



Travel & Tourism

ECONOMIC IMPACT 2013

TURKEY

For more information please contact:

Rochelle Turner
Research Manager
rochelle.turner@wttc.org

© 2013 World Travel & Tourism Council

Contents

The Economic Impact of Travel & Tourism 2013

Foreword.....	i
2013 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, 2012.....	7
Country Rankings: Relative Contribution, 2012.....	8
Country Rankings: Real Growth, 2013.....	9
Country Rankings: Long Term Growth, 2013-2023.....	10
Summary Tables: Estimates & Forecasts.....	11
The Economic Contribution of Travel & Tourism: Real 2012 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

USE OF MATERIAL IS AUTHORISED, PROVIDED SOURCE IS ACKNOWLEDGED

1-2 Queen Victoria Terrace, Sovereign Court, London E1W 3HA, UK

2 Tel: +44 (0) 20 7481 8007. Fax: +44 (0) 20 7488 1008. Email: enquiries@wttc.org. www.wttc.org

Foreword

The World Travel & Tourism Council (WTTC) has been investing in economic impact research for over 20 years. This research assesses the Travel & Tourism industry's contribution to GDP and jobs for 184 countries and 24 regions and economic groups in the world. Our ten-year forecasts are unique in the information they provide to assist governments and private companies plan policy and investment decisions for the future.

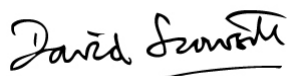
2012 demonstrated again the resilience of the Travel & Tourism industry in the face of continued economic turmoil, as economic growth slowed and was even negative in key global markets. The latest annual research from WTTC and our research partner Oxford Economics, shows that Travel & Tourism's contribution to GDP grew for the third consecutive year in 2012, and created more than 4 million new jobs. The strongest growth in 2012 was evident in international demand as appetite for travel beyond national borders, from leisure and business visitors, remains strong.

Travel & Tourism's importance to the wider economy continued to grow in 2012. Its total contribution comprised 9% of global GDP (US \$6.6 trillion) and generated over 260 million jobs – 1 in 11 of the world's total jobs. The industry outperformed the entire wider economy in 2012, growing faster than other notable industries such as manufacturing, financial services and retail.

With such resilience in demand and an ability to generate high employment, the importance of Travel & Tourism as a tool for economic development and job creation is clear. In total, the industry contributed to over 10% of all new jobs created in 2012. Less restrictive visa regimes and a reduction in punitive taxation levels would help the industry to contribute even more to broader economic development and better fulfil the clear demand for international travel.

While 2013 will present further challenges for the global economy and the Travel & Tourism industry, we remain optimistic that Travel & Tourism will continue to grow, outpace growth of the wider economy and remain a leading generator of jobs.

In the longer-term, demand from and within emerging markets will continue to rise in significance. Destinations need to be willing to invest in infrastructure suitable for new sources of demand to achieve the clear growth potential that exists. For example, we forecast that China will overtake the US by 2023 as the world's largest Travel & Tourism economy, measured in total GDP terms (2012 prices), and the size of the outbound market.



David Scowsill
President & CEO
World Travel & Tourism Council

2013 ANNUAL RESEARCH: KEY FACTS

2013
forecast

GDP: DIRECT CONTRIBUTION

The direct contribution of Travel & Tourism to GDP was TRY57.7bn (4.1% of total GDP) in 2012, and is forecast to rise by 3.8% in 2013, and to rise by 3.5% pa, from 2013-2023, to TRY84.3bn in 2023 (in constant 2012 prices).



GDP: TOTAL CONTRIBUTION

The total contribution of Travel & Tourism to GDP was TRY155.8bn (10.9% of GDP) in 2012, and is forecast to rise by 3.7% in 2013, and to rise by 3.7% pa to TRY232.0bn in 2023.



EMPLOYMENT: DIRECT CONTRIBUTION

In 2012 Travel & Tourism directly supported 516,500 jobs (2.1% of total employment). This is expected to rise by 3.6% in 2013 and rise by 2.7% pa to 701,000 jobs (2.5% of total employment) in 2023.



EMPLOYMENT: TOTAL CONTRIBUTION

In 2012, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry, was 8.3% of total employment (2,053,500 jobs). This is expected to rise by 2.6% in 2013 to 2,106,000 jobs and rise by 1.6% pa to 2,467,000 jobs in 2023 (8.8% of total).



VISITOR EXPORTS

Visitor exports generated TRY50.4bn (13.7% of total exports) in 2012. This is forecast to grow by 2.2% in 2013, and grow by 2.5% pa, from 2013-2023, to TRY65.8bn in 2023 (7.2% of total).



INVESTMENT

Travel & Tourism investment in 2012 was TRY30.4bn, or 10.5% of total investment. It should rise by 4.9% in 2013, and rise by 5.7% pa over the next ten years to TRY55.6bn in 2023 (10.9% of total).



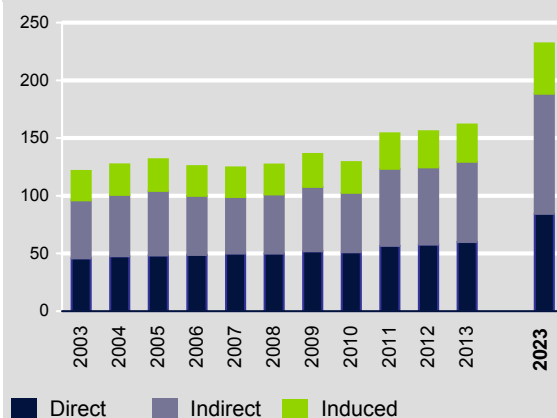
WORLD RANKING (OUT OF 184 COUNTRIES):

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

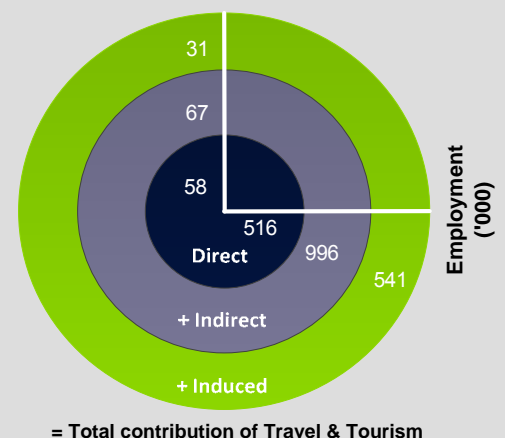
14 ABSOLUTE Size in 2012	72 RELATIVE SIZE Contribution to GDP in 2012	87 GROWTH 2013 forecast	122 LONG-TERM GROWTH Forecast 2013-2023
---------------------------------------	---	--------------------------------------	--

Total Contribution of Travel & Tourism to GDP

2012 TRYbn



Breakdown of Travel & Tourism's Total Contribution to GDP and Employment 2012 (2012 TRYbn)



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 industry 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. But WTTC recognises that Travel & Tourism's total contribution is much greater, 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 sectors. 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 industry.

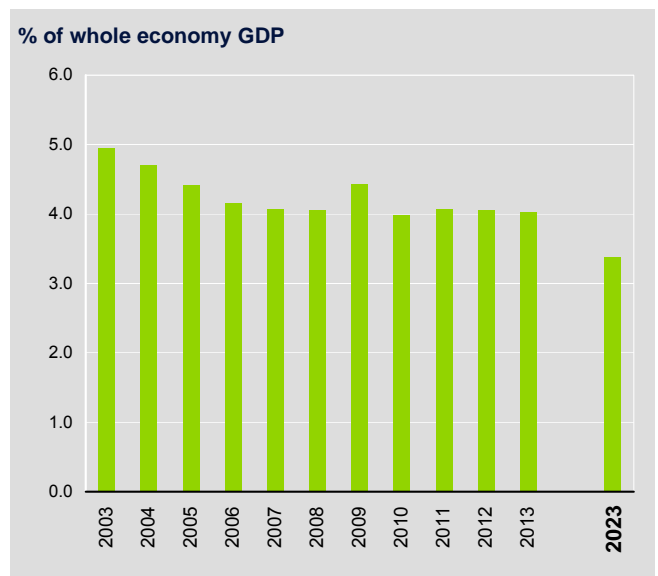
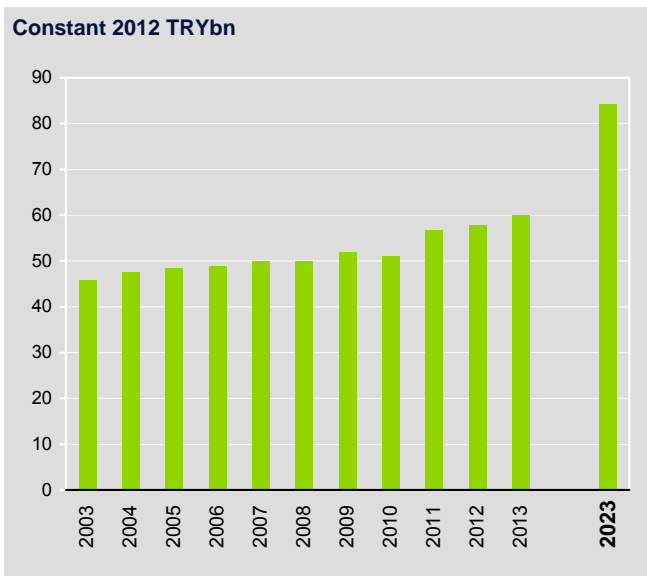
PLEASE NOTE THAT DUE TO CHANGES IN METHODOLOGY BETWEEN 2010 AND 2011, IT IS NOT POSSIBLE TO COMPARE FIGURES PUBLISHED BY WTTC FROM 2011 ONWARDS WITH THE SERIES PUBLISHED IN PREVIOUS YEARS.

Travel & Tourism's contribution to GDP¹

The direct contribution of Travel & Tourism to GDP in 2012 was TRY57.7bn (4.1% of GDP). This is forecast to rise by 3.8% to TRY59.9bn in 2013. 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 by tourists.

The direct contribution of Travel & Tourism to GDP is expected to grow by 3.5% pa to TRY84.3bn (3.4% of GDP) by 2023.

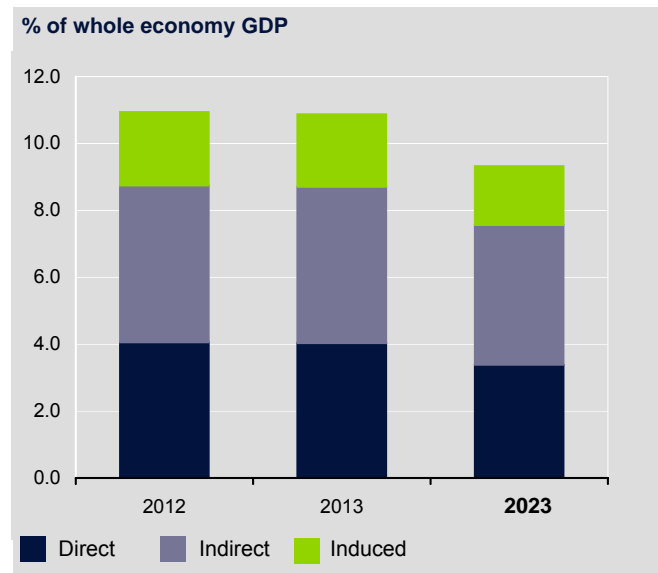
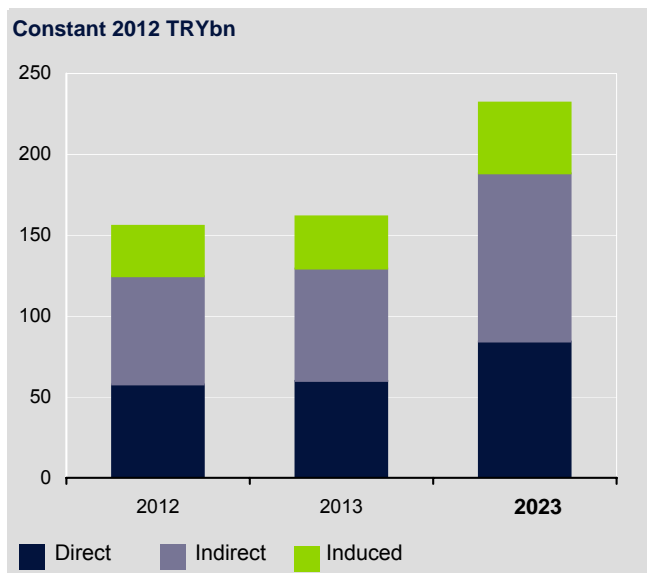
TURKEY: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO GDP



The total contribution of Travel & Tourism to GDP (including wider effects from investment, the supply chain and induced income impacts, see page 2) was TRY155.8bn in 2012 (10.9% of GDP) and is expected to grow by 3.7% to TRY161.7bn (10.9% of GDP) in 2013.

It is forecast to rise by 3.7% pa to TRY232.0bn by 2023 (9.3% of GDP).

TURKEY: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO GDP



¹ All values are in constant 2012 prices & exchange rates

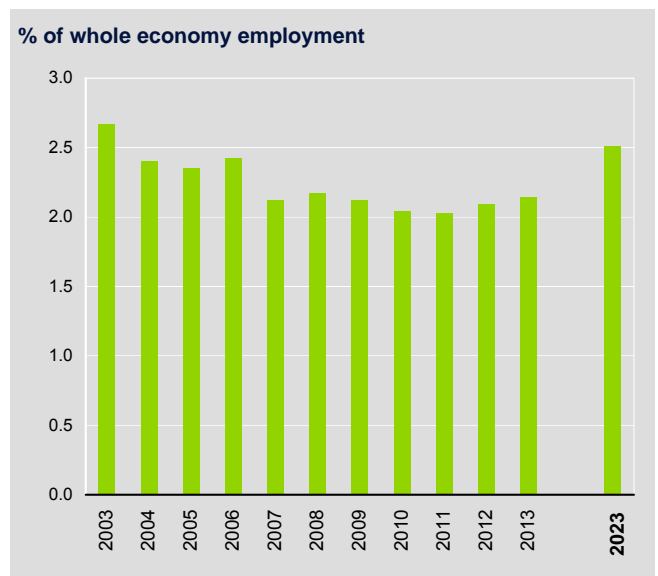
Travel & Tourism's contribution to employment

Travel & Tourism generated 516,500 jobs directly in 2012 (2.1% of total employment) and this is forecast to grow by 3.6% in 2013 to 535,000 (2.1% 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 2023, Travel & Tourism will account for 701,000 jobs directly, an increase of 2.7% pa over the next ten years.

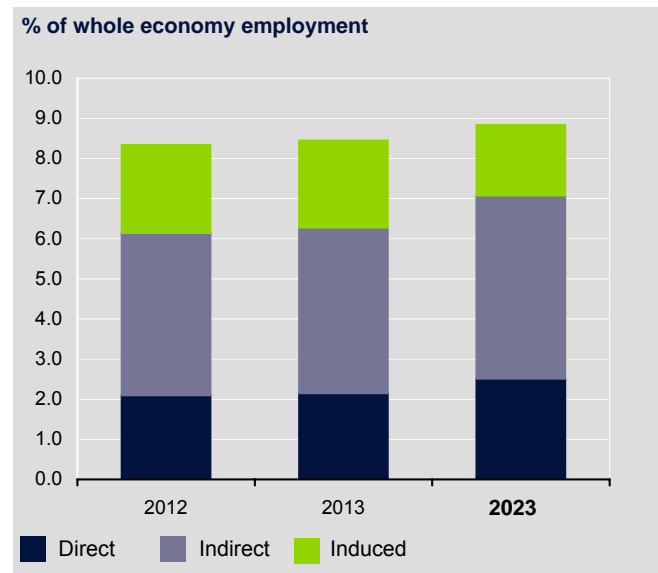
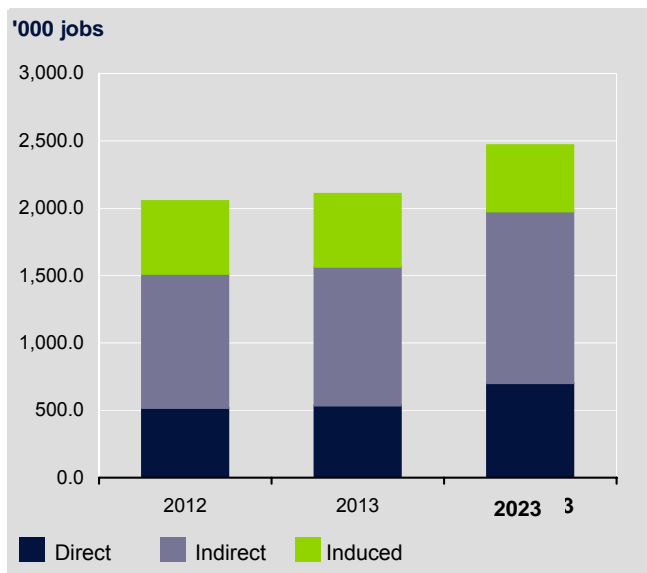
TURKEY: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



The total contribution of Travel & Tourism to employment (including wider effects from investment, the supply chain and induced income impacts, see page 2) was 2,053,500 jobs in 2012 (8.3% of total employment). This is forecast to rise by 2.6% in 2013 to 2,106,000 jobs (8.4% of total employment).

By 2023, Travel & Tourism is forecast to support 2,467,000 jobs (8.8% of total employment), an increase of 1.6% pa over the period.

TURKEY: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



Visitor Exports and Investment¹

VISITOR EXPORTS

Visitor exports are a key component of the direct contribution of Travel & Tourism. In 2012, Turkey generated TRY50.4bn in visitor exports. In 2013, this is expected to grow by 2.2%, and the country is expected to attract 30,905,000 international tourist arrivals.

By 2023, international tourist arrivals are forecast to total 50,765,000, generating expenditure of TRY65.8bn, an increase of 2.5% pa.

TURKEY: VISITOR EXPORTS AND INTERNATIONAL TOURIST ARRIVALS

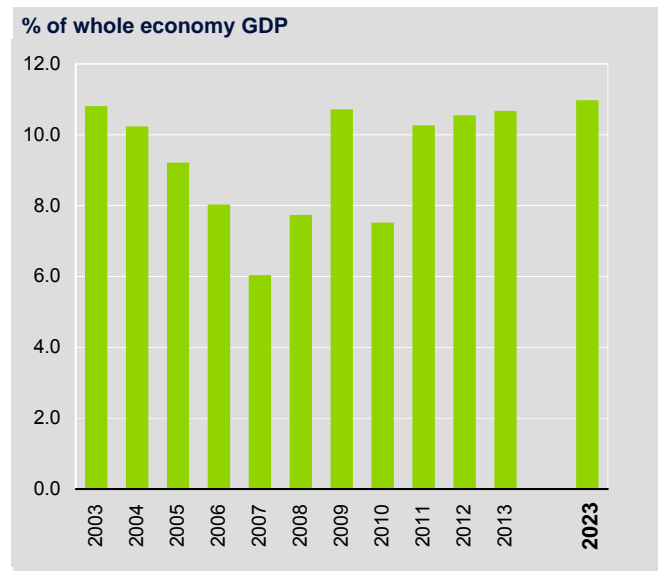
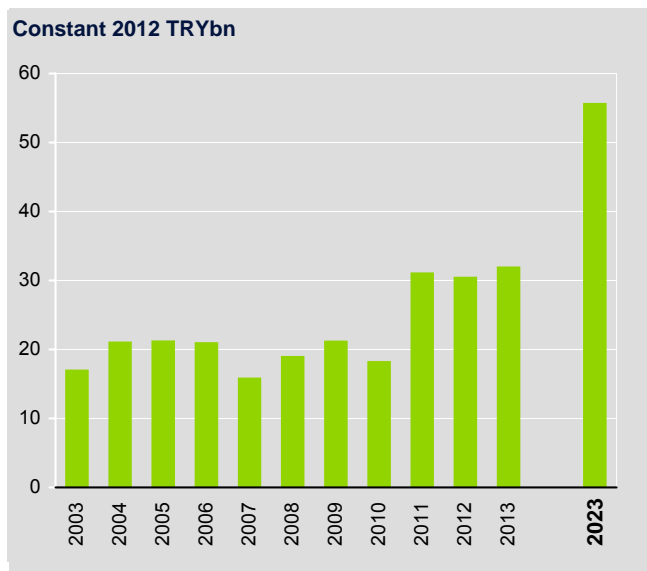


INVESTMENT

Travel & Tourism is expected to have attracted capital investment of TRY30.4bn in 2012. This is expected to rise by 4.9% in 2013, and rise by 5.7% pa over the next ten years to TRY55.6bn in 2023.

Travel & Tourism's share of total national investment will rise from 10.6% in 2013 to 10.9% in 2023.

TURKEY: CAPITAL INVESTMENT IN TRAVEL & TOURISM



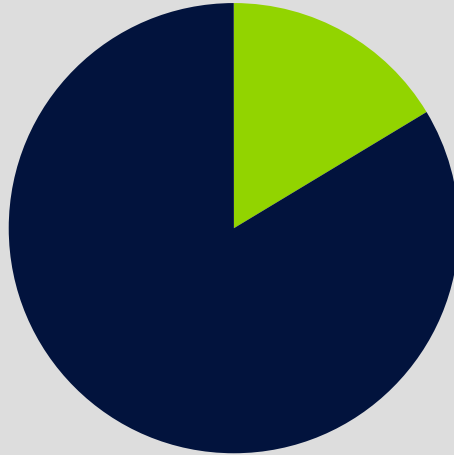
¹ All values are in constant 2012 prices & exchange rates

Different components of Travel & Tourism¹

Turkey
Travel & Tourism's Contribution to GDP:
Business vs Leisure, 2012

Leisure spending **83.7%**

Business spending **16.3%**



Leisure travel spending (inbound and domestic) generated 83.7% of direct Travel & Tourism GDP in 2012 (TRY88.1bn) compared with 16.3% for business travel spending (TRY17.2bn).

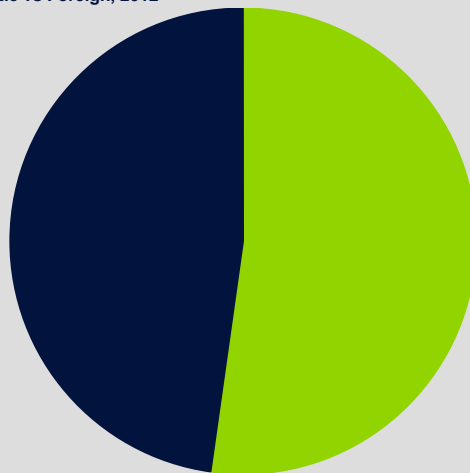
Leisure travel spending is expected to grow by 3.7% in 2013 to TRY91.4bn, and rise by 3.9% pa to TRY133.7bn in 2023.

Business travel spending is expected to grow by 5.5% in 2013 to TRY18.1bn, and rise by 3.3% pa to TRY25.2bn in 2023.

Turkey
Travel & Tourism's Contribution to GDP:
Domestic vs Foreign, 2012

Foreign visitor spending **47.9%**

Domestic spending **52.1%**



Domestic travel spending generated 52.1% of direct Travel & Tourism GDP in 2012 compared with 47.9% for visitor exports (ie foreign visitor spending or international tourism receipts).

Domestic travel spending is expected to grow by 5.5% in 2013 to TRY58.0bn, and rise by 4.9% pa to TRY93.1bn in 2023.

Visitor exports are expected to grow by 2.2% in 2013 to TRY51.6bn, and rise by 2.5% pa to TRY65.8bn in 2023.

Turkey
Breakdown of Travel & Tourism's Total Contribution to GDP, 2012

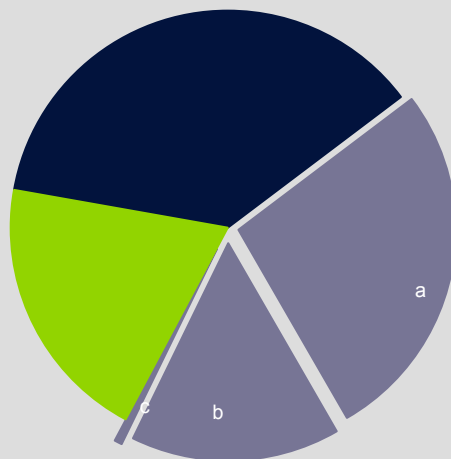
Direct **37.0%**

Induced **20.1%**

Indirect **42.9%**

Indirect is the sum of:

- (a) Supply chain **26.7%**
- (b) Investment **15.5%**
- (c) Government collective **.6%**



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 nearly three times greater than its direct contribution.

¹ All values are in constant 2012 prices & exchange rates

Country rankings: Absolute contribution, 2012

Travel & Tourism's Direct Contribution to GDP	2012 (US\$bn)
5 Italy	81.9
7 Spain	73.3
13 Turkey	32.2
World Average	17.2
24 Egypt	17.1
26 Greece	15.4
40 Morocco	8.5
56 Lebanon	4.1
63 Tunisia	3.2
90 Cyprus	1.4
92 Malta	1.3

Travel & Tourism's Total Contribution to GDP	2012 (US\$bn)
5 Italy	206.9
7 Spain	205.4
14 Turkey	86.9
World Average	52.3
27 Greece	38.9
30 Egypt	37.6
46 Morocco	18.3
58 Lebanon	11.1
67 Tunisia	6.8
82 Cyprus	4.5
101 Malta	2.5

Travel & Tourism's Direct Contribution to Employment	2012 '000 jobs
11 Egypt	1375.5
14 Italy	1099.5
18 Spain	893.9
19 Morocco	828.8
World Average	793.7
29 Turkey	516.4
38 Greece	330.6
52 Tunisia	217.0
76 Lebanon	120.2
133 Cyprus	26.1
135 Malta	25.3

Travel & Tourism's Total Contribution to Employment	2012 '000 jobs
12 Egypt	3106.6
17 Spain	2690.9
18 Italy	2680.8
20 Turkey	2053.6
World Average	1975.7
22 Morocco	1810.9
43 Greece	688.8
61 Tunisia	453.8
74 Lebanon	322.5
128 Cyprus	77.4
147 Malta	45.7

Travel & Tourism Capital Investment	2012 (US\$bn)
10 Spain	19.1
12 Turkey	16.9
14 Italy	14.7
28 Egypt	5.1
World Average	4.2
32 Greece	4.0
40 Morocco	3.2
59 Lebanon	1.3
67 Tunisia	0.8
94 Cyprus	0.3
117 Malta	0.2

Visitor Exports	2012 (US\$bn)
2 Spain	60.7
6 Italy	40.5
12 Turkey	28.1
24 Greece	16.1
32 Egypt	11.1
37 Morocco	8.4
38 Lebanon	8.1
World Average	6.8
62 Tunisia	2.7
64 Cyprus	2.7
86 Malta	1.5

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 average. 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, 2012

Travel & Tourism's Direct Contribution to GDP		2012 % share
11	Malta	13.9
24	Lebanon	9.3
26	Morocco	8.7
32	Tunisia	7.3
36	Egypt	6.9
38	Greece	6.5
40	Cyprus	6.1
49	Spain	5.4
	World Average	5.2
75	Italy	4.1
76	Turkey	4.1

Travel & Tourism's Total Contribution to GDP		2012 % share
22	Malta	26.4
25	Lebanon	25.1
35	Cyprus	19.4
36	Morocco	18.7
40	Greece	16.4
47	Spain	15.2
49	Tunisia	15.1
51	Egypt	15.1
	World Average	14.1
72	Turkey	10.9
78	Italy	10.3

Travel & Tourism's Direct Contribution to Employment		2012 % share
12	Malta	15.1
23	Lebanon	9.0
24	Greece	8.8
30	Morocco	7.6
33	Cyprus	7.0
37	Tunisia	6.6
43	Egypt	5.9
	World Average	5.4
51	Spain	5.2
58	Italy	4.8
141	Turkey	2.1

Travel & Tourism's Total Contribution to Employment		2012 % share
20	Malta	27.2
25	Lebanon	24.0
29	Cyprus	20.8
38	Greece	18.3
41	Morocco	16.7
43	Spain	15.5
	World Average	13.9
50	Tunisia	13.7
54	Egypt	13.3
65	Italy	11.7
95	Turkey	8.3

Travel & Tourism Investment Contribution to Total Capital Investment		2012 % share
29	Malta	14.3
31	Greece	13.8
34	Egypt	12.3
42	Morocco	10.7
44	Turkey	10.5
49	Lebanon	10.0
53	Cyprus	8.9
63	Tunisia	8.3
	World Average	8.1
70	Spain	7.4
118	Italy	4.0

Visitor Exports Contribution to Total Exports		2012 % share
33	Lebanon	31.1
35	Greece	29.1
37	Cyprus	27.5
41	Morocco	24.4
45	Egypt	21.7
	World Average	16.6
65	Spain	13.8
66	Turkey	13.7
67	Malta	13.7
71	Tunisia	12.8
100	Italy	6.7

Country rankings: Real growth, 2013

Travel & Tourism's Direct Contribution to GDP		2013 % growth
29	Morocco	7.2
89	Turkey	3.8
	World Average	3.0
106	Egypt	2.8
118	Malta	2.1
125	Lebanon	1.8
159	Greece	0.6
175	Italy	-1.1
176	Spain	-1.2
178	Cyprus	-1.5
180	Tunisia	-2.5

Travel & Tourism's Total Contribution to GDP		2013 % growth
34	Morocco	6.7
87	Turkey	3.7
	World Average	3.0
117	Egypt	2.3
118	Lebanon	2.3
134	Malta	1.5
177	Italy	-1.4
178	Cyprus	-1.4
179	Spain	-1.8
180	Greece	-1.9
181	Tunisia	-2.4

Travel & Tourism's Direct Contribution to Employment		2013 % growth
66	Morocco	4.4
61	Turkey	3.6
108	Malta	1.5
84	Egypt	1.4
	World Average	1.3
81	Greece	0.6
97	Italy	-0.3
7	Cyprus	-0.8
162	Spain	-1.3
94	Lebanon	-2.1
147	Tunisia	-2.1

Travel & Tourism's Total Contribution to Employment		2013 % growth
48	Morocco	3.7
77	Turkey	2.6
	World Average	1.7
113	Egypt	0.9
116	Malta	0.8
148	Cyprus	-0.8
158	Italy	-1.1
169	Lebanon	-1.8
170	Greece	-1.9
176	Spain	-2.1
177	Tunisia	-2.2

Travel & Tourism Investment		2013 % growth
69	Morocco	5.4
76	Turkey	4.9
	World Average	3.9
119	Lebanon	2.7
133	Malta	1.4
135	Egypt	1.3
177	Cyprus	-2.9
178	Italy	-3.2
179	Tunisia	-3.2
180	Spain	-3.3
184	Greece	-21.1

Visitor Exports		2013 % growth
23	Morocco	8.0
68	Egypt	4.9
92	Greece	2.9
	World Average	2.8
95	Malta	2.7
105	Turkey	2.2
133	Lebanon	0.6
152	Cyprus	-0.6
166	Spain	-1.9
167	Italy	-1.9
173	Tunisia	-3.1

Country rankings: Long term growth, 2013 - 2023

Travel & Tourism's Direct Contribution to GDP		2013 - 2023 % growth pa
27	Lebanon	5.8
37	Morocco	5.5
59	Egypt	5.0
73	Cyprus	4.7
	World Average	4.2
114	Tunisia	3.9
129	Turkey	3.5
141	Greece	3.2
150	Malta	3.0
170	Italy	2.3
184	Spain	1.0

Travel & Tourism's Total Contribution to GDP		2013 - 2023 % growth pa
22	Lebanon	6.1
42	Morocco	5.5
53	Egypt	5.1
83	Cyprus	4.5
	World Average	4.2
113	Tunisia	4.0
122	Turkey	3.7
139	Greece	3.3
158	Malta	2.6
171	Italy	2.0
183	Spain	1.1

Travel & Tourism's Direct Contribution to Employment		2013 - 2023 % growth pa
7	Cyprus	4.5
61	Turkey	2.7
66	Morocco	2.7
81	Greece	2.4
84	Egypt	2.3
94	Lebanon	2.2
97	Italy	2.1
	World Average	2.0
108	Malta	1.9
147	Tunisia	1.1
162	Spain	0.6

Travel & Tourism's Total Contribution to Employment		2013 - 2023 % growth pa
10	Cyprus	4.3
56	Greece	2.7
64	Morocco	2.5
	World Average	2.5
77	Lebanon	2.3
82	Egypt	2.3
115	Turkey	1.6
120	Italy	1.5
125	Malta	1.4
141	Tunisia	1.0
160	Spain	0.5

Travel & Tourism Investment Contribution to Capital Investment		2013 - 2023 % growth pa
28	Lebanon	6.4
42	Morocco	6.0
50	Turkey	5.7
66	Egypt	5.2
	World Average	5.0
84	Cyprus	4.6
107	Tunisia	4.2
134	Spain	3.4
139	Greece	3.2
159	Italy	2.4
174	Malta	1.6

Visitor Exports Contribution to Exports		2013 - 2023 % growth pa
31	Morocco	6.0
41	Egypt	5.4
65	Cyprus	4.9
76	Lebanon	4.5
78	Greece	4.4
	World Average	4.0
122	Malta	3.3
130	Tunisia	3.2
154	Turkey	2.5
174	Spain	1.4
177	Italy	1.1

Summary tables: Estimates & Forecasts

Turkey	2012 TRYbn ¹	2012 % of total	2013 Growth ²	TRYbn ¹	2023 % of total	Growth ³
Direct contribution to GDP	57.7	4.1	3.8	84.3	3.4	3.5
Total contribution to GDP	155.8	10.9	3.7	232.0	9.3	3.7
Direct contribution to employment ⁴	516	2.1	3.6	701	2.5	2.7
Total contribution to employment ⁴	2,054	8.3	2.6	2,467	8.8	1.6
Visitor exports	50.4	13.7	2.2	65.8	7.2	2.5
Domestic spending	54.9	3.9	5.5	93.1	3.7	4.9
Leisure spending	88.1	3.4	3.7	133.7	2.8	3.9
Business spending	17.2	0.7	5.5	25.2	0.5	3.3
Capital investment	30.4	10.5	4.9	55.6	10.9	5.7

¹2012 constant prices & exchange rates; ²2013 real growth adjusted for inflation (%); ³2013-2023 annualised real growth adjusted for inflation (%); ⁴'000 jobs

Europe	2012 US\$bn ¹	2012 % of total	2013 Growth ²	US\$bn ¹	2023 % of total	Growth ³
Direct contribution to GDP	612.9	2.9	0.8	820.7	3.0	2.9
Total contribution to GDP	1,736.1	8.2	0.6	2,287.4	8.4	2.7
Direct contribution to employment ⁴	10,968	2.8	1.2	12,706	3.2	1.4
Total contribution to employment ⁴	30,804	8.0	0.7	34,147	8.6	1.0
Visitor exports	513.8	5.3	1.2	717.9	4.9	3.3
Domestic spending	771.4	3.6	1.0	1,024.0	3.8	2.8
Leisure spending	998.8	2.2	0.9	1,363.5	2.3	3.0
Business spending	286.4	0.6	0.9	381.2	0.6	2.8
Capital investment	185.9	4.7	0.8	271.7	4.8	3.8

¹2012 constant prices & exchange rates; ²2013 real growth adjusted for inflation (%); ³2013-2023 annualised real growth adjusted for inflation (%); ⁴'000 jobs

Worldwide	2012 US\$bn ¹	2012 % of total	2013 Growth ²	US\$bn ¹	2023 % of total	Growth ³
Direct contribution to GDP	2,056.6	2.9	3.1	3,249.2	3.1	4.4
Total contribution to GDP	6,630.4	9.3	3.2	10,507.1	10.0	4.4
Direct contribution to employment ⁴	101,118	3.4	1.2	125,288	3.7	2.0
Total contribution to employment ⁴	261,394	8.7	1.7	337,819	9.9	2.4
Visitor exports	1,243.0	5.4	3.1	1,934.8	4.8	4.2
Domestic spending	2,996.3	4.2	3.2	4,831.2	4.7	4.6
Leisure spending	3,222.1	2.2	3.2	5,196.0	2.3	4.6
Business spending	1,017.4	0.7	3.1	1,572.8	0.7	4.1
Capital investment	764.7	4.7	4.2	1,341.4	4.9	5.3

¹2012 constant prices & exchange rates; ²2013 real growth adjusted for inflation (%); ³2013-2023 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 services. 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 2012 prices

Turkey (TRYbn, real 2012 prices)	2007	2008	2009	2010	2011	2012	2013E	2023F
1. Visitor exports	38.9	41.8	46.4	43.0	50.6	50.4	51.6	65.8
2. Domestic expenditure (includes government individual spending)	51.1	48.9	46.5	49.2	52.6	54.9	58.0	93.1
3. Internal tourism consumption (= 1 + 2)	90.0	90.7	92.9	92.2	103.2	105.3	109.5	158.9
4. Purchases by tourism providers, including imported goods (supply chain)	-40.1	-40.8	-41.0	-41.2	-46.6	-47.6	-49.6	-74.6
5. Direct contribution of Travel & Tourism to GDP (= 3 + 4)	49.9	50.0	51.9	51.0	56.6	57.7	59.9	84.3
Other final impacts (indirect & induced)	36.1	36.1	37.5	36.9	40.9	41.7	43.3	60.9
6. Domestic supply chain								
7. Capital investment	15.8	18.9	21.1	18.2	31.0	30.4	31.9	55.6
8. Government collective spending	0.8	0.8	0.9	0.9	0.9	0.9	1.0	1.6
9. Imported goods from indirect spending	-3.7	-4.7	-3.7	-4.5	-6.1	-6.2	-6.6	-14.1
10. Induced	25.6	25.9	28.5	26.7	30.7	31.3	32.3	43.8
11. Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	124.5	127.0	136.1	129.1	154.0	155.8	161.7	232.0
Employment impacts ('000)								
12. Direct contribution of Travel & Tourism to employment	440.8	460.5	451.4	461.2	488.3	516.4	534.9	701.0
13. Total contribution of Travel & Tourism to employment	1711.7	1756.8	1825.8	1725.5	1982.3	2053.6	2106.1	2467.2
Other indicators								
14. Expenditure on outbound travel	6.8	6.6	8.1	8.8	9.0	7.5	7.8	10.0

The economic contribution of Travel & Tourism: Nominal prices

Turkey (TRYbn, nominal prices)	2007	2008	2009	2010	2011	2012	2013E	2023F
1. Visitor exports	26.7	32.2	37.7	36.8	47.2	50.4	54.4	107.3
2. Domestic expenditure (includes government individual spending)	35.2	37.7	37.8	42.2	49.1	54.9	61.2	151.9
3. Internal tourism consumption (= 1 + 2)	61.9	69.9	75.5	79.1	96.4	105.3	0.1	259.1
4. Purchases by tourism providers, including imported goods (supply chain)	-27.6	-31.4	-33.3	-35.3	-43.5	-47.6	63.1	-121.7
5. Direct contribution of Travel & Tourism to GDP (= 3 + 4)	34.3	38.5	42.2	43.8	52.8	57.7	63.2	137.4
Other final impacts (indirect & induced)								
6. Domestic supply chain	24.8	27.8	30.5	31.6	38.2	41.7	45.7	99.3
7. Capital investment	10.9	14.6	17.2	15.6	29.0	30.4	33.6	90.7
8. Government collective spending	0.6	0.6	0.7	0.8	0.9	0.9	1.0	2.6
9. Imported goods from indirect spending	-2.5	-3.6	-3.0	-3.9	-5.7	-6.2	-7.0	-23.0
10. Induced	17.6	20.0	23.2	22.9	28.7	31.3	34.0	71.4
11. Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	85.7	97.9	110.6	110.7	143.8	155.8	170.6	378.4
Employment impacts ('000)								
12. Direct contribution of Travel & Tourism to employment	440.8	460.5	451.4	461.2	488.3	516.4	534.9	701.0
13. Total contribution of Travel & Tourism to employment	1711.7	1756.8	1825.8	1725.5	1982.3	2053.6	2106.1	2467.2
Other indicators								
14. Expenditure on outbound travel	4.7	5.1	6.6	7.6	8.4	7.5	8.2	16.2

*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

Turkey Growth ¹ (%)	2007	2008	2009	2010	2011	2012	2013E	2023F ²
1. Visitor exports	-4.5	7.5	11.1	-7.5	17.8	-0.3	2.2	2.5
2. Domestic expenditure (includes government individual spending)	8.1	-4.3	-5.1	6.0	6.9	4.4	5.5	4.9
3. Internal tourism consumption (= 1 + 2)	2.3	0.8	2.4	-0.7	12.0	2.1	4.0	3.8
4. Purchases by tourism providers, including imported goods (supply chain)	2.2	1.7	0.6	0.4	13.2	2.2	4.2	4.2
5. Direct contribution of Travel & Tourism to GDP (= 3 + 4)	2.4	0.1	3.8	-1.6	10.9	2.0	3.8	3.5
Other final impacts (indirect & induced)	2.4	0.1	3.8	-1.6	10.9	2.0	3.8	3.5
6. Domestic supply chain								
7. Capital investment	-24.5	19.9	11.8	-14.1	70.8	-2.0	4.9	5.7
8. Government collective spending	11.1	-0.8	5.1	4.7	1.2	2.6	4.0	5.1
9. Imported goods from indirect spending	-12.1	7.4	-3.9	4.7	18.5	1.7	4.9	5.3
10. Induced	-0.8	1.1	10.1	-6.5	15.1	1.8	3.2	3.1
11. Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	-0.9	2.0	7.2	-5.2	19.3	1.2	3.7	3.7
Employment impacts ('000)								
12. Direct contribution of Travel & Tourism to employment	-10.9	4.5	-2.0	2.2	5.9	5.8	3.6	2.7
13. Total contribution of Travel & Tourism to employment	-0.1	2.6	3.9	-5.5	14.9	3.6	2.6	1.6
Other indicators								
14. Expenditure on outbound travel	0.9	-3.3	24.2	8.1	2.5	-16.9	3.9	2.5

¹2007-2012 real annual growth adjusted for inflation (%); ²2013-2023 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 the Travel & Tourism industry. 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 industry plus its indirect and induced impacts (see below).

Total contribution to employment – the number of jobs generated directly in the Travel & Tourism industry 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 (eg museums) or recreational (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 sectors directly involved in the Travel & Tourism industry. 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** – general 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 sectors of the Travel & Tourism industry 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) and has made small revisions to the research both this year and in 2012, following a full refinement in 2011. This has involved further 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 were Jordan, Italy and Sweden. As part of the alignment process in 2012, international travel expenditure inflows and outflows related to education were excluded from the data. Three new countries have been added in 2013 (Georgia, Iraq and Uzbekistan), bringing the total countries covered to 184 country reports. Additionally, we also produce a world report and reports on 17 world regions and sub-regions. This year there are 7 reports for special economic and geographic groups, including, for the first time, the Organization of American States (OAS) and the Commonwealth.

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.

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.

MEDITERRANEAN

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

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.

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.

THE COMMONWEALTH

Anguilla, Antigua and Barbuda, Australia, Bahamas, Bangladesh, Barbados, Belize, Bermuda, Botswana, Brunei, Cameroon, Canada, Cayman Islands, Cyprus, Dominica, Gambia, 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.

*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	SUB-SAHARAN			Angola			LATIN AMERICA			LATIN AMERICA	Bermuda	EUROPE	OCEANIA	Taiwan	EUROPE	EUROPE	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			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			Bangladesh				Bosnia Herzegovina				
					Gabon		St Kitts & Nevis			India				Croatia				
					Gambia		St Lucia			Maldives				Georgia				
					Ghana		St Vincent & the Grenadines			Nepal				Iceland				
					Guinea		Trinidad & Tobago			Pakistan				Kazakhstan				
					Ivory Coast		UK Virgin Islands			Sri Lanka				Kyrgyzstan				
					Kenya		US Virgin Islands			Brunei		Macedonia						
					Lesotho		NORTH AMERICA			EUROPE		SOUTHEAST ASIA		Cambodia	Moldova			
					Madagascar									Argentina	Indonesia		Montenegro	
					Malawi									Belize	Laos		Norway	
					Mali									Bolivia	Malaysia		Russian Federation	
					Mauritius									Brazil	Myanmar		Serbia	
					Mozambique									Chile	Philippines		Switzerland	
				Namibia	Colombia									Singapore	Turkey			
				Niger	Costa Rica									Thailand	Ukraine			
				Nigeria	El Salvador									Vietnam	Uzbekistan			
				Republic of Congo	Ecuador									EUROPEAN UNION	EUROPEAN UNION		Austria	MIDDLE EAST
				Reunion	Guatemala		Belgium			Iran								
				Rwanda	Guyana		Bulgaria			Iraq								
				Sao Tome & Principe	Honduras		Cyprus			Israel								
				Senegal	Nicaragua		Czech Republic			Jordan								
				Seychelles	Panama		Denmark			Kuwait								
				Sierra Leone	Paraguay		Estonia			Lebanon								
				South Africa	Peru		Finland			Oman								
				Sudan	Suriname		France			Qatar								
				Swaziland	Uruguay		Germany			Saudi Arabia								
				Tanzania	Venezuela		Greece			Syria								
				Togo	NORTH AMERICA		EUROPE			EUROPEAN UNION		Hungary		MIDDLE EAST	Saudi Arabia			
	Uganda	Canada		Ireland				Syria										
	Zambia	Mexico		Italy				UAE										
	Zimbabwe	USA		Latvia	Latvia		Yemen											

Every trip that is taken helps to boost our global economy by trillions of dollars and supports 260 million jobs worldwide. That's almost 1 in 11 of all the jobs on our planet. So, thanks for playing your part in Travel & Tourism – one of the world's greatest industries.

For more information on the
World Travel & Tourism Council visit wttc.org



Travel with the
feelgood factor

THE WORLD TRAVEL & TOURISM COUNCIL IS THE FORUM FOR BUSINESS LEADERS IN THE TRAVEL & TOURISM INDUSTRY.

With the Chairs and Chief Executives of the 100 foremost Travel & Tourism companies as its members, WTTC has a unique mandate and overview on all matters related to Travel & Tourism.

WTTC works to raise awareness of Travel & Tourism as one of the world's largest industries, supporting over 260 million jobs and generating 9% of global GDP in 2012.

Together with its research partner, Oxford Economics, WTTC produces comprehensive reports on an annual basis - to quantify, compare and forecast the economic impact of Travel & Tourism on 184 economies around the world. It also publishes a World report highlighting global trends, as well as reports on regions, sub-regions and economic and geographic groups.

To download one-page summaries, the full reports or spreadsheets, visit www.wttc.org



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

Over the last 30 years, Oxford Economics has built a diverse and loyal client base of over 700 organisations worldwide, including international organisations, governments, central banks, and both large and small businesses. Headquartered in Oxford, England, with offices in London, Belfast, Paris, the UAE, Singapore, Philadelphia, New York and San Francisco, Oxford Economics employs over 80 full-time, highly qualified economists and data analysts, while maintaining links with a network of economists in universities worldwide.

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

Tel: +44 (0)207 803 1418, email: fnicholls@oxfordeconomics.com

WTTC Members

CHAIRMAN

TUI DEUTSCHLAND GMBH
& TUIFLY GMBH
Dr Michael Frenzel
Chairman of the Executive Board

PRESIDENT & CEO

WORLD TRAVEL &
TOURISM COUNCIL
David Scowhill

VICE CHAIRMEN

BEIJING TOURISM GROUP
DUAN Qiang
Chairman

ETIHAD AIRWAYS
James Hogan
CEO

GLOBAL LEISURE PARTNERS
Mark Harms
Chairman & CEO

JUMEIRAH GROUP
Gerald Lawless
President & Group CEO

MANDARIN ORIENTAL
Edouard Ettedgui
Group Chief Executive

SILVERSEA CRUISES
**Manfredi Lefebvre d'Ovidio di
Balsorano de Clunieres**
Chairman

THE TRAVEL CORPORATION
Brett Tollman
President & Chief Executive

WYNDHAM WORLDWIDE
Stephen P Holmes
Chairman & CEO

EXECUTIVE COMMITTEE

ABERCROMBIE & KENT
Geoffrey J W Kent
Founder, Chairman & CEO

ACCOR
Denis Hennequin
Chairman & CEO

AMERICAN EXPRESS COMPANY
William Glenn
President, Global Merchant Network
Group

BHARAT HOTELS
Jyotsna Suri
Chairperson & Managing Director

CARLSON
Douglas Anderson
President & CEO Carlson Wagonlit Travel

EMIRATES
Gary Chapman
President Group Services & Dnata,
Emirates Group

HILTON WORLDWIDE
Christopher J Nassetta
President & CEO

INTERCONTINENTAL HOTELS GROUP
Richard Solomons
Chief Executive

MARRIOTT INTERNATIONAL
JW Marriott, Jr
Chairman
Arne M Sorenson
President & CEO

OUTRIGGER ENTERPRISES GROUP
Dr Richard R Kelley
Chairman Emeritus

REVOLUTION PLACES
Philippe Bourguignon
Vice Chairman

RIOFORTE INVESTMENTS SA
Manuel Fernando Espirito Santo
Chairman

SABRE HOLDINGS
Tom Klein
President

SHUN TAK HOLDINGS
Pansy Ho
Managing Director

JTB CORP
Hiroimi Tagawa
President & CEO

TRAVEL GUARD WORLDWIDE
Jeffrey C Rutledge
Chairman & CEO

TRAVELPORT
Gordon Wilson
President & CEO

TSOGO SUN GROUP
Jabu Mabuza
Deputy Chairman

VISITBRITAIN
Christopher Rodrigues, CBE
Chairman

GLOBAL MEMBERS

ALTOUR
Alexandre Chemla
President

AMADEUS IT GROUP SA
Luis Maroto
President & CEO

AVIS BUDGET GROUP
Ronald L Nelson
Chairman & CEO

BEIJING CAPITAL
INTERNATIONAL AIRPORT CO
DONG Zhiyi
Chairman

ZHANG Guanghui
President & CEO

BEIJING TOURISM GROUP
LIU Yi
President

BEST DAY TRAVEL
Fernando García Zalvidea
President & Founder

BOSCOLO GROUP
Giorgio Boscolo
CEO

BRITISH AIRWAYS
Keith Williams
Chief Executive Officer

CANNERY ROW COMPANY
Ted J Balestreri
Chairman & CEO

CHINA INTERNATIONAL TRAVEL
SERVICE, HEAD OFFICE (CITS)
YU Ningning
President

CHINA SOUTHERN AIRLINES
TAN Wangeng
President & CEO

COSTA CRUISES
Pier Luigi Foschi
Chairman of the Board

CTRIP.COM INTERNATIONAL
Min Fan
CEO

DEPARTMENT OF TOURISM &
COMMERCE MARKETING,
GOVERNMENT OF DUBAI
Khalid A bin Sulayem
Director General

DIAMOND RESORTS
Stephen J Cloobek
Founder & Chairman

DLA PIPER
Sir Nigel Knowles
Co-CEO & Managing Partner

DUBAILAND
Mohammed Al Habbai
CEO

DUBAI AIRPORTS INTERNATIONAL
Paul Griffiths
CEO

EAST JAPAN RAILWAY COMPANY
Satoshi Seino
Chairman & Director

EXPEDIA INC
Dara Khosrowshahi
President & CEO

FAIRMONT HOTELS & RESORTS
Jennifer Fox
President

GLOBAL BLUE GROUP
Per Setterberg
President & CEO

HERTZ CORPORATION
Mark Frissora
Chairman & CEO,

Michel Taride
President, Hertz International

HNA GROUP
CHEN Feng
Chairman of the Board

HOGG ROBINSON GROUP
David Radcliffe
Chief Executive

HONG KONG & SHANGHAI HOTELS
Clement Kwok
CEO & MD

HOTELPLAN GROUP
Hans Lerch
Vice Chairman & CEO

HUANGSHAN TOURISM GROUP
XU Jiwei
Chairman

HYATT HOTELS CORPORATION
Mark S Hoptlamazian
President and CEO

IBM
Marty Salfen
General Manager, Global Travel &
Transportation Industry

INDIAN HOTELS COMPANY
RK Krishna Kumar
Vice Chairman

INTERNATIONAL AIRLINES GROUP
Willie Walsh
Chief Executive

INTERSTATE HOTELS & RESORTS
Jim Abrahamson
CEO

JONES LANG LASALLE HOTELS
Arthur de Haast
Chairman

LEBUA HOTELS & RESORTS
Rattawadee Bualert
President

Deepak Ohri
CEO

LOEWS HOTELS
Jonathan M Tisch
Chairman & CEO

LOS ANGELES WORLD AIRPORTS
Gina Marie Lindsey
Executive Director

WTTC Members

LOTTE

Dong-Bin Shin
Chairman

MELIÁ HOTELS INTERNATIONAL

Sebastián Escarrer
Vice Chairman

MESSE BERLIN GMBH

Raimund Hosch
President & CEO

MGM RESORTS INTERNATIONAL

Jim Murren
CEO

MISSION HILLS GROUP

Dr Ken Chu
Chairman & CEO

ORBITZ WORLDWIDE

Barney Harford
CEO

OTI HOLDING

Ayhan Bektas
Chairman

OZALTIN HOLDING

Öznur Özdemir
Vice Chairman

PALACE RESORTS

José Chapur Zahoul
President

PAN PACIFIC HOTEL GROUP

Patrick Imbardelli
President & CEO

QUNAR

CC Zhuang
Co-Founder & CEO

RADISSON EDWARDIAN HOTELS

Jasminder Singh
Chairman & CEO

REED TRAVEL EXHIBITIONS

Richard Mortimore
Managing Director

RELAIS & CHÂTEAUX

Jaume Tàpies
President

ROYAL CARIBBEAN CRUISES

Richard D Fain
Chairman & CEO

R TAUCK & PARTNERS

Robin Tauck
President

S-GROUP CAPITAL MANAGEMENT

Vladimir Yakushev
Managing Partner

SHANGRI-LA INTERNATIONAL HOTEL MANAGEMENT

Greg Dogan
President & CEO

SHANGHAI JIN JIANG INTERNATIONAL HOTELS

YANG Weimin
CEO

SOUTH AFRICAN AIRWAYS

Sizakele Mzimela
CEO

SPRING INTERNATIONAL TRAVEL SERVICES

YU Wan
Vice-President

STARWOOD HOTELS & RESORTS WORLDWIDE

Frits D van Paasschen
President & CEO

TAJ HOTELS RESORTS & PALACES

Raymond Bickson
Managing Director & CEO

TAP PORTUGAL

Fernando Pinto
CEO

TRANSAERO AIRLINES

Alexander Pleshakov
Chairman

TRAVEL LEADERS

Michael Batt
Chairman & CEO

UNITED AIRLINES

Jeff Smisek
President & CEO

Jim Compton

Executive Vice President & Chief Revenue Officer

VALUE RETAIL

Desiree Bollier
CEO

VIRTUOSO

Matthew D Upchurch CTC
CEO

WILDERNESS SAFARIS

Andy Payne
CEO

ZAGAT SURVEY LLC

Tim Zagat
Co-Founder, Co-Chair & CEO

INDUSTRY PARTNERS

BOSTON CONSULTING GROUP

Dr Achim Fecht
Senior Partner & Managing Director

Dr Daniel Stelter

Senior Partner & Managing Director

THE COCA-COLA COMPANY

Stefanie D Miller
Group Vice President, Strategic Partnership Marketing

DELOITTE

Adam Weissenberg
Vice Chairman & Partner, Deloitte & Touche LLP

GOOGLE

Rob Torres
Managing Director for Travel

JCB

Koremitsu Sannomiya
President & Chief Operating Officer

SPENCER STUART

Jerry Noonan
Global Consumer Leader

TOSHIBA CORPORATION

Atsutoshi Nishida
Chairman of the Board

REGIONAL MEMBERS

APPLE LEISURE GROUP

Alex Zozaya
CEO

DOURO AZUL

Mario Ferreira
CEO

EL CID RESORTS

Carlos Berdegúe
CEO

JA RESORTS AND HOTELS

Kevin Wallace
President & CEO

MAKEMYTRIP.COM

Deep Kalra
Founder & Chief Executive

NORTHERN CAUCASUS RESORTS

Alexey Anatolyevich
Director General

ROTANA HOTEL MANAGEMENT CORPORATION

Selim El Zyr
President & CEO

SHKP HOTELS

Ricco De Blank
CEO

SWAIN TOURS

Ian Swain
President

TREND OPERADORA LTDA

Luis Paulo Luppa
CEO

HONORARY MEMBERS

ACCOR

Gérard Pélissou
Co-Chairman, Supervisory Board

AMERICAN EXPRESS COMPANY

Jonathan S Linen
Adviser to Chairman

ANDRÉ JORDAN GROUP

André Jordan
Chairman

THE HERTZ CORPORATION

Frank Olsen
Retired Chairman of the Board

TOSCANA VILLE & CASTELLI

Tommaso Zanzotto
President

UNIVERSAL MEDIA

Carl Ruderman
Chairman

CHAIRMAN EMERITUS

RRE VENTURES

James D Robinson III
General Partner
WTTC Chairman (1990-1994)

IMMEDIATE PAST CHAIRMAN

ABERCROMBIE & KENT

Geoffrey J W Kent
Founder, Chairman & CEO
WTTC Chairman (2007-2012)

FORMER CHAIRMEN

GLOBAL ALLIANCE ADVISORS LLC

Vincent A Wolfington
Chairman

WTTC Chairman (2004-2007)

INTERCONTINENTAL HOTELS GROUP

Sir Ian Prosser
Retired Chairman
WTTC Chairman (2001-2003)

AMERICAN EXPRESS

Harvey Golub
Retired Chairman & CEO
WTTC Chairman (1996-2001)

ROBERT H BURNS HOLDINGS

Robert H Burns
Chairman
WTTC Chairman (1994-1996)

IMMEDIATE PAST PRESIDENT

CREWE ASSOCIATES

Jean-Claude Baumgarten
Chairman & MD



1-2 Queen Victoria Terrace,
Sovereign Court,
London E1W 3HA
United Kingdom
Telephone: +44 (0) 20 7481 8007
Fax: +44 (0) 20 7488 1008
Email: enquiries@wttc.org

www.wttc.org