

# Travel & Tourism

ECONOMIC IMPACT 2015  
THAILAND



For more information, please contact:

**Rochelle Turner**  
Head of Research  
[rochelle.turner@wttc.org](mailto: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.

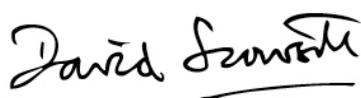
Travel & Tourism's impact on the economic and social development of a country can be enormous; opening it up for business, trade and capital investment, creating jobs and entrepreneurialism for the workforce and protecting heritage and cultural values. To fully understand its impact, however, governments, 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.

A handwritten signature in black ink that reads "David Scowsill".

**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

## 2015 ANNUAL RESEARCH: KEY FACTS<sup>1</sup>

2015 forecast

### GDP: DIRECT CONTRIBUTION

The direct contribution of Travel & Tourism to GDP was THB1,037.3bn (8.6% of total GDP) in 2014, and is forecast to rise by 3.4% in 2015, and to rise by 6.7% pa, from 2015-2025, to THB2,045.0bn (11.7% of total GDP) in 2025.



### GDP: TOTAL CONTRIBUTION

The total contribution of Travel & Tourism to GDP was THB2,345.1bn (19.3% of GDP) in 2014, and is forecast to rise by 3.2% in 2015, and to rise by 6.4% pa to THB4,496.7bn (25.8% of GDP) in 2025.



### EMPLOYMENT: DIRECT CONTRIBUTION

In 2014 Travel & Tourism directly supported 2,210,000 jobs (5.8% of total employment). This is expected to rise by 0.2% in 2015 and rise by 4.6% pa to 3,476,000 jobs (8.6% 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 14.1% of total employment (5,383,000 jobs). This is expected to rise by 1.0% in 2015 to 5,434,500 jobs and rise by 4.1% pa to 8,140,000 jobs in 2025 (20.2% of total).



### VISITOR EXPORTS

Visitor exports generated THB1,309.1bn (14.4% of total exports) in 2014. This is forecast to grow by 3.3% in 2015, and grow by 7.7% pa, from 2015-2025, to THB2,828.6bn in 2025 (17.3% of total).



### INVESTMENT

Travel & Tourism investment in 2014 was THB235.3bn, or 7.4% of total investment. It should rise by 5.4% in 2015, and rise by 6.0% pa over the next ten years to THB444.2bn in 2025 (9.6% of total).



<sup>1</sup>All values are in constant 2014 prices & exchange rates

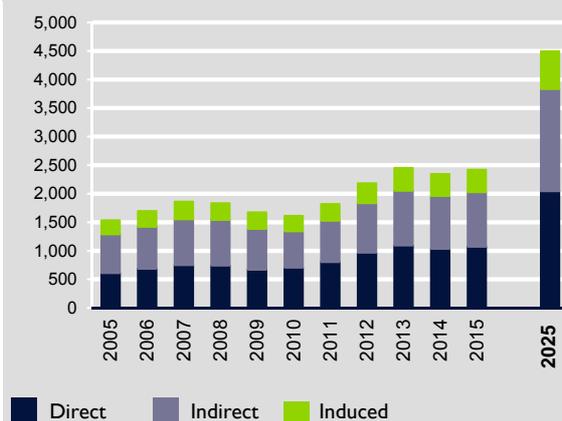
## WORLD RANKING (OUT OF 184 COUNTRIES):

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

<b>18</b> ABSOLUTE Size in 2014	<b>38</b> RELATIVE SIZE Contribution to GDP in 2014	<b>96</b> GROWTH 2015 forecast	<b>15</b> LONG-TERM GROWTH Forecast 2015-2025
---------------------------------------	---	--------------------------------------	---

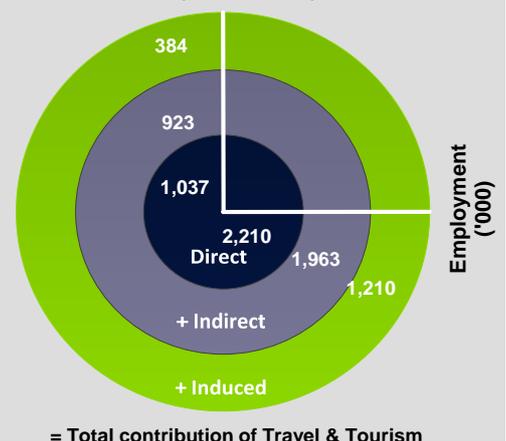
Total Contribution of Travel & Tourism to GDP

2014 THBbn



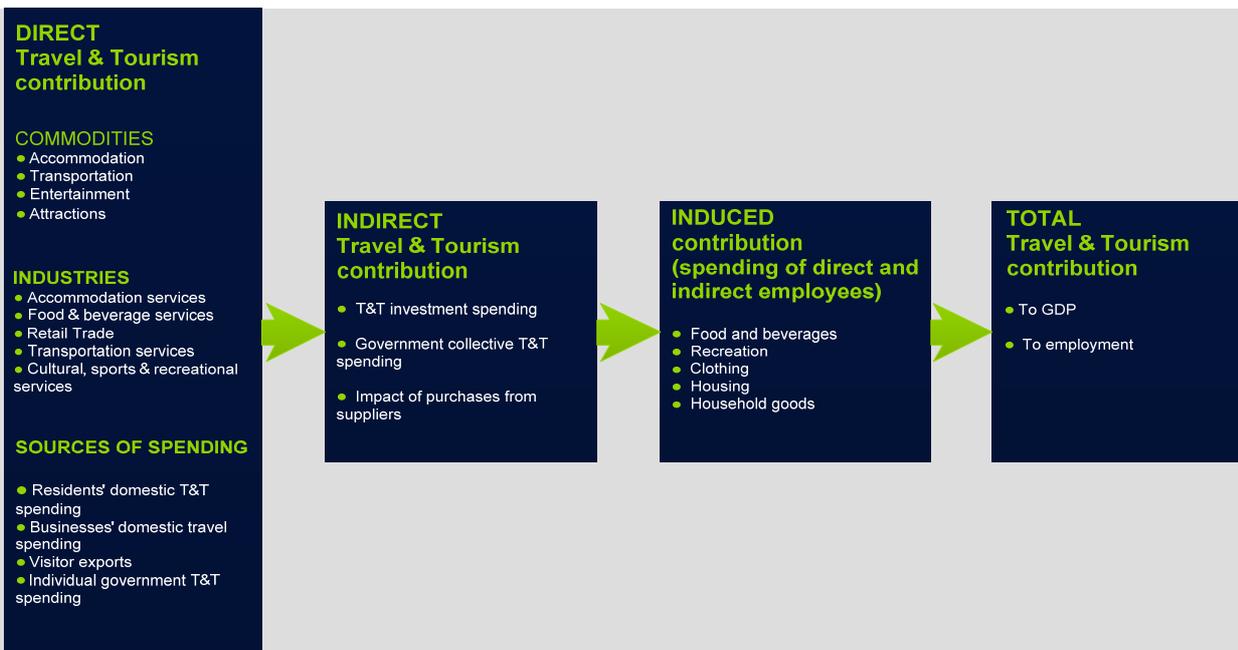
Breakdown of Travel & Tourism's Total Contribution to GDP and Employment 2014

GDP (2014 THBbn)



# 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 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.

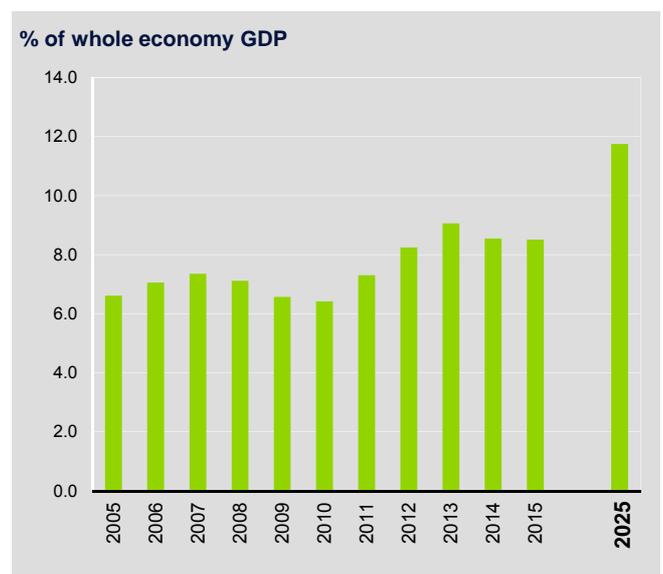
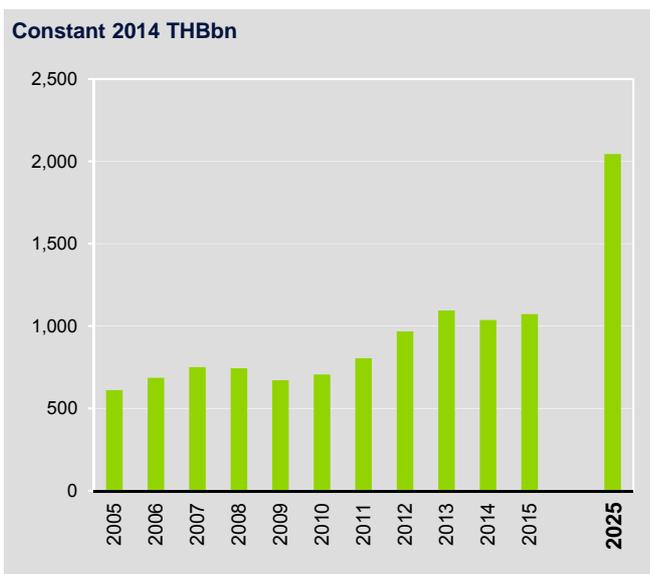
The 'induced' contribution measures the GDP and jobs supported by the spending of those who are directly or indirectly employed by the Travel & Tourism sector.

# Travel & Tourism's contribution to GDP<sup>1</sup>

The direct contribution of Travel & Tourism to GDP in 2014 was THB1,037.3bn (8.6% of GDP). This is forecast to rise by 3.4% to THB1,072.6bn 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 6.7% pa to THB2,045.0bn (11.7% of GDP) by 2025.

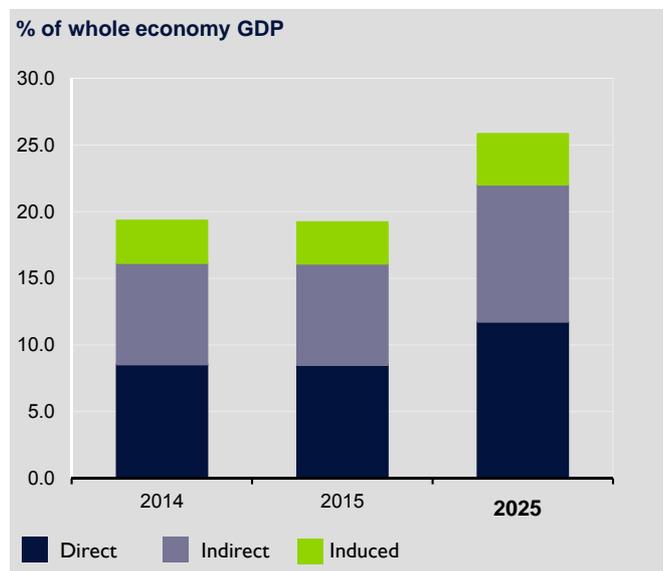
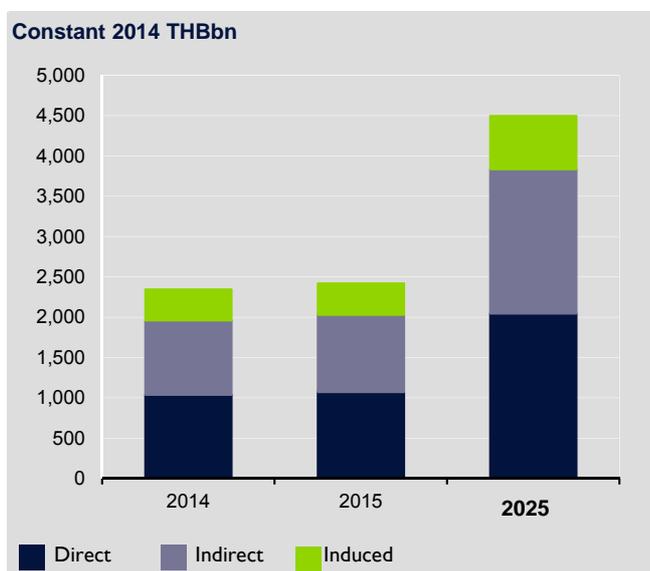
## THAILAND: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO GDP



The total contribution of Travel & Tourism to GDP (including wider effects from investment, the supply chain and induced income impacts, see page 2) was THB2,345.1bn in 2014 (19.3% of GDP) and is expected to grow by 3.2% to THB2,420.7bn (19.2% of GDP) in 2015.

It is forecast to rise by 6.4% pa to THB4,496.7bn by 2025 (25.8% of GDP).

## THAILAND: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO GDP



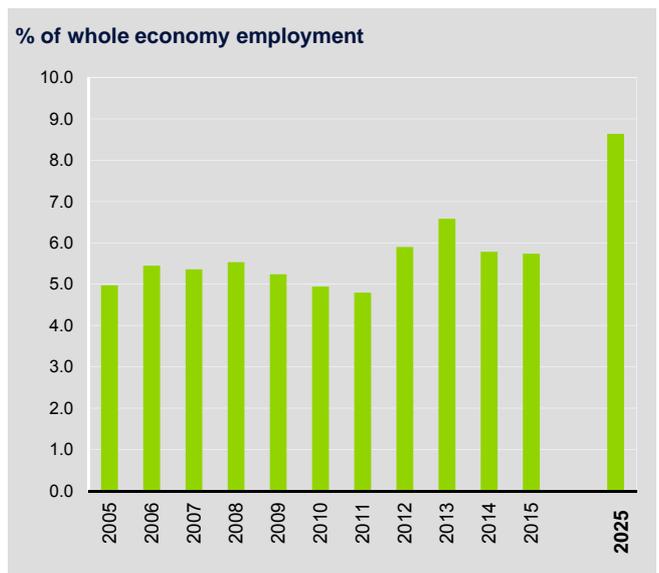
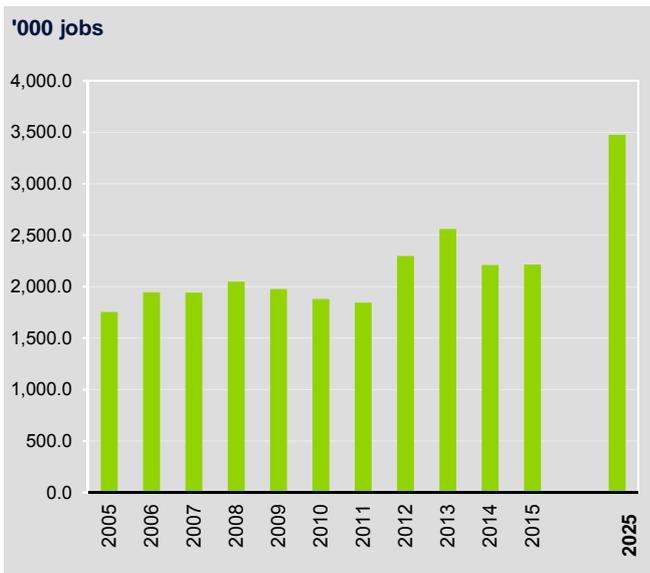
<sup>1</sup> All values are in constant 2014 prices & exchange rates

# Travel & Tourism's contribution to employment

Travel & Tourism generated 2,210,000 jobs directly in 2014 (5.8% of total employment) and this is forecast to grow by 0.2% in 2015 to 2,215,500 (5.7% 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 3,476,000 jobs directly, an increase of 4.6% pa over the next ten years.

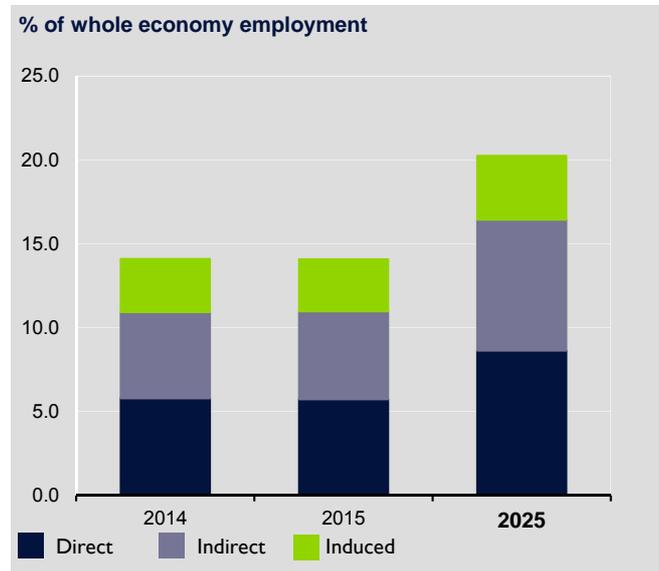
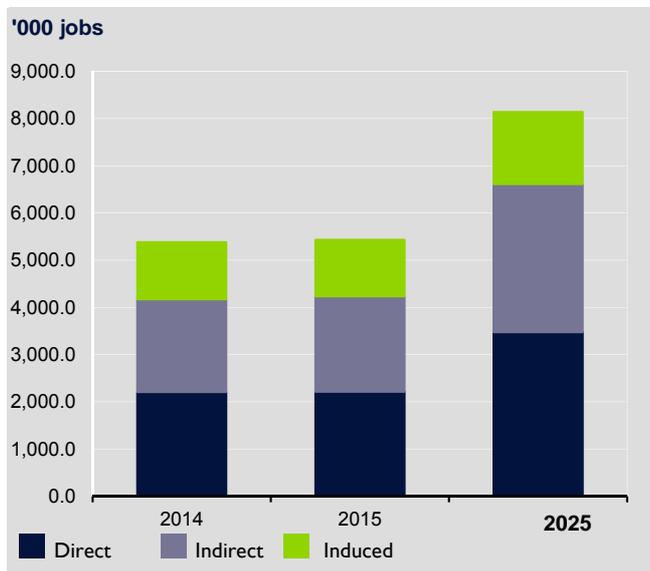
## THAILAND: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



The total contribution of Travel & Tourism to employment (including wider effects from investment, the supply chain and induced income impacts, see page 2) was 5,383,000 jobs in 2014 (14.1% of total employment). This is forecast to rise by 1.0% in 2015 to 5,434,500 jobs (14.1% of total employment).

By 2025, Travel & Tourism is forecast to support 8,140,000 jobs (20.2% of total employment), an increase of 4.1% pa over the period.

## THAILAND: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



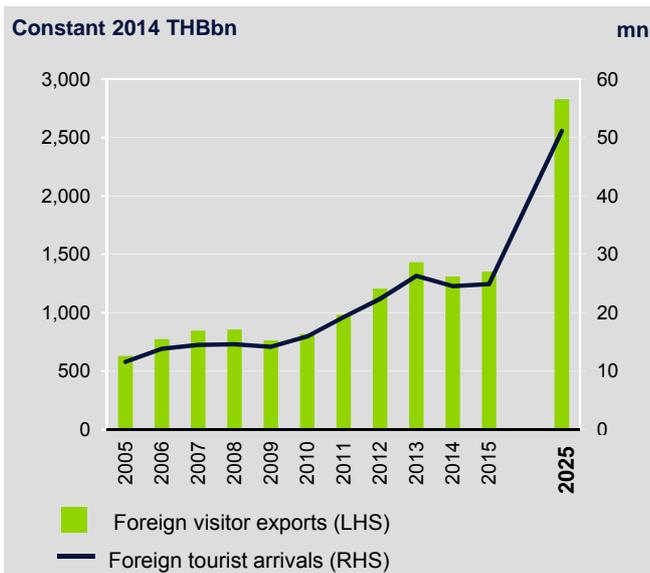
# Visitor Exports and Investment<sup>1</sup>

## 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, Thailand generated THB1,309.1bn in visitor exports. In 2015, this is expected to grow by 3.3%, and the country is expected to attract 24,899,000 international tourist arrivals.

By 2025, international tourist arrivals are forecast to total 51,121,000, generating expenditure of THB2,828.6bn, an increase of 7.7% pa.

## THAILAND: VISITOR EXPORTS AND INTERNATIONAL TOURIST ARRIVALS

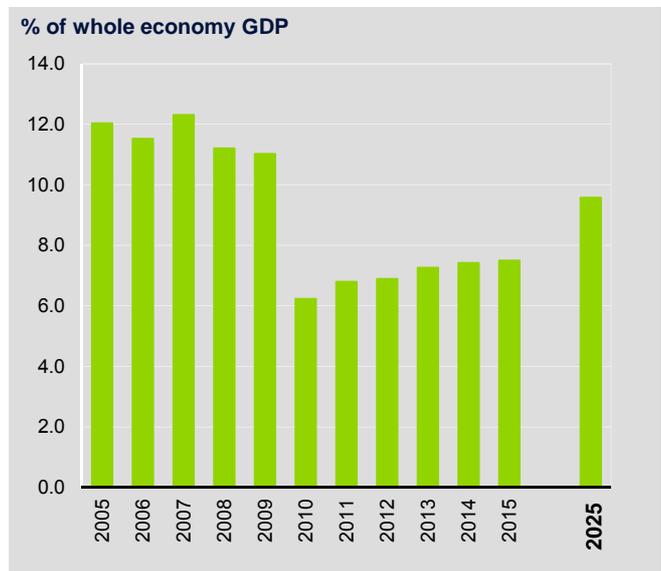
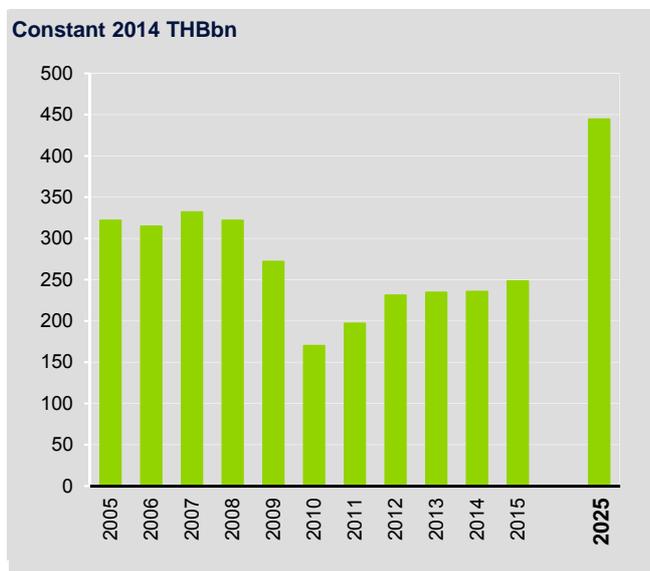


## INVESTMENT

Travel & Tourism is expected to have attracted capital investment of THB235.3bn in 2014. This is expected to rise by 5.4% in 2015, and rise by 6.0% pa over the next ten years to THB444.2bn in 2025.

Travel & Tourism's share of total national investment will rise from 7.5% in 2015 to 9.6% in 2025.

## THAILAND: CAPITAL INVESTMENT IN TRAVEL & TOURISM



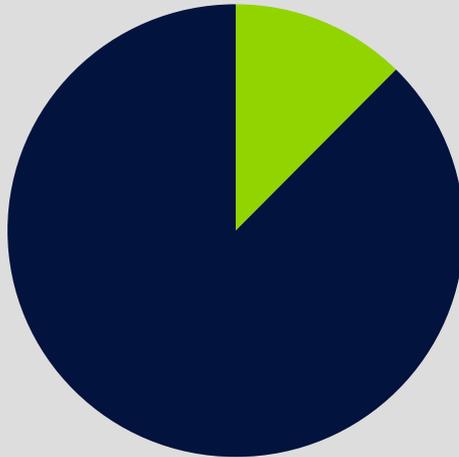
<sup>1</sup> All values are in constant 2014 prices & exchange rates

# Different components of Travel & Tourism<sup>1</sup>

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

Leisure spending **87.6%**

Business spending **12.4%**



Leisure travel spending (inbound and domestic) generated 87.6% of direct Travel & Tourism GDP in 2014 (THB1,641.7bn) compared with 12.4% for business travel spending (THB232.3bn).

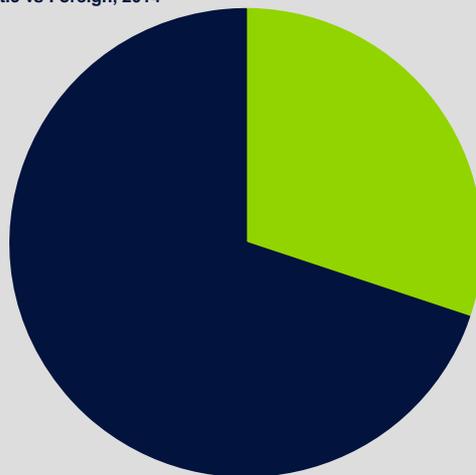
Leisure travel spending is expected to grow by 3.5% in 2015 to THB1,699.1bn, and rise by 6.9% pa to THB3,297.2bn in 2025.

Business travel spending is expected to grow by 4.8% in 2015 to THB243.4bn, and rise by 4.7% pa to THB385.3bn in 2025.

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

Foreign visitor spending **69.9%**

Domestic spending **30.1%**



Domestic travel spending generated 30.1% of direct Travel & Tourism GDP in 2014 compared with 69.9% for visitor exports (ie foreign visitor spending or international tourism receipts).

Domestic travel spending is expected to grow by 4.5% in 2015 to THB590.0bn, and rise by 3.8% pa to THB853.8bn in 2025.

Visitor exports are expected to grow by 3.3% in 2015 to THB1,352.4bn, and rise by 7.7% pa to THB2,828.6bn in 2025.

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

Direct **44.2%**

Induced **16.4%**

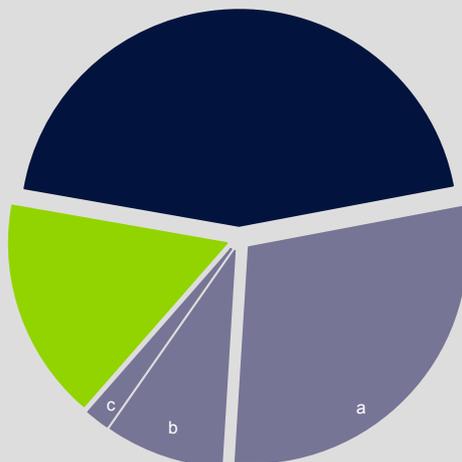
Indirect **39.4%**

*Indirect is the sum of:*

(a) Supply chain **29.0%**

(b) Investment **8.7%**

(c) Government collective **1.7%**



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 twice as large as its direct contribution.**

<sup>1</sup> All values are in constant 2014 prices & exchange rates

# Country rankings: Absolute contribution, 2014

Travel & Tourism's Direct Contribution to GDP	2014 (US\$bn)
2 China	263.0
12 Australia	38.6
14 <b>Thailand</b>	31.9
17 Indonesia	27.5
<b>Asia Pacific Average</b>	21.7
<b>World Average</b>	19.4
23 Malaysia	18.6
31 Singapore	14.8
36 Philippines	12.0
43 Vietnam	8.6
47 New Zealand	7.5
74 Cambodia	2.3

Travel & Tourism's Total Contribution to GDP	2014 (US\$bn)
2 China	943.1
11 Australia	145.7
17 Indonesia	79.8
18 <b>Thailand</b>	72.2
<b>Asia Pacific Average</b>	67.3
<b>World Average</b>	58.3
26 Malaysia	49.2
36 Philippines	31.8
37 Singapore	30.4
39 New Zealand	26.6
51 Vietnam	17.3
83 Cambodia	5.1

Travel & Tourism's Direct Contribution to Employment	2014 '000 jobs
1 China	23160.0
5 Indonesia	3325.8
8 <b>Thailand</b>	2210.2
<b>Asia Pacific Average</b>	2000.0
9 Vietnam	1963.5
13 Philippines	1259.8
17 Cambodia	985.4
<b>World Average</b>	827.0
24 Malaysia	724.3
32 Australia	504.6
68 Singapore	152.7
88 New Zealand	100.0

Travel & Tourism's Total Contribution to Employment	2014 '000 jobs
1 China	66086.2
4 Indonesia	9813.9
7 <b>Thailand</b>	5382.9
<b>Asia Pacific Average</b>	4673.9
10 Philippines	4231.9
12 Vietnam	4088.6
20 Cambodia	2221.5
<b>World Average</b>	2076.6
24 Malaysia	1769.9
29 Australia	1415.8
74 New Zealand	353.8
84 Singapore	302.9

Travel & Tourism Capital Investment	2014 (US\$bn)
2 China	136.8
10 Australia	18.4
13 Indonesia	14.1
14 Singapore	13.8
<b>Asia Pacific Average</b>	9.5
20 <b>Thailand</b>	7.2
25 Malaysia	5.9
32 Vietnam	4.6
<b>World Average</b>	4.5
53 Philippines	2.1
55 New Zealand	1.9
93 Cambodia	0.4

Visitor Exports	2014 (US\$bn)
3 China	60.8
10 <b>Thailand</b>	40.3
14 Malaysia	22.6
20 Singapore	18.9
21 Australia	18.8
<b>Asia Pacific Average</b>	12.4
32 Indonesia	11.2
36 New Zealand	8.9
39 Vietnam	7.8
<b>World Average</b>	7.5
49 Philippines	5.8
60 Cambodia	3.2

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
16	Cambodia	13.5
25	<b>Thailand</b>	8.6
48	Malaysia	5.7
58	Singapore	4.9
64	Vietnam	4.6
70	Philippines	4.2
79	New Zealand	3.9
99	Indonesia	3.2
	<b>World</b>	3.1
	<b>Asia Pacific</b>	3.0
118	Australia	2.7
120	China	2.6

Travel & Tourism's Total Contribution to GDP		2014 % share
17	Cambodia	29.9
38	<b>Thailand</b>	19.3
50	Malaysia	14.9
58	New Zealand	13.7
69	Philippines	11.2
80	Australia	10.1
83	Singapore	10.1
	<b>World</b>	9.8
93	China	9.4
94	Indonesia	9.3
95	Vietnam	9.3
	<b>Asia Pacific</b>	9.2

Travel & Tourism's Direct Contribution to Employment		2014 % share
18	Cambodia	11.7
46	<b>Thailand</b>	5.8
52	Malaysia	5.3
70	New Zealand	4.4
71	Australia	4.4
74	Singapore	4.3
82	Vietnam	3.7
	<b>Asia Pacific</b>	3.7
	<b>World</b>	3.6
97	Philippines	3.3
109	China	3.0
114	Indonesia	2.9

Travel & Tourism's Total Contribution to Employment		2014 % share
21	Cambodia	26.4
47	New Zealand	15.5
51	<b>Thailand</b>	14.1
56	Malaysia	13.0
61	Australia	12.2
72	Philippines	11.1
	<b>World</b>	9.4
99	China	8.6
	<b>Asia Pacific</b>	8.5
101	Singapore	8.5
104	Indonesia	8.4
116	Vietnam	7.7

Travel & Tourism Investment Contribution to Total Capital Investment		2014 % share
17	Singapore	18.1
27	Cambodia	15.6
45	Vietnam	10.0
63	<b>Thailand</b>	7.4
73	Malaysia	6.8
88	Indonesia	5.3
94	Australia	4.7
99	New Zealand	4.6
	<b>World</b>	4.3
	<b>Asia Pacific</b>	3.7
130	Philippines	3.6
146	China	2.9

Visitor Exports Contribution to Total Exports		2014 % share
36	Cambodia	32.7
66	New Zealand	15.8
72	<b>Thailand</b>	14.4
88	Malaysia	8.6
104	Philippines	6.9
108	Australia	6.4
	<b>World</b>	5.7
117	Indonesia	5.6
	<b>Asia Pacific</b>	5.2
125	Vietnam	4.8
144	Singapore	3.3
159	China	2.4

# Country rankings: Real growth, 2015

Travel & Tourism's Direct Contribution to GDP	2015 % growth
3 Cambodia	8.4
6 Vietnam	7.9
16 China	6.7
26 Indonesia	6.0
37 Malaysia	5.6
<b>Asia Pacific</b>	5.1
54 Philippines	5.0
74 Australia	3.9
84 Singapore	3.7
<b>World</b>	3.7
92 <b>Thailand</b>	3.4
138 New Zealand	2.2

Travel & Tourism's Total Contribution to GDP	2015 % growth
2 Cambodia	8.2
4 Vietnam	8.0
10 China	7.5
12 Indonesia	7.0
<b>Asia Pacific</b>	5.5
39 Malaysia	5.3
47 Philippines	5.0
57 Singapore	4.7
<b>World</b>	3.7
86 Australia	3.5
96 <b>Thailand</b>	3.2
149 New Zealand	1.6

Travel & Tourism's Direct Contribution to Employment	2015 % growth
9 Cambodia	6.0
48 Singapore	3.7
52 Vietnam	3.6
56 Malaysia	3.5
76 Philippines	2.6
83 Indonesia	2.3
<b>World</b>	2.0
<b>Asia Pacific</b>	1.8
122 China	1.2
136 New Zealand	0.7
147 <b>Thailand</b>	0.2
169 Australia	-1.8

Travel & Tourism's Total Contribution to Employment	2015 % growth
22 Cambodia	4.5
44 Vietnam	3.6
50 Indonesia	3.3
51 China	3.3
54 Malaysia	3.1
<b>Asia Pacific</b>	2.8
<b>World</b>	2.6
69 Philippines	2.5
71 Singapore	2.4
126 <b>Thailand</b>	1.0
141 New Zealand	0.5
165 Australia	-0.9

Travel & Tourism Investment	2015 % growth
32 China	7.8
41 Vietnam	7.1
50 New Zealand	6.4
<b>Asia Pacific</b>	6.3
56 Singapore	6.1
64 Indonesia	5.7
65 Cambodia	5.6
73 <b>Thailand</b>	5.4
76 Malaysia	5.3
<b>World</b>	4.8
121 Philippines	3.2
168 Australia	0.4

Visitor Exports	2015 % growth
11 Cambodia	8.3
22 Vietnam	7.4
40 Malaysia	5.8
47 Indonesia	5.5
70 New Zealand	4.5
76 Australia	4.1
91 <b>Thailand</b>	3.3
<b>Asia Pacific</b>	3.0
<b>World</b>	2.8
108 Singapore	2.6
121 China	2.2
150 Philippines	-0.3

# Country rankings: Long term growth, 2015 - 2025

Travel & Tourism's Direct Contribution to GDP	2015 - 2025 % growth pa
<b>7 Thailand</b>	<b>6.7</b>
11 Vietnam	6.6
15 Cambodia	6.3
24 China	6.0
34 Philippines	5.6
43 Indonesia	5.3
<b>Asia Pacific</b>	<b>4.9</b>
101 Malaysia	4.1
<b>World</b>	<b>3.9</b>
138 Australia	3.2
172 Singapore	2.4
174 New Zealand	2.4

Travel & Tourism's Total Contribution to GDP	2015 - 2025 % growth pa
13 Cambodia	6.5
<b>15 Thailand</b>	<b>6.4</b>
18 China	6.2
19 Vietnam	6.2
27 Indonesia	5.9
31 Philippines	5.7
<b>Asia Pacific</b>	<b>5.0</b>
73 Malaysia	4.5
<b>World</b>	<b>3.8</b>
135 Singapore	3.3
149 Australia	2.9
170 New Zealand	2.4

Travel & Tourism's Direct Contribution to Employment	2015 - 2025 % growth pa
7 Cambodia	4.6
<b>8 Thailand</b>	<b>4.6</b>
52 Malaysia	2.9
64 Philippines	2.6
<b>World</b>	<b>2.0</b>
<b>Asia Pacific</b>	<b>2.0</b>
112 Vietnam	1.8
131 Indonesia	1.4
135 China	1.3
138 Singapore	1.3
139 New Zealand	1.2
145 Australia	1.0

Travel & Tourism's Total Contribution to Employment	2015 - 2025 % growth pa
<b>10 Thailand</b>	<b>4.1</b>
33 China	3.3
34 Cambodia	3.3
36 Malaysia	3.2
<b>Asia Pacific</b>	<b>2.6</b>
57 Philippines	2.6
<b>World</b>	<b>2.3</b>
105 Indonesia	1.8
116 New Zealand	1.6
125 Australia	1.4
131 Vietnam	1.3
165 Singapore	0.4

Travel & Tourism Investment Contribution to Capital Investment	2015 - 2025 % growth pa
11 Indonesia	7.1
14 China	6.6
19 Cambodia	6.4
21 Malaysia	6.3
24 Singapore	6.2
26 Vietnam	6.2
<b>32 Thailand</b>	<b>6.0</b>
<b>Asia Pacific</b>	<b>5.7</b>
73 Philippines	4.8
<b>World</b>	<b>4.6</b>
97 New Zealand	4.2
170 Australia	2.0

Visitor Exports Contribution to Exports	2015 - 2025 % growth pa
<b>4 Thailand</b>	<b>7.7</b>
11 Vietnam	6.8
17 Philippines	6.6
27 Cambodia	6.0
39 China	5.5
40 Indonesia	5.5
<b>Asia Pacific</b>	<b>4.7</b>
<b>World</b>	<b>4.2</b>
123 Malaysia	3.5
126 New Zealand	3.5
163 Australia	2.4
178 Singapore	1.7

# Summary tables: Estimates & Forecasts

<b>Thailand</b>	2014 US\$mn <sup>1</sup>	2014 % of total	2015 Growth <sup>2</sup>	US\$mn <sup>1</sup>	2025 % of total	Growth <sup>3</sup>
Direct contribution to GDP	31,935.4	8.6	3.4	62,959.8	11.7	6.7
Total contribution to GDP	72,201.9	19.3	3.2	138,442.0	25.8	6.4
Direct contribution to employment <sup>4</sup>	2,210.2	5.8	0.2	3,475.5	8.6	4.6
Total contribution to employment <sup>4</sup>	5,382.9	14.1	1.0	8,140.2	20.2	4.1
Visitor exports	40,305.7	14.4	3.3	87,086.2	17.3	7.7
Domestic spending	17,388.9	4.7	4.5	26,287.5	4.9	3.8
Leisure spending	50,543.0	7.5	3.5	101,512.0	10.5	6.9
Business spending	7,151.6	1.1	4.8	11,861.3	1.2	4.7
Capital investment	7,243.2	7.4	5.4	13,676.3	9.6	6.0

<sup>1</sup>2014 constant prices & exchange rates; <sup>2</sup>2015 real growth adjusted for inflation (%); <sup>3</sup>2015-2025 annualised real growth adjusted for inflation (%); <sup>4</sup>'000 jobs

<b>Asia Pacific</b>	2014 US\$bn <sup>1</sup>	2014 % of total	2015 Growth <sup>2</sup>	US\$bn <sup>1</sup>	2025 % of total	Growth <sup>3</sup>
Direct contribution to GDP	694.1	3.0	5.1	1,177.1	3.2	4.9
Total contribution to GDP	2,153.9	9.2	5.5	3,709.7	10.1	5.0
Direct contribution to employment <sup>4</sup>	64,001	3.7	1.8	79,075	4.0	2.0
Total contribution to employment <sup>4</sup>	149,566	8.5	2.8	199,583	10.2	2.6
Visitor exports	397.8	5.2	3.0	646.9	5.2	4.7
Domestic spending	1,162.7	5.0	5.8	2,000.1	5.5	5.0
Leisure spending	1,206.4	2.2	4.7	2,087.6	2.5	5.2
Business spending	354.2	0.7	6.6	559.5	0.7	4.0
Capital investment	303.5	3.7	6.3	560.2	4.7	5.7

<sup>1</sup>2014 constant prices & exchange rates; <sup>2</sup>2015 real growth adjusted for inflation (%); <sup>3</sup>2015-2025 annualised real growth adjusted for inflation (%); <sup>4</sup>'000 jobs

<b>Worldwide</b>	2014 US\$bn <sup>1</sup>	2014 % of total	2015 Growth <sup>2</sup>	US\$bn <sup>1</sup>	2025 % of total	Growth <sup>3</sup>
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 <sup>4</sup>	105,408	3.6	2.0	130,694	3.9	2.0
Total contribution to employment <sup>4</sup>	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

<sup>1</sup>2014 constant prices & exchange rates; <sup>2</sup>2015 real growth adjusted for inflation (%); <sup>3</sup>2015-2025 annualised real growth adjusted for inflation (%); <sup>4</sup>'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

<b>Thailand</b> (THBbn, real 2014 prices)	2009	2010	2011	2012	2013	2014	2015E	2025F
1. Visitor exports	761.4	816.7	981.1	1205.6	1430.7	1309.1	1352.4	2828.6
2. Domestic expenditure (includes government individual spending)	440.1	465.1	487.8	538.6	551.1	564.8	590.0	853.8
3. Internal tourism consumption (= 1 + 2)	1201.5	1281.8	1468.9	1744.2	1981.8	1873.9	1942.5	3682.4
4. Purchases by tourism providers, including imported goods (supply chain)	-529.9	-574.9	-663.3	-776.1	-886.9	-836.7	-869.9	-1,637.5
5. <b>Direct contribution of Travel &amp; Tourism to GDP</b> (= 3 + 4)	671.5	706.9	805.7	968.1	1,094.9	1,037.3	1,072.6	2,045.0
<b>Other final impacts (indirect &amp; induced)</b>	451.8	475.6	542.0	651.3	736.6	697.8	721.6	1,375.8
6. Domestic supply chain								
7. Capital investment	271.6	169.6	196.8	230.8	234.4	235.3	248.1	444.2
8. Government collective spending	32.7	34.1	35.1	38.4	40.3	41.8	44.2	62.6
9. Imported goods from indirect spending	-41.2	-42.1	-49.9	-52.6	-52.3	-51.4	-56.0	-91.8
10. Induced	288.4	269.0	290.8	347.0	396.9	384.4	390.4	660.9
11. <b>Total contribution of Travel &amp; Tourism to GDP</b> (= 5 + 6 + 7 + 8 + 9 + 10)	1,674.8	1,613.3	1,820.5	2,183.0	2,450.9	2,345.1	2,420.7	4,496.7
<b>Employment impacts ('000)</b>								
12. Direct contribution of Travel & Tourism to employment	1,975.9	1,880.9	1,845.5	2,298.9	2,561.6	2,210.2	2,215.6	3,475.5
13. <b>Total contribution of Travel &amp; Tourism to employment</b>	4,960.2	4,334.0	4,454.3	5,386.5	6,019.0	5,382.9	5,434.5	8,140.2
<b>Other indicators</b>								
14. Expenditure on outbound travel	164.8	186.1	179.1	195.5	205.3	216.5	230.2	334.9

# The economic contribution of Travel & Tourism: Nominal prices

<b>Thailand</b> (THBbn, nominal prices)	2009	2010	2011	2012	2013	2014	2015E	2025F
1. Visitor exports	673.8	749.1	937.7	1,168.1	1,409.3	1,309.1	1,359.6	3,696.4
2. Domestic expenditure (includes government individual spending)	389.4	426.6	466.2	521.8	542.9	564.8	593.1	1,115.8
3. Internal tourism consumption (= 1 + 2)	1,063.2	1,175.8	1,403.9	1,689.9	1,952.2	1,873.9	1,952.7	4,812.1
4. Purchases by tourism providers, including imported goods (supply chain)	-468.9	-527.4	-633.9	-751.9	-873.7	-836.7	-874.5	-2,139.8
5. <b>Direct contribution of Travel &amp; Tourism to GDP</b> (= 3 + 4)	594.3	648.4	770.0	937.9	1,078.5	1,037.3	1,078.2	2,672.3
<b>Other final impacts (indirect &amp; induced)</b>	399.8	436.3	518.0	631.0	725.6	697.8	725.4	1,797.9
6. Domestic supply chain								
7. Capital investment	240.3	155.6	188.1	223.6	230.9	235.3	249.4	580.5
8. Government collective spending	28.9	31.3	33.5	37.2	39.7	41.8	44.4	81.8
9. Imported goods from indirect spending	-36.4	-38.6	-47.7	-51.0	-51.6	-51.4	-56.3	-120.0
10. Induced	255.2	246.8	278.0	336.2	391.0	384.4	392.5	863.7
11. <b>Total contribution of Travel &amp; Tourism to GDP</b> (= 5 + 6 + 7 + 8 + 9 + 10)	1,482.0	1,479.8	1,739.9	2,115.1	2,414.2	2,345.1	2,433.5	5,876.2
<b>Employment impacts ('000)</b>								
12. Direct contribution of Travel & Tourism to employment	1,975.9	1,880.9	1,845.5	2,298.9	2,561.6	2,210.2	2,215.6	3,475.5
13. <b>Total contribution of Travel &amp; Tourism to employment</b>	4,960.2	4,334.0	4,454.3	5,386.5	6,019.0	5,382.9	5,434.5	8,140.2
<b>Other indicators</b>								
14. Expenditure on outbound travel	145.8	170.7	171.2	189.4	202.2	216.5	231.4	437.6

\*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

Thailand Growth <sup>1</sup> (%)	2009	2010	2011	2012	2013	2014	2015E	2025F <sup>2</sup>
1. Visitor exports	-11.1	7.3	20.1	22.9	18.7	-8.5	3.3	7.7
2. Domestic expenditure (includes government individual spending)	-11.3	5.7	4.9	10.4	2.3	2.5	4.5	3.8
3. Internal tourism consumption (= 1 + 2)	-11.1	6.7	14.6	18.7	13.6	-5.4	3.7	6.6
4. Purchases by tourism providers, including imported goods (supply chain)	-12.9	8.5	15.4	17.0	14.3	-5.7	4.0	6.5
5. Direct contribution of Travel & Tourism to GDP (= 3 + 4)	-9.8	5.3	14.0	20.2	13.1	-5.3	3.4	6.7
<b>Other final impacts (indirect &amp; induced)</b>	-9.8	5.3	14.0	20.2	13.1	-5.3	3.4	6.7
6. Domestic supply chain								
7. Capital investment	-15.5	-37.5	16.0	17.3	1.6	0.4	5.4	6.0
8. Government collective spending	6.7	4.5	2.8	9.4	5.1	3.6	5.7	3.5
9. Imported goods from indirect spending	-11.4	4.8	13.9	17.8	11.2	-4.5	4.1	6.4
10. Induced	-0.9	-6.7	8.1	19.3	14.4	-3.2	1.6	5.4
11. Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	-8.6	-3.7	12.8	19.9	12.3	-4.3	3.2	6.4
<b>Employment impacts ('000)</b>								
12. Direct contribution of Travel & Tourism to employment	-3.6	-4.8	-1.9	24.6	11.4	-13.7	0.2	4.6
13. Total contribution of Travel & Tourism to employment	-2.9	-12.6	2.8	20.9	11.7	-10.6	1.0	4.1
<b>Other indicators</b>								
14. Expenditure on outbound travel	-14.4	12.9	-3.8	9.1	5.0	5.4	6.3	3.8

<sup>1</sup>2009-2014 real annual growth adjusted for inflation (%); <sup>2</sup>2015-2025 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





**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](http://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](http://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](mailto:fnicholls@oxfordeconomics.com)

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



# Travel Pays

## HOW MONEY TRAVELS



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](http://www.wttc.org)