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Airbus is a leading aircraft manufacturer with the most modern and comprehensive family of airliners on the market, ranging in capacity from 107 to 525 seats. Over 9,800 Airbus aircraft have been sold to more than 400 customers and operators worldwide and more than 6,400 of these have been delivered since the company first entered the market in the early seventies.

As an eco-efficient enterprise Airbus provides leadership by delivering responsible solutions for a demanding world, so the aviation sector can continue to prosper with less impact on the environment.

Airbus is an EADS company.

## **BOMBARDIER**

A world-leading manufacturer of innovative transportation solutions, from commercial aircraft and business jets to rail transportation equipment, systems and services, Bombardier Inc. is a global corporation headquartered in Canada. Its revenues for the fiscal year ended Jan. 31, 2010, were \$19.4 billion, and its shares are traded on the Toronto Stock Exchange (BBD). Bombardier is listed as an index component to the Dow Jones Sustainability World and North America indexes. News and information are available at [www.bombardier.com](http://www.bombardier.com).



Booz & Company is a leading global management consulting firm, helping the world's top businesses, governments, and organizations.

Our founder, Edwin Booz, defined the profession when he established the first management consulting firm in 1914.

Today, with more than 3,300 people in 61 offices around the world, we bring foresight and knowledge, deep functional expertise, and a practical approach to building capabilities and delivering real impact. We work closely with our clients to create and deliver essential advantage.

For our management magazine *strategy+business*, visit [www.strategy-business.com](http://www.strategy-business.com).

Visit [www.booz.com](http://www.booz.com) to learn more about Booz & Company.

# Deloitte.

Deloitte is one of the world's leading professional services organisations with more than 150,000 people in over 150 countries worldwide. Our member firms serve over half of the world's largest companies, as well as large national enterprises, public institutions, and successful, fast-growing global growth companies.

We have assembled a dedicated team to serve the Tourism, Hospitality and Leisure sector across the globe, providing a range of integrated services including Audit, Tax, Consulting and Corporate Finance. Deloitte is recognised as one of the leading advisors to the Tourism, Hospitality and Leisure industry, with unrivalled knowledge of both the industry and the business issues facing individual clients.

We act for owners, operators, developers and investors, and our global network of local offices and strong presence in emerging markets provides our clients with exceptional analysis and a unique perspective of the hospitality market during these challenging times. We provide an outstanding service with a focus on creating value for our clients, enabling them to make informed decisions to maximise their opportunities.

Deloitte works closely with STR Global. STR Global tracks performance from more than 40,000 hotels around the globe. STR Global offers a complete suite of hotel benchmarking reports, sending vital market results to thousands of hotels, operators, banks, developers, consultants and media outlets.



Etihad Airways, the national airline of the United Arab Emirates, based in its capital, Abu Dhabi, made its first commercial flight in November 2003. Since then, the airline has grown faster than any other in commercial aviation history, currently serving 67 destinations in Africa, Asia, Australia, Europe, the Middle East and North America with a young and environmentally-efficient fleet of 57 aircraft.

Etihad offers the highest standards of service and comfort on the ground and in the air with world-class cuisine, award-winning flat-beds in its premium cabins and the widest seats in economy, as well as more than 600 hours of on-demand in-flight entertainment.

Its product and service portfolio has earned global acknowledgement and numerous awards including recognition as the world's leading airline at the World Travel Awards for two consecutive years.

Aligned with the Emirate of Abu Dhabi's 2030 Plan, the airline plays a definitive role in the economic development of the emirate, in 2010, contributing USD 5.5 billion to its non-oil GDP and helping to generate and support a total of 93,200 jobs across the UAE.

Etihad Airways has set its sights on flying 25 million passengers a year to at least 100 destinations by 2020.



Founded in 1950, Gulf Air is the proud national carrier of the Kingdom of Bahrain. As a pioneering airline in the Middle East region with sixty years of experience and expertise in flying people across continents, Gulf Air is today one of the most powerful brands and a name to reckon with in the global aviation industry.

One of the prime objectives of Gulf Air is to connect Bahrain to the Middle East countries and the rest of the world. As such the airline currently operates the largest network in the Middle East with non-stop flights while providing seamless onward connections to other international destinations.

The airline's current network stretches from Europe to Asia, connecting 47 cities in 30 countries, with a fleet of 34 aircraft.



Hertz is the largest general use car rental brand in the world, and the number one airport car rental brand in the US and at 81 major airports in Europe. It operates both corporate and licensee locations in cities and airports in North America, Europe, Latin America, Australia and New Zealand. The company also has licensee locations in cities and airports in Africa and the Middle East. In addition, Connect by Hertz, the Company's global car sharing program, has more than 200 locations worldwide including University campuses and corporate offices throughout North America, Berlin, London, Madrid, Melbourne, and Paris. Hertz also operates one of the world's largest equipment rental businesses, Hertz Equipment Rental Corporation, available in 320 branches in the United States, Canada, China, France, Spain, and Italy. Hertz Global Holdings also owns Advantage Rent a Car, the Company's value leisure brand, which operates in 38 locations in the United States, with additional locations in Italy, Spain, and provides service throughout Latin America.



The International Air Transport Association (IATA), founded in April 1945, is the prime vehicle for inter-airline cooperation in promoting safe, reliable, secure, and economical air services. Today IATA represents 230 airlines comprising 93 percent of international scheduled air traffic.



IUCN, International Union for Conservation of Nature, helps the world find pragmatic solutions to our most pressing environment and development challenges.

IUCN works on biodiversity, climate change, energy, human livelihoods and greening the world economy by supporting scientific research, managing field projects all over the world, and bringing governments, NGOs, the UN and companies together to develop policy, laws and best practice.

IUCN is the world's oldest and largest global environmental organization, with more than 1,000 government and NGO members and almost 11,000 volunteer experts in some 160 countries. IUCN's work is supported by over 1,000 staff in 60 offices and hundreds of partners in public, NGO and private sectors around the world.



Jet Airways is India's premier international airline.

One of the fastest growing airlines in the world, it currently flies to 47 domestic and 24 international destinations across North America, Europe, Asia, Africa and the Gulf.

Jet Airways' current fleet of 97 state-of-the-art wide and narrow bodied aircraft is also one of the youngest in the world, and includes 10 Boeing 777-300 ER aircraft, 12 Airbus 330-200 aircraft, 55 next-generation Boeing 737-700/800/900 aircraft and 20 modern ATR 72-500 turboprop aircraft.



Jumeirah Hotels & Resorts are regarded as among the most luxurious and innovative in the world and have won numerous international travel and tourism awards. The company was founded in 1997 with the aim to become a hospitality industry leader through establishing a world class portfolio of luxury hotels and resorts.

Jumeirah's promise of Stay Different™ delivers imaginative and exhilarating experiences in culturally connected environments offering thoughtful and generous service.

In line with this core essence, the individuality of the Jumeirah portfolio is unmistakable, encompassing the world renowned Burj Al Arab, the world's most luxurious hotel and recognised as the symbol of Dubai, the multi-award winning Jumeirah Beach Hotel, Jumeirah Emirates Towers, Madinat Jumeirah and Jumeirah Zabeel Saray in Dubai; the Jumeirah Carlton Tower and Jumeirah Lowndes Hotel in London; and the Jumeirah Essex House in New York.

Building on this success, in 2004 Jumeirah Group became a member of Dubai Holding—a collection of leading Dubai-based businesses and projects—in line with a new phase of growth and development for the Group.



## Rolls-Royce

Rolls-Royce, a world-leading provider of power systems and services for use on land, at sea and in the air, has established a strong position in global markets—civil aerospace, defence aerospace, marine and energy.

The Group has a broad customer base comprising more than 600 airlines, 4,000 corporate and utility aircraft and helicopter operators, 160 armed forces, more than 2,000 marine customers, including 70 navies, and energy customers in nearly 120 countries, with an installed base of 54,000 gas turbines.

Rolls-Royce employs 39,000 skilled people in offices, manufacturing and service facilities in 50 countries. The Group has a strong commitment to apprentice and graduate recruitment, and to further developing employee skills.

In 2010, Rolls-Royce invested £923 million on research and development, two thirds of which had the objective of further improving the environmental aspects of its products, in particular the reduction of emissions.

Annual underlying revenues were £11 billion in 2010, of which around half came from services revenues. The firm and announced order book stood at £59.2 billion in 2010, providing visibility of future levels of activity.



Silversea launched its first ship, Silver Cloud, in 1994, followed by Silver Wind in 1995, Silver Shadow in 2000 and Silver Whisper in 2001 and the new flag ship, the Silver Spirit, in December 2009. An exploration vessel, Prince Albert II, joined Silversea in 2007. These elite vessels have been specifically designed for fewer guests, more space and the highest levels of personalized service, delivered by Italian officers and European staff.

Offering a variety of over 150 different itineraries every year, Silversea fleet reaches the world's most desirable and exclusive destinations with the highest number of ports per ship of any luxury cruise line.



SWISS is Switzerland's national airline, operating a fleet of 88 technically advanced aircraft with which it serves 72 destinations in 39 countries around the world from its Zurich hub and Basel and Geneva international airports. As part of the Lufthansa Group and a member of the global Star Alliance, SWISS is committed to its mission of providing quality air services that link Switzerland with Europe and the world. Travelers flying with SWISS should always feel at home. With its core values of personal care, Swiss hospitality and quality in every detail, SWISS will continue to maintain its profile as Switzerland's national airline. In 2010 SWISS was awarded the Gold Travel Star by Switzerland's Travel Inside magazine as Best Network Airline for Short- and Medium-Haul Services and earned a further distinction in the year's Business Traveller Awards by capturing first place for having the Best Business Class to North and South America. SWISS passed the 100-million passengers milestone in 2010.



The World Tourism Organization (UNWTO: [www.UNWTO.org](http://www.UNWTO.org)), a United Nations specialized agency, is the leading international organization with the decisive and central role in promoting the development of responsible, sustainable and universally accessible tourism. It serves as a global forum for tourism policy issues and a practical source of tourism know-how. Its membership includes 154 countries, 7 territories, 2 permanent observers and over 400 Affiliate Members.



Visa is a global payments technology company that connects consumers, businesses, financial institutions and governments in more than 200 countries and territories to fast, secure and reliable digital currency. Underpinning digital currency is one of the world's most advanced processing networks—VisaNet—that is capable of handling more than 20,000 transaction messages a second, with fraud protection for consumers and guaranteed payment for merchants. Visa is not a bank and does not issue cards, extend credit or set rates and fees for consumers. Visa's innovations, however, enable its financial institution customers to offer consumers more choices: pay now with debit, ahead of time with prepaid or later with credit products. For more information, visit [www.corporate.visa.com](http://www.corporate.visa.com).



The World Travel & Tourism Council (WTTC) is the global business leaders' forum for Travel & Tourism. Its Members are the Chairs and Chief Executives of around 100 of the world's foremost companies representing all regions of the world and all sectors of the industry. Travel & Tourism is one of the world's largest industries, contributing US\$5,834.5 billion to global GDP, 9.3% of the total in 2010. It also supports over 235 million jobs, and these are forecast to increase to just over 303 million by 2020. As the voice of the private sector, WTTC promotes the importance of the industry as a generator of economic growth, encourages public-private partnerships, and persuades governments to adopt policies that will enable the industry to thrive. WTTC's extensive economic research provides public and private sector decision-makers with estimates and forecasts for the direct and total contribution of Travel & Tourism activity. The research identifies Travel & Tourism's share of capital investment, exports, gross domestic product and jobs for 181 countries around the world.