The Future of Business Travel and Tourism

Rohit Talway

Fast Future

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The Future Business of Travel and Tourism

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TTRA Marketing Outlook Forum - Philadelphia
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www.fastfuturepublishing.com
What We Do

- **Speaking and Moderating**
  Delivering keynote speeches offering inspiring insights into a changing world and how others are responding to the future

- **Capacity Building / Future Leadership Programs and Events**
  Designing high impact leadership development programs, workshops and events for leaders and decision makers in governments and businesses that encourage new thinking, bring the future to life and enable you to develop new strategies and action agendas

- **Foresight Research**
  Helping you explore and understand the roadmap of economic, business, scientific, technological, social, political and environmental trends, forces, developments and ideas shaping the future of the sector

- **Investor Support**
  Advising on emerging sectors, technologies and scientific developments

- **Exponential Growth Consulting**
  Helping you create future strategies designed to deliver exponential rates of improvement, develop new business models and drive innovation to respond to and create disruptive change

- **Business Design and Innovation**
  Facilitating development of innovative, future proofed designs for organisations, products, services, processes and customer experiences
Contents

Presentation p 4
About Fast Future p 52
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The Future of Business

- 60 Chapters
- 62 Contributors from 21 countries
- Critical insights into a rapidly changing world
- Project completed in 19 weeks
- Bringing “exponential thinking” to publishing
A VERY HUMAN Future

PATHWAYS TO SUSTAINABLE ABUNDANCE

Edited by Rohit Talwar and David Wood
The Global Economic Crisis
The Great Depression of the XXI Century
The Future: Innovation, Immense Opportunity, Global Challenges, and Existential Risks
Every Sector will Transform by 2020

Play by the Rules of the Game

Create a New Game

How will we Change our DNA?
‘Future Proofed’ Organisations Work on 3 Horizons in Parallel

1-12 Months  
Operational Excellence

1-3 Years  
Search for Growth

4-10+ Years  
Creating the Future
# Growing Cities – New Needs, New Rules

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Tokyo</strong> 35.7m</td>
<td><strong>1. Tokyo</strong> 36.4m</td>
</tr>
<tr>
<td>2. Mexico City 19.0m</td>
<td><strong>2. Mumbai</strong> 26.4m</td>
</tr>
<tr>
<td>3. New York 19.0m</td>
<td><strong>3. Delhi</strong> 22.5m</td>
</tr>
<tr>
<td>4. Sao Paulo 19.0m</td>
<td><strong>4. Dhaka</strong> 22.0m</td>
</tr>
<tr>
<td>5. Mumbai 18.8m</td>
<td>21.4m 5. Sao Paulo</td>
</tr>
<tr>
<td>6. Delhi 15.9m</td>
<td><strong>21.0m 6. Mexico City</strong></td>
</tr>
<tr>
<td>7. Shanghai 15.0m</td>
<td>20.6m 7. New York</td>
</tr>
<tr>
<td>8. Kolkata 14.8m</td>
<td><strong>20.6m 8. Kolkata</strong></td>
</tr>
<tr>
<td>10. Dhaka 12.8m</td>
<td>19.1m 10. Karachi</td>
</tr>
<tr>
<td>11. Los Angeles 12.5m</td>
<td>16.8m 11. Kinshasa</td>
</tr>
<tr>
<td>12. Karachi 12.1m</td>
<td>15.8m 12. Lagos</td>
</tr>
<tr>
<td>13. Rio de Janeiro 11.9m</td>
<td>15.7m 13. Cairo</td>
</tr>
<tr>
<td>14. Osaka-Kobe 11.7m</td>
<td><strong>14.8m 14. Manila</strong></td>
</tr>
<tr>
<td>15. Cairo 11.3m</td>
<td><strong>14.6m 15. Beijing</strong></td>
</tr>
<tr>
<td>16. Beijing 11.1m</td>
<td>13.8m 16. Buenos Aires</td>
</tr>
<tr>
<td>17. Manila 11.1m</td>
<td>13.7m 17. Los Angeles</td>
</tr>
<tr>
<td>18. Moscow 10.5m</td>
<td>13.4m 18. Rio de Janeiro</td>
</tr>
<tr>
<td>19. Istanbul 10.1m</td>
<td><strong>12.4m 19. Jakarta</strong></td>
</tr>
</tbody>
</table>

**Increase in ranking**
**Decrease in ranking**
**Maintained ranking**
**New**

Sources: UN-Habitat 2008, Global Cities Institute 2014
Infrastructure is Key

Source: Infrastructure Intelligence; McKinsey
When Worlds Collide
Feminine vs. Masculine
‘We cannot solve problems by using the same kind of thinking we used when we created them.’

ALBERT EINSTEIN
Crowd vs. Curiosity?
Exponential Science and Technology Developments Could Enable Abundance
A Universe of Data... and it’s Used Poorly

Do we Have a Digital and Global Mindset?
An Uneasy Relationship
What’s Next in ICT - we can Anticipate at Least 60% of the Technology Timeline

It is Key to Understand the Core Trends...
A Continuous Technology Evolution in Power, Performance and Size - from the Mainframe...
...to the Desktop...
...Portable and Mobile...
... Connected to an Augmented, Immersive Multi-Sensory ‘Internet of Everything’...
... and Artificially Intelligent Intelligent Assistants and Digital Twins
Robotics
A World of Multiple Actors
Human 2.0, Robots, Androids, Holograms, Display-based AI Manifestations
Bitcoin, Blockchain, Smart Contracts and Distributed Accounting Ledgers

“I’m an asset, and I belong to XYC Company, here’s a digital signature to prove it”.
So How is the World Responding?
Rapid Execution  e.g. Superfast Construction
Ark Hotel - Dongting Lake - China
## Pursuit of Exponential Growth

<table>
<thead>
<tr>
<th>Company</th>
<th>Industry</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AirBnB</strong> Hotels</td>
<td></td>
<td>90x more listings per employee</td>
</tr>
<tr>
<td><strong>GitHub</strong> Software</td>
<td></td>
<td>109x more repositories per employee</td>
</tr>
<tr>
<td><strong>Local Motors</strong> Automotive</td>
<td></td>
<td>1000x cheaper to develop a new car model</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5-22x faster to manufacture a car</td>
</tr>
<tr>
<td><strong>Quirky</strong> Consumer Goods</td>
<td></td>
<td>10x faster product development (29 vs 300 days)</td>
</tr>
<tr>
<td><strong>Google Ventures</strong> Investments</td>
<td></td>
<td>2.5x more investments in early stage start-ups</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10x faster through design process</td>
</tr>
<tr>
<td><strong>Valve</strong> Gaming</td>
<td></td>
<td>30x more market cap per employee</td>
</tr>
<tr>
<td><strong>Tesla</strong> Automotive</td>
<td></td>
<td>30x more market cap per employee</td>
</tr>
<tr>
<td><strong>Tangerine</strong> (formerly ING Direct Canada) Banking</td>
<td></td>
<td>7x more customers per employee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4x more deposits per customer</td>
</tr>
</tbody>
</table>
Strati – First 3D Printed Car (Local Motors)
<table>
<thead>
<tr>
<th>Company</th>
<th>Age (years)</th>
<th>2011 valuation</th>
<th>2014 valuation</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haier</td>
<td>30</td>
<td>$19 billion</td>
<td>$60 billion</td>
<td>3x</td>
</tr>
<tr>
<td>Valve</td>
<td>18</td>
<td>$1.5 billion</td>
<td>$4.5 billion</td>
<td>3x</td>
</tr>
<tr>
<td>Google</td>
<td>17</td>
<td>$150 billion</td>
<td>$400 billion</td>
<td>2.5x</td>
</tr>
<tr>
<td>Uber</td>
<td>7</td>
<td>$2 billion</td>
<td>$40 billion</td>
<td>20x</td>
</tr>
<tr>
<td>AirBnB</td>
<td>6</td>
<td>$2 billion</td>
<td>$10 billion</td>
<td>5x</td>
</tr>
<tr>
<td>Github</td>
<td>6</td>
<td>$500 million (est.)</td>
<td>$7 billion</td>
<td>14x</td>
</tr>
<tr>
<td>Waze</td>
<td>6</td>
<td>$25 million</td>
<td>$1 billion (2013)</td>
<td>50x</td>
</tr>
<tr>
<td>Qirky</td>
<td>5</td>
<td>$50 million</td>
<td>$2 billion</td>
<td>40x</td>
</tr>
<tr>
<td>Snapchat</td>
<td>3</td>
<td>0</td>
<td>$10 billion</td>
<td>10,000x +</td>
</tr>
</tbody>
</table>
How can we Embrace the Future?

1. Create a Team of Future Scouts
2. Mindset - 3 Horizon Thinking

- 12 Months
- 1-3 Years
- 4-10 Years
3. Scan the Future, Share the Insights and Start Dialogues

Explore Different Possibilities for Competition, Markets, Technology, and Security Challenges
5. Create 3-5 Year Strategies
6. Build Key Muscles: Flexibility, Experimentation, Prototyping and Rapid Innovation
7. Management - Simplify and Tackle Complexity

- Customer Interface
- Process
- Organisation
- Information / Systems
- Regulatory
- Human
Future Work Skills 2020

While all six drivers are important in shaping the landscape in which each skill emerges, the color-coding and placement here indicate which drivers have particular relevance to the development of each of the skills.

KEY
- Drivers—disruptive shifts that will reshape the workforce landscape
- Key skill needed in the future workforce

1. **extreme longevity**
   - Increasing global lifespans change the nature of careers and learning
   - Trans-disciplinarity

2. **computational world**
   - Massive increase in sensors and processing power make the world a programmable system
   - Design Mindset

3. **superstructured organizations**
   - Social technologies drive new forms of production and value creation
   - Virtual Collaboration

4. **rise of smart machines and systems**
   - Workplace robotics nudge human workers out of rote, repetitive tasks
   - Novel and Adaptive Thinking

5. **new media ecology**
   - New communication tools require new media literacies beyond text
   - Social Intelligence

6. **globally-connected world**
   - Increased global interconnectivity puts diversity and adaptability at the center of organizational operations
   - Computational Thinking

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Cross Cultural Competency
Cognitive Load Management
Novel and Adaptive Thinking

Trans Disciplinarity
New Media Literacy
Social Intelligence

Design Mindset
Virtual Collaboration
Computational Thinking

Sense Making
First they Ignore you, then they laugh at you, then they fight you, then you win.

-Mahatma Gandhi
About Fast Future
FutureScapes:
The Future of Business

Edited By
Rohit Talwar
Launched June 2015

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Designing Your Future -
Key Trends, Challenges and Choices

- 50 key trends
- 100 emerging trends
- 10 major patterns of change
- Key challenges and choices for leaders
- Strategic decision making framework
- Future Scenarios
- Key futures tools and techniques
Reinventing the Airport Ecosystem

- Drivers of change
- Science and technology advances
- Customer expectations
- Innovation priorities
- Strategies and business models
- Surveys to test ideas and scenarios on a global audience
- Models for managing tomorrows airport ecosystem

http://www.amadeus.com/airlineit/resources/reinventing_the_airport_ecosystem/index.html?OADS=78
ILTA Legal Technology
Future Horizons Project

• Key business and legal trends and forces
• Timeline of emerging technologies and IT developments with high potential legal impact
• Explores IT’s transformative role in future legal business models and service differentiation
• Defines strategic business and IT imperatives
• 6 sponsors - combined desk research, interviews with managing partners, CIO’s, vendors, futurists and technologists, global surveys on the business applications of IT and emerging technologies
  • [Link to report]
  • 200 emerging technology developments [Link to list of developments]
Futurium - Science and Technology
Transformations Shaping the World of 2050

- European Commission project
- Examined 87 potential developments and trends
- Clustered into 11 overarching future societal themes
- Content identified through a combination of crowdsourcing via the Futurium web platform, suggestions from the EC, and ideas proposed by our team

http://ec.europa.eu/digital-agenda/futurium/
ACCA / IMA – 100 Drivers of Change

• Identifies 100 drivers of change impacting business and the accounting profession
• Outlines future scenarios for the accounting function
• Highlights strategic imperatives for business and the accounting function
• ‘5 minutes on’ executive summary
• Report:
  www.accaglobal.co.uk/en/research-insights/accountancy-futures/drivers-change.html
Hotels 2020

- Identifying key drivers of change for the globally branded hotel sector over the next decade
- Examining the implications for:
  - Hotel strategy
  - Brand portfolio
  - Business models
  - Customer targeting
  - Innovation

Rohit Talwar

- Global futurist and founder of Fast Future Research.
- Award winning speaker on future insights and strategic innovation – addressing leadership audiences in 40 countries on 5 continents
- Author of *Designing Your Future*
- Profiled by UK’s Independent Newspaper as one of the Top 10 Global Future Thinkers
- Led futures research, scenario planning and strategic consultancy projects for clients in telecommunications, technology, pharmaceuticals, banking, travel and tourism, environment, food and government sectors
- Clients include 3M, BBC, BT, BAe, Bayer, Chloride, DTC De Beers, DHL, EADS, Electrolux, E&Y, GE, Hoover, Hyundai, IBM, ING, Intel, KPMG, M&S, Nakheel, Nokia, Nomura, Novartis, OECD, Orange, Panasonic, Pfizer, PwC, Samsung, Shell, Siemens, Symbian, Yell, numerous international associations and governments agencies in the US, UK, Finland, Dubai, Nigeria, Saudi Arabia and Singapore.
- To receive Fast Future’s newsletters please email rohit@fastfuture.com
Videos of Rohit Exploring the Future

- Anticipating 2025 - Driving forces, global challenges and potential disruptions (30 mins): [https://www.youtube.com/watch?v=kwcLQCIfxpY](https://www.youtube.com/watch?v=kwcLQCIfxpY)
- Future of Travel (22 mins) [http://www.travelmole.tv/watch_vdo.php?id=14300](http://www.travelmole.tv/watch_vdo.php?id=14300)
Useful Sources

- Genetic profiling - [https://www.23andme.com/](https://www.23andme.com/)
- X Prize - Breakthrough innovation projects - [http://www.xprize.org/](http://www.xprize.org/)
- Global Future 2045 (immortality) [http://2045.com/](http://2045.com/)
- Digital / Crypto currencies –
- Autonomous cars -
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LinkedIn http://www.linkedin.com/in/talwar
Past presentations http://www.slideshare.net/fastrohit
Newsletter signup http://fastfuture.com/?page_id=13

Our current charitable campaigns:
Charlotte Talwar's fundraising project to build a new toilet block for Sunrise School Ghana
http://www.gofundme.com/7gaxho
Street Kids International - Helping Street-Active Youth In Ghana Start Businesses
https://www.globalgiving.co.uk/projects/help-street-active-youth-in-ghanा-start-businesses
Image Sources