

SUMMIT  
HIGHLIGHTS  
2008

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J W Marriott, Jr Chairman & CEO Marriott International, Inc				Jan-Claude Baumgarten
Alan Parker Chief Executive Whitbread plc				
Gilles Pélisson CEO Accor				

# WORLD CITIZENS

## TRAVEL & TOURISM TAKES UP THE LEADERSHIP

The 8th Global Travel & Tourism Summit, which was held in Dubai on 20-22 April 2008, proved to be another outstanding success.

Under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates (UAE) and Ruler of Dubai, key private and public stakeholders in Travel & Tourism examined how they could show leadership as World Citizens.

The theme of the Summit was no accident, nor simply rhetoric. As an industry, we play a major role in developing a sense among our customers of being world citizens. But we, too, as business leaders have a special responsibility – as do the politicians we are pleased to welcome to our Summits – to ensure that we are fully aware of the responsibilities that fall on us in acting as world citizens.

The size and scope of Travel & Tourism put it in a genuinely influential position in world affairs. One of the main reasons we came together in Dubai was to reflect on how we can use that influence going forward – not just for our own benefit, but for the benefit of the entire world.

A number of key points emerged from the Summit's two days of intensive discussions. Among the most important:

- The leadership qualities that have built Travel & Tourism into one of the world's largest industries can also drive our future growth as responsible world citizens.
- As a longstanding player in conservation and heritage, the Travel & Tourism sector is equipped to play a prominent role in society's global search for sustainability.
- The sector's focus on people – customers, staff and destination host communities – provides it with an authoritative voice in debates at national and international level on how to widen opportunity.
- As a sector at the cutting edge of new development, Travel & Tourism can offer crucial input to broader discussions on infrastructure and partnership with governments and local communities.

This report on the 8th Global Travel & Tourism Summit offers a brief overview of the session themes, the debates and the exchanges, as well as providing a glimpse of the Summit's unique role as a meeting place. We take this opportunity of extending our sincere thanks to our hosts and all our partners for a truly memorable Summit.

THE GLOBAL  
**Travel & Tourism**  
SUMMIT  
DUBAI • 20-22 APRIL 2008

Organised by:



Hosted by:



Summit Patrons:



**Geoffrey J W Kent**  
Chairman, World Travel & Tourism Council and  
Chairman & CEO, Abercrombie & Kent

**Jean-Claude Baumgarten**  
President & CEO, World Travel & Tourism Council

# THE GROWING IMPORTANCE OF THE GLOBAL

WTTC's GLOBAL TRAVEL & TOURISM SUMMIT HAS NOW BECOME A KEY ANNUAL EVENT IN THE INDUSTRY CALENDAR, ATTRACTING GROWING NUMBERS OF CHAIRS AND CEOs OF THE PRIVATE SECTOR, GOVERNMENTS AND LEADING MEDIA FROM ALL OVER THE WORLD.

It is one of the best examples of partnership between the private and public sectors, working together for the benefit of all those involved in Travel & Tourism.

The 8th Global Travel & Tourism Summit broke all attendance records from previous Summits – thanks in no small part to the interest generated by the location and the generosity of the patrons and partners. It attracted more than 1,300 heads of government, industry leaders and media participants from over 75 countries around the world, who held lively, and often heated, discussions about the challenges facing the Travel & Tourism industry and how the sector's current achievements could play into future targets.



“Travel and welcome are the two sides of the same coin – and in this part of the world we have a long tradition in both. I am proud of the way that Dubai has carried these concepts forward into the 21st century with a sense of adventure and enterprise. We fully understand the importance of Travel and Tourism – for the world, and for Dubai.”

**HH Sheikh Mohammed bin Rashid Al Maktoum**  
Vice President and Prime Minister of UAE and the Ruler of Dubai



# TRAVEL & TOURISM SUMMIT

Over the last four years WTTC has developed a signature format for the Summit – known as *The Round* – which has become integral to the dynamism of debate achieved during the two days of intensive meetings, facilitating and encouraging open dialogue and creativity. In addition to the Summit’s signature arena – constructed in a record two days in Dubai – one of the Summit’s main attractions for delegates is that it offers unparalleled opportunities for encounters and exchanges in the margins. And this, of course, in turn attracts wide media interest.

The annual Global Travel & Tourism Summit has become an established part of a continuing and open-ended process. It offers a vision of a multi-sectoral industry that dares to meet its diverse challenges head on – even at the most testing times – with a commitment to serve, and with a determinedly open mind about its own future and that of the world it serves.

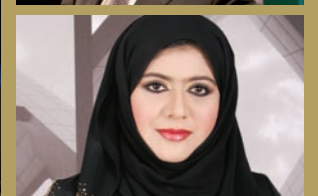
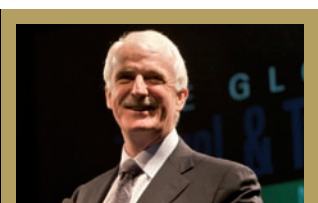
As always, the Summit programme was rich and varied, addressing many of the major challenges facing the Travel & Tourism industry today. Key sessions covered over the following pages included:

- *Travel & Tourism – central to society, universal in its impact*
- *Global perspectives – changing priorities*
- *Human inspiration – world-changing answers*
- *The questions are tough – and they’re getting tougher*
- *The industry is smart – and it’s getting smarter*
- *We’ve always looked ahead – now we’re looking even further*

“Dubai’s commitment to public-private partnership has produced tremendous results in the sector. We are now proud to extend this spirit of co-operation to the Global Travel & Tourism Summit.”

**HH Sheikh Ahmed bin Saeed Al Maktoum**

*President of the Dubai Civil Aviation Authority, Chairman of Dubai Airports and Chairman and Chief Executive, Emirates Airline and Group*



# TRAVEL & TOURISM – CENTRAL TO SOCIETY, UNIVERSAL IN ITS IMPACT

FOR MANY PEOPLE AROUND THE WORLD, TRAVEL & TOURISM IS A BASIC HUMAN RIGHT – AS FUNDAMENTAL TO THEIR LIVES AS FOOD, SHELTER AND FREEDOM.

Moreover, given the current long-term projections for increasing levels of wealth around the world, it will clearly be called on to play an even more significant role in future, broadening its economic and social benefits and nurturing the world's natural and cultural environments.



“Travel & Tourism can be a factor for growth, for jobs, for trade, for positive change – and above all, for understanding.”

**HE Khalid bin Sulayem**  
*Director General, Dubai Government Department of Tourism and Commerce Marketing*



“All of us in the Travel & Tourism industry have a unique platform to sow the seeds of opportunity and cultural understanding around the world. The march of a truly global economy has become a symbol of freedom. Freedom of opportunity. Freedom of choice. Freedom of want.”

**JW Marriott, Jr**  
*Chairman & CEO, Marriott International, Inc*



“Today, we are faced with a broad set of problems – not just economic, but also social and environmental. We are asking ourselves such big questions. These are important because they are the way to fulfilling our promise to our children and our children's children.”

**Marilyn Carlson Nelson**  
*Chairman, Carlson*



“As an industry, it is important not to be in denial about what our environmental footprint is. It's easy to introduce energy efficiency mechanisms, and it makes economic sense.”

**Edouard Ettegui**  
*Group Chief Executive, Mandarin Oriental Hotel Group*



“It is possible to set up an operation that is commercially successful and environmentally responsible as a good citizen. You can give consumers the opportunity to offset their carbon footprints – we do that, and it creates awareness. It's commercial for us, and it does good. Consumers are willing to pay a premium for eco-safe travel.”

**Dara Khosrowshahi**  
*President & Chief Executive Officer, Expedia Inc*



“We must convince major suppliers of business to take account of a wider range of criteria – not just price, but governance, and how far wealth is spread to local communities.”

**Mahmud Jan Mohamed**  
*Managing Director, Serena Hotels Africa and Head of Tourism Department for the Aga Khan Fund for Economic Development*



“There is a new generation of travellers out there who are conscious of the environment – they have been educated by their children in many cases – so we as an industry need to do more to respond to their needs, but we also need to be able to tell those consumers what impact they will have on local communities.”

**Stephen P Holmes**  
*Chairman and CEO, Wyndham Worldwide*

# GLOBAL PERSPECTIVES – CHANGING PRIORITIES

INCREASINGLY IN TODAY'S WORLD, INFLUENCES FROM ECONOMIC, POLITICAL, ENVIRONMENTAL AND SOCIAL CHANGES ROUTINELY INTERACT AT AN INTERNATIONAL LEVEL, DETERMINING THE CONTEXT IN WHICH EVERYONE HAS TO OPERATE.

A mature international sector such as Travel & Tourism has to take this seriously in its own planning and policy development.

“Travel & Tourism growth has contributed to the world becoming smaller, and the social, economic and environmental stakes have become higher – so sustained growth will be contingent on close collaboration between governments, operators and other stakeholders.”

**HE Sheikh Sultan bin Tahnoon Al Nahyan**  
Chairman, Abu Dhabi Tourism Authority



“Environmental problems are increasing, social issues are skyrocketing in importance, and we all have to address global issues of scarce commodities. You have to address high energy costs, high food costs, and some of your customers are getting older and poorer.”

**Norbert Walter**  
Chief Economist, Deutsche Bank Group and CEO, Deutsche Bank Research

“Our stakeholders are everyone else – governments, customers, partners. We need to engage outside our industry as well as within it.”

**Brett Tollman**  
President, The Travel Corporation

“Rising prices and commodity shortages are a real threat, and we have to generate more energy and save more energy. But growth on its own does not alleviate poverty. We need to move to the point at which that growth is shared.”

**Jabu Mabuza**  
Chairman, South Africa Tourism, CEO, Tsogo Sun Holdings Ltd and Southern Sun Hotels

“It’s an upside-down world with fast changes and a lack of leadership, with 37 countries at stability risk from food and energy and poverty. So what are you going to do about it?”

**Nik Gowing**  
Main Presenter, BBC World



“Have you done enough to make customers aware that you urge minimum towel usage to save the environment – not to save money on soap powder? How do you educate people to know what their carbon footprint is?”

**Peter Greenberg**  
Travel Editor NBC Today Show

“Tourism is a great facilitator of interaction. It is important to avoid little havens of luxury with little net benefit to local populations.”

**Arthur de Haast**, Global CEO, Jones Lang LaSalle Hotels



# HUMAN INSPIRATION – WORLD-CHANGING ANSWERS

INDUSTRY LEADERS ARE INCREASINGLY DEFINED BY THEIR SUCCESS IN HARNESSING TECHNOLOGICAL ADVANCES AND HUMAN CREATIVITY TO DEVELOP INNOVATIVE AND RESPONSIBLE ANSWERS TO GLOBAL CHALLENGES. WHAT CAN TRAVEL & TOURISM LEARN FROM LEADERS OF OTHER SECTORS OF GLOBAL INDUSTRY?

“Beware of facing the challenges of the 21st century with a 20th century mindset. You have the chance to be not just a good industry but also a world leader.”

*Nick Fry, Chief Executive Officer, Honda Racing F1 Team*



“The Prius is the outcome of a 20-year vision. One always has to improve the process along the way. Today, the Prius outsells all other hybrids... And when we were designing it, oil was at only US\$25 a barrel and we were fighting over resources.”

**Bill Reinert**  
*National Manager of Advanced Technology  
Toyota Motor Sales, USA*



“We are committed to sustainable development – that means protection of our eco-system before development. We aim to achieve fast but balanced growth... and achieve a harmonious tourism industry that benefits everyone, guided by the win-win principle. We face lots of challenges but we want tourism to play a greater role in promoting China’s culture.”

**Qiwei Shao**  
*Chairman, China National Tourism Administration*



“Our challenge is to educate our people to make sure that they play the biggest role possible in developing the industry and protecting our natural resources.”

**The Honourable Onkokame Kitso Mokaila**, *Minister for Environment, Wildlife and Tourism, Botswana*



“Power is shifting from the centre of any human system to the periphery. To be a leader in today’s world is a tough challenge.”

**Dr Kjell A Nordström**, *Associate Professor, Stockholm School of Economics*



“Leadership is critical because, if it doesn’t come from the top, it won’t happen.”

**Eric Anderson**, *President & CEO, Space Adventures*



“As an industry we have to maximise profits, but also we are moving into a world where we will be judged on our consumption of scarce resources. How do we prepare our businesses to compete and thrive in the world ahead? Fortunately, innovation is built into the DNA of our industry.”

**Christopher Rodrigues CBE**, *Chairman, VisitBritain*




“The aircraft industry is doing a huge amount to reduce emissions. The A380 burns less fuel per passenger per 100 kilometres, it has very low emissions – both in terms of noise and CO2 – and, because of its much greater capacity, it can carry lots more passengers without airlines having to add slots.”

**Habib Fekih**, *President, Airbus Middle East*

# THE QUESTIONS ARE TOUGH – AND THEY’RE GETTING TOUGHER

THE TRAVEL & TOURISM INDUSTRY’S PLANNING, INVESTMENT AND PARTNERSHIP IN THE 21<sup>ST</sup> CENTURY HAVE TO TAKE ACCOUNT OF NEW FACTORS.

Success increasingly depends on co-operation between the private sector and governments, who make a crucial contribution to a predictable environment, and to providing the infrastructure for the right development. All stakeholders have to examine who they are and what each of them can do – in terms of strategy, structure and people.



“Are government and industry joined at the hip to improve tourism? Or limping together? Is it the role of government to predict and provide? Is it the role of government or enlightened industry to protect the environment? Who manages infrastructure investment best? How to build – or constrain – for quality?”

**Robert Webb QC**  
General Counsel, British Airways



“The UK Government has had a ‘predict and provide’ policy for years. But it has only ever predicted, not provided.”

**Geoff Muirhead CBE**

Group Chief Executive, The Manchester Airports Group

“It is critical to plan ahead carefully and know the market you are trying to tap. Our hotel in Sharm-el-Sheikh, for example, does 200-300% better than other hotels in the area because we knew that there would be market demand for such a property. But the average price per night in Egypt’s Red Sea resorts is only US\$50, which barely buys a sandwich in Zurich today. The Egyptian Government has not calibrated price versus quality.”

**Sarmad Zok**

Chief Executive Officer, Kingdom Hotel Investments

“We are a great industry and we need to sell the benefits – economic, social and cultural. We create jobs and pay taxes, feed our customers and sleep them – and sometimes have a drink with them. The only issue is the environmental one. But we are developing a blueprint for a hybrid hotel at the moment.”

**Alan Parker**

CEO, Whitbread plc

“If we don’t save air transport there will be no international tourism. How do we protect air transport so that the poor countries that are not guilty of emissions do not suffer from a lack of tourism?”

**Geoffrey Lipman**

Assistant Secretary General, World Tourism Organization

“This is the best industry in the world – at our best, we create amazement, delight, pleasure and joy. In fact, we are the only legal industry in the world to be able to claim that. Yet we are challenged as never before, and will increasingly be challenged, to ensure that the experiences we create satisfy not only consumers and distributors, but a whole host of other constituencies whose needs are evolving faster than ever.”

**The Honourable Predrag Nenezic**

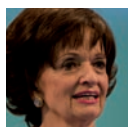
Minister of Tourism & Environment, Montenegro



# THE INDUSTRY IS SMART – AND IT’S GETTING SMARTER

THERE ARE CHALLENGES TO THE IMMEDIATE WORLD OF TRAVEL & TOURISM AND TO THE BROADER WORLD AROUND US. FORTUNATELY, THANKS TO THE INEXHAUSTIBLE INITIATIVE AND IMAGINATION OF THE SECTOR, IT IS CONSTANTLY COMING UP WITH NEW ANSWERS.

This session showcased some of the most striking examples – for example, areas in which the industry is making a real difference; and new products and concepts of Travel & Tourism developed in response to tourists’ changing demands.



“We have to self-regulate and somehow help to regulate each other, but this is difficult as our partners in other countries sometimes operate under different rules. We love travellers, but would like to train them a little. We’d like to maximise our own profit, yet be players for the common good. We want alternative sources of energy, but we want to feed the poor.”

**Marilyn Carlson Nelson**, *Chairman, Carlson*



“If your cost base is not adding value for your customers, get rid of it. Become more flexible, change your fixed to flexible costs, for example. And put your customers at the centre of your business model.”

**Dr Alex Christou**, *Managing Partner, Accenture*



“Our old business model was completely broken – we were totally lacking in innovation. So we completely changed the model. Our role now is not to sell tickets but to advise our corporate customers, to develop solutions and optimise their spend.”

**Charles Petrucelli**, *President Global Travel Services, American Express Company*



“World-class technology is necessary but is not sufficient for success because everyone else will have it. So it has nothing to make you unique – to give you a competitive advantage. To succeed, it’s a question of survival of the fittest – and most attractive. And natural selection means the ability to change, and change again.”

**Dr Kjell A Nordström**, *Associate Professor, Stockholm School of Economics*



“Our belief in Dubai, our passion, have made the destination a success. I proposed the idea of expanding the seashore by creating a round island of around 7km of coastline. His Excellency Sheikh Mohammed’s response was: Why not 70km? And that was the start of the Palm Islands. Our challenge was to develop something unique. Otherwise, how could we compete if we only offered the same as is already on the market?”

**HE Sultan Ahmed bin Sulayem**, *Chairman, Dubai World*



“To create a culture of innovation one needs to mix people from different industries and, if possible, different nationalities, as well as to create positive tension. If you put green activists together with normal operators, you can get a lot of ideas out of it.”

**Philippe Bourguignon**, *Vice Chairman, Revolution Places LLC, CEO Revolution Places Development*



“There is no shortage of challenges facing the industry. But there are many examples of situations where innovation has really made a difference. The big question is how to create a culture of innovation, and how to make it stick.”

**Philip Wolf**, *CEO, PhoCusWright Inc*

# WE'VE ALWAYS LOOKED AHEAD – NOW WE'RE LOOKING EVEN FURTHER

THE TRAVEL & TOURISM SECTOR'S ABILITY TO LOOK AHEAD AND TO ADAPT HAS MADE IT WHAT IT IS. THE SAME IS TRUE FOR FORWARD-LOOKING DESTINATIONS LIKE DUBAI.

But now, at a period that is simultaneously more challenging and that offers more opportunity, it is time for a more conscious and strategic commitment to working for the future of the sector and of the global community. What is the vision of leaders for their companies, the Travel & Tourism industry and nations worldwide?

“Airlines are already the most motivated sector in terms of ‘getting green’ – not just because it’s a good thing, but also because it’s fundamental to their business.”

*Dara Khosrowshahi, President & Chief Executive Officer, Expedia Inc*

“We have a 30-year track record of responsible energy consumption and waste reduction. We’ve embarked on an even more aggressive strategy to reduce our greenhouse gases. We’ve challenged the top 40 vendors of our US\$10 billion supply chain to provide greener products and services. To offset our carbon footprint, Marriott will be partnering with the state of Amazonas in Brazil to preserve and protect 1.4 million acres of the Amazon rainforest.”

*JW Marriott Jr, Chairman and Chief Executive Officer, Marriott International Inc*



“Is it an option to decrease travel – which means a reduction in employment? We should aim to increase employment from the current 9% of total worldwide employment to 11%. It’s achievable because Travel & Tourism is labour intensive and it offers good employment opportunities.”

*Gerald Lawless, Executive Chairman, Jumeirah Group*



“The big issues over the next century will be the changing market and products, especially if 90% of the population live in towns. The market will tell us what it wants us to do. But wherever we go, we will all have an agenda for climate change.”

*Manfredi Lefebvre d'Ovidio, Chairman, Silversea Cruises*



“We need to look at the challenges ahead. I suggest that an attainable target for the hotel industry and built environment is to reduce carbon emissions by 50% in five years. I think it’s very do-able, and we need strong, tough goals.”

*Sonu Shivdasani, Founder, Chairman & CEO, Six Senses Resorts & Spas*



“The tourism industry can help people interact – find ways of integrating tourists with local people – rather than keeping them in enclaves away from local communities.”

*Christopher Dickey, Paris Bureau Chief and Middle East Regional Editor, Newsweek*

“Creativity flourishes in an environment of open dialogue.”

*Mohammed Alhabbai  
CEO, Dubailand*





With growing concerns, delivering sustainable travel has emerged as an important responsibility for our industry. The recipients of the 2008 Tourism for Tomorrow Awards have made tremendous strides toward addressing this challenge by developing products and services that aim to mitigate the impacts of carbon footprints while promoting sustainable travel.”

**Jeff Clarke**  
President & CEO Travelport



“Twenty years ago sustainable tourism was just an idea, but now it is entering the Travel & Tourism mainstream as more companies embrace new innovations demonstrating environmentally friendly operations, a commitment to safeguarding the cultural and natural heritage of our planet, and addressing poverty alleviation through enlightened business practices.”

**Costas Christ**  
Chairman of the Judges

# TOURISM FOR TOMORROW AWARDS 2008

## THE SUMMIT WAS ALSO THE SETTING FOR THE TOURISM FOR TOMORROW AWARDS 2008.

This prestigious event, held in association with Travelport, celebrated some of the world’s most outstanding examples of sustainable development – again marking the sector’s commitment to a sustainable tourism future.

### DESTINATION STEWARDSHIP AWARD – Blackstone Valley, USA

Polluted rivers, abandoned businesses, high unemployment and disenfranchised local communities were transformed by the Blackstone River Valley project, launched by local community members in 1985. In revitalising the nine communities along the Blackstone River Valley in Rhode Island, the birthplace – and victim – of the American Industrial Revolution, the project has succeeded in uniting a community and awakening it to its new economic potential.

[www.blackstonevalleytourismcouncil.com](http://www.blackstonevalleytourismcouncil.com)



### CONSERVATION AWARD – Ecotourism Australia

Ecotourism Australia has, for nearly two decades, helped to build a broad-based conservation-through-tourism approach throughout Australia, with educational outreach, workshops, conferences and public-private partnerships. Travel & Tourism businesses are now building nature conservation planning and outcomes into their business models.

[www.ecotourism.org.au](http://www.ecotourism.org.au)

### COMMUNITY BENEFIT AWARD – RARE / La Ruta Moskitia, Honduras

Within one of the largest remaining tracts of rainforest in Central America lies the remote Mosquito Coast of Honduras, where an alliance of five indigenous communities and an international conservation organisation have created a conservation project that hosts modern tourists, while alleviating poverty with 150 rural community jobs.

[www.larutamoskitia.com](http://www.larutamoskitia.com)



### GLOBAL TOURISM BUSINESS AWARD – Six Senses Resorts & Spas, Thailand & Global

Sustainability is integrated into all aspects of the business model of these luxury properties, including protecting the environment and supporting the well-being of communities.

[www.sixsenses.com](http://www.sixsenses.com)

In addition to strategic partner Travelport, the 2008 Awards were sponsored by leading Travel & Tourism organisations including *Fairmont Hotels & Resorts*, *Lindblad Expeditions*, and *NM Rothschild & Sons Ltd*. Contributors were *Adventure in Travel Expo*, *BEST Education Network*, *Reed Travel Exhibitions*, *Rainforest Alliance*, *Sustainable Travel International* and *World Heritage Alliance*. Media partners included *BBC World*, *Breaking Travel News*, *eTurboNews*, *Indian Express Group*, *National Geographic Adventure*, *Newsweek*, *Telegraph Media Group*, *Travelchannel*, *Travelmole*, *TTG Asia*, *TTN Middle East* and *USA Today*.

# WHAT NEXT?

THE 8TH GLOBAL TRAVEL & TOURISM SUMMIT IN DUBAI WAS A UNIQUE EVENT IN ITS OWN RIGHT – BUT ITS PRINCIPAL MERIT IS IN HOW IT INFLUENCES WHAT COMES NEXT.

There are no quick or magic solutions to the increasing challenges of today's operating environment – exacerbated by the global financial crisis and volatility in oil and other commodity prices, as well as in currency markets.

Yet the industry's own sense of its role and vocation changed perceptibly as a result of the Summit. Representatives of governments and international organisations acknowledged that new possibilities and new challenges must be met together. The public profile of the international Travel & Tourism sector has also been enhanced, as it begins to be perceived as what it is – an agent for assisting constructive change as a World Citizen.



“Over the last 20 years our message was very economics focused. We now have to move beyond it. We have to explain to the world that, since Travel & Tourism is one of the major sectors, we have obligations that go beyond our economic impact – such as human resources and infrastructure.”

**Geoffrey J W Kent**, *Chairman, World Travel & Tourism Council and Chairman & CEO, Abercrombie & Kent*



“Vision takes us into the future. Most people live on or near a coastline but we felt not enough was known or being done to protect them. So we acted. We are going further and providing a call to action for the world. Blue Communities is a new initiative to create a global set of standards for coastal development.”

**Chris O'Donnell**, *CEO, Nakheel*

“Business has adapted in the past and will continue to adapt in the future – as long as there is enough exchange between governments and the business community.”

**Jabu Mabuza**  
*Chairman, South Africa Tourism, CEO, Tsogo Sun Holdings Ltd and Southern Sun Hotels*

“We need to hear from people on the front line – those hit by hurricanes or the Indian Ocean tsunami, for example, or a doorman who has been in the same hotel for over 30 years, say. And we need to do a better job at listening to our customers.”

**The late Stevan D Porter**  
*President, The Americas, InterContinental Hotels Group*

*WTTC would like to acknowledge the significant contribution of the late Stevan D Porter, a Member of the Executive Committee, to all the Council's activities.*

“We are now seen to be big and powerful, and are being asked to make clear how we intend to impact on the wider world. And we have to tackle our opponents and persuade them. We have to move to a longer-term and broader view of tourism, away from simple headline numbers to a full balance sheet of what the industry is doing.”

**Christopher Rodrigues CBE**  
*Chairman VisitBritain*

“This has redefined how we have to look at tourism and our contribution to this great industry. The new stakeholders we need to bring into play should be from the environmental area. Until now, the industry grew without them. But it is this partnership that needs to define the way forward.”

**The Honourable Edmund Bartlett**  
*Minister of Tourism, Government of Jamaica*

# CELEBRATING DUBAI, THE SUMMIT HOST



“Dubai’s phenomenal success has vindicated Travel and Tourism as a vital sector for ensuring continuous growth, employment opportunities and trade expansion, while impacting positive change.”

**HE Khalid bin Sulayem**  
*Director General, Dubai Government Department of Tourism and Commerce Marketing*



“I’m so impressed with how this city has grown! When I opened our first hotel here in 1993, there was a fraction of the development you see today. This is fantastic, and a great example of what can happen when governments and industry work together to promote Travel & Tourism.”

**JW Marriott Jr**  
*Chairman and Chief Executive Officer, Marriott International Inc*



“We are very proud that more than 10% of our Membership today comes from the Middle East – marking the significant growth of Travel & Tourism in this region. Working together, our Members are focused on a unified aim – to raise awareness of the strategic importance of Travel & Tourism.”

**Jean-Claude Baumgarten**  
*President & CEO, World Travel & Tourism Council*

In 2007 Dubai received 7 million hotel guests and current estimates from the World Tourism Organization suggest the total could exceed 7.5 million in 2008. The Emirate’s hotels registered 84% average occupancy last year – the highest in the world. Over 120 airlines operate to/from Dubai International Airport, connecting with more than 200 destinations. Nearly 34 million passengers used the airport in 2007, accounting for 27% of total air traffic in the Middle East and Africa. While the number of hotels in Dubai is set to rise to more than 500 by 2015, room numbers will increase even more dramatically – from nearly 47,000 to over 125,000 over the same period – including the world’s biggest hotel in the Bawadi project.

## THE SUMMIT PATRONS

**His Highness Sheikh Mohammed bin Rashid Al Maktoum**  
Vice President and Prime Minister, UAE and Ruler of Dubai

**His Highness Sheikh Ahmed bin Saeed Al Maktoum**  
President of the Dubai Civil Aviation Authority, Chairman Dubai Airports  
and Chairman and Chief Executive, Emirates Airline and Group

**His Excellency Khalid bin Sulayem**  
Director General, Dubai Government Department of Tourism Commerce and Marketing

**His Excellency Sultan Ahmed bin Sulayem**  
Chairman, Dubai World

**Maurice Flanagan**  
Executive Vice Chairman, Emirates Airline & Group

**Gerald Lawless**  
Executive Chairman, Jumeirah Group

**Chris O'Donnell**  
CEO, Nakheel

**Ghaith Al Ghaith**  
Chief Executive, flydubai

**Joe Sita**  
CEO, Nakheel Hotels

**Manal Shaheen**  
Director – Sales, Marketing and Customer Service, Nakheel

The Summit also enjoyed the support of over 40 partners, contributors and supporters, each of whom helped to ensure its overall success.

### PARTNERS

Dubailand, The Sharaf Group, Emirates NBD, Du, Al Arabiya, BBC World, Financial Times, Newsweek, Telegraph Media Group, Discovery Travel Media, Travel Weekly, USA Today.

### CONTRIBUTORS

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### SUPPORTERS

Arabian Hotel Investment Conference, Caribbean Hotel Association, Caribbean Hotel & Tourism Investment Conference, PhoCusWright, TTF Australia, Tourism ROI.

### ORGANISERS

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