

Skift.

THE GREENING OF TRAVEL:
EMBRACING THE RESPONSIBILITY
SKIFT GLOBAL FORUM 2019



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DEFINING
THE
FUTURE
OF
TRAVEL



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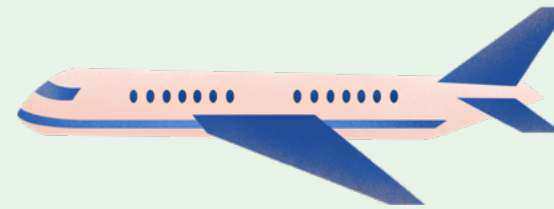
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The Greening of Travel

Embracing the Responsibility

- The travel industry has a responsibility to help the same communities it profits from. The sector also needs to accept that green business practices will be the next major competitive advantage for brands selling to consumers and business travelers alike.

By Andrew Sheivachman



on the frontlines of communities around the world and has so far aimed to avoid paying the costs of repairing the damage it has caused.

Cities strewn with trash. Communities decimated by flooding. Drought and famine leading to mass migration. From sinking Jakarta to the melting glaciers of Iceland, the world is beginning to feel the wider effects of climate change with governing authorities at a loss for how to react.

With the world teetering on the brink of a climate catastrophe, global citizens and politicians are preparing for meaningful action to reduce the impact of big business and resource consumption on the environment.

The travel industry, though, has paid only lip service to meaningful change that would make its operations more sustainable. Carbon offsets, reduced plastic use, and charitable contributions are some of the widespread efforts travel companies use to avoid greater scrutiny over the impact of their operations.

Few of these efforts so far have led to significant change, yet travel has an important role to play in mainstreaming more sustainable experiences for consumers. The sector has willingly abdicated its responsibility as it operates

Serious change is necessary. Instead of designing marketing initiatives to assuage the fears of travelers, leaders across travel need to help build an industry defined by a commitment to green practices. Business as usual, or a rush to make money before the sector is truly disrupted by environmental or political issues, may very well doom global travel in an era of nationalism, nativism, and political polarization.

Here are eight tenets for global travel and its sectors to become leaders in the fight against climate change – and to help create a more equitable path forward and the foundation for travel's future growth.

TAP THE BRAKES, GROW RESPONSIBLY

Travel, as an industry that helps connect people around the world, has a duty to limit its destructive effect on the environment and tourist destinations.

Global population growth has led to many problems around the world. Travel has helped exacerbate them, adding an increased burden to cities and countries that have become magnets for visitors. >

Tourism companies and hotels, in particular, have built their businesses on the infrastructure and resources made available to locals. In a quest to compete and drive profit, these companies have no long-term commitment to any particular destination and often choose to grow quickly instead of sustainably.

Tourists have deluged cities in Western Europe, Barcelona and Venice in particular, altering the fabric of local society and leaving authorities at a loss for how to repair the changes. Remote destinations as well, ranging from Bali to the Galapagos Islands, have scrambled to find ways to limit tourism as rapacious travel companies prioritize profit over responsibility.

While travel has the power to build opportunity in developing countries, creating new jobs and providing a tangible path out of poverty, the increased number of visitors these destinations serve have a destructive effect on communities and the environment. Populist backlash – and the coming wave of climate change – mean global travel must redefine how it does business and plan for the future.

LISTEN TO YOUR CUSTOMERS

Global consumers are ahead of the industry right now in their concern about climate change. The general polarization

of the world, when married to climate change, is leading to more radical calls for change, like the Green New Deal.

The travel industry’s words have rung hollow when it comes to truly protecting the environment and adopting green business practices.

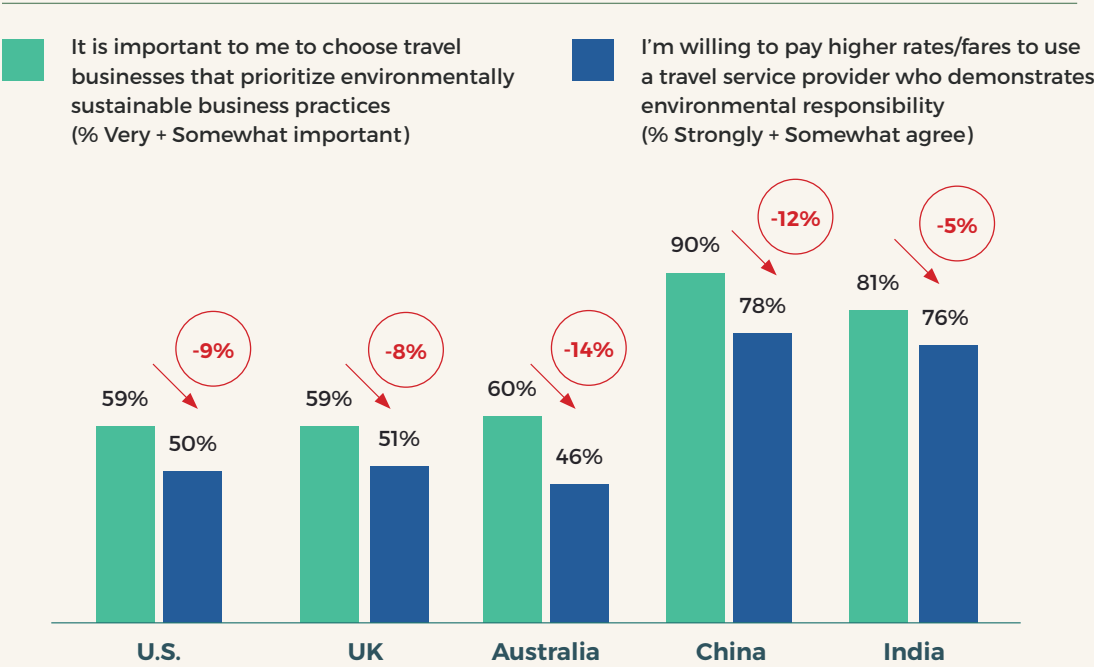
In the last few years, however, consumer sentiment toward making more responsible purchasing decisions has shifted. Skift Research’s Millennial and Gen Z Traveler Survey 2019, released in August, found that more than half of millennial and Gen Z travelers from the U.S., UK, Australia, China, and India find it important to choose travel companies that prioritize sustainability. Most of those travelers are also willing to pay more for experiences from companies with a track record of green operations.

If legacy travel brands are unable to adapt to this new set of demands from consumers, forward-thinking companies and brands will emerge to take advantage. Leaders and workers alike also will resist joining companies that they view as unethical.



Importance of Environmental Responsibility vs. Willingness to Pay More for It:

Choosing environmentally sustainable travel businesses is especially important in China and India, but fewer millennial/Gen Z travelers in all five markets are willing to pay more to use these businesses.



U.S. N=1046, UK N=509, Australia N=523, China N=1143, India N=1015
Source: Skift Research

It’s not enough to encourage individual travelers to make more mindful decisions about their impact on the environment when the structure of the travel industry itself leads to not just pollution but the erosion of destinations around the world.

BE TRANSPARENT

Companies must commit to tracking their environmental impact and become much more transparent about sustainability, allowing consumers to make an educated purchasing decision.

It’s extremely difficult for consumers to gauge how sustainable their chosen travel brands are for a variety of factors. While more companies have chosen to release a sustainability report over the last decade, those reports are designed to avoid comparison with competitors and help create a false image for travelers.

Airlines are one of the largest contributors to global greenhouse gas emissions, as the technology used to power planes is inherently pollutive. The bigger an airline, the more carbon it emits into

skies around the world. Sustainability reports from major global airlines show an increase in emissions and waste over the last few years.

The three major global cruise lines also release giant reports touting sustainability bona fides and the various partnerships they strike around the world to reduce their impacts. The problem is that the core data regarding carbon output and energy use show that the companies' impact on the environment isn't shrinking at all.

Even if a consumer were to scour one of these sustainability reports, she would possibly be manipulated by the misleading nature of the document. These lies obscure the truth that public companies in particular operate to maximize shareholder value instead of showing a greater responsibility for their operating practices to the wider world.

There is also the issue of quantifying the impact that tour operators have on a destination. There is a need for standards that cut across borders to give

travelers perspective on the impact their chosen vacation has on where they're going. Companies have the opportunity to set industry metrics for tracking and communicating their environmental impact; in a few years time, this likely will be mandated by law in countries most at risk from the dangers of climate change.

**USE YOUR EFFORTS
AS A MARKETING UPSIDE**

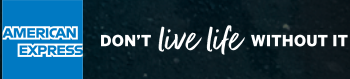
The narrative of traditional travel marketing will have to shift as the disruption from climate change affects tourist destinations. Destinations that make a greater effort to mitigate the impact of climate change will have a major competitive advantage in the future.

As destinations become stressed and global calls for truly green business practices rise, travel marketing will have to reinvent itself once again. The images of empty European streets, bucolic hikes, and isolated beaches already don't reflect the reality facing most travelers once they land in a destination.

Sustainability will soon become not just a selling point but something mandatory, although not in the sense that travelers will only partake in eco-tourism or voluntourism. >



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Places protected from both overtourism and increased pollution will have the best chances of becoming premier tourism destinations in the future.

With premium destinations like Bali and the Faroe Islands already closing to tourists in a variety of ways, expect more destinations to follow suit.

Skift Research found that 53 percent of global travelers are willing to pay more for products that demonstrate environmental responsibility, an increase from 40 percent in 2018.

The destinations and companies that commit the soonest to green practices will have a competitive edge as global competition for travelers heats up.

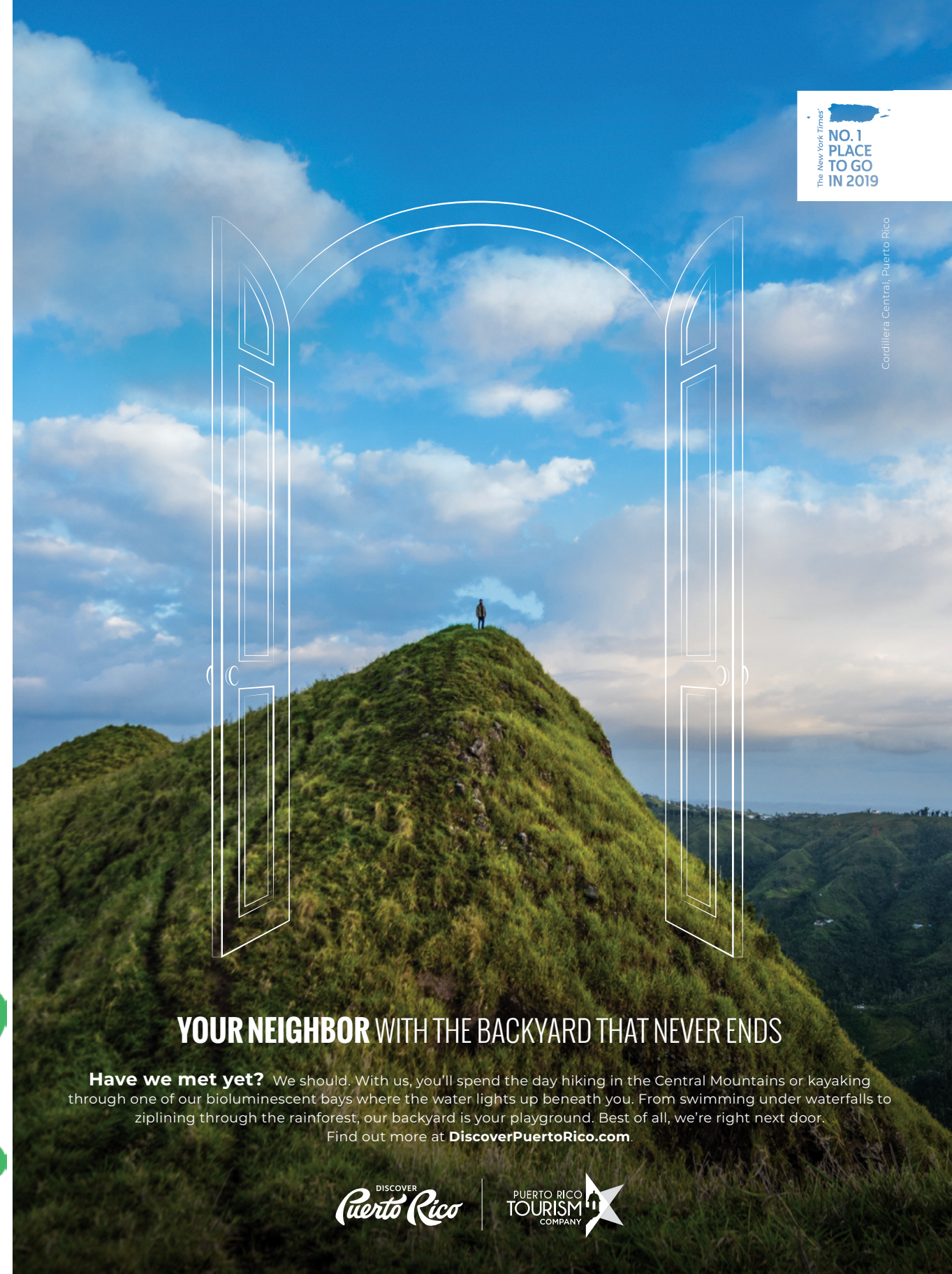
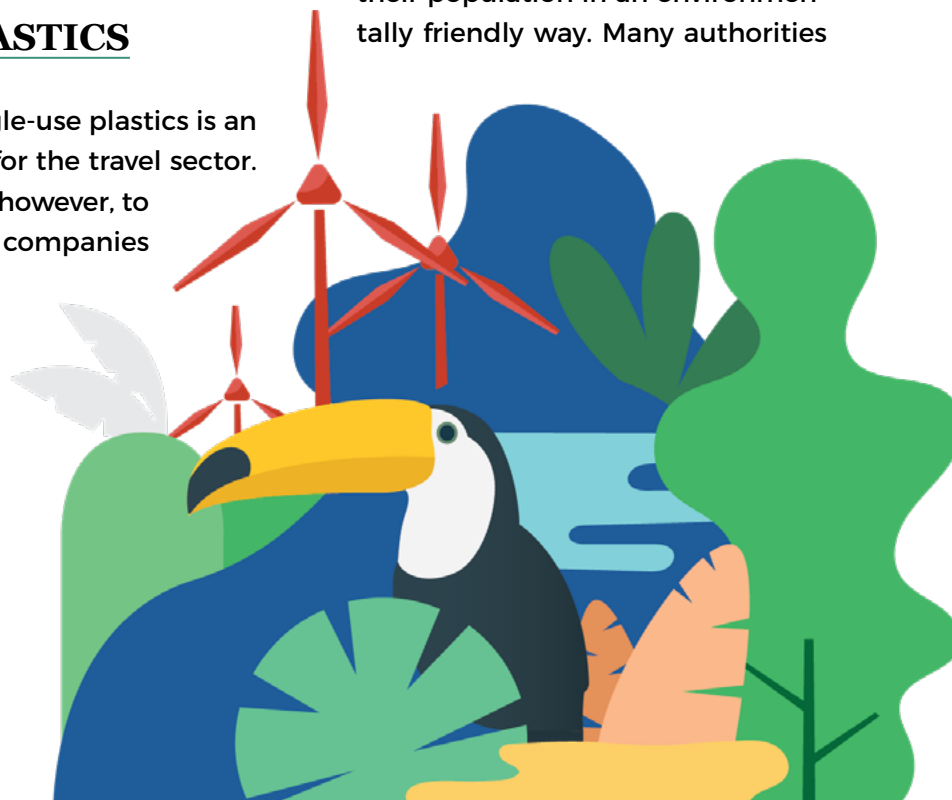
ADDRESS ALL WASTE, NOT JUST PLASTICS

The reduction of single-use plastics is an important first step for the travel sector. Work must be done, however, to shift the approach of companies toward food waste, water waste, and reckless use of other natural resources.

The shift by hotel companies and airlines to reduce their waste by removing common single-use plastics from their operations is already under way. The first companies to take action will get a nice publicity boost, but the ease at which companies have taken action belies just how difficult serious change will be in other areas.

Food waste is a surprisingly difficult challenge to tackle given the gluttonous reality of most commodity travel. Hotels and attractions that piggyback on the local resources around the world will face pressure to cut back on their usage as natural resources become stressed.

With recent research showing the need for changes to how land is used for farming, destinations will have to make difficult decisions about how to feed their population in an environmentally friendly way. Many authorities



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will choose to target elements of the travel sector as particularly wasteful and restrict the availability of their market to the travel sector.

THINK HARDER ABOUT WHERE YOU BUILD AND DEVELOP

Rising sea levels will force lodging companies to reconceptualize not just their growth strategies but the way the contemporary hotel operates in general. Cities that meet this challenge head-on will be better prepared to compete in the marketplace for global travelers as well.

With coastlines across the world at risk from rising sea levels and an increase in dangerous, volatile weather patterns, global hospitality giants will have to reevaluate their development strategies. Coastal cities and beaches will become less attractive destinations for travelers, disrupting the traditional business of hospitality. Business travel destinations will shift as well; the rise of secondary cities across North America and Europe will provide alternative travel options for leisure and business travelers alike.

As quintessential vacation destinations become less attractive to consumers over time, a shift will take place in how hotel companies do business and build their businesses outside of traditional leisure destinations.



Before long, smart money will put itself behind projects with less risk from rising sea levels and other extreme weather caused by climate change. Cities with a geographic advantage or long-term planning to mitigate these events will become more attractive destinations for visitation.

BE RESPONSIBLE WITH YOUR MARKETING

Destination marketing organizations must become destination management groups, helping steward destinations into the future with a dual focus on visitor growth and sustainable economic expansion.

The role of the destination marketing organization in a world impacted by overtourism and climate change will have to evolve. Growing tourism in an age of overconsumption isn't sustainable, and backlash is already happening across Europe and Asia.

Destinations will have to more closely monitor and adjust policies as a stronger effort is made to reduce the negative

Empowering Travel Marketers Through Data.



Identify, understand, and target travelers at all stages of their path to purchase.

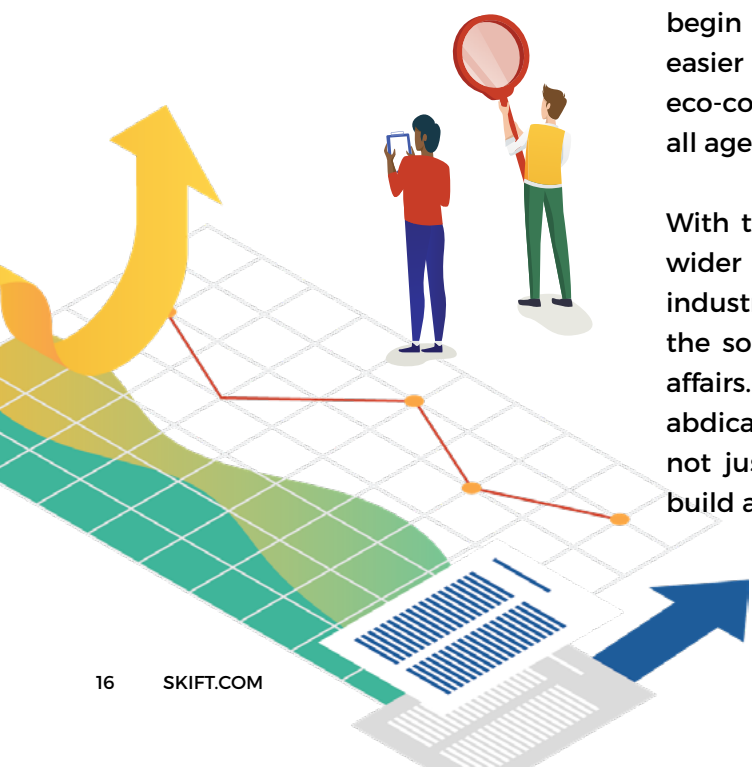
Sojern is built on more than a decade of expertise analyzing the complete traveler path to purchase. The company drives travelers from dream to destination by activating multi-channel branding and performance solutions on the Sojern Traveler Platform for more than 8,500 customers around the globe.



impact of travel. Managing a destination is quickly becoming more important than marketing one as social media moves to the forefront of travel inspiration.

As backlash to overtourism has increased, adjacent industries have leveraged the importance of travel to further their own goals. The threat of disrupting the lucrative summer tourism season has been used as a bargaining chip in labor negotiations across Europe, for instance.

A key role that destination groups can play is around creating a consensus built around the needs of politicians, locals, and business groups in terms of planning for long-term sustainable growth. By devising a plan that incorporates the needs of all a destination's stakeholders, and iterating on it, the travel sector can work together with destinations to produce more positive outcomes.



START TODAY: YOUR BUSINESS DEPENDS ON IT

By playing a pivotal, proactive role in the embrace of green business practices, travel can not only repair its image as a destructive force but set the stage for a new phase of global growth.

The effects of overtourism, waste, and pollution caused by the travel industry represent an existential threat to its continued worldwide growth. Environmental restrictions and a backlash against tourism are all but assured should the travel industry not become more proactive in engaging with stakeholders around the planet.

Companies and leaders that transition to operating in a green framework will have an advantage once climate change becomes more severe. Companies that begin the transition now will have an easier time attracting the new wave of eco-conscious travelers emerging across all age groups.

With the fate of not just travel but the wider world at stake, it's time for the industry to step up and become part of the solution as a stakeholder in global affairs. Anything less represents an abdication of travel's responsibility to not just bring people together, but to build a better world. ♦

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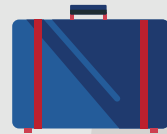


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8 Tenets of Embracing the Responsibility

1.

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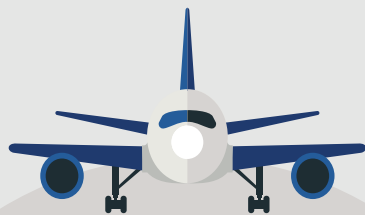


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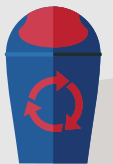
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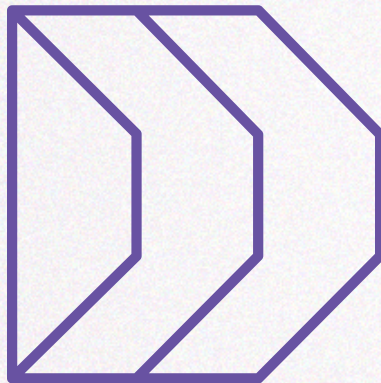
7.

Aviation must commit to a widespread greening of its operations, from more effective aircraft to the airport environment and onboard experience.

8.

By playing a pivotal, proactive role in the embrace of green business practices, travel can not only repair its image as a destructive force but set the stage for a new phase of global growth.

Skift **DESIGN** AWARDS ● 2020



The Skift Design Awards is the travel industry's recognition of the spaces, services, and initiatives transforming the traveler experience.

Celebrating the businesses and designers driving positive change and innovation across sectors, the Skift Design Awards recognizes excellence in holistic, human-centered design in all its forms, from architecture to interiors, digital to events, tech and transportation, and strategic programs that inspire transformative moments and reduce friction across travel.

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Cruise Experience - Carnival Corporation

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Event Activation - Moxy Times Square

Event Networking Experience - e180

Event/Meeting Space - Jumeirah

F&B or Entertainment Experience - The Infatuation

Guest Experience - Atelier Ace/Maison de la Luz

In-Destination Experience - Helsinki Marketing

Public Space - 25hours Hotel Langstrasse

Retail Environment - Carnival Corporation/Publicis Sapient

See the full results and sign up for next year's competition at skift.com/awards

Everyone Needs to Get On Board Against Plastics

By Sarah Enelow-Snyder

Plastics awareness in travel is trending right now. Companies and travelers alike are skipping the straw and saying no to single-use bottled water. What's missing from the current dialog is that straws and bottles are just the low-hanging fruit, an easy PR win, and something for influencers to tweet about.

There's a chain of responsibility here, and the buck stops at no one in particular because everyone needs accountability. Making choices based on convenience and affordability, which plastics provide in spades, is just human nature. Pressure must be applied from one party to the next, or else skipping the straw is all we'll ever accomplish. That's why we at Skift decided to dig into this topic with a new series this year: Travel Beyond Plastics.

We know the alarming stats behind the microplastics in our drinking water and the Great Pacific Garbage Patch. A ridiculous 91 percent of plastic waste isn't successfully recycled, 73 percent of beach litter is plastic, and nearly one million plastic beverage bottles are sold every minute worldwide, according to National Geographic.

The solution comes in strengthening every link in the responsibility chain: governments, travel companies, travelers, and the rest of the world.

"It takes a whole spectrum of players," said Dianna Cohen, CEO of Plastic Pollution Coalition. "All the players have an equally important role." >



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Governments

At the top of the chain, governments must pass legislation that forces hotels, airlines, cruise lines, and other travel companies to use less plastic. The European Union has one of the more extensive laws slated for 2021, but even so, it only targets specific items like cutlery, plates, straws, and cotton bud sticks. California sets a good example by targeting toiletries in hotels, but most U.S. states don't go that far.

"I think they're critical," said George Leonard, chief scientist at the Ocean Conservancy, of laws on plastics. "Most environmental solutions have some component involving a top-down government mandate." Leonard said we're just now seeing the first wave of plastics solutions.

"These legislations severely impact the airline industry," said Anne De Hauw, founder of Monaco-based design firm In Air Travel Experience. "Airline catering often relies heavily on single-use plastic and its lucrative waste management, and is not prepared for such impactful change."

When referring to these laws, there's also a problem with casually using the

phrase "plastic ban," which is concise but misleading. None of these laws constitutes a complete ban on plastics, but rather a specific set of restrictions, frequently on single-use plastics and not plastics that are designed for multiple uses, which end up in landfills as well. The same logical fallacy applies to "zero-waste" flights, which often only aim to divert waste from landfills, not to actually produce no waste.

Travel Companies

Most companies will only do what's mandated by law, which is why non-binding pledges from companies to reduce plastics mean nothing. This also explains why companies, when they do take action preemptively, will typically do something simple, easy, and quick like cutting straws and bottles.

"Once again we're going to scratch the surface and leave the big issues under the rug," said Benjamin Lephibert, founder and managing director of Bangkok-based LightBlue Environmental Consulting. "Governments should impose stricter rules on plastics producers first and foremost, regardless of which industry the end product is destined to," he added by email. >



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Companies avoid digging into the hardest part: pressuring their producers, suppliers, tenants, and other stakeholders to stop creating and shipping products like food and cleaning supplies with plastic. “Fortunately there is a growing awareness that airlines and airports need to foster an omnichannel aggregated ecosystem and align their interests,” said De Hauw. Marriott and InterContinental Hotels Group report working actively with their supply chains, potentially creating a bigger ripple effect than small hotel companies pursuing the same goal.

Cruise lines have especially bad optics because they literally operate in the oceans that their plastic waste pollutes. The Cruise Lines International Association claims that some ships repurpose 100 percent of the waste generated on board, which is awfully hard to believe, given the low rates of success with plastic recycling.

There’s a data problem here too. Almost none of the travel companies we’ve spoken to in 2019 can say how much plastic they use, in large part because no one requires them to tabulate it. Hotels keep numbers for water and energy use through utility companies, and airlines and cruise lines keep track of fuel, but no one makes them tally every last pound of plastic. Some hotels count voluntarily at specific properties – which is better than nothing – but these numbers are

self-reported and we must take them with a huge grain of salt.

Travelers

When asked, most travelers will say they want to save



the environment and are willing to pay more – in money and convenience – to do so. They’re ready to shell out for an ecolodge or a dubious carbon offset, and they’re ready to cram a heavy, reusable, glass thermos with a metal straw into their tiny carry-ons.

But one glance at an airport will tell you that in the heat of the moment, flyers want their lunch in a plastic to-go container with plastic cutlery stuffed into a plastic bag, so they can sling it over one arm while they grab an iced coffee from Starbucks and dash to the gate. And Cibo isn’t helping when it wraps every individual apple in plastic.

Many travelers will also not stop to recycle properly unless the airport forces them in the right direction, according to a study conducted at San Francisco Airport by design firm Gensler. The study found that on average, with SFO’s new test bins, 54 percent of trash was placed into recycling or composting, compared to just 25 percent with preexisting bins. >

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Air France A/B tests on the French market, post-click attribution model

"Just because something has some kind of recycling symbol on it does not mean it is recycled, will be recycled, or could be recycled, particularly in the United States," said Cohen. "It just identifies the type of plastic."

Companies also have a big opportunity to incentivize travelers to avoid plastic by offering discounts or other rewards for using their own reusable containers, according to Cohen. This can often result in stronger customer loyalty.

Citizens

Lastly we have general outrage from non-traveling citizens, who can force an issue into the mainstream media, bringing it to governments' attention so new laws can be drafted. This might be a tenuous link in the chain, but every now and then, protests can actually nudge the world in the right direction.

The Skip the Straw movement might only be the tip of the plastic iceberg, but it's a good example of the general public influencing corporate behavior, as companies cite the movement while enacting new policies. Plastic bag bans, which arguably target grocery and everyday retail more than travel, are popping up worldwide in recent years. Then again, non-traveling citizens can fall into the same lazy trap as travelers, and need to participate in the system by recycling properly and practicing what they preach.

"There's nothing that beats consumer pressure," said Cohen. IHG CEO Keith Barr reached a similar conclusion, telling Skift that guests, not government mandates, apply stronger pressure for companies to change their practices.

"I am a firm believer in consumers as an extremely powerful agent of change, a change that can be remarkably swift in the context of today's hyperconnectivity," said Lephilbert. "The issue is that travelers only have a limited knowledge, so they can skip the plastic straw but would have no clue about what alternative is best, bioplastics versus biodegradable."

The Bottom Line

The travel industry is capable of closing these gaps. Each participant needs to commit, hold one another accountable, and start to collect more reliable data. This is a crucial part of promoting a circular plastics economy, in which plastics get continuously reused to lengthen their life span, and this requires a lot of collaboration and awareness.

"I wonder how many people drink that coffee that's in their hotel room," said Martine Volmar, frequent traveler and member of Nomadness Travel Tribe, when asked about in-room coffee makers and Keurig K-Cups.

We bet the hotel doesn't know either. ♦



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IT'S HIGH TIME

National Geographic Partners Chairman Lays Out a Vision for Travel's Obligation to the World

- We asked Gary Knell to offer recommendations for the travel industry to make itself more accountable to the world. So why Knell? First off, as chairman of National Geographic Partners and earlier CEO of National Geographic Society, Knell knows a thing or two about running a mission-driven organization. He's also been a global business executive for decades, having also led NPR and Sesame Workshop. And lastly, we wanted a less-obvious voice, somebody who could look objectively at travel and lay out the hard truths.

What follows is an edited interview with Skift Editor-in-Chief Tom Lowry.

Skift: What advice would you give to companies in travel that might not have had an activist mindset as part of their original corporate DNA?

Knell: You have a great business opportunity. According to a research report that we plan to release on September 27, World Tourism Day, only 15 percent of Americans are familiar with the concept of sustainable travel today, yet 42 percent of Americans would be willing to prioritize traveling sustainably in the future. Since three-fourths of Americans have taken a leisure trip in the past year, I'd say to any travel company: It's high time to begin a conversation around sustainable travel with your consumers. I would add this: Sustainability is the future. In our survey, the consumers most familiar with travel are young, 50 percent are 18-34, and affluent, 26 percent make more than \$100,000 — a desirable audience.

You also need to work to change your company culture from the inside. Help your employees participate in your efforts by setting a series of internal sustainability goals, both short- and long-term. For example, National Geographic's cafeteria offers meatless Mondays where employees get 5 percent off for choosing planet-friendly foods. And we have no waste baskets — employees must recycle their trash. Small steps, perhaps, and we're introducing more, but it makes our people realize everyone has a part to play in this effort.

Skift: What ultimately will push companies to pursue ethical product sourcing through their supply chains, an unsexy area of operations that many consumers don't see?

Knell: Both their employees and customers will demand it. For example: For those travelers who understand the

sustainable travel concept, 56 percent realize travel has an impact on local communities and that it's important to protect natural sites and cultural places.

Our National Geographic Unique Lodges of the World members are making a real positive impact in this area. We have a rigorous sustainability screening process to select properties that are committed to local product sourcing as well as giving back to the local community. A National Geographic sustainable tourism expert has spent time at each lodge ensuring that they incorporate innovative sustainability practices into their everyday operations, support natural and cultural heritage, and engage with the local community in tangible ways.

For example, in South Africa, Grootbos' Masakhane Community Farm and Training Centre teaches food production and entrepreneurship to the local community. Through this program, the lodge has given plots of land to people who have completed the training, increasing their income and access to local, healthy foods. They have localized their supply chain and the lodge has an incredible story to tell guests who enjoy the food — more than 138 community members had participated in the program by the end of 2018.

Another example, Topas Ecolodge in Vietnam, provides guests the opportunity to learn about the diverse cultural traditions of the Red Dao ethnic minority during their stay. On village walks, guests witness artisans at work, learn

about medicinal plants, and make rice paper. The lodge's on-site marketplace showcases the hill tribe's handicrafts, and annual lodge events — such as the Vietnam Mountain Marathon — help raise funds for community needs.

Skift: What will it take for companies to make better progress with racial inclusion, not just gender inclusion, within their ranks?

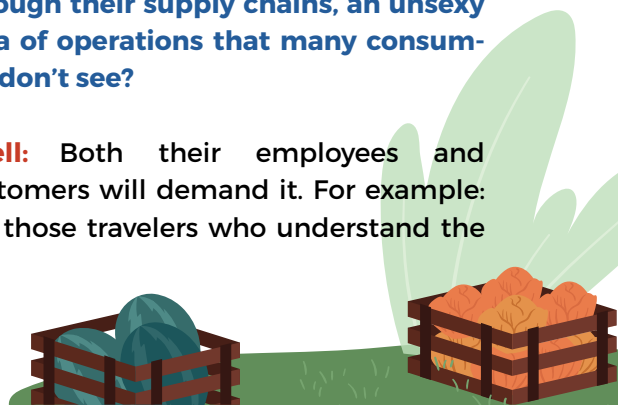
Knell: Companies are starting to realize they need to do a better job reflecting the audiences they serve. Especially as it pertains to travel. In order to have a unique travel experience, it has to be authentic to the region. We are proud of the fact that 43 percent of our Unique Lodges of the World members hire 77 percent or more of their staff from local communities.

Skift: What do companies have to gain or lose by waiting for government legislation to define sustainability for them? >

Gary Knell, ►
chairman
of National
Geographic
Partners



Photo:
National Geographic Partners



Knell: The risk for companies that don't begin sustained action now is that their voices will not be heard when the government legislates — on the federal, state, and local levels. It's better to get involved than hang back because change is coming. The travel industry is more dependent than most industries on the health of local communities, environments, and cultures. To continue to provide authentic travel experiences, we also need to invest in the resiliency of these places in the face of big challenges like overtourism and climate change. We are looking at a population of 10 billion by 2050 and that is going to take a massive toll on our resources. The companies that will thrive will be the ones that have learned to be creative and innovative with sustainability.

Skift: Many sustainable measures are more expensive than cheaper avenues, for example relying on plastics. What would have to happen for companies to choose the more expensive fork in the road without being legally required to do so?

Knell: They might look to travelers for inspiration. Again, our new survey results will better inform the industry about sustainability issues most important to travelers and how much they are willing to financially support those initiatives.

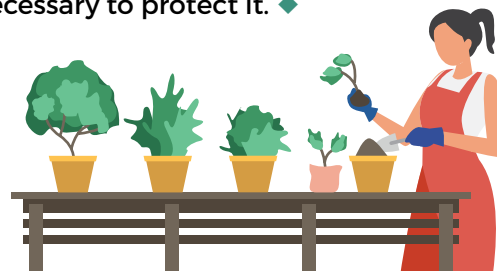
At National Geographic, we're looking at the long-term picture. Our Expeditions trip business looks at creating the best

possible experience for our travelers — complete with world-renowned experts as their guides — to create a once-in-a-lifetime experience. We believe it's that experience that keeps them coming back. Issues like overtourism and plastics are not going away, and it's time for the leaders in the travel industry to step up and address the issues, and not just because the government requires it.

One of the reasons we embarked on this study was to have a better understanding of what consumers really want and what sorts of sustainability practices matter to them.

Skift: What can airlines and hotels learn in the pursuit of sustainability from what you've accomplished at National Geographic?

Knell: Lean in with your key values. For us, it's storytelling — what we've been doing since our founding in 1888. We have been showing people the world for over 130 years, and today we are reaching more than 700 million consumers. We are now dedicated to alerting them to climate change's impacts, other environmental assaults upon the planet, and showcasing solutions for them — celebrating human ingenuity because it's going to take all of us to solve the problem. As storytellers, we at National Geographic believe it's important to celebrate the beauty in the world, natural and cultural, so that people are keen to take the steps necessary to protect it. ♦

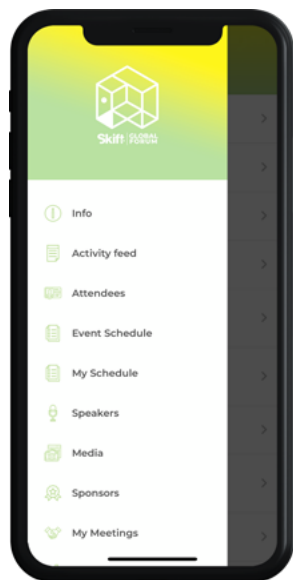


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Speaker Bios



Rafat Ali
Founder and 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.



Richard Anderson
President and CEO,
Amtrak

Richard Anderson is the 11th executive to lead Amtrak since the company began operations in 1971. He served as co-CEO with Wick Moorman until Jan. 1, 2018, when he assumed full CEO responsibilities in addition to serving as president. Prior to Amtrak, Anderson spent 25 years in the aviation industry, where he last was executive chairman of the Delta Air Lines board of directors after serving as the airline's CEO from 2007 to 2016. Before heading to Delta, Anderson served as executive vice president at United Healthcare from 2004 to 2007 and as CEO of Northwest Airlines from 2001 to 2004, which later merged with Delta. Anderson began his career in aviation in 1987 when he joined the legal division at Continental Airlines.



Ed Bastian
CEO,
Delta Air Lines

Ed Bastian's primary responsibility is to champion Delta's employee-driven, customer-focused culture and inspire innovation. An 18-year Delta veteran, Bastian was a central part of the team that led the airline from bankruptcy to being an industry 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.



Andrea Bonilla
Co-Founder,
Cayuga Sustainable
Hospitality

Andrea Bonilla is a native Costa Rican with a B.S. in hotel administration from Cornell. Bonilla brings over 15 years of industry experience to Cayuga from intern positions at MGM studios, Disney World, and the Hampton Inn Costa Rica to management work in Costa Rica and Zanzibar. She has been instrumental in the opening process of such properties as the Harmony Hotel, Morgan's Rock, and Arenas Del Mar. Cayuga won the Condé Nast World Saver Awards 2010 in all categories on a worldwide level in the category of small hotel chains, as well as Travel + Leisure's environmental leadership category for the Global Vision Awards 2010.



Seth Borko
Senior Research Analyst,
Skift Research

Seth Borko is a senior research analyst with experience in financial analysis, corporate strategy, data analytics, economics, and capital markets. Borko leads Skift Research's coverage of online travel agencies. His expertise also includes venture capital-backed investment trends in travel and startups.



Paul Brady
Editorial Strategist,
SkiftX

Paul Brady has been covering the travel industry for over 10 years, for outlets including Condé Nast Traveler and The Huffington Post. He's worked at both legacy and startup media outlets, and the focus of his reporting over the years has been how consumers can have better trips and the trends shaping the future of the industry. Now at SkiftX, the branded content studio of Skift, Brady helps brands spot trends, identify new markets, and better tell their stories. Outside of work, he's an unrepentant traveler who's fond of counting passport stamps, looking at old vacation photos, and sailing small craft on the beautiful Hudson River.



Eric Breon
Co-Founder and CEO,
Vacasa

Eric Breon founded Vacasa in November 2009 after acquiring the responsibility of managing a family member's vacation home and currently serves as the company's founder and CEO. He has since grown the company from two to over 3,300 employees, with 60 percent year-over-year revenue growth. In October 2017, Breon secured \$103.5 million in Series B funding for Vacasa, one of the largest rounds in the vacation rental industry. Breon's background is in venture capital and analytics.



Harsha Chanrai
CEO,
Saira Hospitality

Harsha Chanrai was educated in London and developed a passion for luxury hospitality as director of marketing for Six Senses Resorts and Residences in Asia. She continued in hotel operations as the food and beverage marketing manager for the Fullerton Hotel, Singapore, and at the Aman Resort, Sri Lanka. Saira Hospitality won Cornell's 2014 Business Plan competition. Saira creates pop-up schools to empower communities for hospitality employment. Saira has graduated 175 students with 100 percent return on investment to partners including Virgin Limited Edition, Rosewood Hotels, Autograph Collection, Bunkhouse Group, and Costa Palmas Beach Club.



Stephen Cluskey
CEO,
Mobility Mojo

Stephen Cluskey is a global leader in accessibility, particularly in the hospitality sector. He is co-founder of award-winning Mobility Mojo, which helps hotels improve and promote their accessible facilities. He was recently endorsed by Virgin Group founder Sir Richard Branson as someone who will change the world.



Oliver Dlouhý
Co-Founder and CEO,
Kiwi.com

Oliver Dlouhý leads Kiwi.com and shapes the strategic vision as it expands globally. Kiwi.com is powered by Virtual Interlining, a proprietary algorithm that allows users to combine various means of transport from more than 750 carriers into a single itinerary. Founded seven years ago, Kiwi.com powers over 100 million flight searches every day and employs more than 2,900 people worldwide. Selling over 35,000 seats daily, the company generated a turnover of €1.1 billion in 2018 and is still growing. Dlouhý appeared in the Financial Times' New Europe 100 list of Central and Eastern Europe's brightest and best people in 2016. He was also named as one of Forbes' 30 under 30 in 2018.



Arnold Donald
President and CEO,
Carnival Corporation

Arnold Donald has been president and CEO of Carnival Corporation since 2013. Prior to that he served on the board for 12 years. In 2017 he was appointed chair of the Cruise Lines Industry Association (CLIA). He currently serves on the board of Bank of America Corporation and Crown Holdings, Inc. Donald spent over 20 years at Monsanto Company. Following Monsanto, Donald was chairman of Merisant Company, which manufactures leading global sweetener brands Equal and Canderel. Immediately prior to Carnival Corporation, Donald was president and CEO of the Executive Leadership Council, a professional network and leadership forum for African-American executives of Fortune 500 companies, and president and CEO of Juvenile Diabetes Research Foundation International.



Glenn Fogel
President and CEO,
Booking Holdings

Glenn Fogel has been president and CEO of Booking Holdings since 2017. He previously served as the head of worldwide strategy and planning, an office he had held since 2010. He was also executive vice president of corporate development, held since 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 an investment banker specializing in the air transportation industry. Fogel is a member of the New York State Bar (retired).



Wouter Geerts
Senior Research Analyst,
Skift Research

In his role as senior research analyst, Wouter Geerts focuses on research predominantly on the hotel sector, alternative accommodations, and technology. Geerts completed a Ph.D. on sustainability in the hospitality industry at Royal Holloway, University of London, and worked for over five years for a global market research firm. He holds a bachelor's degree in international hospitality management and has worked in different roles in and with the hotel industry.



John Gunter
President and CEO,
Frontiers North Adventures

John Gunter is the president and CEO of Frontiers North Adventures, a full-service travel company hosting guests in the subarctic community of Churchill, Canada, to dine under the northern lights, kayak among curious beluga whales, and lock their gaze with wild polar bears. The company maintains a sharp focus on its corporate social responsibility with the goal of having guests remain invested in the destination even after their trip concludes. Gunter enjoys spending time being active out in nature with his wife and three children.



Brent Handler
Founder and CEO,
Inspirato

Brent Handler is an entrepreneur and pioneer of the destination club industry. In 2002, Handler and his brother founded Exclusive Resorts. Handler served as the company's president from 2002 to 2009, during which time Exclusive Resorts set the standard for the industry. In January 2011, Brent, his brother, and their partners launched Inspirato, providing luxury travelers access to a curated collection of exceptional vacation options combined with expert trip planning and personalized service, but without the six-figure, upfront fees previously common in the industry. In July 2019, Handler launched the world's first travel subscription service called Inspirato Pass. Handler graduated from the University of Colorado with a bachelor's degree in business.



Guðrið Højgaard
Director of Visit Faroe Islands,
Tourist Board of the Faroe
Islands

With an M.B.A. in international marketing and communication from Copenhagen Business School, Guðrið Højgaard has worked as marketing director for Visit Stockholm and marketing manager for Visit Denmark in Sweden. In 2012 she moved back to her native islands after 20 years abroad and became director of Visit Faroe Islands, where her main task is to make the islands a must-see destination. Højgaard received the 2016 Public Leader of the Year award and Visit Faroe Islands has won several international marketing awards including Golden Lions in Cannes, Clio Awards, Epica Awards, and World Media Awards. In 2019 Højgaard made the Politico 28 list, the first-ever tourism director on the list.



Steve Kaufer
President and CEO,
TripAdvisor

Steve Kaufer co-founded TripAdvisor in 2000. Under his leadership TripAdvisor has grown into the largest travel site in the world. As CEO, Kaufer has led the growth of TripAdvisor, Inc., which includes 24 other travel media brands that operate in 48 markets worldwide. Prior to co-founding TripAdvisor, Kaufer was president of CDS, Inc., an independent software vendor, and prior to that, was co-founder and vice president of engineering of CenterLine Software. Kaufer holds several software patents. Kaufer was inducted into the 2015 British Travel & Hospitality Hall of Fame, receiving the 2015 Pioneer Award by the International Society of Hospitality Consultants and 2005 Ernst & Young Entrepreneur of the Year Award. Kaufer has a degree in computer science from Harvard University.




Derek Kerr
Executive Vice President and
Chief Financial Officer,
American Airlines

Derek Kerr oversees financial planning and analysis, corporate planning, treasury, purchasing, controller, and audit functions as well as investor relations. Previously Kerr served as executive vice president and chief financial officer for US Airways. He joined America West in 1996 and served in a variety of finance and planning roles. He was named chief financial officer in 2002 and was promoted to executive vice president and chief financial officer in 2009. Kerr also worked in financial planning and analysis


Speaker Bios

at Northwest Airlines. Before that, he was a flight test coordinator/control engineer with Northrop Corporation's B-2 Division. Kerr earned a B.S. in aeronautical engineering and an M.B.A. in finance from the University of Michigan.




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 few years. She works in lockstep with the founder and 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 reimagined venerable brands (Brides, Condé Nast Traveler, epicurious) to fresh success.



Jeremy Kressmann
Research Editor,
SkiftX

Jeremy Kressman brings 15 years of advertising and journalism experience to the SkiftX team, where he helps manage editorial and custom research projects for Skift's sponsored content partners. This former New Yorker currently lives in Los Angeles, where he spends most of his free time hiking, camping, and enjoying the great outdoors.



Tom Lowry
Editor-in-Chief,
Skift


Tom Lowry oversees the global editorial strategy and execution for Skift of news, analysis, and data through mobile, desktop, magazines, podcasts, video, social, and newsletters. Previously he worked for CNBC, The Daily, BusinessWeek, USA Today, and the Daily News. Lowry is an alumnus of the Knight-Bagehot Fellowship in Business and Economics Journalism at Columbia University.



Seema Mody
Global Markets Reporter and
Host, Futures Now,
CNBC


Seema Mody is a global markets reporter for CNBC, focusing on the intersection of foreign policy and Wall Street. She hosts the CNBC Digital show Futures Now and the European Close, a daily segment on CNBC's Squawk

Alley. She also covers the travel industry for the network, which includes hotels, cruises, and online travel operators. Mody graduated from the University of Washington with a degree in biological sciences and is a member of the Council on Foreign Relations.




Christopher Nassetta
President and CEO,
Hilton

Christopher Nassetta joined Hilton in 2007. Previously he was president and CEO of Host Hotels & Resorts since 2000. Before joining Host, Nassetta co-founded Bailey Capital Corporation in 1991, where he was responsible for the operations of the real estate investment and advisory firm. Prior to this he spent seven years at The Oliver Carr Company, ultimately serving as chief development officer. In this role, he was responsible for all development and related activities for one of the largest commercial real estate companies in the mid-Atlantic region. Nassetta graduated from the University of Virginia McIntire School of Commerce with a degree in finance. He currently serves on McIntire's Advisory Board.



Leeny Oberg
Chief Financial Officer,
Marriott International

Leeny Oberg was appointed Marriott's chief financial officer in 2016, formerly chief financial officer for The Ritz-Carlton since 2013. From 2008 to 2013 she was Marriott's senior vice president of corporate and development finance, and from 2006 to 2008, she served in London as senior vice president of international project finance and asset management for Europe and the Middle East and Africa, and as the region's senior finance executive. Before joining Marriott, Oberg held a variety of financial leadership positions with Sodexo, Sallie Mae, Goldman Sachs, and Chase Manhattan Bank. She earned her B.S. in commerce from the University of Virginia and her M.B.A. from Stanford University.



Mark Okerstrom
President and CEO,
Expedia Group

Expedia Group operates a portfolio of over 200 of the world's leading online travel sites and services including Expedia, Hotels.com, Expedia Partner Solutions, Orbitz, Travelocity, Hotwire, CheapTickets, ebookers, CarRentals.com, Expedia CruiseShipCenters, Wotif, Egencia, HomeAway, and Trivago. Prior to being Expedia Group's president and CEO,

Mark Okerstrom served as executive vice president of operations and chief financial officer. He first joined the company in 2006. Okerstrom was formerly a consultant with Bain & Company in Boston and San Francisco, and he worked for UBS Investment Bank in London. Okerstrom also practiced as an attorney with Freshfields Bruckhaus Deringer in London. He earned his M.B.A. from Harvard Business School and holds a J.D. from the University of British Columbia.



Sean O'Neill
Travel Tech Editor,
Skift

Sean O'Neill is Skift's travel tech editor, focusing on startups and business-to-business tech (not consumer tech). He was previously an expat in London. He now lives with his husband in the Philadelphia area.



Arthur Orduña
Executive Vice President and
Chief Innovation Officer,
Avis Budget Group

Arthur Orduña is responsible for leading innovation globally across all of Avis' brands to deliver state-of-the-art solutions to keep pace with changing customer expectations and to foster a culture of innovation. Before joining Avis Budget Group, Orduña served as chief innovation officer for The ADT Corporation, where he was responsible for building the strategic roadmap for new and existing solutions, defining product architecture, and positioning ADT as a partner of choice for key technology companies. Prior to joining ADT, he worked for Canoe Ventures, LLC, a joint venture founded by the top six U.S. cable companies, where he served as chief technology officer and then chief product officer. Orduña has a B.A. from Cornell University.



Elizabeth Osder
Editorial Director, Conferences,
Skift

Elizabeth Osder is an accomplished creative and agile product and programming executive focused on media, entertainment, and marketing organizations. Her diverse experience includes leading content, product, and revenue organizations where she has succeeded in building business for both large companies and nimble startups. Her breadth of experience includes creating engaging digital products, bringing innovative saas technology to market, scaling creative content operations, and driving revenue. Osder is a black belt strategist,

leader, and mentor who enjoys driving organizational change, tuning product market fit, and exploring the intersection of content, community/customer experience, and technology.



Hon. María Amalia Revelo Raventós
Minister of Tourism,
Costa Rica

With over 40 years of experience in the tourism industry, Hon. María Amalia Revelo Raventós became the first female minister of tourism in Costa Rica. Her professional experience covers aviation, hospitality, promotion, and marketing. She holds an M.B.A. from the INCAE Business School and a bachelor's in statistics. She has been a member of the boards of directors of Costa Rica's National Chamber of Tourism, Site Chapter, Association of Tourism Professionals, and the Meetings and Incentives Association. She is also formerly vice president and honorary member of the Association of Tourism Professionals of Costa Rica and founder of the Marketing Committee of Costa Rica.




Jen Rubio
Co-Founder and
Chief Brand Officer,
Away

Jen Rubio is the co-founder and chief brand officer of Away, a global lifestyle brand designing thoughtful objects to make traveling more seamless. Before starting Away, Rubio built her career as a branding, creative, and social media expert, redefining how customers and brands connect. In 2015 Rubio was named to the Forbes 30 Under 30 list for marketing and advertising. She lives and works in New York.



Dennis Schaal
Executive Editor/
Founding Editor,
Skift

Dennis Schaal is Skift's founding and executive editor. One of his most annoying – to some – habits is to contact reliable sources to ask them what's happening at their companies, or if they know anything under-the-covers and newsworthy at others. Schaal covers online travel and has made a living uncovering such scoops or digging into Securities and Exchange Commission filings to unveil details about acquisitions or trends. Schaal has been a journalist since way before many of you were born, and he has written about the business of travel for nearly 20 years. He still likes to go to work every day because you never know where it will lead.



Sam Shank
CEO, HotelTonight
Head of Hotels, Airbnb

Sam Shank is head of hotels and serviced apartments at Airbnb and CEO of HotelTonight, the mobile-first hotel booking platform he co-founded in 2010. As a travel-obsessed serial entrepreneur, Shank previously founded and was CEO of DealBase, a travel deals search engine, and was CEO of TravelPost, a hotel review site. SideStep acquired TravelPost and Shank worked there as vice president of business development. Shank also worked in comparison shopping at Excite, CNET, and NexTag. Shank attended the University of Virginia and received an M.B.A. from the Kellogg School of Management at Northwestern University.



Hayley Shephard
Interpretive Guide,
Frontiers North Adventures


Extreme weather, remote locations, oodles of wildlife and scenery that take your breath away – welcome to Hayley Shephard's office. Once a teacher specializing in outdoor education and environmental science, Shephard extended her classroom to the wonderful world of the wild; Mother Nature has been teaching her ever since. Shephard is in the presence of orcas and humpbacks running her own tour company in British Columbia, Canada. In the polar bear capital of the world, she works as a guide in Churchill, Canada, and heads south to Antarctica to walk among penguins. Sharing her knowledge, admiration, and respect for these regions and wildlife has changed her and those she travels with.



Ben Smith
CEO,
Air France-KLM


Benjamin Smith is a senior airline industry veteran, having spent 20 years at Air Canada before joining Air France-KLM as CEO. In 1990 he started part-time as a customer service agent at Air Ontario. In 1992 he followed an entrepreneurial path and established his own retail corporate travel agency. In 2002 he joined Air Canada, envisioning and subsequently leading its Tango subsidiary. Smith later became vice president of network planning followed by executive vice president and chief commercial officer in 2007, and subsequently president of airlines (Air Canada, Rouge, Express, Cargo) and chief operating officer in 2014. In August

2018 Smith was appointed CEO of Air France-KLM, and in December, a member of the Air France-KLM board of directors.




Rosie Spinks
Global Tourism Reporter,
Skift

Rosie Spinks is Skift's global tourism reporter based in London. She formerly covered travel at Quartz and has freelanced for publications in both the UK and U.S.



Brian Sumers
Senior Aviation
Business Editor,
Skift

Before joining Skift in 2016, Brian Sumers was a regular contributor to Condé Nast Traveler and Aviation Week. As an expert on airlines, Sumers has appeared on NPR's All Things Considered and PRI's Marketplace, as well as on CBS News, CNN, and BBC World television and in The New York Times. Sumers is a magna cum laude graduate of Northwestern University's Medill School of Journalism and has a master's degree in journalism from the University of Southern California's Annenberg School. Earlier in his career, he reported for the Tampa Bay Times, St. Louis Post-Dispatch, and Southern California News Group. He is based in Los Angeles.



Rishad Tobaccowala
Chief Growth Officer,
Publicis Groupe

Publicis Groupe is an 80,000-employee firm including Sapient, DigitasLBI, Leo Burnett, Saatchi & Saatchi, Starcom, Zenith, and other companies dedicated to marketing and business transformation. Over his 37-year career, Tobaccowala has worked across almost every area of marketing including brand advertising, media, database, direct, and interactive marketing. Starcom IP, Play, Giant Step, SMG Search, and Denuo are among the brands Tobaccowala helped incubate. He is also chairman of The Tobaccowala Foundation, which helps over 10,000 people gain better access to health and education in India. Tobaccowala holds a bachelor's in mathematics from the University of Bombay and an M.B.A. from the Booth School of Business at the University of Chicago.

Speaker Bios



Madhu Unnikrishnan
Editor,
Skift Airline Weekly

Madhu Unnikrishnan joined Skift earlier this year as editor of Skift Airline Weekly, which Skift acquired in 2018. Unnikrishnan has covered the airline industry since 2004, previously as senior business editor at Aviation Week and as editor-in-chief of Aviation Week's Aviation Daily. Unnikrishnan regularly comments on the airline industry for print and broadcast, and has spoken at industry conferences around the world. He previously worked for United and Virgin America. Unnikrishnan holds a magna cum laude degree from Tufts University and a master of science degree with honors from the London School of Economics.



Haixia Wang
Vice President of Research,
Skift Research

Haixia Wang manages a team of analysts who provide actionable data and insights to clients across various travel sectors. Prior to Skift, Wang worked as a research director at Gartner, assisting clients through research and inquiries in marketing strategy and digital marketing. Before Gartner, Wang served as vice president of forecasting and head of APAC at eMarketer. She built and grew the eMarketer forecast into one of the most widely used data sources for the advertising market. Wang holds a Ph.D. in sociology.

Sponsor Speaker Bios



Alex Ahluwalia
Senior Vice President, Global
Operations,
Marriott International

Alex Ahluwalia leads the global strategy and operations disciplines of rooms, engineering, loyalty, mobile, meetings and events, retail, and spa, providing leadership and operational support for 30 brands and 7,000+ hotels around the world. Under Ahluwalia's leadership, hotels have delivered exceptional customer, associate, and financial results, including achieving top engagement scores. Ahluwalia and his hotel teams have earned several accolades including the 2000 Hotel of the Year – Asia Pacific, 2008 GM of the Year – The Americas, 2008 JW Marriott Diversity Excellence Award, 2010 Alice S. Marriott Award for Community Service, and 2015 Ritz-Carlton GM of the Year.



David Bessis
Founder and CEO,
Tinyclues

After 10 years as a researcher in algebra and geometry at leading institutions including Yale University and CNRS, plus visiting positions in Moscow and Kyoto, David Bessis took a break from academia in 2008 to explore artificial intelligence, deep learning, and digital marketing. He founded Tinyclues after realizing that mainstream approaches to data science in marketing databases were suboptimal. Tinyclues is an artificial intelligence-augmented customer marketing solution serving 100+ global retail and travel leaders. He holds a Ph.D. in pure mathematics.



Bruno Chauvat
Co-Founder and CEO,
Travelsify

Travelsify is the world's first Travel Product DNA platform powering next-generation distribution and loyalty business with Hotel DNA™ and Restaurant DNA™ attribute-based selling for hospitality groups, bed banks, online travel agencies, and metasearch. Bruno Chauvat has a 20-year track record 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 product metadata together with his passion for travel account for the success of Travelsify.



Ethan Chuang
Vice President of Data and
Services, Loyalty,
Mastercard

Ethan Chuang is a vice president with Mastercard Data and Services in the merchant loyalty practice. He leads engagements with Mastercard's merchant and digital clients, focused on enabling, engendering, and evangelizing customer loyalty with global brands by delivering next-generation experiences that leverage data, technology, and analytics. Chuang brings over 20 years of industry experience and has held leadership positions in loyalty, payments, and innovation. Immediately prior to Mastercard, Chuang was at American Express, where he led the product and customer experience for multi-partner loyalty programs and developed the first mobile payment products.



Audrey Hendley
President,
American Express Travel

Audrey Hendley leads global travel and lifestyle services at American Express Travel, one of the largest multichannel consumer travel agencies in the world. Hendley is responsible for delivering premium travel and lifestyle services to card members through a network of 5,000-plus travel consultants, overseeing the digital travel booking experience, travel benefits and programs, supplier partnerships, and marketing and engagement strategies for the premium card member base. Over the past two decades at American Express, Hendley has distinguished herself as an influential, innovative leader who has driven record results for businesses across the company.



Dyllis Hesse
Managing Director and Client
Account Lead for Marriott
International,
Accenture

Dyllis Hesse is a managing director in Accenture's travel practice with responsibility leading some of its largest and most strategic client engagements. Hesse has over 20 years of international experience helping clients undergo transformational change programs and growth agendas. Hesse has a strong management consulting background in consumer goods and retail, bringing fresh thinking to the travel experience, along with deep experience in business strategy, digital technology, change management, and Global Business Services (GBS).



Stephen Taylor
Chief Revenue Officer,
Sojern

Stephen Taylor oversees the global commercial team including sales, operations, product, partnerships, and marketing for Sojern's Enterprise and SMB business units. A pioneer of data-driven marketing, Taylor drives corporate commercial strategy through the lens of his passion for building global businesses. Prior to Sojern, he served as the CEO of Qype, acquired by Yelp, which brought him to San Francisco from the United Kingdom. During his time in the UK, he led Yahoo's European consumer business and was EMEA managing director for Overture. Early in his career, Taylor was one of the first employees at Air Miles, which was acquired by British Airways. Taylor holds a B.A. in English and politics from the University of Birmingham, where he graduated with honors.

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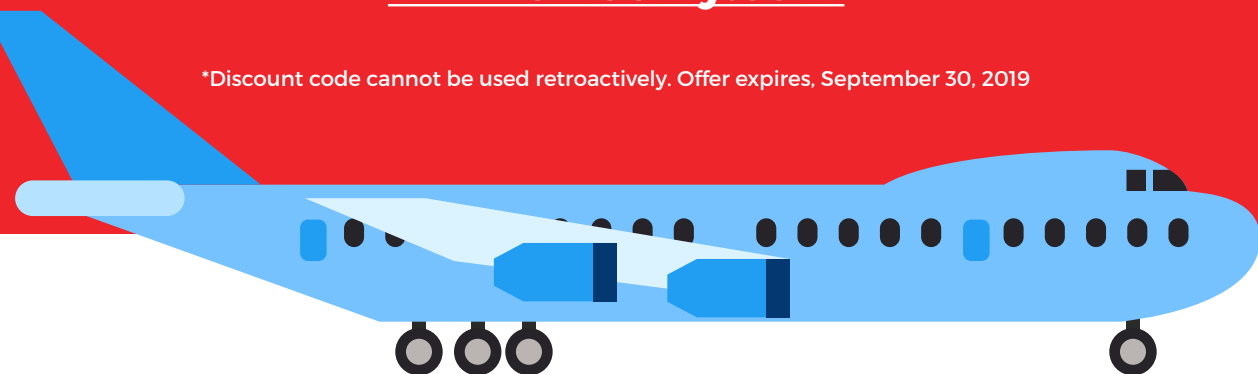
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MEGATRENDS 2020 COMING SOON

This January check out the annual Skift Megatrends, which identify the big-picture narratives that are shaping travel in the coming year. Skift's global team of journalists informs this curated list with our intensive daily coverage, long-term research, and countless hours talking to leaders in the travel industry.

Schedule

Day 1

Wednesday,
September 18

9:00 AM
Welcome to Skift Global Forum 2019 Rafat Ali Founder and CEO, Skift
9:05 AM
Intention-Setting Exercise Sponsored by: Octave Institute
9:10 AM
Introduction: Travel's Responsibility to the World Rafat Ali Founder and CEO, Skift
9:20 AM
Navigating Global Scale: Opportunities and Challenges for the World's Largest Cruise Line Arnold Donald President and CEO, Carnival Corporation Interviewed by: Tom Lowry
9:50 AM
Building a Trusted Consumer Brand Ed Bastian CEO, Delta Air Lines Interviewed by: Madhu Unnikrishnan
10:20 AM
The Consumer Experience Playbook: Making Moments Matter Audrey Hendley President, American Express Travel Interviewed by: Paul Brady Sponsored by: American Express
10:30 AM
An Accessible World Is an Inclusive World Stephen Cluskey CEO, Mobility Mojo

10:45 AM
Networking Break
11:20 AM
Sustaining Impact: Private-Public Partnerships and Destination Management Honorable María Amalia Revelo Raventós Minister of Tourism, Costa Rica Interviewed by: Rosie Spinks
11:45 AM
Charting the Next Phase of Growth and Profits Christopher Nassetta President and CEO, Hilton Interviewed by: Seema Mody
12:10 PM
Responsible Travel Marketing in the Era of Data, Privacy and the Always-On Consumer Stephen Taylor Chief Revenue Officer, Sojern Interviewed by: Jeremy Kressmann Sponsored by: Sojern
12:20 PM
Building a Next-Generation Brand: It's More Than Just a Carry-On Jen Rubio Co-Founder and Chief Brand Officer, Away Interviewed by: Carolyn Kremins
12:45 PM
Lunch
1:50 PM
Skift Research Spotlight: The Short-Term Rental Ecosystem Wouter Geerts Senior Research Analyst, Skift Research
2:00 PM
Luxury Travel Welcomes the Subscription Model Brent Handler Founder and CEO, Inspirato Interviewed by: Seth Borko

2:15 PM
Vacation Rentals: Making Bold Moves to Consolidate Inventory Eric Breon Founder and CEO, Vacasa Interviewed by: Sean O'Neill
2:30 PM
Breaking the OTA Rules, One Package at a Time Oliver Dlouhý Co-Founder and CEO, Kiwi.com Interviewed by: Seth Borko
2:45 PM
Beyond Automation: Understanding AI's True Power in Travel Marketing David Bessis Founder and CEO, Tinyclues Interviewed by: Jeremy Kressmann Sponsored by: Tinyclues
2:55 PM
How Micro-Mobility, Self-Driving Cars and Augmented Reality Will Shape the Future of Travel Arthur Orduña Executive Vice President and Chief Innovation Officer, Avis Budget Group
3:10 PM
The Growing Challenge of Meaningful Customer Engagement Steve Kaufer President and CEO, TripAdvisor Interviewed by: Rafat Ali
3:35 PM
Networking Break
4:00 PM
Skift Research: Millennial and Gen Z Traveler Trends Haixia Wang Vice President of Research, Skift Research
4:10 PM
Destinations: Banning Tourists and Other Bold Moves Guðrið Højgaard Director of Visit Faroe Islands, Tourist Board of the Faroe Islands

4:25 PM
Tourism Stewardship: What's Your Role and What's Ours? John Gunter President and CEO, Frontiers North Adventures Hayley Shephard Interpretive Guide, Frontiers North Adventures Interviewed by: Elizabeth Osder
4:50 PM
Rethinking Loyalty and Innovating With Confidence Ethan Chuang Vice President, Data and Services, Loyalty, Mastercard Sponsored by: Mastercard
5:00 PM
Navigating the Economics of the World's Largest Airline Derek Kerr Executive Vice President and Chief Financial Officer, American Airlines Interviewed by: Brian Sumers
5:25 PM
OTA Innovation: Strategic Shifts in the Market and What's Next for Booking.com Glenn Fogel President and CEO, Booking Holdings Interviewed by: Dennis Schaal
6:00 PM
Cocktail Reception

Schedule

Day 2

Thursday,
September 19

9:00 AM
Welcome to Skift Global Forum 2019 Rafat Ali Founder and CEO, Skift
9:10 AM
Expedia's Next Big Move Mark Okerstrom President and CEO, Expedia Group, Inc. Interviewed by: Dennis Schaal
9:35 AM
Financial Leadership: How Marriott Is Competing Globally and Scaling Its Brands Leeny Oberg Chief Financial Officer, Marriott International Interviewed by: Seema Mody
10:00 AM
How Attribute-Based Selling Works for Hotels Bruno Chauvat Co-Founder and CEO, Travelsify Interviewed by: Jeremy Kressmann Sponsored by: Travelsify
10:15 AM
Striving for Simplicity and Consistency Ben Smith CEO, Air France-KLM Interviewed by: Brian Sumers
10:40 AM
Networking Break

11:10 AM
The Future Does Not Fit in the Containers of the Past Rishad Tobaccowala Chief Growth Officer, Publicis Groupe Interviewed by: Rafat Ali
11:30 AM
Going Local: Building a Sustainable Workforce Harsha Chanrai CEO, Saira Hospitality
11:45 AM
Empowering People to Supercharge the Guest Experience Alex Ahluwalia Senior Vice President, Global Operations, Marriott International Dyllis Hesse Managing Director and Client Account Lead for Marriott International, Accenture Interviewed by: Paul Brady Sponsored by: Accenture
12:00 PM
The Eco-Lodge Dilemma: Authenticity and Longevity Andrea Bonilla Co-Founder, Cayuga Sustainable Hospitality
12:15 PM
Airbnb Gets Serious About Hotels (With HotelTonight) Sam Shank CEO, HotelTonight, Head of Hotels, Airbnb Interviewed by: Dennis Schaal
12:40 PM
An Aviation Icon's Journey to Transform America's Railroad Richard Anderson President and CEO, Amtrak Interviewed by: Sean O'Neill



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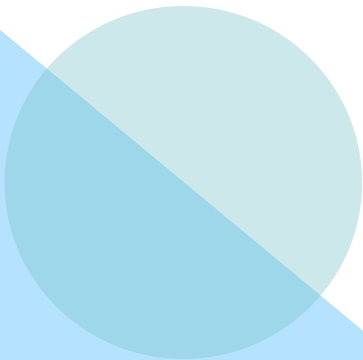
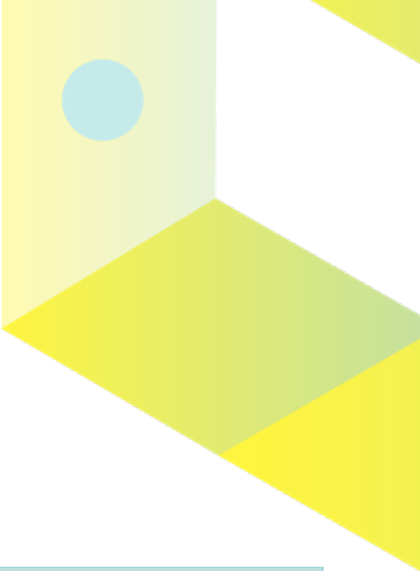
”
- Haixia Wang, VP of Research, Skift

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

Contact: research@skift.com,
to learn about gaining team and company access.

This image shows a vertical sheet of white paper with horizontal green lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook or a sheet of stationery designed for writing. The lines are a light green color, and the background is plain white. The paper is oriented vertically, with the lines running from top to bottom. There are no margins, text, or other markings on the paper.This image shows a single sheet of white paper with horizontal green ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Notes



**POPULIST BACKLASH,
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AND THE COMING WAVE OF
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