Arab Emirates. Himmel is an expert in creating thriving developments that bring forth the energy and vitality of an urban destination that resonates with existing local lifestyle and culture.



Robert Isom
President, American Airlines Group

Robert Isom is president of American Airlines Group and American Airlines, its principal subsidiary company. In this role, he oversees American's operations, planning, marketing, sales, alliances, and pricing. Isom previously served as executive vice president and chief operating officer at American after holding those same positions at US Airways. Prior to joining US Airways, Isom served as chief restructuring officer for GMAC, LLC. and as senior vice president, ground operations and airport customer service; vice president, international; and vice president, finance for Northwest Airlines.

Speaker bios



Steve Kaufer
CEO,
TripAdvisor Inc.

Steve Kaufer co-founded TripAdvisor in 2000 with the mission to help travelers around the world plan and book the perfect trip. Under his leadership, TripAdvisor has grown into the largest travel site in the world. As CEO, Kaufer has led the growth of TripAdvisor, which includes 24 other travel media brands that operate in 48 markets worldwide. Kaufer holds several software patents. He is on the board of directors at Glassdoor, CarGurus, and the Neuroendocrine Tumor Research Foundation. Kaufer has a degree in computer science from Harvard University.



Lisa Lutoff-Perlo
President & CEO,
Celebrity Cruises

Lisa Lutoff-Perlo believes in opening up the world through travel and has been called, "the force behind the world's coolest new cruise ship, Celebrity Edge." Lutoff-Perlo is an avid champion of diversity. One of her first decisions was to hire the first American female cruise ship captain, and has raised the ratio of women on the bridge from 3 to 20 percent. She leads Royal Caribbean Cruises Ltd.'s Global Marine Organization, ensuring that the corporation's 50 ships run safely, smoothly, and efficiently, overseeing assets worth \$20 billion. Lutoff-Perlo is active in community-building, philanthropic, and women's organizations worldwide.



Sean O'Neill
Travel Tech Editor, Skift

Sean O'Neill is the travel tech editor at Skift, covering enterprise vendors, startups, and other sources of innovation. He has talked about travel industry issues for MSNBC, CNN, and ABC News, among other outlets. Prior to Skift, he was most recently editor-in-chief of Tnooz and the travel tech columnist at BBC Travel.



Thomas Keller
Chef / Proprietor, Thomas
Keller Restaurant Group

Thomas Keller is renowned for his culinary skills and his exceptionally high standards. He has established a collection of restaurants that set a new paradigm within the hospitality profession. He is the first and only American-born chef to hold multiple three-star ratings from the prestigious Michelin Guide, as well as the first American male chef to be designated a Chevalier of The French Legion of Honor, the highest decoration in France. He has received countless accolades, including The Culinary Institute of America's Chef of the Year Award and the James Beard Foundation's Outstanding Chef and Outstanding Restaurateur Awards.



James McBride
CEO, Nihi Hotels

Recently recognized as "One to Watch" by Bloomberg Businessweek's Bloomberg 50 and awarded Independent Hotelier of the World by Hotels magazine. McBride transitioned to hotel entrepreneur in 2012 when he partnered with friend and investor Chris Burch on the acquisition of Nihiwatu, which evolved into NIHI Sumba and further NIHI developments in Costa Rica and Mexico. Prior to that he was president of YTL Hotels. McBride career started at The Ritz-Carlton Hotel Company where he spent 14 years. Other ventures include partner of Zanadu, a Chinese travel portal, investor and advisor to Sir Kensington's, condiments recently acquired by Unilever.



Greg Oates
Editor at Large, SkiftX

Greg Oates is the editor at larger of SkiftX, exploring the future of urban tourism development, the global meetings and events industry, and the rise of cities as digital platforms. As an advocate for business events that leverage the collective knowledge of all participants both online and offline, he is often asked to speak about trends reshaping the meetings sector. Prior to Skift, Oates traveled to more than 50 countries on assignment for national trade and consumer media covering tourism and hospitality development strategy.



Carolyn Kremins
President, Skift

Since her arrival as president of Skift in 2016, Carolyn Kremins has expanded Skift's global footprint into Europe, Latin America, and Asia, delivering revenue increase of more than 50 percent year-over-year for the past two years. She works in lockstep with the Founder/CEO trailblazing media, research and events on behalf of the company. Kremins is an award-winning recognized media executive and branding expert who built incubator brands (Skift, Maxim, The Week, Cookie) and reimaged venerable brands (Brides, Conde Nast Traveler, epicurious) to fresh success.



Colin Nagy
Head of strategy,
Fred & Farid

Colin Nagy is head of strategy at Fred & Farid, an independent, global creative agency with offices in Paris, Shanghai, New York and Los Angeles. Previously, he was on the leadership team of Barbarian Group, a digital advertising agency named as one of the "worlds most innovative" by Fast Company. Nagy writes the "On Experience" column for Skift, focusing on tourism, innovation, and hospitality with a global viewpoint.



Mark Okerstrom
President & CEO,
Expedia Group Inc.

Mark D. Okerstrom is president and CEO of Expedia Group, Inc. which operates a portfolio of over 200 of the world's leading online travel sites and related travel services around the globe. Okerstrom is a member of the board of directors of Expedia Group and chairman of the supervisory board of directors of trivago N.V. Okerstrom previously served as EVP of operations and CFO. He first joined Expedia Group in 2006, and in 2009, was appointed to SVP and head of corporate development and strategy. Prior, Okerstrom worked with Bain & Company, UBS Investment Bank and Freshfields Bruckhaus Deringer.



Hannah Sampson
News Editor, Skift

In addition to serving as Skift's news editor, Hannah Sampson covers the cruise industry and theme parks. She also hosts the Skift podcast. Before joining Skift, she reported for the Miami Herald, where she most recently wrote about airlines, cruise lines, hotels, destination marketing, and attractions for the newspaper's business section. Sampson was born in Miami and graduated from the University of Miami with a degree in journalism. She lives in Manhattan with her husband and two dogs.



J. Allen Smith
President & CEO,
Four Seasons

J. Allen Smith is president and CEO of Four Seasons Hotels and Resorts, and oversees the company's global portfolio of hotels, resorts, and branded residences. Since joining Four Seasons in 2013, Smith has led the development and execution of the company's long-term strategy of creating shareholder and hotel owner value, while strengthening Four Seasons' competitive advantages and extending the brand's legendary service culture to new markets. Smith holds a bachelor's degree in sociology from Cornell University and a Master of Professional Studies (M.P.S.) degree from Cornell's School of Hotel Administration.



Brian Sumers
Aviation Business Editor,
Skift

Brian Sumers covers the global aviation business for Skift from Los Angeles, with a focus on technology and innovation. Before joining Skift in June 2016, he wrote about airlines for several publications, including Condé Nast Traveler, Aviation Week, and the Los Angeles Times. Sumers is a magna cum laude graduate of Northwestern University's Medill School of Journalism, and he has a master's degree in journalism from USC's Annenberg School. Earlier in his career, he reported for the Tampa Bay Times, St. Louis Post-Dispatch, and Los Angeles News Group.



Dennis Schaal
Executive Editor /
Founding Editor, Skift

Dennis Schaal was a member of Skift's founding team in 2012 as employee No. 1. In addition to his executive editor duties, he writes about online travel and identifies trends in the most dynamic sector in e-commerce. Among his notable accomplishments at Skift, Schaal wrote Skift's groundbreaking, 50,000-word Definitive Oral History of Online Travel, tracing online travel's evolution from its earliest days to the mid-2000s through the words of the founders and CEOs who built the sector. In his prior work, Schaal contributed to USA Today, Phocuswright, Tnooz, and Travel Weekly.



Arne Sorenson
President & CEO,
Marriott International

Arne Sorenson is president and CEO of Marriott International Inc. Following Marriott's September 2016 acquisition of Starwood Hotels and Resorts, the company now includes more than 6,500 properties across 30 leading hotel brands spanning 127 countries and territories. In fiscal year 2017, Marriott reported revenue of more than \$22 billion. Sorenson joined Marriott in 1996. He became the third CEO in the company's history in 2012 — and the first without the Marriott surname. Prior to that, he served as Marriott's president and chief operating officer. He has held a number of positions, including executive vice president, chief financial officer, and president of continental European lodging.



Jan Swartz
President, Princess Cruises

Jan Swartz serves as president of Princess Cruises, a role she has held since November 2013, after serving more than 15 years in senior leadership roles for the premium cruise line. She leads a worldwide cruise and tour company operating a fleet of 18 modern ships as well as lodges in Alaska. Swartz leads the team that introduced the Princess brand in Asia and also serves as group president of Carnival Australia, a role to which she was appointed in December 2016. As group president, she provides executive oversight for P&O Cruises Australia. She holds an M.B.A. from Harvard Business School and a B.A. from the University of Virginia.



Ian Schragger
Founder, Ian Schragger
Company

Since the 1970s, entrepreneur Ian Schragger, founder and chairman of Ian Schragger Company, has achieved international recognition for concepts that have revolutionized the entertainment, residential, and hospitality industries. His passionate commitment to the modern lifestyle has been expressed through a series of pioneering concepts including Studio 54 and Palladium nightclubs, 50 Gramercy Park North, 40 Bond, 215 Chrystie Street, and 160 Leroy residential developments, and Morgans Hotel Group, EDITION Hotels, and PUBLIC Hotels. Schragger's groundbreaking concepts have changed the business and set industry standards that continue to be imitated throughout the world.



Rebecca Stone
Senior Research Analyst, Skift

As part of Skift Research, Rebecca focuses on analyzing companies' strategic positioning and trends impacting the travel and hospitality space. Prior to joining Skift, Rebecca worked in equity research focusing primarily on lodging, leisure, and gaming companies.



Deanna Ting
Hospitality Editor, Skift

Deanna Ting is the hospitality editor at Skift. Prior to joining Skift, she has been an editor for travel trade publications that include: Successful Meetings, Incentive, Travel Agent, Luxury Travel Advisor, and TravelAge West. Her writing has won accolades from the Jesse H. Neal Awards, the Azbees, FOLIO: Eddie Awards, and the North American Travel Journalists Association. Most recently, she wrote Skift's Complete Oral History of Boutique Hotels. A graduate of UCLA and a native Angeleno, she currently lives in New York City.

Speaker Bios



Rob Torres
Managing Director of Advertising and Marketing, Travel Sector, Google

With over 20 years of travel industry experience, Rob Torres serves as Google's managing director of advertising and marketing for the travel sector. Torres oversees the strategy development and profitable growth of integrated marketing campaigns. His group serves some of the largest travel brands in the U.S.



Sponsor Speaker
Stephen Ferneyhough
Managing Director, Global Lead, Travel Industry, Accenture

Stephen Ferneyhough is the industry managing director, leading Accenture's global travel industry, including airlines, hospitality, and travel services. He has experience working with clients, delivering large-scale digital, business, and information technology transformation initiatives. He has worked across Europe, the Americas, and Asia on a variety of transformation programs with blue chip clients.



Sponsor Speaker
Phillip Jones
President & CEO, VisitDallas

Phillip Jones joined VisitDallas as president and CEO in 2003. Under Jones' direction, the Dallas-Fort Worth area is now the No. 1 visitor destination in the state, and Dallas is a top 10 convention city nationwide. Significant achievements under his leadership include the voter-approved Omni Dallas Hotel connected to the Kay Bailey Hutchison Convention Center Dallas, the creation of the state's first Tourism Public Improvement District, the implementation of the BIG Things Happen Here marketing campaign, and the creation of the Dallas Sports Commission, charged with hosting top amateur and professional sports championships and events. An avid triathlete, Jones has completed Ironman competitions in France, Arizona, California, Florida, Germany, Idaho, Texas, Utah, Canada, and Australia, and recently completed the Ironman World Championship in Hawaii. Jones is currently training for the Ironman Competition in Norway.



Matthew Upchurch
Chairman & CEO, Virtuoso

Visionary and entrepreneur Matthew Upchurch has parlayed his vision of a global travel industry network into Virtuoso, a multibillion dollar, by-invitation-only enterprise of more than 17,000 exceptional travel advisors and travel providers. As chairman and CEO, Upchurch oversees the marketing, sales, and technology systems that make Virtuoso one of the most respected and successful companies in the luxury travel arena. Virtuoso continually implements new programs that provide member travel specialists with the tools, data, and professional development they need to achieve successful careers, delivering exceptional and rare travel experiences.



Sponsor Speaker
John Luth
Chairman & CEO, Seabury Consulting & Corporate Advisors, now owned by Accenture

John Luth founded Seabury Group in 1995. The organization, now owned by Accenture, has executed over 1,500 engagements for 300+ clients in more than 50 countries. Luth has advised on more than \$100 billion in equity, debt, and lease placements/restructurings, and over \$250 billion in aircraft orders. Luth now serves as chairman and CEO of Seabury Consulting & Corporate Advisors, now owned by Accenture. He remains chairman, president, and CEO of Seabury Capital LLC, which owns several software and finance companies.



Sponsor Speaker
Bruno Chauvat
Co-Founder & CEO, Travelsify

Bruno Chauvat is the co-founder and CEO of Travelsify, the world's first travel product DNA platform, powering personalized voice search for online travel agencies, metasearch, and hotel groups, thanks to its unprecedented database of hotel DNA and restaurant DNA. Chauvat has a track record of 20+ years in the media, telecom, and technology industries, holding various c-level positions in international listed companies (Proximus, RTL Group, AudiOfina). His deep understanding of the strategic importance of metadata together with his passion for travel account for the success of Travelsify in powering personalized hotel search and discovery.



Sponsor Speaker
Bharet Malhotra
Senior Vice President of Hospitality Cloud, Cvent

Bharet Malhotra has been at Cvent since its inception (18+ years), and for the past decade has led the Hospitality Cloud. He has been involved in building Cvent to over 3,500 employees as well as building the Hospitality Cloud division, which has over 7,000 customers across multiple product lines. Prior to Cvent, Malhotra worked in investment banking where he executed mergers, acquisitions, joint ventures, alliances, and partnerships globally. He is a graduate of Duke University having majored in engineering and finance.



Sponsor Speaker
Lina Annab
Minister of Tourism and Antiquities, Jordan

A graduate of Georgetown University, Lina Annab has ample experience in the private sector. Before her appointment as minister, she had been working as general manager of Zara Investment Company since 2008. She has also served on the board of a number of private companies.



Sponsor Speaker
Margaret Shine
Senior Vice President, Travel, Mastercard

Margaret Shine is a senior vice president in the retail and commerce vertical. Shine is responsible for developing and executing strategy and value proposition for data and services within the travel industry. By defining highly competitive and differentiated solutions using data and services' full range of global professional services capabilities, Shine ensures Mastercard meets the diverse business needs of travel sector stakeholders in an innovative and impactful manner. Prior to this role, Shine served as group head for the data and services segment solutions business, which she launched in early 2011. She was responsible for developing and executing global strategy for local and community institutions and small merchants around the world, focusing on defining solutions, sales channels, and the unique customer experience for this segment. Shine earned a bachelor's degree from Fordham University.

The people defining the future of travel don't have time for boring stories.

We create meaningful content
and experiences for brands
who want to reach the smartest
decision makers in travel.

See our work at SkiftX.com

Skift.X
CREATIVE STUDIO

Skift Global Forum 2018 **Workshops**

Collaborative learning sessions led by industry experts.

Day 1

September 27

7:30am-8:30am ——— Breakfast

Designing a Meaningful Brand

presented by VSA Partners



1:00pm-2:00pm ——— Lunch

The Future of Conversational Commerce

presented by LivePerson



Storytelling for Destinations and Brands

presented by Brand USA & This Is Citizen



Day 2

September 28

7:30am-8:30am ——— Breakfast

Rethinking Demand and Personalization for the Connected Traveler

presented by RateGain



Seating is limited. RSVP in the Skift Global Forum app to save your spot!

RateGain

The World's largest independent
travel and hospitality tech company

Price
Intelligence

Price & Content
Distribution

Price
Recommendation

ORM



**BIGGER DATA. BETTER DECISIONS.
INTELLIGENT DISTRIBUTION**

Schedule

Day 1

Thursday,
September 27

7:30 AM

Breakfast Workshop

Designing a Meaningful Brand
Sponsored by: VSA Partners

8:45 AM

Welcome to Skift Global Forum 2018
Rafat Ali
Founder & CEO, Skift

9:00 AM

What's Hyatt's Next Move?

Mark Hoplamazian

President & CEO,
Hyatt Hotels Corp.
Interviewed by:
Rafat Ali

9:30 AM

Big Bets on the Future of Global Travel

Glenn Fogel

CEO & President,
Booking Holdings
Interviewed by:
Dennis Schaal

10:00 AM

Defining Hyper-Relevance in Travel

Stephen Ferneyhough

Managing Director, Global Lead,
Travel Industry,
Accenture
Interviewed by:
Greg Oates

Sponsored by: Accenture

10:10 AM

The Next Generation of Boutique
Hotels

Ian Schrager

Founder
Ian Schrager Company
Interviewed by:
Deanna Ting

10:35 AM

Break

11:00 AM

Beyond the Blue Links: Google's Next
Steps in Travel

Richard Holden

V.P., Product Management, Google
Rob Torres

Managing Director of Advertising &
Marketing-Travel Sector, Google

Interviewed by:

Sean O'Neill

11:30 AM

How Big Is Big Enough to Compete?

Joanna Geraghty

President & COO, JetBlue

Interviewed by:

Brian Sumers

11:55 AM

The Future of Data-Driven
Decision-Making

Margaret Shine

Senior Vice President, Travel,
Mastercard

Sponsored by: Mastercard

12:05 PM

Balancing Growth With Innovation

Steve Kaufer

CEO, TripAdvisor, Inc.

Interviewed by:

Dennis Schaal

12:30 PM

Creative Frontiers at the Intersection
of Destinations and Dining

Ken Himmel

President & CEO,
Related Urban

Thomas Keller

Chef / Proprietor, TKRG

Interviewed by:

Kristen Hawley

12:55 PM

The Future of Tourism in Jordan

Lina Annab

Jordanian Minister of Tourism and
Antiquities, Jordan

Interviewed by:

Rafat Ali

1:00 PM

Lunch

1:00 PM

Lunch Workshop

The Future of Conversational
Commerce

Sponsored by: LivePerson

Lunch Workshop

Storytelling for Destinations and Brands

Sponsored by: Brand USA & This Is Citizen

2:15 PM

Special Announcement from Rafat
Ali, Skift's Founder & CEO

2:25 PM

The Future of Hotel Brands is Written
in their DNA

Bruno Chauvat

Co-Founder & CEO, Travelsify

Interviewed by:

Greg Oates

2:40 PM

Small and Mighty Travel Brands

Rafat Ali

Founder & CEO, Skift

2:45 PM

Defining the Future of Vacation
Experiences

Geetika Agrawal

CEO, VAWAA

3:00 PM

Developing Destinations by
Changing the Storytellers

Muna Haddad

Founder & Managing Director,
BARAKA

3:15 PM

Seizing the Opportunity to Build a
Next Generation Tourism Industry

Carla Campos

Executive Director,
Puerto Rico Tourism Company

3:30 PM

The Wild Side of Luxury Travel

James McBride

CEO, Nihi Hotels

Interviewed by:

Colin Nagy

3:50 PM

Break

4:20 PM

Travel Advisors: Putting the Person Back in Personalization

Jack Ezon

President, Ovation Vacations

Matthew Upchurch

Chairman & CEO, Virtuoso

Interviewed by:

Rafat Ali

4:45 PM

Maximizing the Results of Ancillary Merchandising

John Luth

Chairman & CEO, Seabury Consulting, now part of Accenture

Interviewed by:

Rafat Ali

Sponsored by:

Accenture Amadeus Alliance

5:05 PM

Can Airbnb Disrupt Accommodations for a Second Time?

Greg Greeley

President of Homes, Airbnb

Interviewed by:

Deanna Ting

5:30 PM

The World's Largest Airline Plots Its Future

Robert Isom

President, American Airlines Group

Interviewed by:

Brian Sumers

6:00 PM

Cocktail Reception

Day 2

Friday,
September 28

7:30 AM

Breakfast Workshop

Rethinking Demand and Personalization for the Connected Traveler

Sponsored by: RateGain

8:45 AM

Welcome and Introduction

Rafat Ali

Founder & CEO, Skift

8:55 AM

What's Next for Airlines at Scale

Ed Bastian

CEO, Delta Air Lines

Interviewed by:

Brian Sumers

9:20 AM

Super Panel: The Evolution of Modern Cruising

Christine Duffy

President, Carnival Cruise Line

Jan Swartz

President, Princess Cruises

Lisa Lutoff-Perlo

President & CEO, Celebrity Cruises

Interviewed by:

Hannah Sampson

10:00 AM

How Technology Is Disrupting the \$565 Billion Meetings & Events Industry

Bharet Malhotra

Senior Vice President of Hospitality Cloud, Cvent

Interviewed by:

Rafat Ali

Sponsored by: Cvent

10:10 AM

After Boutique Hotels and Airbnb, What's Next?

Chip Conley

Strategic Advisor for Hospitality and Leadership, Airbnb

10:25 AM

Lesson from Luxury Retail

Robert Chavez

President & CEO, Hermès of Paris, Inc.

Interviewed by:

Carolyn Kremins

10:35 AM

Break

11:10 AM

From Hotels to Homes: Creating a Luxury Lifestyle

J. Allen Smith

President & CEO, Four Seasons

Interviewed by:

Rebecca Stone

11:30 AM

Tourism Under Legislative Siege, How Destinations are Fighting Back

Phillip Jones

President & CEO, VisitDallas

Interviewed by:

Greg Oates

Sponsored by: Visit Dallas

11:45 AM

What's Next for the World's Largest Hotel Company

Arne Sorenson

President & CEO,

Marriott International

Interviewed by:

Deanna Ting

12:10 PM

Recreating Ridesharing for the Long Haul

Barney Harford

Chief Operating Officer, Uber

Interviewed by:

Dennis Schaal

12:35 PM

Creating a Global Platform When Change Is the Only Constant

Mark Okerstrom

President & CEO, Expedia Group, Inc.

Interviewed by:

Dennis Schaal

Skift.

RESEARCH

Empower your team.

Future-proof your business.

Subscribe to Skift Research.

Skift Research is the official research arm of Skift. Our work combines Skift's extensive industry experience, rigorous financial and quantitative analysis, and qualitative insights from top executives at nearly every major travel company.

We conduct primary research, summarize our findings, and present them back to you, your team, and partners so you can understand the market and make decisions.

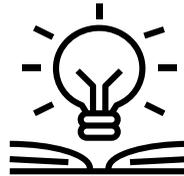


SUBSCRIBERS GET EXCLUSIVE ACCESS TO



Research Reports:

Receive 1-2 new in-depth reports each month — over 20 per year — diving into every sector of the travel industry.



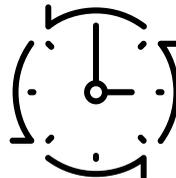
Access to Our Entire Library:

Reference 110 (and counting) reports on travel markets, consumers, companies, and trends.



Early Access & Mobile App:

Early access to Skift stories, 24 hours before the story breaks, via the Skift Travel app.



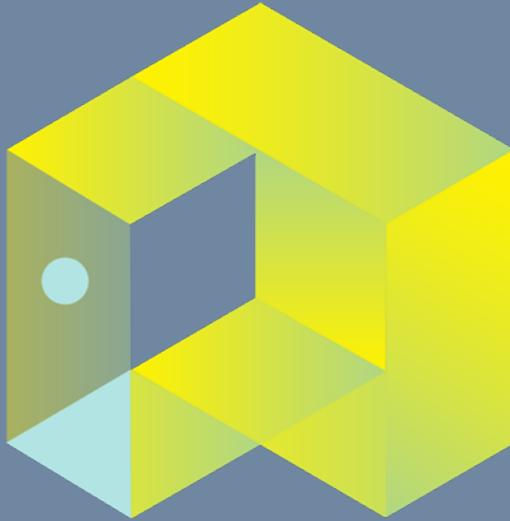
Coming Soon:

Proprietary estimates and forecasts for key metrics and sectors in the travel markets.

**25% off your subscription
with the code: **FORUM18****

To learn more, go to research.skift.com/subscribe

Contact Daniel Calabrese, dc@skift.com,
to learn about gaining team and company access.



Skift. | **GLOBAL
FORUM**

**NEW YORK CITY
SEPTEMBER 27-28, 2018**

Jazz at Lincoln Center's
Frederick P. Rose Hall

SPEAKERS, SCHEDULE, AND TOPICS

**THERE'S ALWAYS A STORY.
IT'S ALL STORIES, REALLY.
THE SUN COMING UP
EVERY DAY IS A STORY.
EVERYTHING'S GOT
A STORY IN IT.
CHANGE THE STORY,
CHANGE THE WORLD.**

— TERRY PRATCHETT, A HAT FULL OF SKY



Skift | GLOBAL
FORUM

NEW YORK CITY | SEPTEMBER 27-28, 2018

**JAZZ AT LINCOLN CENTER'S
FREDERICK P. ROSE HALL**