

Travel & Tourism

ECONOMIC IMPACT 2015
ST KITTS AND NEVIS



For more information, please contact:

Rochelle Turner
Head of Research
rochelle.turner@wttc.org

©2015 World Travel & Tourism Council

Foreword

The World Travel & Tourism Council (WTTC) is the global authority on the economic and social contribution of Travel & Tourism. WTTC promotes sustainable growth for the sector, working with governments and international institutions to create jobs, to drive exports and to generate prosperity.

Travel & Tourism's impact on the economic and social development of a country can be enormous; opening it up for business, trade and capital investment, creating jobs and entrepreneurialism for the workforce and protecting heritage and cultural values. To fully understand its impact, however, governments, policy makers and businesses around the world require accurate and reliable data on the impact of the sector. Data is needed to help assess policies that govern future industry development and to provide knowledge to help guide successful and sustainable Travel & Tourism investment decisions.

For 25 years, WTTC has been quantifying the economic impact of Travel & Tourism. This year, the 2015 Annual Economic Reports cover 184 countries and 25 regions of the world, including, for the first time, the Pacific Alliance.

Travel & Tourism generated US\$7.6 trillion (10% of global GDP) and 277 million jobs (1 in 11 jobs) for the global economy in 2014. Recent years have seen Travel & Tourism growing at a faster rate than both the wider economy and other significant sectors such as automotive, financial services and health care. Last year was no exception. International tourist arrivals also surged, reaching nearly 1.14 billion and visitor spending more than matched that growth. Visitors from emerging economies now represent a 46% share of these international arrivals (up from 38% in 2000), proving the growth and increased opportunities for travel from those in these new markets.

The sector faces challenges every year and this year is likely to be no different. The weakness and potential volatility of many currencies against the US dollar and a deep recession in Russia, a key outbound market, will slow outbound spending in line with slower world trade overall in 2015. However, falling oil prices will bring significant improvements for net oil importers in 2015, easing upward pressure on living costs, increasing disposable household incomes and domestic consumer spending, and lowering air fares. As a result, Travel & Tourism expansion is forecast to continue at a stronger rate than last year, with the total contribution to GDP expected to increase by 3.7%. New destinations and investment opportunities will also continue to emerge as tourism becomes increasingly affordable across the developing world. This growth will require countries to adopt a concerted and coordinated approach to talent planning and development between their industry, governments and educational institutions to ensure they fulfil their potential in the years ahead.

WTTC is proud to continue to provide this clear and empirical data in order to help both public and private bodies make the right decisions for the future growth of a sustainable Travel & Tourism sector.



David Scowsill
President & CEO
WTTC

Contents

The Economic Impact of Travel & Tourism 2015

Foreword

2015 Annual Research: Key Facts	1
Defining the Economic Contribution of Travel & Tourism	2
Travel & Tourism's Contribution to GDP	3
Travel & Tourism's Contribution to Employment	4
Visitor Exports and Investment	5
Different Components of Travel & Tourism	6
Country Rankings: Absolute Contribution, 2014	7
Country Rankings: Relative Contribution, 2014	8
Country Rankings: Real Growth, 2015	9
Country Rankings: Long Term Growth, 2015-2025	10
Summary Tables: Estimates & Forecasts	11
The Economic Contribution of Travel & Tourism: Real 2014 Prices	12
The Economic Contribution of Travel & Tourism: Nominal Prices	13
The Economic Contribution of Travel & Tourism: Growth	14
Glossary	15
Methodological Note	16
Regions, Sub-regions, Countries	17

St Kitts and Nevis

2015 ANNUAL RESEARCH: KEY FACTS¹

2015
forecast

GDP: DIRECT CONTRIBUTION

The direct contribution of Travel & Tourism to GDP was XCD143.9mn (6.7% of total GDP) in 2014, and is forecast to rise by 5.6% in 2015, and to rise by 5.5% pa, from 2015-2025, to XCD258.6mn (8.4% of total GDP) in 2025.



GDP: TOTAL CONTRIBUTION

The total contribution of Travel & Tourism to GDP was XCD549.8mn (25.5% of GDP) in 2014, and is forecast to rise by 5.0% in 2015, and to rise by 5.3% pa to XCD965.2mn (31.2% of GDP) in 2025.



EMPLOYMENT: DIRECT CONTRIBUTION

In 2014 Travel & Tourism directly supported 1,500 jobs (6.6% of total employment). This is expected to remain unchanged in 2015 and rise by 3.5% pa to 2,000 jobs (8.5% of total employment) in 2025.



EMPLOYMENT: TOTAL CONTRIBUTION

In 2014, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry, was 24.2% of total employment (6,000 jobs). This is expected to rise by 2.9% in 2015 to 6,000 jobs and rise by 3.1% pa to 8,000 jobs in 2025 (30.3% of total).



VISITOR EXPORTS

Visitor exports generated XCD299.4mn (34.6% of total exports) in 2014. This is forecast to grow by 5.9% in 2015, and grow by 5.7% pa, from 2015-2025, to XCD553.0mn in 2025 (41.6% of total).



INVESTMENT

Travel & Tourism investment in 2014 was XCD108.1mn, or 17.4% of total investment. It should rise by 4.6% in 2015, and rise by 5.1% pa over the next ten years to XCD185.4mn in 2025 (20.9% of total).



¹All values are in constant 2014 prices & exchange rates

WORLD RANKING (OUT OF 184 COUNTRIES):

Relative importance of Travel & Tourism's total contribution to GDP

168

ABSOLUTE

Size in 2014

25

RELATIVE SIZE

Contribution to GDP in 2014

49

GROWTH

2015 forecast

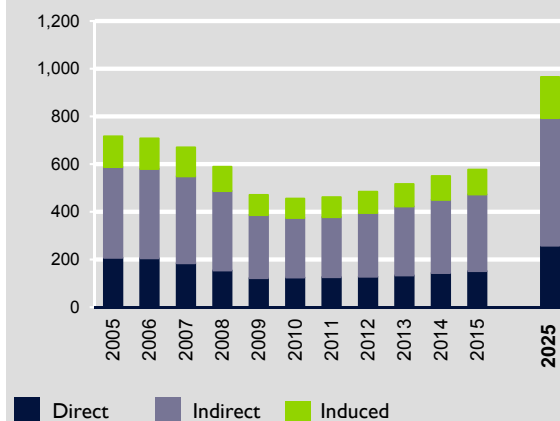
45

LONG-TERM GROWTH

Forecast 2015-2025

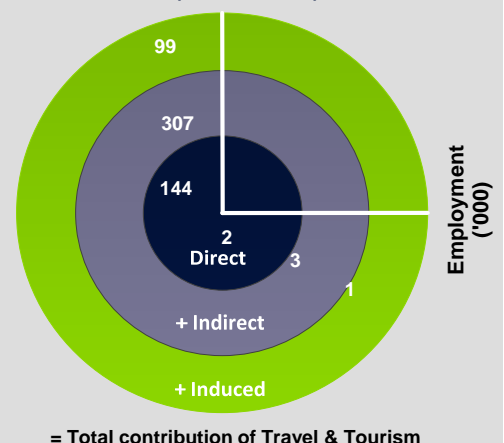
Total Contribution of
Travel & Tourism to GDP

2014 XCDmn



Breakdown of Travel & Tourism's Total
Contribution to GDP and Employment 2014

GDP (2014 XCDmn)



= Total contribution of Travel & Tourism

Defining the economic contribution of Travel & Tourism

Travel & Tourism is an important economic activity in most countries around the world. As well as its direct economic impact, the sector has significant indirect and induced impacts. The UN Statistics Division-approved Tourism Satellite Accounting methodology (TSA:RMF 2008) quantifies only the direct contribution of Travel & Tourism. WTTC recognises that Travel & Tourism's total contribution is much greater however, and aims to capture its indirect and induced impacts through its annual research.

DIRECT Travel & Tourism contribution

COMMODITIES

- Accommodation
- Transportation
- Entertainment
- Attractions

INDUSTRIES

- Accommodation services
- Food & beverage services
- Retail Trade
- Transportation services
- Cultural, sports & recreational services

SOURCES OF SPENDING

- Residents' domestic T&T spending
- Businesses' domestic travel spending
- Visitor exports
- Individual government T&T spending

INDIRECT Travel & Tourism contribution

- T&T investment spending
- Government collective T&T spending
- Impact of purchases from suppliers

INDUCED contribution (spending of direct and indirect employees)

- Food and beverages
- Recreation
- Clothing
- Housing
- Household goods

TOTAL Travel & Tourism contribution

- To GDP
- To employment

DIRECT CONTRIBUTION

The direct contribution of Travel & Tourism to GDP reflects the 'internal' spending on Travel & Tourism (total spending within a particular country on Travel & Tourism by residents and non-residents for business and leisure purposes) as well as government 'individual' spending - spending by government on Travel & Tourism services directly linked to visitors, such as cultural (eg museums) or recreational (eg national parks).

The direct contribution of Travel & Tourism to GDP is calculated to be consistent with the output, as expressed in National Accounting, of tourism-characteristic sectors such as hotels, airlines, airports, travel agents and leisure and recreation services that deal directly with tourists. The direct contribution of Travel & Tourism to GDP is calculated from total internal spending by 'netting out' the purchases made by the different tourism industries. This measure is consistent with the definition of Tourism GDP, specified in the 2008 Tourism Satellite Account: Recommended Methodological Framework (TSA: RMF 2008).

TOTAL CONTRIBUTION

The total contribution of Travel & Tourism includes its 'wider impacts' (ie the indirect and induced impacts) on the economy. The 'indirect' contribution includes the GDP and jobs supported by:

- Travel & Tourism investment spending – an important aspect of both current and future activity that includes investment activity such as the purchase of new aircraft and construction of new hotels;
- Government 'collective' spending, which helps Travel & Tourism activity in many different ways as it is made on behalf of the 'community at large' – eg tourism marketing and promotion, aviation, administration, security services, resort area security services, resort area sanitation services, etc;
- Domestic purchases of goods and services by the sectors dealing directly with tourists - including, for example, purchases of food and cleaning services by hotels, of fuel and catering services by airlines, and IT services by travel agents.

The 'induced' contribution measures the GDP and jobs supported by the spending of those who are directly or indirectly employed by the Travel & Tourism sector.

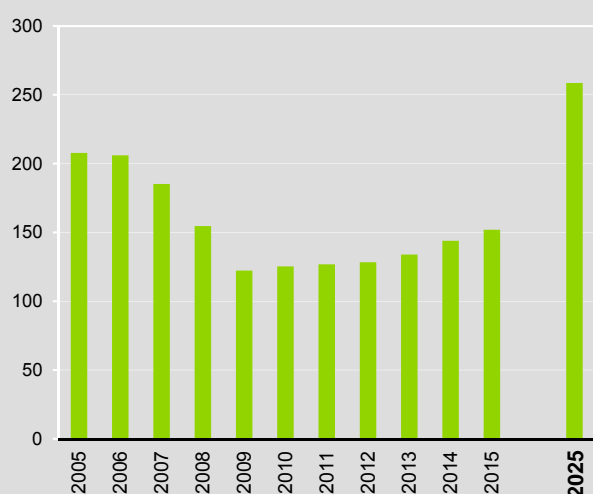
Travel & Tourism's contribution to GDP¹

The direct contribution of Travel & Tourism to GDP in 2014 was XCD143.9mn (6.7% of GDP). This is forecast to rise by 5.6% to XCD152.0mn in 2015. This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). But it also includes, for example, the activities of the restaurant and leisure industries directly supported

The direct contribution of Travel & Tourism to GDP is expected to grow by 5.5% pa to XCD258.6mn (8.4% of GDP) by 2025.

ST KITTS AND NEVIS: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO GDP

Constant 2014 XCDmn



% of whole economy GDP

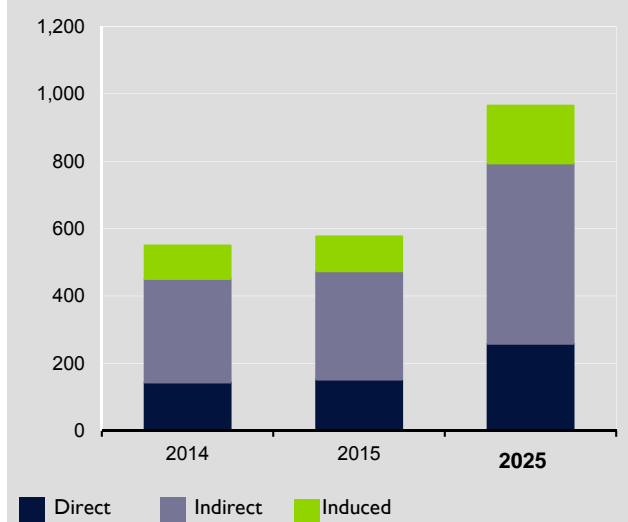


The total contribution of Travel & Tourism to GDP (including wider effects from investment, the supply chain and induced income impacts, see page 2) was XCD549.8mn in 2014 (25.5% of GDP) and is expected to grow by 5.0% to XCD577.0mn (25.9% of GDP) in 2015.

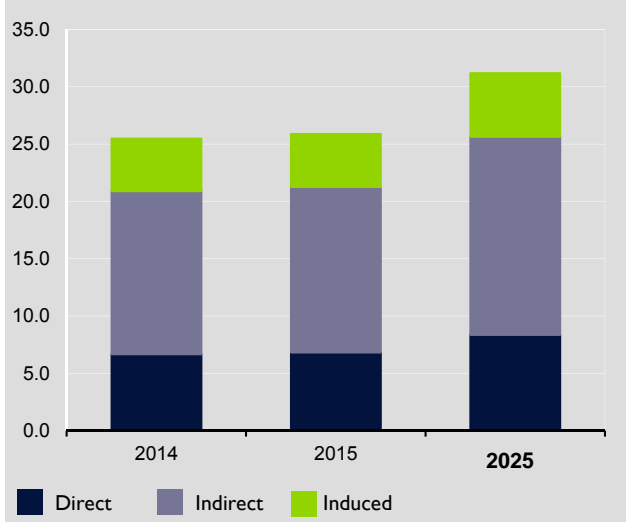
It is forecast to rise by 5.3% pa to XCD965.2mn by 2025 (31.2% of GDP).

ST KITTS AND NEVIS: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO GDP

Constant 2014 XCDmn



% of whole economy GDP



¹ All values are in constant 2014 prices & exchange rates

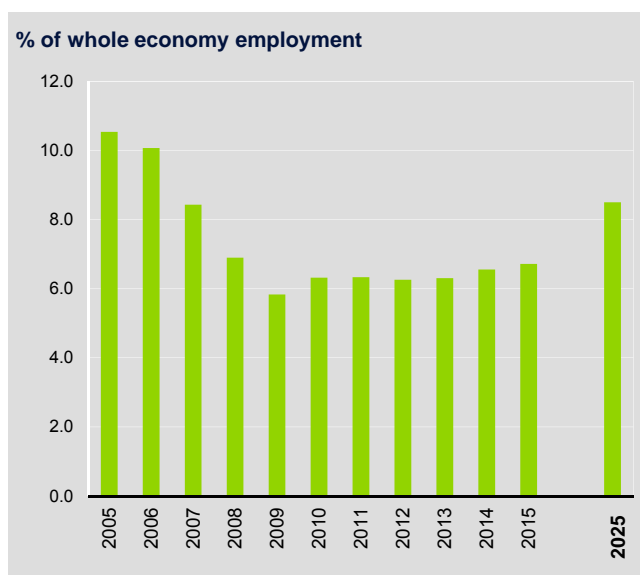
Travel & Tourism's contribution to employment

Travel & Tourism generated 1,500 jobs directly in 2014 (6.6% of total employment) and this is forecast to remain the same in 2015 at 1,500 (6.7% of total employment).

This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists.

By 2025, Travel & Tourism will account for 2,000 jobs directly, an increase of 3.5% pa over the next ten years.

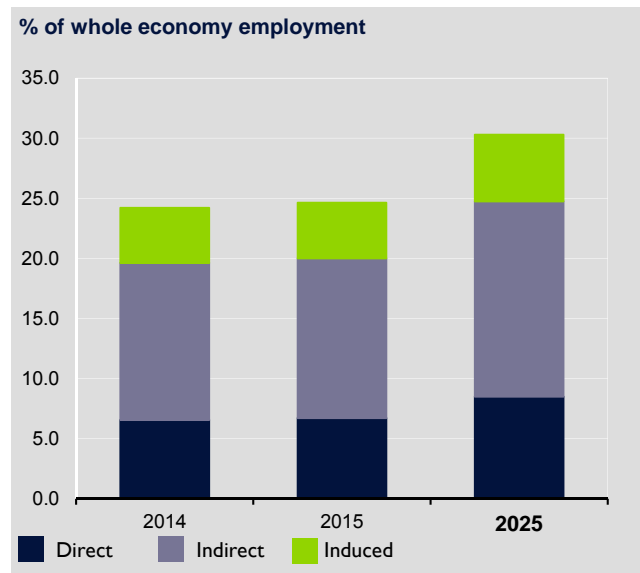
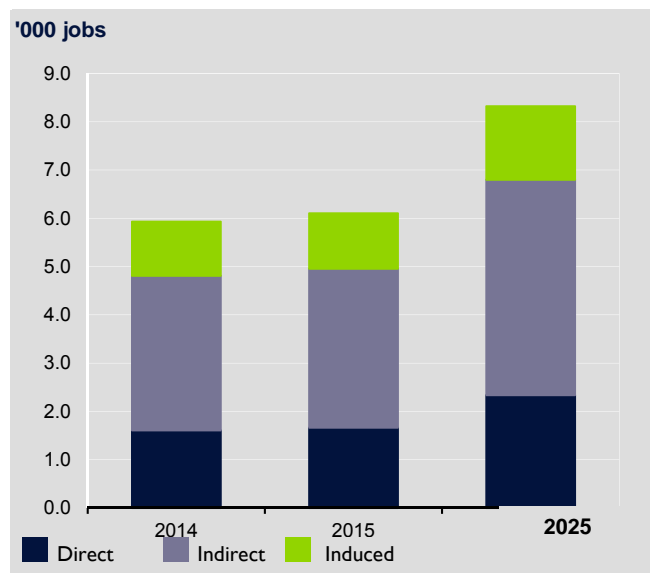
ST KITTS AND NEVIS: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



The total contribution of Travel & Tourism to employment (including wider effects from investment, the supply chain and induced income impacts, see page 2) was 6,000 jobs in 2014 (24.2% of total employment). This is forecast to rise by 2.9% in 2015 to 6,000 jobs (24.6% of total employment).

By 2025, Travel & Tourism is forecast to support 8,000 jobs (30.3% of total employment), an increase of 3.1% pa over the period.

ST KITTS AND NEVIS: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



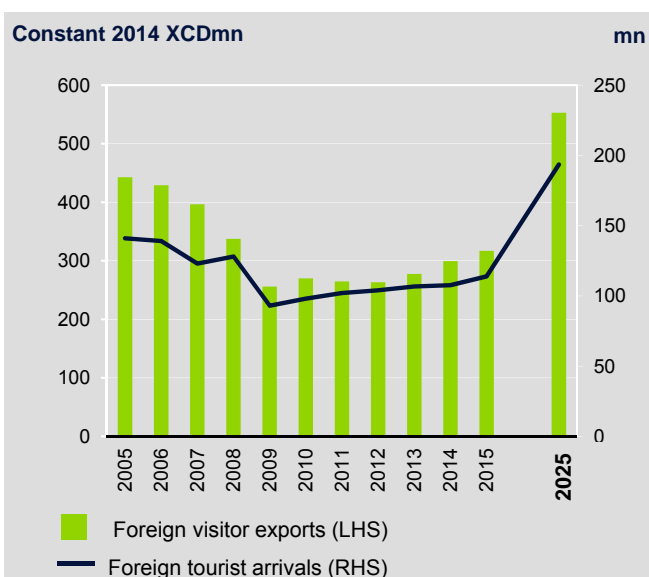
Visitor Exports and Investment¹

VISITOR EXPORTS

Money spent by foreign visitors to a country (or visitor exports) is a key component of the direct contribution of Travel & Tourism. In 2014, St Kitts and Nevis generated XCD299.4mn in visitor exports. In 2015, this is expected to grow by 5.9%, and the country is expected to attract 114,000 international tourist arrivals.

By 2025, international tourist arrivals are forecast to total 194,000, generating expenditure of XCD553.0mn, an increase of 5.7% pa.

ST KITTS AND NEVIS: VISITOR EXPORTS AND INTERNATIONAL TOURIST ARRIVALS

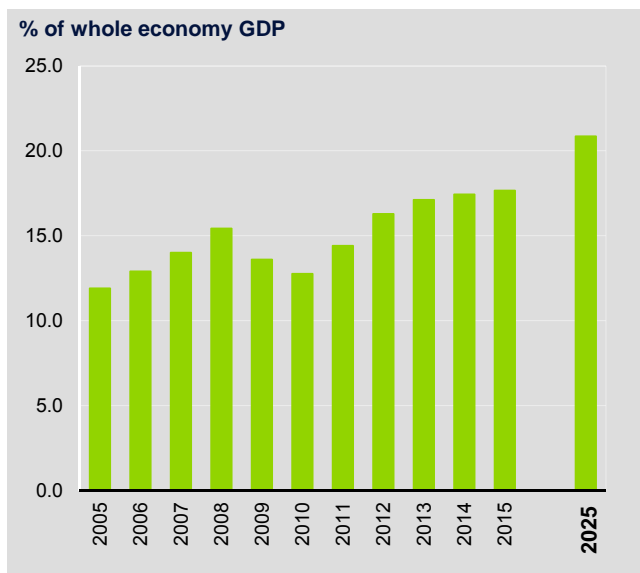
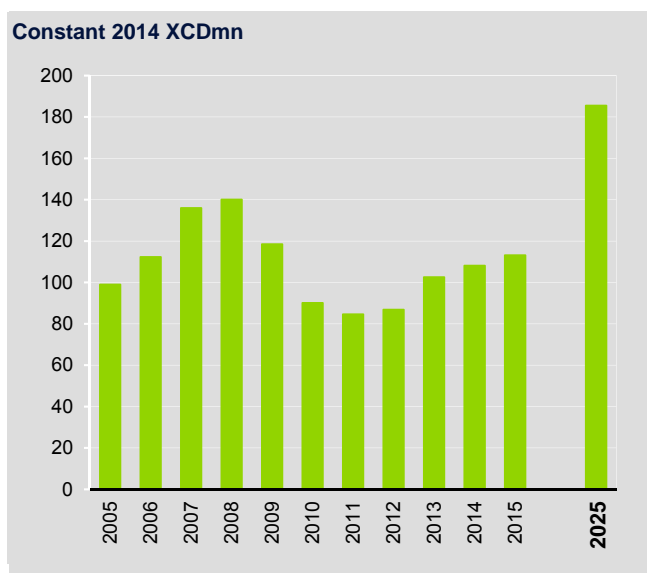


INVESTMENT

Travel & Tourism is expected to have attracted capital investment of XCD108.1mn in 2014. This is expected to rise by 4.6% in 2015, and rise by 5.1% pa over the next ten years to XCD185.4mn in 2025.

Travel & Tourism's share of total national investment will rise from 17.7% in 2015 to 20.9% in 2025.

ST KITTS AND NEVIS: CAPITAL INVESTMENT IN TRAVEL & TOURISM



¹ All values are in constant 2014 prices & exchange rates

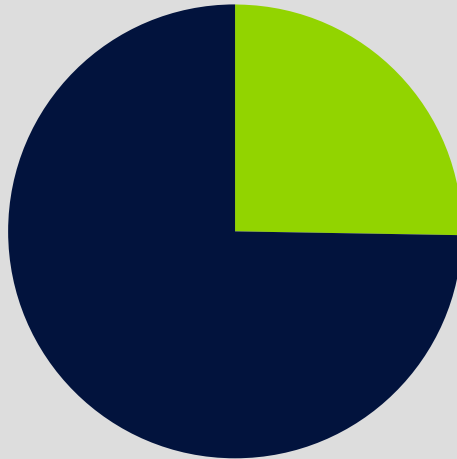
Different components of Travel & Tourism¹

St Kitts and Nevis

Travel & Tourism's Contribution to GDP:
Business vs Leisure, 2014

Leisure spending **74.7%**

Business spending **25.3%**



Leisure travel spending (inbound and domestic) generated 74.7% of direct Travel & Tourism GDP in 2014 (XCD271.6mn) compared with 25.3% for business travel spending (XCD91.8mn).

Leisure travel spending is expected to grow by 5.0% in 2015 to XCD285.3mn, and rise by 5.3% pa to XCD477.3mn in 2025.

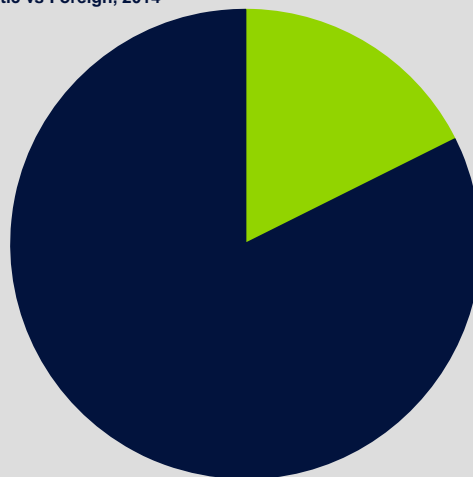
Business travel spending is expected to grow by 7.9% in 2015 to XCD99.1mn, and rise by 5.2% pa to XCD165.0mn in 2025.

St Kitts and Nevis

Travel & Tourism's Contribution to GDP:
Domestic vs Foreign, 2014

Foreign visitor spending **82.4%**

Domestic spending **17.6%**



Domestic travel spending generated 17.6% of direct Travel & Tourism GDP in 2014 compared with 82.4% for visitor exports (ie foreign visitor spending or international tourism receipts).

Domestic travel spending is expected to grow by 5.2% in 2015 to XCD67.4mn, and rise by 2.8% pa to XCD89.2mn in 2025.

Visitor exports are expected to grow by 5.9% in 2015 to XCD317.0mn, and rise by 5.7% pa to XCD553.0mn in 2025.

St Kitts and Nevis

Breakdown of Travel & Tourism's Total Contribution to GDP, 2014

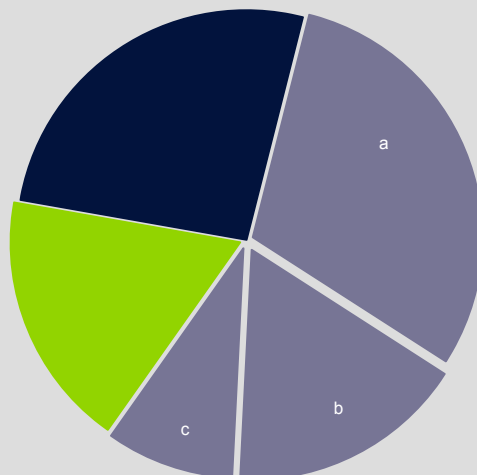
Direct **26.2%**

Induced **18.0%**

Indirect **55.8%**

Indirect is the sum of:

- (a) Supply chain **30.1%**
- (b) Investment **16.7%**
- (c) Government collective **9.0%**



The Travel & Tourism industry contributes to GDP and employment in many ways as detailed on page 2.

The total contribution of Travel & Tourism to GDP is its direct contribution.

¹ All values are in constant 2014 prices & exchange rates

Country rankings: Absolute contribution, 2014

Travel & Tourism's Direct Contribution to GDP		2014 (US\$bn)
	World Average	19.4
	Americas Average	16.3
88	Bahamas	1.7
117	Trinidad and Tobago	0.8
118	Aruba	0.8
137	Martinique	0.4
143	Bermuda	0.3
153	Antigua and Barbuda	0.2
155	St Lucia	0.2
172	Anguilla	0.1
174	Grenada	0.1
175	St Kitts and Nevis	0.1

Travel & Tourism's Total Contribution to GDP		2014 (US\$bn)
	World Average	58.3
	Americas Average	47.6
93	Bahamas	3.8
111	Aruba	2.3
114	Trinidad and Tobago	2.0
130	Martinique	1.5
142	Bermuda	0.9
147	Antigua and Barbuda	0.7
151	St Lucia	0.5
168	St Kitts and Nevis	0.2
170	Grenada	0.2
172	Anguilla	0.2

Travel & Tourism's Direct Contribution to Employment		2014 '000 jobs
	World Average	827.0
	Americas Average	366.9
110	Bahamas	51.2
135	Trinidad and Tobago	27.4
146	Aruba	16.4
149	St Lucia	15.6
169	Antigua and Barbuda	4.9
170	Martinique	4.3
172	Bermuda	3.6
176	Grenada	3.1
183	Anguilla	1.6
184	St Kitts and Nevis	1.6

Travel & Tourism's Total Contribution to Employment		2014 '000 jobs
	World Average	2076.6
	Americas Average	943.1
119	Bahamas	98.1
133	Trinidad and Tobago	72.7
147	Aruba	45.8
151	St Lucia	33.8
165	Antigua and Barbuda	16.3
166	Martinique	16.1
172	Grenada	10.6
179	Bermuda	7.1
180	St Kitts and Nevis	5.9
184	Anguilla	4.7

Travel & Tourism Capital Investment		2014 (US\$bn)
	Americas Average	4.9
	World Average	4.5
91	Bahamas	0.4
99	Trinidad and Tobago	0.3
122	Aruba	0.2
142	Antigua and Barbuda	0.1
147	Martinique	0.1
155	St Lucia	0.1
159	St Kitts and Nevis	0.0
168	Bermuda	0.0
170	Grenada	0.0
181	Anguilla	0.0

Visitor Exports		2014 (US\$bn)
	World Average	7.5
	Americas Average	6.6
71	Bahamas	2.3
91	Aruba	1.6
115	Trinidad and Tobago	0.8
127	Martinique	0.5
133	Bermuda	0.4
138	Antigua and Barbuda	0.4
141	St Lucia	0.4
158	Anguilla	0.1
160	St Kitts and Nevis	0.1
162	Grenada	0.1

The tables on pages 7-10 provide brief extracts from the full WTTC Country League Table Rankings, highlighting comparisons with competing destinations as well as with the world and regional average. Averages in above tables are simple cross-country averages. The competing destinations selected are those that offer a similar tourism product and compete for tourists from the same set of origin markets. These tend to be, but are not exclusively, geographical neighbours.

Country rankings: Relative contribution, 2014

Travel & Tourism's Direct Contribution to GDP	2014 % share
4 Aruba	28.6
6 Anguilla	21.0
7 Bahamas	19.4
10 Antigua and Barbuda	15.5
14 St Lucia	13.8
35 Grenada	7.0
39 St Kitts and Nevis	6.7
56 Bermuda	5.0
96 Trinidad and Tobago	3.2
World	3.1
108 Martinique	2.9
Americas	2.9

Travel & Tourism's Total Contribution to GDP	2014 % share
1 Aruba	88.4
5 Anguilla	61.2
6 Antigua and Barbuda	58.3
10 Bahamas	43.6
12 St Lucia	39.5
25 St Kitts and Nevis	25.5
26 Grenada	24.2
47 Bermuda	15.3
66 Martinique	12.0
World	9.8
106 Trinidad and Tobago	8.7
Americas	8.4

Travel & Tourism's Direct Contribution to Employment	2014 % share
3 Aruba	32.5
5 Bahamas	27.0
7 Anguilla	22.4
8 St Lucia	20.4
11 Antigua and Barbuda	15.9
22 Bermuda	10.4
38 St Kitts and Nevis	6.6
39 Grenada	6.4
69 Trinidad and Tobago	4.4
Americas	3.7
World	3.6
96 Martinique	3.3

Travel & Tourism's Total Contribution to Employment	2014 % share
2 Aruba	90.8
4 Anguilla	63.4
7 Antigua and Barbuda	53.0
8 Bahamas	51.6
9 St Lucia	44.1
23 St Kitts and Nevis	24.2
28 Grenada	22.1
29 Bermuda	20.5
60 Martinique	12.3
68 Trinidad and Tobago	11.6
Americas	9.6
World	9.4

Travel & Tourism Investment Contribution to Total Capital Investment	2014 % share
2 Antigua and Barbuda	42.0
5 Aruba	31.0
12 St Lucia	20.5
15 Bahamas	18.3
19 St Kitts and Nevis	17.4
31 Grenada	13.7
33 Anguilla	13.2
41 Trinidad and Tobago	10.7
Americas	4.5
World	4.3
126 Martinique	3.6
152 Bermuda	2.7

Visitor Exports Contribution to Total Exports	2014 % share
2 Anguilla	86.5
4 Antigua and Barbuda	71.6
6 Aruba	66.9
10 Bahamas	61.5
13 St Lucia	59.2
22 Grenada	47.8
24 Martinique	41.1
32 St Kitts and Nevis	34.6
57 Bermuda	19.1
Americas	7.0
World	5.7
120 Trinidad and Tobago	5.1

Country rankings: Real growth, 2015

Travel & Tourism's Direct Contribution to GDP	2015 % growth
18 Bahamas	6.7
21 St Lucia	6.4
35 St Kitts and Nevis	5.6
88 Bermuda	3.7
World	3.7
Americas	3.2
109 Anguilla	3.0
110 Aruba	3.0
129 Trinidad and Tobago	2.6
130 Grenada	2.5
135 Martinique	2.3
143 Antigua and Barbuda	1.8

Travel & Tourism's Total Contribution to GDP	2015 % growth
19 Bahamas	6.3
25 St Lucia	5.9
49 St Kitts and Nevis	5.0
World	3.7
93 Bermuda	3.3
Americas	3.3
94 Aruba	3.2
98 Anguilla	3.2
123 Trinidad and Tobago	2.5
131 Grenada	2.4
135 Antigua and Barbuda	2.1
144 Martinique	1.7

Travel & Tourism's Direct Contribution to Employment	2015 % growth
17 St Lucia	5.7
26 Bahamas	5.0
34 Bermuda	4.4
53 St Kitts and Nevis	3.6
Americas	2.7
82 Grenada	2.4
World	2.0
113 Anguilla	1.3
116 Aruba	1.2
127 Trinidad and Tobago	1.0
143 Martinique	0.5
146 Antigua and Barbuda	0.3

Travel & Tourism's Total Contribution to Employment	2015 % growth
14 St Lucia	5.1
16 Bahamas	5.0
32 Bermuda	4.1
57 St Kitts and Nevis	2.9
Americas	2.9
World	2.6
68 Aruba	2.5
88 Grenada	2.1
113 Trinidad and Tobago	1.4
114 Anguilla	1.4
153 Martinique	-0.2
157 Antigua and Barbuda	-0.5

Travel & Tourism Investment	2015 % growth
52 Martinique	6.3
World	4.8
Americas	4.8
89 Aruba	4.8
95 St Kitts and Nevis	4.6
107 Bahamas	4.1
108 Anguilla	4.1
109 Trinidad and Tobago	4.1
130 Antigua and Barbuda	2.7
132 Grenada	2.7
135 St Lucia	2.5
177 Bermuda	0.1

Visitor Exports	2015 % growth
18 Bahamas	7.8
31 St Lucia	6.4
39 St Kitts and Nevis	5.9
49 Bermuda	5.3
96 Martinique	3.2
97 Trinidad and Tobago	3.1
101 Aruba	2.9
103 Anguilla	2.9
World	2.8
120 Grenada	2.2
129 Antigua and Barbuda	1.7
Americas	1.4

Country rankings: Long term growth, 2015 - 2025

Travel & Tourism's Direct Contribution to GDP	2015 - 2025 % growth pa
30 St Lucia	5.8
39 St Kitts and Nevis	5.5
94 Grenada	4.1
103 Antigua and Barbuda	4.0
104 Martinique	3.9
World	3.9
Americas	3.8
113 Bermuda	3.8
128 Bahamas	3.5
153 Anguilla	2.9
160 Aruba	2.7
179 Trinidad and Tobago	2.1

Travel & Tourism's Total Contribution to GDP	2015 - 2025 % growth pa
38 St Lucia	5.5
45 St Kitts and Nevis	5.3
93 Antigua and Barbuda	4.1
99 Grenada	4.0
World	3.8
113 Bermuda	3.7
120 Martinique	3.6
Americas	3.5
127 Bahamas	3.5
146 Anguilla	3.0
156 Aruba	2.7
175 Trinidad and Tobago	2.3

Travel & Tourism's Direct Contribution to Employment	2015 - 2025 % growth pa
29 St Kitts and Nevis	3.5
46 St Lucia	2.9
70 Grenada	2.5
83 Antigua and Barbuda	2.3
Americas	2.1
World	2.0
106 Martinique	1.9
108 Bahamas	1.9
123 Bermuda	1.6
161 Anguilla	0.6
174 Trinidad and Tobago	-0.1
177 Aruba	-0.4

Travel & Tourism's Total Contribution to Employment	2015 - 2025 % growth pa
37 St Kitts and Nevis	3.1
46 St Lucia	2.9
World	2.3
80 Grenada	2.1
Americas	2.0
98 Bahamas	1.9
99 Antigua and Barbuda	1.9
107 Bermuda	1.7
122 Martinique	1.5
158 Trinidad and Tobago	0.5
160 Anguilla	0.5
163 Aruba	0.5

Travel & Tourism Investment Contribution to Capital Investment	2015 - 2025 % growth pa
60 St Kitts and Nevis	5.1
68 Martinique	4.9
74 Antigua and Barbuda	4.7
World	4.6
83 Grenada	4.5
Americas	4.2
101 St Lucia	4.1
134 Anguilla	3.3
135 Bahamas	3.3
144 Aruba	3.0
162 Trinidad and Tobago	2.4
179 Bermuda	1.4

Visitor Exports Contribution to Exports	2015 - 2025 % growth pa
29 St Lucia	5.9
32 St Kitts and Nevis	5.7
66 Martinique	4.8
81 Grenada	4.4
World	4.2
93 Bermuda	4.1
94 Antigua and Barbuda	4.1
Americas	4.0
105 Bahamas	3.9
146 Anguilla	2.8
152 Aruba	2.8
164 Trinidad and Tobago	2.4

Summary tables: Estimates & Forecasts

St Kitts and Nevis	2014 US\$mn ¹	2014 % of total	2015 Growth ²	US\$mn ¹	2025 % of total	Growth ³
Direct contribution to GDP	53.3	6.7	5.6	95.8	8.4	5.5
Total contribution to GDP	203.6	25.5	5.0	357.5	31.2	5.3
Direct contribution to employment ⁴	1.6	6.6	3.6	2.3	8.5	3.5
Total contribution to employment ⁴	5.9	24.2	2.9	8.3	30.3	3.1
Visitor exports	110.9	34.6	5.9	204.8	40.2	5.7
Domestic spending	23.7	3.0	5.2	33.1	2.9	2.8
Leisure spending	100.6	4.8	5.0	176.8	6.1	5.3
Business spending	34.0	1.7	7.9	61.1	2.1	5.2
Capital investment	40.0	17.4	4.6	68.7	20.9	5.1

¹2014 constant prices & exchange rates; ²2015 real growth adjusted for inflation (%); ³2015-2025 annualised real growth adjusted for inflation (%); ⁴'000 jobs

Americas	2014 US\$bn ¹	2014 % of total	2015 Growth ²	US\$bn ¹	2025 % of total	Growth ³
Direct contribution to GDP	734.0	2.9	3.2	1,098.5	3.2	3.8
Total contribution to GDP	2,141.2	8.4	3.3	3,109.1	9.2	3.5
Direct contribution to employment ⁴	16,509	3.7	2.7	20,763	4.1	2.1
Total contribution to employment ⁴	42,440	9.6	2.9	53,330	10.6	2.0
Visitor exports	298.3	7.0	1.4	447.8	6.3	4.0
Domestic spending	1,164.4	4.6	3.2	1,736.6	5.1	3.8
Leisure spending	1,094.1	2.1	2.8	1,683.1	2.4	4.1
Business spending	368.5	0.7	3.0	501.2	0.7	2.8
Capital investment	222.3	4.5	4.8	350.3	4.6	4.2

¹2014 constant prices & exchange rates; ²2015 real growth adjusted for inflation (%); ³2015-2025 annualised real growth adjusted for inflation (%); ⁴'000 jobs

Worldwide	2014 US\$bn ¹	2014 % of total	2015 Growth ²	US\$bn ¹	2025 % of total	Growth ³
Direct contribution to GDP	2,364.8	3.1	3.7	3,593.2	3.3	3.9
Total contribution to GDP	7,580.9	9.8	3.7	11,381.9	10.5	3.8
Direct contribution to employment ⁴	105,408	3.6	2.0	130,694	3.9	2.0
Total contribution to employment ⁴	276,845	9.4	2.6	356,911	10.7	2.3
Visitor exports	1,383.8	5.7	2.8	2,140.1	5.6	4.2
Domestic spending	3,642.1	4.7	3.7	5,465.0	5.0	3.8
Leisure spending	3,850.2	2.3	3.3	5,928.8	2.5	4.1
Business spending	1,175.7	0.7	4.0	1,679.0	0.7	3.2
Capital investment	814.4	4.3	4.8	1,336.4	4.9	4.6

¹2014 constant prices & exchange rates; ²2015 real growth adjusted for inflation (%); ³2015-2025 annualised real growth adjusted for inflation (%); ⁴'000 jobs

% of total refers to each indicator's share of the relevant whole economy indicator such as GDP and employment. Visitor exports is shown relative to total exports of goods and Domestic spending is expressed relative to whole economy GDP. For leisure and business spending, their direct contribution to Travel & Tourism GDP is calculated as a share of whole economy GDP (the sum of these shares equals the direct contribution). Investment is relative to whole economy investment.

The economic contribution of Travel & Tourism: Real 2014 prices

St Kitts and Nevis (XCDmn, real 2014 prices)	2009	2010	2011	2012	2013	2014	2015E	2025F
1. Visitor exports	255.9	269.8	264.6	263.4	277.6	299.4	317.0	553.0
2. Domestic expenditure (includes government individual spending)	61.7	64.9	63.2	60.0	61.0	64.1	67.4	89.2
3. Internal tourism consumption (= 1 + 2)	317.5	334.6	327.8	323.4	338.6	363.5	384.4	642.3
4. Purchases by tourism providers, including imported goods (supply chain)	-195.2	-209.3	-200.9	-195.0	-204.6	-219.6	-232.3	-383.6
5. Direct contribution of Travel & Tourism to GDP (= 3 + 4)	122.3	125.4	126.9	128.4	134.0	143.9	152.0	258.6
Other final impacts (indirect & induced)	149.4	153.2	155.1	156.9	163.8	175.9	185.8	316.1
6. Domestic supply chain								
7. Capital investment	118.4	90.0	84.5	86.8	102.5	108.1	113.1	185.4
8. Government collective spending	48.8	46.4	43.7	48.7	50.8	52.5	54.1	77.0
9. Imported goods from indirect spending	-52.1	-40.3	-32.2	-24.8	-28.1	-29.5	-31.1	-43.3
10. Induced	84.2	81.0	83.3	88.6	93.5	98.9	103.1	171.4
11. Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	471.1	455.7	461.4	484.4	516.5	549.8	577.0	965.2
Employment impacts ('000)								
12. Direct contribution of Travel & Tourism to employment	1.4	1.5	1.5	1.5	1.5	1.6	1.7	2.3
13. Total contribution of Travel & Tourism to employment	5.0	5.1	5.2	5.5	5.7	5.9	6.1	8.3
Other indicators								
14. Expenditure on outbound travel	90.7	97.1	106.8	113.8	112.7	114.1	111.5	176.1

The economic contribution of Travel & Tourism: Nominal prices

St Kitts and Nevis (XCDmn, nominal prices)	2009	2010	2011	2012	2013	2014	2015E	2025F
1. Visitor exports	228.2	244.4	256.8	259.2	275.4	299.4	322.7	705.5
2. Domestic expenditure (includes government individual spending)	55.0	58.7	61.3	59.1	60.5	64.1	68.6	113.8
3. Internal tourism consumption (= 1 + 2)	283.1	303.1	318.1	318.3	335.9	363.5	391.3	819.3
4. Purchases by tourism providers, including imported goods (supply chain)	-174.1	-189.6	-195.0	-191.9	-203.0	-219.6	-236.5	-489.4
5. Direct contribution of Travel & Tourism to GDP (= 3 + 4)	109.1	113.5	123.2	126.3	132.9	143.9	154.8	329.9
Other final impacts (indirect & induced)	133.3	138.7	150.5	154.4	162.4	175.9	189.2	403.2
6. Domestic supply chain								
7. Capital investment	105.6	81.5	82.0	85.4	101.7	108.1	115.1	236.5
8. Government collective spending	43.5	42.1	42.4	47.9	50.4	52.5	55.1	98.2
9. Imported goods from indirect spending	-46.4	-36.5	-31.2	-24.4	-27.9	-29.5	-31.7	-55.2
10. Induced	75.1	73.4	80.9	87.2	92.7	98.9	105.0	218.6
11. Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	420.1	412.7	447.8	476.8	512.3	549.8	587.5	1,231.3
Employment impacts ('000)								
12. Direct contribution of Travel & Tourism to employment	1.4	1.5	1.5	1.5	1.5	1.6	1.7	2.3
13. Total contribution of Travel & Tourism to employment	5.0	5.1	5.2	5.5	5.7	5.9	6.1	8.3
Other indicators								
14. Expenditure on outbound travel	80.9	87.9	103.6	112.0	111.8	114.1	113.6	224.7

*Concepts shown in this table align with the standard table totals as described in the *2008 Tourism Satellite Account: Recommended Methodological Framework* (TSA: RMF 2008) developed by the United Nations Statistical Division (UNSD), the Statistical Office of the European Communities (EUROSTAT), the Organisation for Economic Co-operation and Development (OECD) and the World Tourism Organization (UNWTO).

Historical data for concepts has been benchmarked to match reported TSA data where available.

The economic contribution of Travel & Tourism: Growth

St Kitts and Nevis								
Growth ¹ (%)	2009	2010	2011	2012	2013	2014	2015E	2025F ²
1. Visitor exports	-24.2	5.4	-1.9	-0.5	5.4	7.8	5.9	5.7
2. Domestic expenditure (includes government individual spending)	-5.3	5.2	-2.5	-5.0	1.6	5.1	5.2	2.8
3. Internal tourism consumption (= 1 + 2)	-20.7	5.2	-2.1	-1.2	4.7	7.3	5.7	5.2
4. Purchases by tourism providers, including imported goods (supply chain)	-21.2	7.2	-4.0	-2.9	4.9	7.3	5.8	5.1
5. Direct contribution of Travel & Tourism to GDP (= 3 + 4)	-20.9	2.5	1.2	1.2	4.4	7.4	5.6	5.5
Other final impacts (indirect & induced)	-20.9	2.5	1.2	1.2	4.4	7.4	5.6	5.5
6. Domestic supply chain								
7. Capital investment	-15.4	-24.0	-6.1	2.6	18.1	5.5	4.6	5.1
8. Government collective spending	2.6	-4.8	-5.8	11.4	4.3	3.3	3.1	3.6
9. Imported goods from indirect spending	-3.4	-9.4	-7.8	-5.0	6.7	6.1	5.2	4.6
10. Induced	-16.6	-3.7	2.9	6.3	5.5	5.8	4.3	5.2
11. Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	-20.0	-3.3	1.3	5.0	6.6	6.5	5.0	5.3
Employment impacts ('000)								
12. Direct contribution of Travel & Tourism to employment	-14.4	9.6	1.4	0.0	1.9	5.1	3.6	3.5
13. Total contribution of Travel & Tourism to employment	-13.8	3.6	1.8	4.5	4.0	4.2	2.9	3.1
Other indicators								
14. Expenditure on outbound travel	5.0	7.0	10.0	6.6	-1.0	1.3	-2.2	4.7

¹2009-2014 real annual growth adjusted for inflation (%); ²2015-2025 annualised real growth adjusted for inflation (%)

Glossary

KEY DEFINITIONS

Travel & Tourism – relates to the activity of travellers on trips outside their usual environment with a duration of less than one year. Economic activity related to all aspects of such trips is measured within the research.

Direct contribution to GDP – GDP generated by industries that deal directly with tourists, including hotels, travel agents, airlines and other passenger transport services, as well as the activities of restaurant and leisure industries that deal directly with tourists. It is equivalent to total internal Travel & Tourism spending (see below) within a country less the purchases made by those industries (including imports). In terms of the UN's Tourism Satellite Account methodology it is consistent with total GDP calculated in table 6 of the TSA: RMF 2008.

Direct contribution to employment – the number of direct jobs within Travel & Tourism. This is consistent with total employment calculated in table 7 of the TSA: RMF 2008.

Total contribution to GDP – GDP generated directly by the Travel & Tourism sector plus its indirect and induced impacts (see below).

Total contribution to employment – the number of jobs generated directly in the Travel & Tourism sector plus the indirect and induced contributions (see below).

DIRECT SPENDING IMPACTS

Visitor exports – spending within the country by international tourists for both business and leisure trips, including spending on transport, but excluding international spending on education. This is consistent with total inbound tourism expenditure in table 1 of the TSA: RMF 2008.

Domestic Travel & Tourism spending – spending within a country by that country's residents for both business and leisure trips. Multi-use consumer durables are not included since they are not purchased solely for tourism purposes. This is consistent with total domestic tourism expenditure in table 2 of the TSA: RMF 2008. Outbound spending by residents abroad is not included here, but is separately identified according to the TSA: RMF 2008 (see below).

Government individual spending – spending by government on Travel & Tourism services directly linked to visitors, such as cultural services (eg museums) or recreational services (eg national parks).

Internal tourism consumption – total revenue generated within a country by industries that deal directly with tourists including visitor exports, domestic spending and government individual spending. This does not include spending abroad by residents. This is consistent with total internal tourism expenditure in table 4 of the TSA: RMF 2008.

Business Travel & Tourism spending – spending on business travel within a country by residents and international visitors.

Leisure Travel & Tourism spending – spending on leisure travel within a country by residents and international visitors.

INDIRECT AND INDUCED IMPACTS

Indirect contribution – the contribution to GDP and jobs of the following three factors:

- **Capital investment** – includes capital investment spending by all industries directly involved in Travel & Tourism. This also constitutes investment spending by other industries on specific tourism assets such as new visitor accommodation and passenger transport equipment, as well as restaurants and leisure facilities for specific tourism use. This is consistent with total tourism gross fixed capital formation in table 8 of the TSA: RMF 2008.
- **Government collective spending** – government spending in support of general tourism activity. This can include national as well as regional and local government spending. For example, it includes tourism promotion, visitor information services, administrative services and other public services. This is consistent with total collective tourism consumption in table 9 of TSA: RMF 2008.
- **Supply-chain effects** – purchases of domestic goods and services directly by different industries within Travel & Tourism as inputs to their final tourism output.

Induced contribution – the broader contribution to GDP and employment of spending by those who are directly or indirectly employed by Travel & Tourism.

OTHER INDICATORS

Outbound expenditure – spending outside the country by residents on all trips abroad. This is fully aligned with total outbound tourism expenditure in table 3 of the TSA: RMF 2008.

Foreign visitor arrivals – the number of arrivals of foreign visitors, including same-day and overnight visitors (tourists) to the country.



Methodological note

WTTC has an on-going commitment to align its economic impact research with the UN Statistics Division-approved 2008 Tourism Satellite Account: Recommended Methodological Framework (TSA:RMF 2008). This involves benchmarking of country reports to official, published TSAs, including for countries which are reporting data for the first time, as well as existing countries reporting an additional year's data. New country TSAs incorporated this year include France, Germany, Japan, Malaysia, Mexico, Oman, Qatar and Saudi Arabia.

In addition to producing data on 184 countries, WTTC also produces reports on 24 other regions, sub-regions and economic and geographic groups. This year, there are 8 reports for special economic and geographic groups with Pacific Alliance being included for the first time. Please also note that from this year, the report for Sudan no longer includes data on South Sudan.

ECONOMIC AND GEOGRAPHIC GROUPS

APEC (ASIA-PACIFIC ECONOMIC COOPERATION)

Australia, Brunei, Canada, Chile, China, Hong Kong, Indonesia, Japan, South Korea, Malaysia, Mexico, New Zealand, Papua New Guinea, Peru, Philippines, Russian Federation, Singapore, Taiwan, Thailand, USA, Vietnam.

THE COMMONWEALTH

Anguilla, Antigua and Barbuda, Australia, Bahamas, Bangladesh, Barbados, Belize, Bermuda, Botswana, Brunei, Cameroon, Canada, Cayman Islands, Cyprus, Dominica, Ghana, Grenada, Guyana, India, Jamaica, Kenya, Kiribati, Lesotho, Malawi, Malaysia, Maldives, Malta, Mauritius, Mozambique, Namibia, Nigeria, New Zealand, Pakistan, Papua New Guinea, Rwanda, South Africa, Seychelles, Sierra Leone, Singapore, Solomon Islands, Sri Lanka, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, Swaziland, Tanzania, Tonga, Trinidad and Tobago, Uganda, UK, British Virgin Islands, Vanuatu, Zambia.

FORMER NETHERLANDS ANTILLES

Bonaire, Curacao, Sint Maarten, Saba and Sint Eustatius.

G20

Argentina, Australia, Brazil, Canada, China, European Union, France*, Germany*, India, Indonesia, Italy*, Japan, Mexico, Russian Federation, Saudi Arabia, South Africa, South Korea, Turkey, UK*, USA.

META (MEDITERRANEAN TRAVEL ASSOCIATION)

Albania, Algeria, Bosnia Herzegovina, Croatia, Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Libya, Macedonia, Malta, Montenegro, Morocco, Portugal, Serbia, Slovenia, Spain, Syria, Tunisia, Turkey.

OAS (ORGANIZATION OF AMERICAN STATES)

Argentina, Antigua and Barbuda, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Dominica, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, St Kitts and Nevis, Nicaragua, Panama, Paraguay, Peru, St Lucia, St Vincent and the Grenadines, Suriname, Trinidad and Tobago, USA, Uruguay.

OECD (ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT)

Australia, Austria, Belgium, Canada, Chile, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, South Korea, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, UK, USA.

OTHER OCEANIA

American Samoa, Cook Islands, French Polynesia, Guam, Marshall Islands, Micronesia (Federated States of), New Caledonia, Niue, Northern Mariana Islands, Palau, Samoa, Tuvalu.

PACIFIC ALLIANCE

Chile, Colombia, Mexico, Peru.

SADC (SOUTHERN AFRICAN DEVELOPMENT COMMUNITY)

Angola, Botswana, Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe.

*included in European Union



Economic impact reports: Regions, sub-regions and countries

WORLD											
REGION	SUB-REGION	COUNTRY	REGION	SUB-REGION	COUNTRY	REGION	SUB-REGION	COUNTRY	REGION	SUB-REGION	COUNTRY
AFRICA	NORTH AFRICA	Algeria	AMERICAS	CARIBBEAN	Anguilla	ASIA-PACIFIC	NORTHEAST ASIA	Japan	EUROPE	EUROPEAN UNION	Lithuania
		Egypt			Antigua & Barbuda			China			Luxembourg
		Libya			Aruba			Hong Kong			Malta
		Morocco			Bahamas			South Korea			Netherlands
		Tunisia			Barbados			Macau			Poland
	SUB-SAHARAN	Angola			Bermuda		OCEANIA	Taiwan			Portugal
		Benin			Cayman Islands			Mongolia			Romania
		Botswana			Cuba			Australia			Slovakia
		Burkina Faso			Former Netherlands Antilles			New Zealand			Slovenia
		Burundi			Dominica			Fiji			Spain
		Cameroon			Dominican Republic			Kiribati			Sweden
		Cape Verde			Grenada		SOUTH ASIA	Other Oceania			UK
		Central African Republic			Guadeloupe			Papua New Guinea		OTHER EUROPE	Albania
		Chad			Haiti			Solomon Islands			Armenia
		Comoros			Jamaica			Tonga			Azerbaijan
		Democratic Republic of Congo			Martinique			Vanuatu			Belarus
		Ethiopia			Puerto Rico		SOUTHEAST ASIA	Bangladesh			Bosnia Herzegovina
		Gabon			St Kitts & Nevis			India			Georgia
		Gambia			St Lucia			Maldives			Iceland
		Ghana			St Vincent & the Grenadines			Nepal			Kazakhstan
		Guinea			Trinidad & Tobago			Pakistan			Kyrgyzstan
		Ivory Coast			US Virgin Islands			Sri Lanka			Macedonia
		Kenya		LATIN AMERICA	Brunei	Moldova					
		Lesotho			Cambodia	Montenegro					
		Madagascar			Indonesia	Norway					
		Malawi			Laos	Russian Federation					
		Mali			Malaysia	Serbia					
		Mauritius			Myanmar	Switzerland					
		Mozambique			Philippines	Turkey					
		Namibia			Singapore	Ukraine					
		Niger			Thailand	Uzbekistan					
		Nigeria			Vietnam	MIDDLE EAST	Bahrain				
		Republic of Congo			Austria		Iran				
		Reunion			Belgium		Iraq				
		Rwanda			Bulgaria		Israel				
		Sao Tome & Principe			Croatia		Jordan				
		Senegal			Cyprus		Kuwait				
		Seychelles			Czech Republic		Lebanon				
		Sierra Leone			Denmark		Oman				
		South Africa		Estonia	Qatar						
		Sudan		Finland	Saudi Arabia						
		Swaziland		France	Syria						
		Tanzania		Germany	UAE						
		Togo		Greece	Yemen						
		Uganda		Hungary							
		Zambia		Ireland							
		Zimbabwe		Italy							
				Latvia							

**THE WORLD TRAVEL & TOURISM COUNCIL IS
THE GLOBAL AUTHORITY ON THE ECONOMIC AND
SOCIAL CONTRIBUTION OF TRAVEL & TOURISM.**

WTTC promotes sustainable growth for the sector, working with governments and international institutions to create jobs, to drive exports and to generate prosperity. Council Members are the Chairs, Presidents and Chief Executives of the world's leading, private sector Travel & Tourism businesses.

Together with its research partner, Oxford Economics, WTTC produces annual research that shows Travel & Tourism to be one of the world's largest sectors, supporting over 276 million jobs and generating 9.8% of global GDP in 2014. Comprehensive reports quantify, compare and forecast the economic impact of Travel & Tourism on 184 economies around the world. In addition to the individual country reports, WTTC produces a world report highlighting global trends and 24 further reports that focus on regions, sub-regions and economic and geographic groups.

To download reports or data, please visit www.wttc.org



**ASSISTING WTTC TO PROVIDE TOOLS FOR ANALYSIS,
BENCHMARKING, FORECASTING AND PLANNING.**

Over the last 33 years, Oxford Economics has built a diverse and loyal client base of over 800 international organisations, including leading multinational companies and financial institutions; key government bodies and trade associations; and top universities, consultancies, and think tanks. Headquartered in Oxford, England, with regional centres in London, New York and Singapore, Oxford Economics has offices across the globe in Belfast, Chicago, Dubai, Miami, Milan, Paris, Philadelphia, San Francisco, and Washington DC. The company employs over 140 full-time people, including more than 90 professional economists, industry experts and business editors – one of the largest teams of macroeconomists and thought leadership specialists – underpinned by our heritage with Oxford University and the academic community including a contributor network of over 500 economists, analysts and journalists around the world.

For more information, please take advantage of a free trial on our website, www.oxfordeconomics.com or contact Frances Nicholls, Director of Business Development, Oxford Economics Ltd, Broadwall House, 21 Broadwall, London SE1 9PL.
Email: fnicholls@oxfordeconomics.com

CHAIRMAN TUI DEUTSCHLAND GMBH & TUIFLY GMBH Dr Michael Frenzel Chairman of the Supervisory Boards	OUTRIGGER ENTERPRISES GROUP Richard R Kelley Chairman Emeritus	COSTA CRUISES Michael Thamm CEO	INDIAN HOTELS COMPANY LTD Rakesh K Sarna Managing Director & CEO	TAP PORTUGAL Fernando Pinto CEO	AMBASSADOR HOTEL GROUP Jung-Ho Suh Chairman
	REVOLUTION PLACES, LLC Philippe Bourguignon Vice Chairman	CORPORATE TRAVEL SERVICES José Luis Castro Founder & CEO	INTERNATIONAL AIRLINES GROUP Willie Walsh Chief Executive	TRAVEL LEADERS GROUP Michael Batt Founder & Chairman	APPLE LEISURE GROUP Alex Zozaya Chairman & CEO
PRESIDENT & CEO	ROYAL CARIBBEAN CRUISES Richard D Fain Chairman & CEO	CROWN LIMITED Rowen Craigie Managing Director & CEO	JAPAN AIRLINES CO. LTD Masaru Onishi Chairman	TURKISH AIRLINES Temel Kotil CEO	COCHA TRAVEL Mario Fuenzalida CEO
WORLD TRAVEL & TOURISM COUNCIL David Scowsill	SABRE HOLDINGS Tom Klein President & CEO	CTRIP.COM INTERNATIONAL FAN Min Vice Chairman of the Board and President	KERZNER INTERNATIONAL Alan Leibman CEO	UNITED AIRLINES Jeff Smisek President & CEO Jim Compton Vice Chairman & Chief Revenue Officer	DESPEGAR Roberto Souviron CEO
VICE CHAIRMEN	SHUN TAK HOLDINGS LIMITED Pansy Ho Managing Director	DALLAS FORT WORTH AIRPORT Sean Donohue CEO	KUONI TRAVEL HOLDING LTD Peter Meier CEO	VALUE RETAIL Desiree Bollier CEO	DIETHELM TRAVEL Maarten Groeneveld CEO
BEIJING TOURISM GROUP DUAN Qiang Chairman	TRAVELPORT Gordon Wilson President & CEO	DFS GROUP Philippe Schaus Chairman & CEO	LAS VEGAS SANDS CORP. Robert Goldstein President and Chief Operating Officer	VIRTUOSO Matthew D Upchurch CTC CEO	DOURO AZUL Mário Ferreira President & CEO
ETIHAD AIRWAYS James Hogan CEO	TSOGO SUN GROUP Marcel von Aulock CEO	DEPARTMENT OF TOURISM & COMMERCE MARKETING, GOVERNMENT OF DUBAI H.E. Helal Saeed Khalfan Al Marri Director General	LEBUA HOTELS & RESORTS Narawadee Bualert President Deepak Ohri CEO	ZAGAT SURVEY LLC Tim Zagat Co-Founder, Co-Chair & CEO	EL CID RESORTS Carlos Berdegué CEO
HILTON WORLDWIDE Christopher J Nassetta President & CEO	VISITBRITAIN Christopher Rodrigues, CBE Chairman	DIAMOND RESORTS INTERNATIONAL Stephen J Cloobek Founder & Chairman	LOTTE Dong-Bin Shin Chairman	INDUSTRY PARTNERS	GRUPO MASO Esteban Torbar CEO
JUMEIRAH GROUP Gerald Lawless President & Group CEO	WYNDHAM WORLDWIDE Stephen P Holmes Chairman & CEO	DUBAILAND Mohammed Al Habbai CEO	MESSE BERLIN GMBH Christian Göke President & CEO	BOSTON CONSULTING GROUP Achim Fechtel Senior Partner & Managing Director	HAKUBA HOTEL GROUP Adrian Bell CEO
MANDARIN ORIENTAL Edouard Ettedgui Group Chief Executive	GLOBAL MEMBERS	EAST JAPAN RAILWAY COMPANY Satoshi Seino Chairman & Director	MISSION HILLS GROUP Dr Ken Chu Chairman & CEO	THE COCA-COLA COMPANY Stefanie D Miller Group Vice President, Strategic Partnership Marketing	HELLOWORLD Elizabeth Gaines CEO
SILVERSEA CRUISES Manfredi Lefebvre d'Ovidio di Balsorano de Clunieres Chairman	ABU DHABI TOURISM & CULTURE AUTHORITY Mubarak Hamad Al Muhairi Director General	ENTERPRISE HOLDINGS Pamela Nicholson CEO	NH HOTEL GROUP Federico Gonzalez Tejera CEO	DELOITTE Adam Weissenberg Vice Chairman, Global Travel, Hospitality & Leisure Leader	JA RESORTS AND HOTELS David Thomson COO
THE TRAVEL CORPORATION Brett Tollman President & Chief Executive	AGODA Rob Rosenstein CEO	EXPEDIA INC Dara Khosrowshahi President & CEO	NOEL GROUP, A BERKSHIRE HATHAWAY COMPANY John M. Noel CEO	GOLDMAN SACHS Ben Leahy Managing Director, Investment Banking Division	MINOR HOTEL GROUP Dillip Rajakarier CEO
EXECUTIVE COMMITTEE	ALL NIPPON AIRWAYS (ANA) Osamu Shinobe President & CEO	FAIRMONT HOTELS & RESORTS Jennifer Fox President	NORWEGIAN CRUISE LINES Frank Del Rio President & CEO	ECOLAB Michael Hickey Executive Vice President and President, Global Institutional	NORTHERN CAUCASUS RESORTS Sergey Victorovich Vereshchagin Director General
ABERCROMBIE & KENT Geoffrey J W Kent Founder, Chairman & CEO	ALTOUR Alexandre Chemlia President	FINTRAX John Moore Chairman	ORBITZ WORLDWIDE Barney Harford CEO	GOOGLE Rob Torres Managing Director for Travel	NRMA GROUP Tony Stuart Group CEO
ACCOR Sébastien Bazin Chairman & CEO	AMADEUS IT GROUP SA Luis Maroto President & CEO	GLOBAL BLUE GROUP David Baxby President & CEO	OTI HOLDING Ayhan Bektas Chairman	JCB Koremitsu Sannomiya President & Chief Operating Officer	PALACE RESORTS José Chapur Zahoul President
AMERICAN EXPRESS COMPANY William Glenn President & CEO of American Express Global Business Travel	AVIS BUDGET GROUP Ronald L Nelson Chairman & CEO	GLOBAL LEISURE PARTNERS LLP Mark Harms Chairman & CEO	OZALTIN HOLDING Öznur Özdemir Özaltin Chief Executive Özaltin Holding (Tourism Group)	JONES LANG LASALLE HOTELS Arthur de Haast Chairman Hotels & Hospitality Group	PREMIER HOTELS & RESORTS Claudio Silvestri President & CEO
AMERICAN INTERNATIONAL GROUP, INC Jeffrey C Rutledge Chief Executive Officer, AIG Travel	BEIJING CAPITAL INTERNATIONAL AIRPORT CO LIU Xuesong General Manager SHI Boli General Manager	GREATER TORONTO AIRPORTS AUTHORITY Howard Eng President & CEO	PEAK ADVENTURE TRAVEL Darrell Wade CEO	SPENCER STUART Jerry Noonan Global Consumer Leader	ROTANA HOTEL MANAGEMENT CORPORATION Omer Kaddouri President & CEO
BHARAT HOTELS Jyotsna Suri Chairperson & Managing Director	BEIJING TOURISM GROUP LIU Yi President	HAWAIIAN AIR Mark Dunkerley President & CEO	QUNAR ZHUANG Chenchao Co-Founder & CEO	TOSHIBA CORPORATION Atsutoshi Nishida Chairman of the Board	SENTOSA DEVELOPMENT CORPORATION Mike Barclay CEO
CARLSON Douglas Anderson President & CEO Carlson Wagonlit Travel	BRITISH AIRWAYS Keith Williams Executive Chairman	HERTZ CORPORATION Michel Taride President, Hertz International	RADISSON EDWARDIAN HOTELS Jasminder Singh Chairman & CEO	VISA WORLDWIDE Ross Jackson Vice President, Cross-Border, Brand, Product & Client Marketing Asia Pacific Region	SHKP HOTELS Ricco De Blank CEO
DUBAI AIRPORTS INTERNATIONAL Paul Griffiths CEO	CANNERY ROW COMPANY Ted J Balestreri Chairman & CEO	HOGG ROBINSON GROUP David Radcliffe Chief Executive	RELAIS & CHÂTEAUX Phillipe Gombert President International, Chairman of the Board	SONEVA RESORTS Sonu Shivdasani Chairman & CEO	SOUTH AMERICAN TOURS Federico Bueker CEO
EMIRATES Gary Chapman President Group Services & Dnata, Emirates Group	CHANGI AIRPORT GROUP Lee Seow Hiang CEO	HONG KONG & SHANGHAI HOTELS Clement Kwok Managing Director & CEO	R TAUCK & PARTNER Robin Tauck President	ACTION GROUP HOLDING H E Sheikh Mubarak Al Abdullah Al Mubarak Al Sabah Chairman	SWAIN DESTINATIONS Ian Swain President
HNA GROUP CHEN Feng Chairman of the Board	CHICAGO DEPARTMENT OF AVIATION Michael Boland Acting Commissioner	HYATT HOTELS CORPORATION Mark S Hoplamazian President and CEO	SHANGHAI JIN JIANG INTERNATIONAL HOTELS YANG Weimin CEO	ALATUR Ricardo Souto Ferreira Vice President	THOMAS COOK INDIA Madhaven Menon Managing Director
INTERCONTINENTAL HOTELS GROUP Richard Solomons CEO	CHINA EASTERN AIRLINES LIU Shaoyong Chairman	HUANGSHAN TOURISM GROUP HUANG Linmu President and Chairman of the Board	SHANGHAI SPRING INTERNATIONAL TRAVEL SERVICES XIAO Qianhui General Manager	ALPITOUR Gabriele Burgio CEO	TREND OPERADORA LTDA Luis Paulo Luppa President
JTB CORP Hiromi Tagawa Chairman of the Board	CHINA INTERNATIONAL TRAVEL SERVICE, HEAD OFFICE (CITS) YU Ningning President	HYATT HOTELS CORPORATION Mark S Hoplamazian President and CEO	STARWOOD HOTELS & RESORTS WORLDWIDE Adam Aron CEO		
MARRIOTT INTERNATIONAL JW Marriott, Jr Chairman Arne M Sorenson President & CEO	CHINA SOUTHERN AIRLINES TAN Wangeng President & CEO	IBM Marty Saffen General Manager, Global Travel & Transportation Industry			



Travel Pays

HOW MONEY TRAVELS



WORLD
TRAVEL &
TOURISM
COUNCIL

Harlequin Building
65 Southwark Street
London, SE1 0HR
United Kingdom
Telephone: +44 (0)20 7481 8007
Fax: +44 (0) 207 488 1008
Email: enquiries@wttc.org

www.wttc.org