










Travel Tomorrow

Envision the future of travel

Preview:

Let's take a look into the future

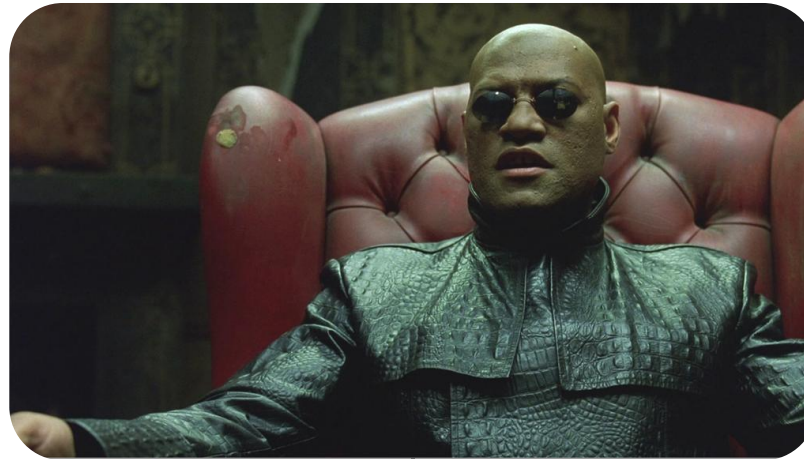
Key learnings from this report:

-  Why change is essential for survival
-  What we know about the future of travel
-  How customers travel in the future
-  Where to play and how to win
-  How to become future-proof
-  Five things to keep in mind no matter what
-  Practical tips and empowering tools that enable future success

Excited? Great, but before you get started...



*Before you read this report:
Make a conscious choice by taking either...*



The blue pill



The red pill

“Embrace the truth of reality”

Read this report, get inspired and take appropriate action to seize future business opportunities.

“The ignorance of the illusion”

Put away this report, pretend like nothing is happening and go on with daily business.



Travel
Tomorrow

 Capgemini
CONSULTING TECHNOLOGY OUTSOURCING

Excellent choice!



We admire you for taking the blue pill. Before we deep-dive into inspiring content, let us explain a bit more about *Travel Tomorrow*.



Introduction: Introduction on Travel Tomorrow (1/2)



Why Travel Tomorrow was set up...

The travel industry has experienced **a high level of turbulence** in the last decade. Accelerating technological developments, changing consumer behaviours and disruptive business models have **changed the game** and have become **the new status quo**. As such, it is vital for current players to envision their role in the future travel industry.

The ANVR and Capgemini decided to join forces and provide a collaboration platform for companies in the Dutch travel industry. The goal of this platform was to **envision the future of (outbound) travel in 2025** by leveraging the expertise of a wide range of travel companies. In response, **eighteen travel companies** decided to make use of this unique collaboration opportunity...



Introduction: Introduction on Travel Tomorrow (2/2)



The platform organized **three major workshops** with carefully selected experts from the participating companies. Furthermore, **two executive dinners** were organized with the CXO community, which functioned as a sounding board and provided additional inspiration. The output that was generated during these events has been essential in developing a **leading-edge vision on future travel**.

During this exciting journey, the ANVR and Capgemini performed **additional research and analysis** to provide inspiration, challenge conventional wisdom and trigger discussions. Finally, they 'connected the dots' to create a holistic vision. The results can be found in this report.

Happy reading!
The Travel Tomorrow team





Main research question

How do Dutch, outbound travellers shop in the future (2025) and which actions do Dutch travel companies have to take to fulfil the needs of future travellers and conquer a leading position in an increasingly global, competitive travel landscape?

Travel Tomorrow framework: Overview of key contents

Sense of urgency: disruption is changing the game!

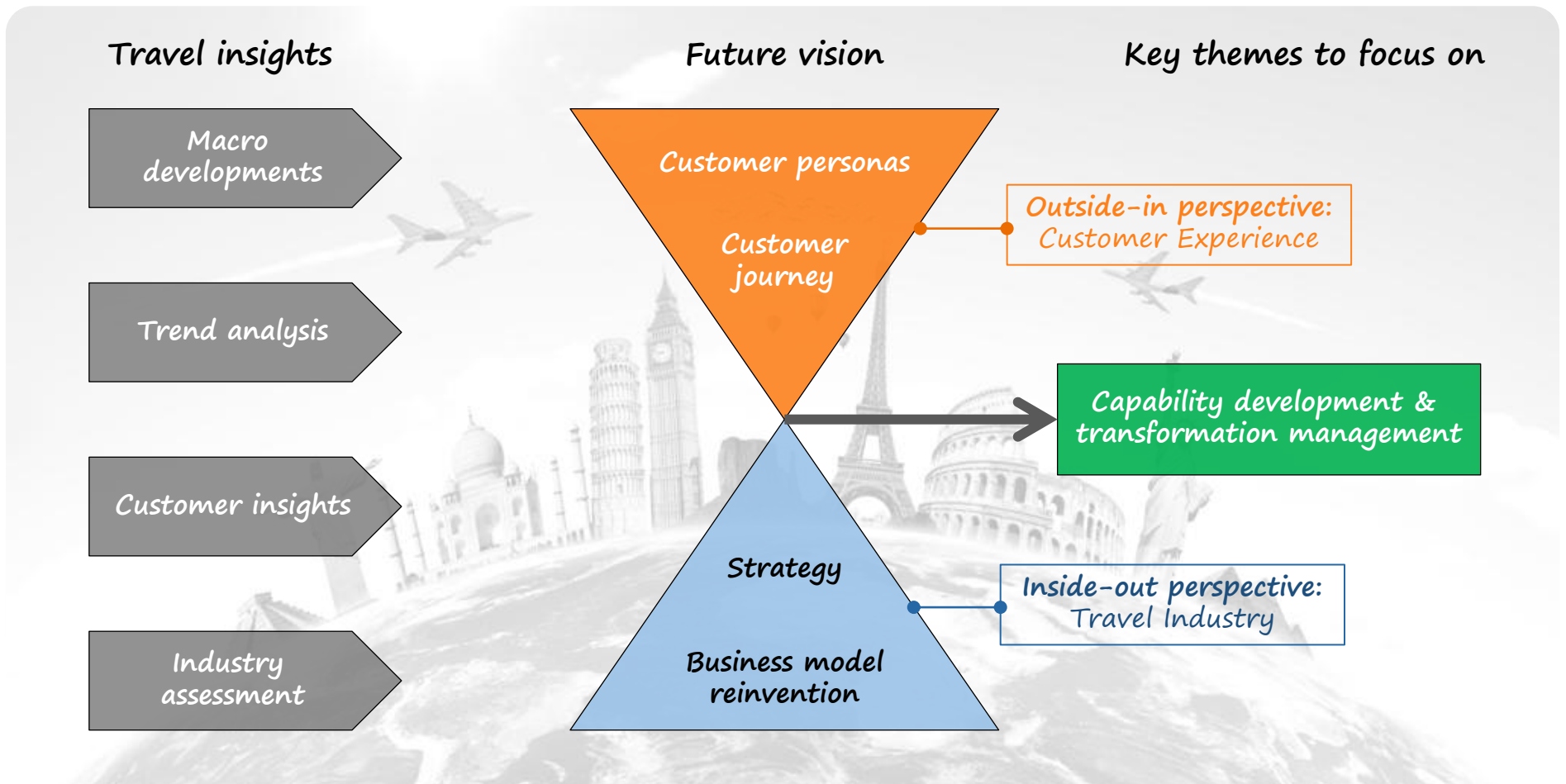


Table of contents: *What you will find in this report*

This report contains the following elements:

<i>Chapter 1: Sense of urgency</i>	<i>10</i>
<i>Chapter 2: Travel insights</i>	<i>34</i>
<i>Chapter 3: Vision on future customer experience</i>	<i>73</i>
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<i>Appendix: Background information (separate document)</i>	





Chapter 1: Sense of urgency

Why continuous change is essential for survival





“By doing what they must do to keep their margins strong and their stock price healthy, every company paves the way for its own disruption.”

Clayton Christensen



*Sense of urgency:
Table of contents*

Definition

Areas ripe for disruption

Potential impact of disruption

Patterns and mechanisms

The power of digital disruption

Mindset shift



Sense of urgency:
Definition of disruption



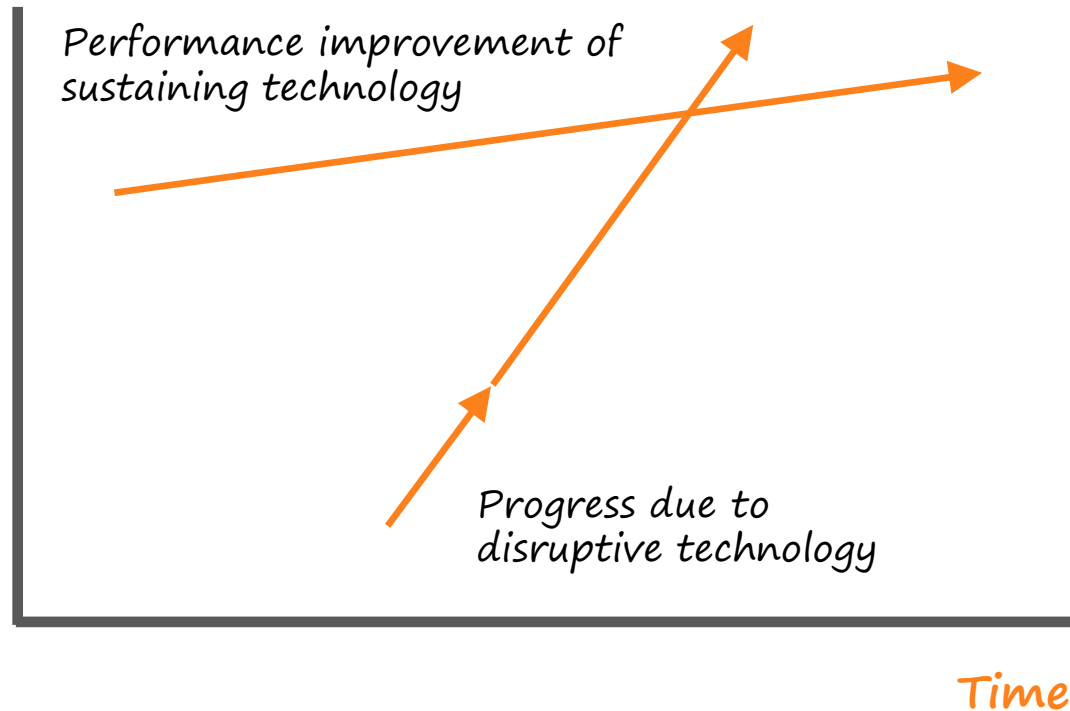
“Disruptive innovation describes a process by which a product or service takes root initially in simple applications at the bottom of a market and then *relentlessly moves up market, eventually displacing established competitors.*”

Clayton Christensen



Sense of urgency: Disruption explained

Performance



The reason why it is so difficult for existing firms to capitalize on disruptive innovations is that their processes and their business model – that make them good at the existing business – actually make them bad at competing for the disruption.

*Clayton Christensen, 1997
The innovator's dilemma: when new technologies cause great firms to fail



*Sense of urgency:
The difference between innovation and disruption*

Disruption creates a new paradigm by taking things to the next level

Innovation

Disruption



*Doing the same
things, better*

Doing new things

*Doing new things
that make the old
things obsolete*



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 **Capgemini**
CONSULTING TECHNOLOGY OUTSOURCING

*Sense of urgency:
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*Sense of urgency:
Areas ripe for disruption*

The four root causes of disruption that are transforming different industries



*Complex
experiences*



*Broken
trust*



*Redundant
intermediaries*



*Limited
access*

Key considerations for current market players:

- Think of **technology** not as an 'added' complex layer, but as a **simplifier**
- Embrace the shift from institutional trust to peer **trust**
- Remove **redundant intermediaries** to directly match needs and wants
- Rethink the way people can **access** assets and services through open models

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*Sense of urgency:
Disruption is happening across all industries*



Google

amazon

facebook

Spotify

UBER

NETFLIX

airbnb

Booking.com

New entrants are changing the game





Disruption is coming **from all directions**, so pay attention to developments in other industries.



*Sense of urgency:
Potential impact of disruption*

CASE STUDY: THE MUSIC INDUSTRY



Disruption *decreased substantial market volume* in the music industry, as consumer demand for singles and downloads was increasingly met by piracy and iTunes.

CASE STUDY: NOKIA



Disruption *shifted the market position* of Nokia due to a lack of response on market developments (smart phones).

CASE STUDY: KODAK



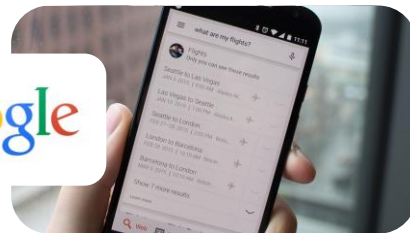
Disruption *destroyed* Kodak, as it feared that investing in digital film would cannibalize its own business.

Note: see appendix for full research on case studies

Disruption has the power to transform industries, shift market positions and even destroy companies

Sense of urgency: Disruption in the travel industry

Future disruption in the travel industry is unavoidable



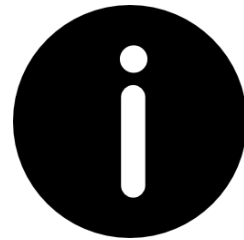
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Disruption is unavoidable!

Accelerating technological developments, changing consumer behaviours and disruptive business models will continue to change the game in the future travel industry.



*Sense of urgency:
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Disruption is not only applicable to the business world. It exists in multiple dimensions, showing surprisingly similar **patterns and mechanisms...**



Sense of urgency: Taking a closer look at disruption

The underlying patterns and mechanisms of disruption

Nature



Examples

- Volcano eruption
- Ice age

Patterns & mechanisms

- Borderless with global impact
- Balance of opposite forces
- Seasonal cycle
- Ecosystem dependency
- Fragility
- Gradual process, but large impact
- Underlying strategy (e.g. evolution)

Art



Examples

- Andy Warhol
- Elvis Presley

Patterns & mechanisms

- Rebel against the established order
- Passion & intrinsic motivation
- Necessity of a launching 'platform'
- Shock the audience (disruption as a goal)
- Social change
- Redefining the rules
- New techniques & materials
- Driven by discontent

Society



Examples

- Martin Luther King
- NAVO

Patterns & mechanisms

- One person with a strong vision and an inspiring story
- One person that represents a larger group or trend
- Peer pressure / normative influence
- Triggered by group suppression
- Rapid word of mouth via social media

Science & technology



Examples

- Renewable energy
- Compass

Patterns & mechanisms

- Experimentation (try and error approach)
- Combine existing elements into a new concept
- Agile way of working
- Constant testing
- Fulfill latent needs
- Involve the crowd (e.g. crowd funding)
- Test locally, roll out globally
- Let go of failures

Business



Examples

- Steve Jobs
- Google

Patterns & mechanisms

- Customer-centric
- New business models
- Brilliant minds and strong leadership
- Innovation
- Economies of scale
- Increase market size
- International mindset
- Leverage creativity
- Collaboration
- Specialization
- Focus on execution; making things happen

*Sense of urgency:
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Sense of urgency:
Digital is a catalyst for disruption

Digital disruption is better, stronger and faster*



Three characteristics of digital disruptors:

1. They build **better** product experiences
2. That create **stronger** customer relationships
3. They bring it to market **faster**

Digital disruptors typically:

- Harness the power of digitally empowered consumers
- Generate more ideas more quickly by innovating the adjacent possible
- Deliver total products experiences to meet more needs, more easily

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Mindset shift



Sense of urgency: Change your mindset

From nouns to verbs*

The **problem** is that many companies are so tied to their nouns (their products) that they forget what they're about (their verbs).



Noun:
Newspaper
Birthday card
Fridge



Verb:
Reading the news
Acts of congratulations
Cooking

The **solution** is to focus on people's experiences and their activities. Only then can you truly discover new opportunities.



A product is easy to copy, but experiences are very hard to replicate!

Integrate processes in a way that helps customers to achieve their goals and gives them a sense of completion.



“The breakthrough innovations come when the tension is greatest and the resources are most limited. That's when people are actually a lot more open to rethinking the fundamental way they do business.”

Clayton Christensen

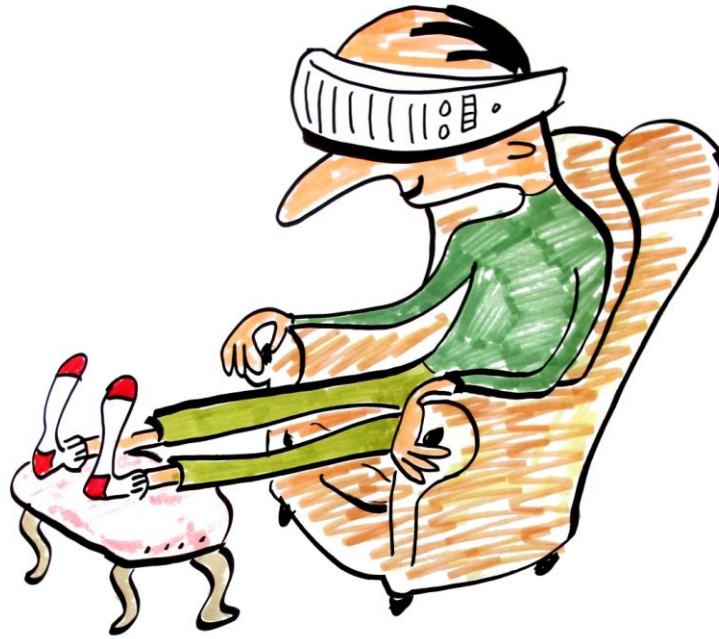




Ask yourself:

Given our current activities, will we be the disruptor or the disrupted?



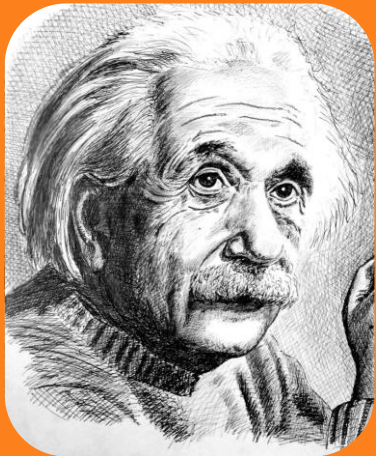


IT'S ABOUT THE
EXPERIENCE, NOT
ABOUT TRAVEL

Chapter 2: Travel insights

What we know about the future of travel





“If I had only one hour to save the world, I would spend fifty-five minutes defining the problem, and only five minutes finding the solution.”

Albert Einstein



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Macro developments

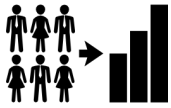
Trend analysis

Customer insights

Industry assessment



Travel insights: Summary of macro developments



Demographical



Economical



Social



Technological



Ecological

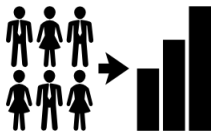


Political & Legal

Note: see appendix for full research on macro developments

Travel insights:

Key demographical factors for future travel



- The global population is estimated to grow to 8,1 billion in 2025, while Gross Domestic Product is increasing rapidly in the developing economies.
- The population in The Netherlands is expected to increase with 2% towards 17.5 million in 2025.
- The age segment of 65-80 in The Netherlands is estimated to represent 17% of the total population in 2025, increasing the amount of people who have time for travel.
- After years of recession, the total amount of travel trips will show a moderate growth again between 2014 and 2018, while growth is expected to further increase after 2018.
- 79% of outbound trips from The Netherlands is leisure related and 21% is business related.
- Travelling by car and airplane remain the most popular modes of transportation in 2018, although a small shift is expected to occur in favor of air travel.

Travel insights:

Key economical factors for future travel (1/2)



- After years of recession, the Dutch economy is expected to recover, showing a moderately positive effect on the number of travelers, travel frequency and travel spend in 2020.
- The leisure segment spends substantially more money on travel than the business segment and this difference is expected to become even more apparent in 2018.
- The majority of Dutch outbound travel expenditure is accommodation and food related.
- Most Dutch people purchase short trips in the period between May and October, and purchase long trips in the period between November and April.
- Despite internationalization and the appeal of other continents for authentic travel experiences, the highest travel spending still occurs in Western-European countries.

Travel insights:

Key economical factors for future travel (2/2)



- Dutch travelers show different spending behavior across continents with a clear preference for total package deals in Africa and 'accommodation only' in Europe.
- In the next decade, online spend will continue to increase in favor of offline spend for Dutch retail in general.
- The travel industry has one of the highest online market shares of all retail categories and online spend in travel is expected to show a further increase of 23% in 2020.



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Travel insights: Key social factors for future travel



- In the leisure segment, short hotel visits and city trips are becoming increasingly popular among the Dutch population in 2020.
- Travelers no longer rely on professional expert advice when considering different travel options, as user generated content is increasingly leveraged during travel orientation.
- Digital platforms that enable crowd sourcing and peer-to-peer collaboration are expected to conquer an even an bigger part of the future travel market.

Travel insights: Key technological factors for future travel



- The Dutch population is increasingly using mobile devices in daily life.
- Desktop computers, laptops and tablets are currently the most important travel orientation and booking types, while traditional travel agency's are decreasing in popularity.
- Nearly 75% of Dutch smart phone users browse the internet every day, and over 70% have used them to make informed shopping decisions.
- Mobile commerce is expected to show substantial growth rates in the future, as an increasing amount of contents and payment methods will be optimized for mobile device usage.
- iDEAL is the preferred online payment method in the Netherlands.



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Travel insights: Key ecological factors for future travel



- *The share of renewable energy in the total energy consumption in The Netherlands has increased since the early 1990's and is estimated to be 16% in 2020.*
- *The Dutch population is becoming increasingly aware of environmental issues.*
- *Social support for sustainable policy measures is expected to further increase in the next decade.*
- *Ongoing climate change is expected to increasingly affect global weather conditions, impacting the popularity of specific travel destinations during certain seasons.*
- *Although hard to predict, natural disasters will always have an impact on the travel industry.*

Travel insights: Key political and legal factors for future travel



- *Some international treaties offer guidelines on future pollution and CO2 emissions, although currently there is no binding legislation in place.*
- *Companies must comply with new EU privacy regulation, which increases the data protection of its citizens.*
- *Political instability will impact the popularity of specific travel destinations, as regional conflicts are ongoing and unlikely to be solved in the near future.*

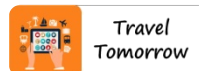
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Travel insights: Summary of trends

TREND OVERVIEW

See appendix
for full research
on trends



**BUSINESS
ESSENTIALS**



**HUMAN-CENTRIC
TECHNOLOGY**



OMNI-PRESENCE



**TRUE
PERSONALIZATION**



TOTAL DATA CONTROL



**RISE OF A NEW
GENERATION**



**COLLABORATIVE
ECONOMY**



EXPERIENCE ECONOMY



**SUSTAINABLE
LIVING**



EXTENDED ENTERPRISE



**NEXT-LEVEL
ENGINEERING**



Travel insights:

Trend 1: business essentials — enabling future success

TREND DESCRIPTION

Due to ongoing technological advancements, the explosion of new customer interaction channels and changing customer behaviors, companies require a set of essential business enablers that will be vital to achieve future success.

BEST PRACTICE



Nike's FuelBand allows athletes to track their workouts and share performance online.

KEY ELEMENTS

BIG DATA



Translating the increasing amount of data into insights.

CLOUD



Enabling scalable IT systems that can be used as a service.

INTERNET OF THINGS



Connecting physical and digital “things” to achieve greater value.

ANALYTICS



Discovering meaningful data patterns and communicating findings.



Travel insights:

Trend 2: human-centric technology — improving our daily lives

TREND DESCRIPTION

Human-centric technology empowers people in their daily lives, as it is designed to meet their specific needs. It empowers them and offers an intuitive experience. It does not expect people to adapt to the technology, as was often the case in the past.

BEST PRACTICE



Groupon's location coupons provide customers with discounts based on their current location.

KEY ELEMENTS

SEMANTIC SEARCH



Understanding intent and contextual meaning of search terms.

GEO-LOCATION



Assessing the physical, geographical location of an object.

SPEECH RECOGNITION



Translating spoken words into text or concrete actions.

RFID



Wirelessly transferring data to identify and track tags on objects.

Travel insights:

Trend 3: omni-presence — ensuring seamless interaction

TREND DESCRIPTION

Omni-presence is all about providing customers with a seamless experience through all available channels. It puts the customer at the centre of attention and allows them to switch channels without any hassle or limitations. Online and offline are fully integrated.

BEST PRACTICE



PowaTag's beacon platform enables customers to pick up promotional messages with a mobile device.

KEY ELEMENTS

(E)STORE



Choosing a physical shop experience or the convenience of online shopping.

MOBILE & APPS



Performing activities in a focused application environment, anytime and anywhere.

WEARABLES



Receiving notifications and communication on miniature electronic devices (e.g. watch).

SOCIAL MEDIA



Creating, sharing or exchanging information in virtual communities and networks.



Travel insights:

Trend 4: true personalization — offering one-to-one service

TREND DESCRIPTION

True personalization is the art of providing tailor-made and authentic offerings to one individual in line with the person's needs and wants. In a world of busy schedules, indefinite choice and information overload, customers are ready to receive personalized offers.

BEST PRACTICE



Amazon's recommendation engine offers alternative products based on customer's online behavior.

KEY ELEMENTS

INFORMATION OVERLOAD



Processing too much information, leading to a reduction in decision quality.

PERSONAL PROFILES



Building personal data profiles to understand and customer behavior.

1-TO-1 TARGETING



Providing personalized offerings based on available data.

SERVICE ECONOMY



Offering an increasing amount of services as part of product offerings.

Travel insights:

Trend 5: total data control – deciding what to share with whom

TREND DESCRIPTION

Companies are seeking to obtain and make sense of customer data more than ever before. Customers will only entrust their personal data to companies if it provides value-adding products and services to them, while providing transparency and solid protection.

BEST PRACTICE



Apple Pay enables paying on all digital devices with the ease of a single touch.

KEY ELEMENTS

DIGITAL IDENTITY



Identifying individuals for authentication and authorization purposes.

MOBILE PAYMENTS



Using a mobile phone to pay for (digital) services or hard goods.

DATA PRIVACY



Sharing data while protecting personally identifiable information.

HACKER ARMIES



Seeking and exploiting weaknesses in a computer system.

Travel insights:

Trend 6: rise of new generation — setting a new standard

TREND DESCRIPTION

The rise of the millennial generation will change the way we live and work. They will set a new standard by being tech-savvy, connected and strong multi-taskers. Companies need to find ways to appeal to the new millennial values, such as a healthy work life balance, collaboration, transparency and career advancement.

BEST PRACTICE



Virtusa's V+ internal social business platform leverages social technology to drive collaboration and engagement in business.

KEY ELEMENTS

MILLENNIAL MINDSET



Setting a new society standard due to a different set of values and intentions.

TRADING UP & DOWN



Focusing on low prices, while choosing selected 'high-end' offers to experience luxury.

GLOBALIZATION



Integrating world views through accessibility of transport and rapidly evolving technologies.

TECHNOLOGY SAVVYNESS



Adapting and embracing new technology faster than ever before.

Travel insights:

Trend 7: collaborative economy — sharing is caring

TREND DESCRIPTION

Sharing access to products and services will further increase in popularity in favor of having individual ownership, often enabled by technology and peer communities. Examples are digital marketplaces and peer-to-peer travel advising & accommodation.

BEST PRACTICE



Airbnb offers a digital platform, on which travelers can book accommodation from a local resident.

KEY ELEMENTS

SHARING ECONOMY



Shifting from owning to sharing things, both physically and online.

BELIEF OF COMMUNITY



Being part of a (online) community that shares common values.

SOCIAL MEDIA



Creating, sharing or exchanging information in virtual communities.

BLOGS & VLOGS



Expressing opinions and sharing experiences by publishing content.

Travel insights:

Trend 8: experience economy — looking for authentic moments

TREND DESCRIPTION

As travelers are increasingly looking for authentic moments, companies will start to orchestrate memorable events for customers, so that memory itself becomes the product. They will charge for the value of the transformation that an experience offers.

BEST PRACTICE



Schiphol Airport is equipped with numerous, leisure options, ranging from a library and spa to a museum.

KEY ELEMENTS

CHANGING VALUES



Obtaining social status based on experience rather than possession.

AUTHENTIC INSPIRATION



Looking for authentic experiences to find personal growth.

CAPTURE THE MOMENT



Capturing the moment is an essential part of sharing & remembering.

VISUALIZATION



Visual contents provide inspiration due to emotional triggers.



Travel insights:

Trend 9: sustainable living – saving the planet

TREND DESCRIPTION

People are becoming increasingly aware of environmental issues and are starting to make more conscious decisions to protect the planet. Ongoing climate change will put sustainable development on the global agenda and demand a future-proof solution.

BEST PRACTICE



Velib's bicycle sharing system decreased the number of cars in downtown Paris.

KEY ELEMENTS

ECOTOURISM



Offering a low-impact, small-scale alternative to mass tourism.

RENEWABLE ENERGY



Using energy resources which are naturally replenished.

EMISSION LEGISLATION



Reducing the carbon footprint to have less environmental impact.

CORPORATE SOCIAL RESPONSIBILITY



Engaging in actions that contribute to social good beyond business.

Travel insights:

Trend 10: extended enterprise — preparing for a new way of working

TREND DESCRIPTION

The extended enterprise contains of a loosely coupled, self-organizing network of companies that combine their efforts to provide products and services to the market. It leverages the power of innovation, digital capabilities and partner collaboration.

BEST PRACTICE



Burberry offers a unique fashion platform by blurring the physical and digital world and providing new services.

KEY ELEMENTS

BUSINESS MODEL INNOVATION



Rethinking business models to prepare for market disruptions.

DIGITAL PLATFORMS



Being part of a platform that intelligently fulfills customer needs.

ADDITIONAL SERVICES



Providing additional services to increase share of wallet.

PARTNERING



Meeting market demands creatively using cooperation.

Travel insights:

Trend 11: next-level engineering — establishing true efficiency

TREND DESCRIPTION

An increasing amount of industries will be disrupted by technological innovations. Next-level engineering will bring together various novel ideas in a way that has true society impact. Better solutions will meet new requirements, inarticulated needs and existing market needs. The possibilities are endless.

BEST PRACTICE



Google Nest offers an app controlled thermostat that learns heating and cooling preferences over time.

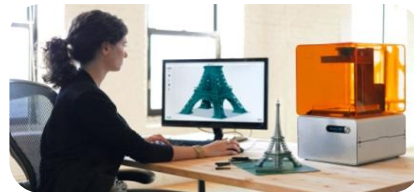
KEY ELEMENTS

DRONES



Delivering payloads via an aerial vehicle that flies autonomously.

3D PRINTING



Printing 3D objects based on an electronic data source.

CONNECTED CAR



Sharing internet access to other devices inside and outside the vehicle.

SMART HOMES



Enabling occupants to remotely control or program home devices.



*Travel insights:
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Macro developments

Trend analysis

Customer insights

Industry assessment



Travel insights: Key needs and pain points of leisure customers



Key needs:

- Entertainment
- Price / quality
- Reliability

Key pain points:

- Hidden costs
- Lack of communication
- Long waiting times

Note: see appendix for full research on customer insights

Travel insights: Key needs and pain points of business customers



Key needs:

- Efficiency
- Reliability
- Loyalty programs

Key pain points:

- Travel time
- Inconvenient hotel locations
- Itinerary changes / delays

Note: see appendix for full research on customer insights

*Travel insights:
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Macro developments

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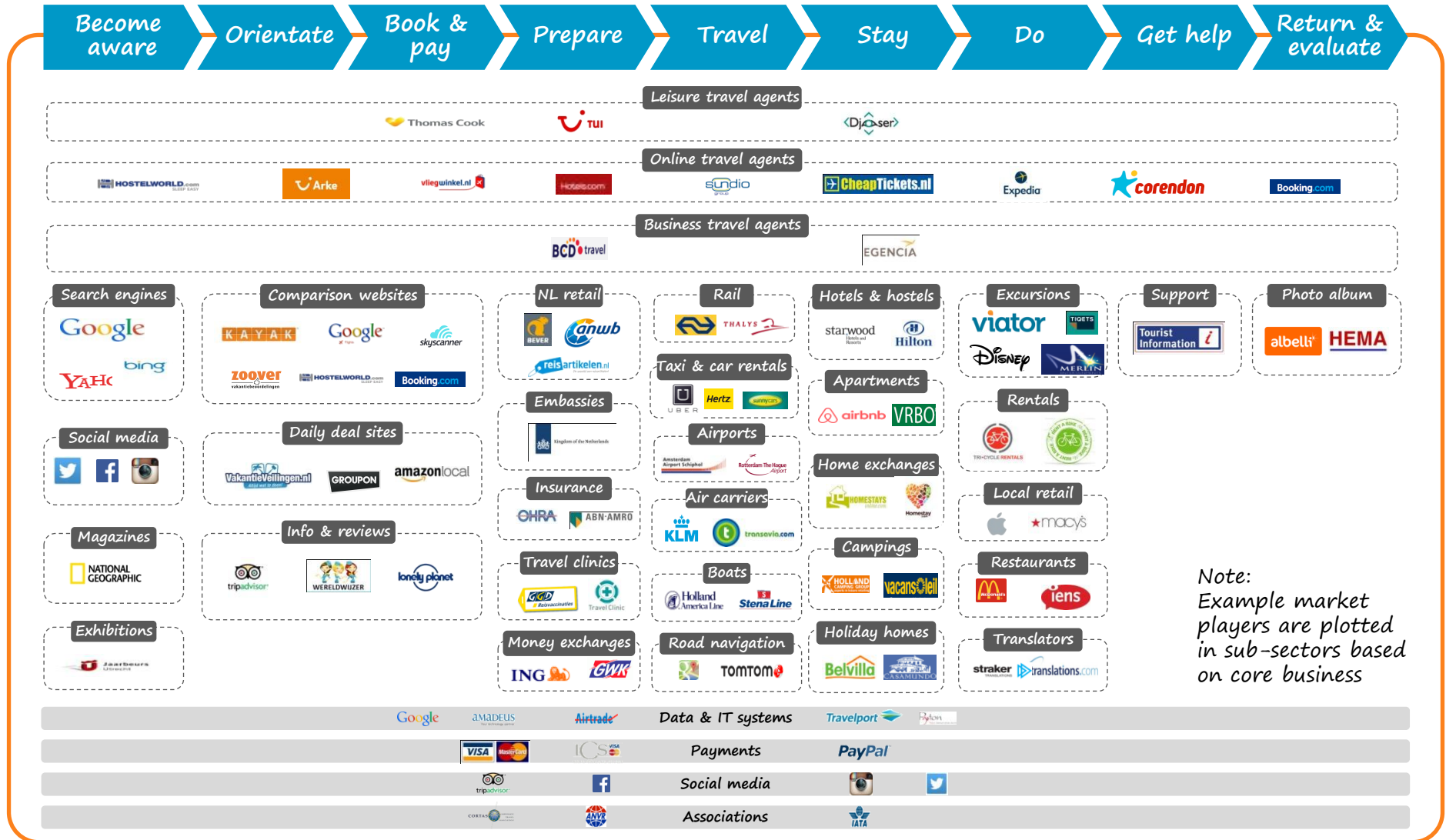
Customer insights

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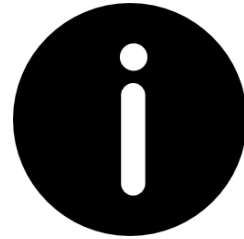


Travel insights:

Current travel industry landscape based on customer life cycle stages



Note:
Example market players are plotted in sub-sectors based on core business

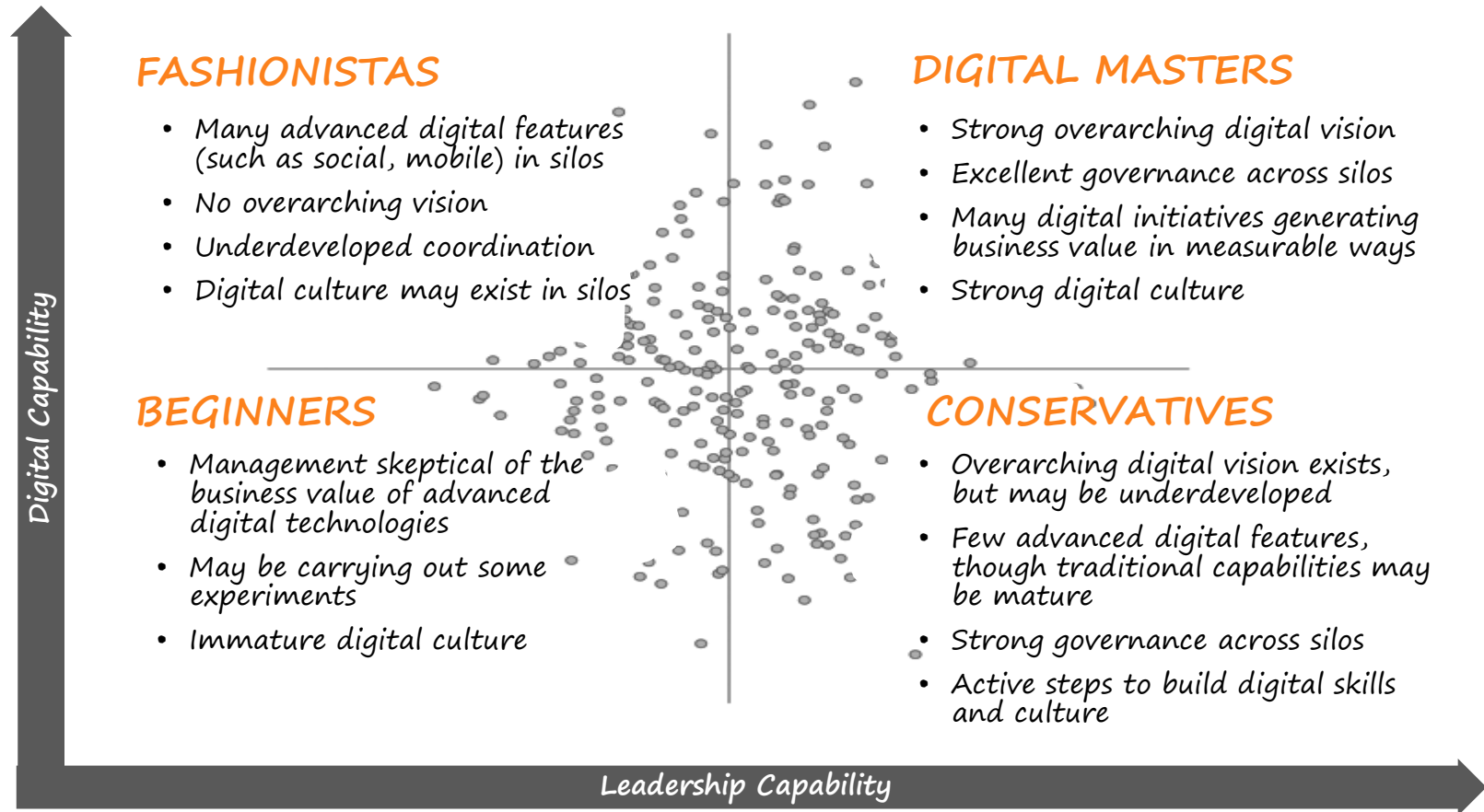


Currently, a lot of travel companies are pursuing vertical chain integration.

Many companies are offering additional products and services besides their core business, increasing competition in many parts of the travel industry.

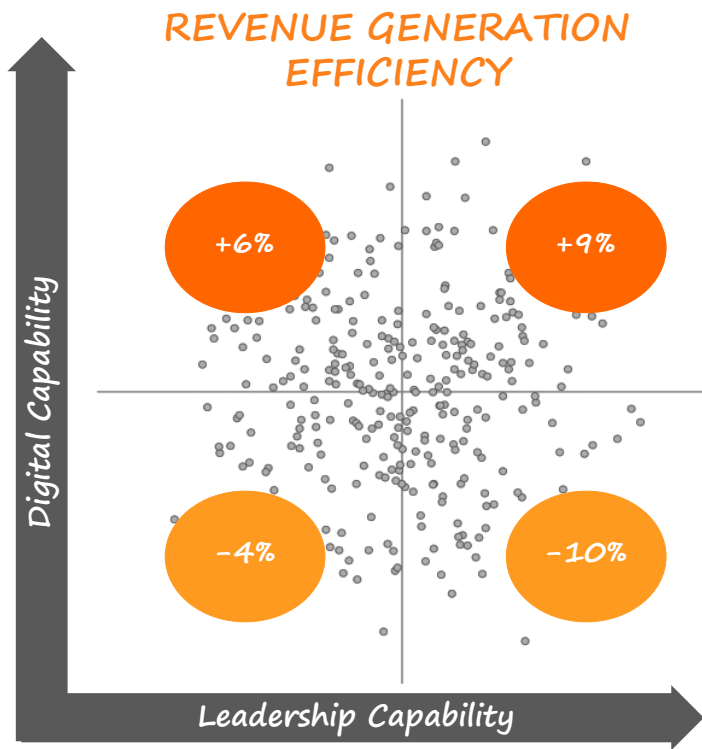


Travel insights: Levels of digital mastery



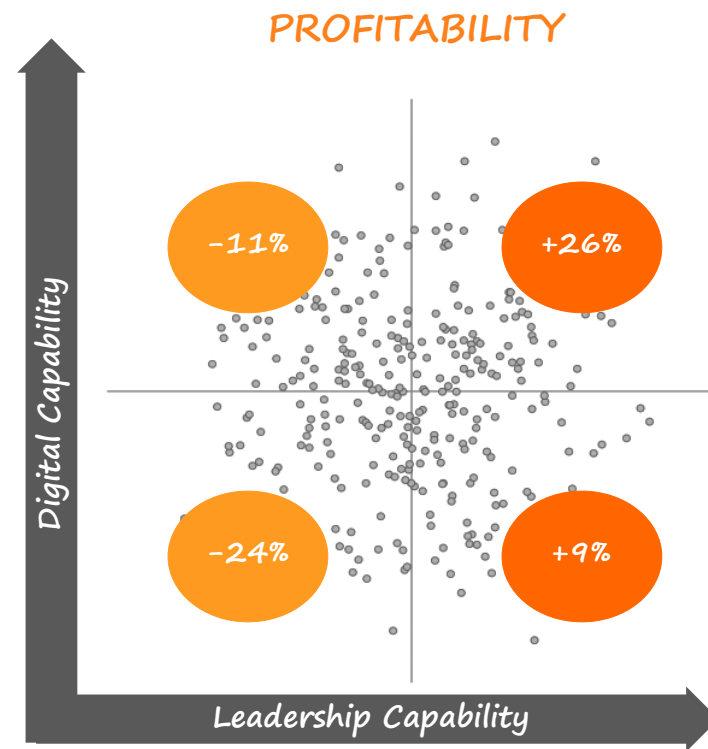
Digital masters are mature in both digital and leadership capabilities

Travel insights: Financial performance and digital maturity (across industries)



Basket of indicators:

- Revenue / Employee
- Fixed Asset Turnover



Basket of indicators:

- EBIT Margin
- Net Profit Margin

Average performance difference for firms in each quadrant versus the average performance of all large firms in the same industry for the 184 publicly-traded companies in our sample

Digital masters have significantly better financial performance

Travel insights:

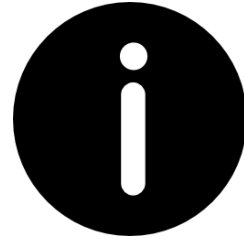
Digital maturity of Dutch versus global travel industry



- ◆ Dutch travel industry* X Global travel industry
- Other companies in the industry

- **Digital Intensity** is the specific set of digital transformation elements implemented by the organization. This includes investments in customer experience, operational process and business model, as well as digital capabilities.
- **Transformation Management Intensity** is the way that senior executives drive change throughout the organization. This includes creating and communicating vision, establishing governance and measurement mechanisms, and building a digital-ready culture.

On average, the Dutch travel industry appears to be working on the right digital topics, although a higher level of digital mastery is desired for future success



The power of digital!

Companies with a high digital maturity are more likely to improve their financial performance.



Travel
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Travel insights: Industry strengths and weaknesses



Learn



Unlearn



Cherish



Customer experience

- Customer-centric thinking (based on customer needs)
- Personalization
- Be relevant at right time
- Transparency in price
- Customer loyalty

- Product-driven thinking (using excuses for not being customer centric)
- Annoying customers with irrelevant content

- Customer relationship & customer data
- Reliable, trusted brands
- Diverse product offerings



Strategy & business model

- Innovation
- Differentiation
- Partnerships
- Think outside the industry
- Network economy
- Co-creation
- Try and error approach

- Conservatism
- Mass offerings
- Commodity thinking
- Focus on price

- Economies of scale
- International coverage
- Knowledge of Dutch market



Business operations

- Entrepreneurial mindset
- People development & talent management
- Matching supply and demand (in real-time)
- Analytics & data-driven
- Automation of IT

- Better balance of alpha and beta minded people
- Departments that act as silo's
- Manual handling (lack of automation)
- Legacy IT systems (slow development)

- Passion
- Travel expertise
- Service mindset
- Diversity (e.g. women in sector)



When plotting the current travel industry challenges against the dimensions of the 'business model canvas', it becomes clear where they need to **close the gap**...



Travel insights: Overview of current industry challenges

Key partners

- Lack of win / win relationships
- Dependency on tour operator (for traditional travel agency)
- Industry rules (SGR) do not encourage innovation
- Mandatory use of GDS flight system

Key resources

- Asset heavy (e.g. hotels / airlines)
- Balance of core business versus outsourcing
- Classic product managers
- Too much personnel
- Too many general reviews, instead of peer reviews

Cost structure

- Inefficient yielding of matching supply and demand (creating overhead cost)
- Cash flow
- Personnel
- Warranties

Key activities

- Focused on product offer instead of customer
- Package offers are put together manually in product sourcing
- Developing costly travel guide
- Seasonal pricing (inconsistency)
- Leveraging big data
- Process automation
- Legacy processes and systems

Value proposition

- Commodity offers (lack of differentiation in products)
- Flexibility in package offers
- Focus on price
- Focus on product (and not on service and experience)
- No cross selling (travel and non-travel products during journey)
- Inconsistent brand experience

Customer relationships

- Customer identification, understanding, personalization and recognition / loyalty
- Exploiting customer relationship (now focused on one moment and no long-term relationship)
- Customer relationship seen as cost instead of revenue driver

Customer segments

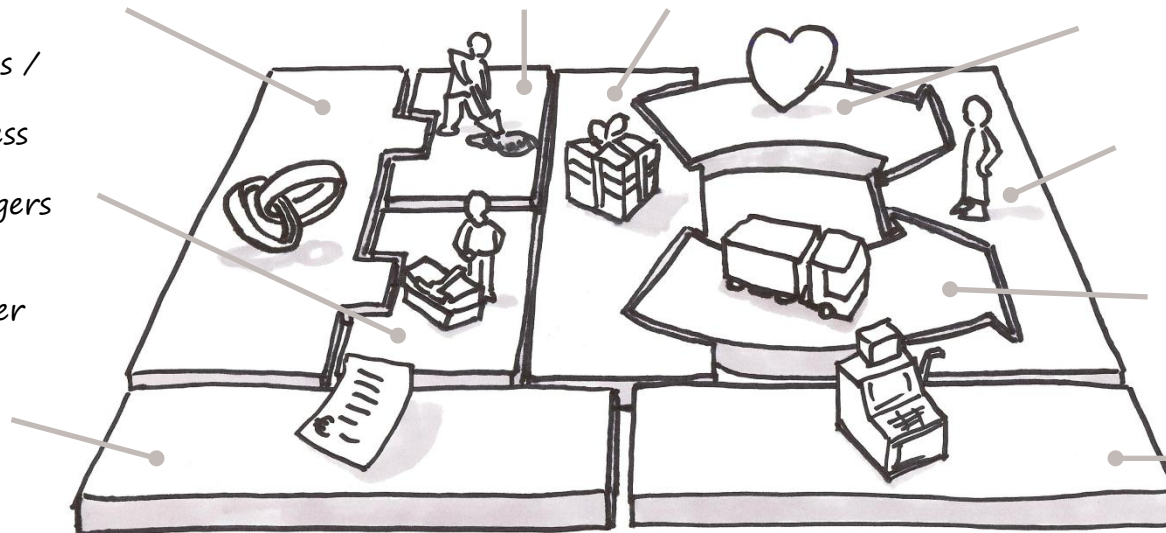
- Only on demographics
- Differentiating between customer segments
- Understanding context (location & moment)

Channels

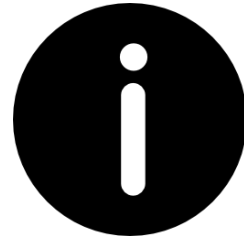
- Consistent customer experience across channels

Revenue streams

- Ancillaries / add-ons
- Cross-selling (at the wrong moment)
- Calculating booking costs
- Not making use of customer referrals



Using 'old' business models



The travel industry needs to change...

From commodity thinking to *differentiation*

From product-driven to *customer-driven*

From mass offerings to *personalization*

From manual work to *automated processes*

From following to *leading innovation*

From separation to *collaboration*





Ask yourself:

Which travel insights could negatively influence our competitive position and which insights could be opportunities for us?





Chapter 3: Future customer experience

How customers will travel in the future





“You’ve got to start with the customer experience and work back toward the technology. Not the other way around.”

Steve Jobs



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*Future customer experience:
Table of contents*

Customer personas

Customer journey

Practical tips



Future customer experience: Definition of personas

“Personas are **fictional archetypes that represent the common behaviors of customers**, clearly distinguishing between their typical drivers, needs and pain points. This more nuanced view on the customer base helps to make strategic trade offs and provides clear direction for customer journey design. On a more tactical level, in daily operations, companies should strive for as much personalization as possible.”

Capgemini definition



Future customer experience: Personas explained

Key characteristics

- An introduction of the persona, describing key characteristics and preferences of a fictional person that represents a key customer behaviour.

Life situation and day-to-day activities

- Typical life events and day-to-day activities, preferably based on real customer stories.

Things that distinguish me

- Key behavioral elements that explain why this is a unique persona and how it is different from other personas.

Key driver for travel

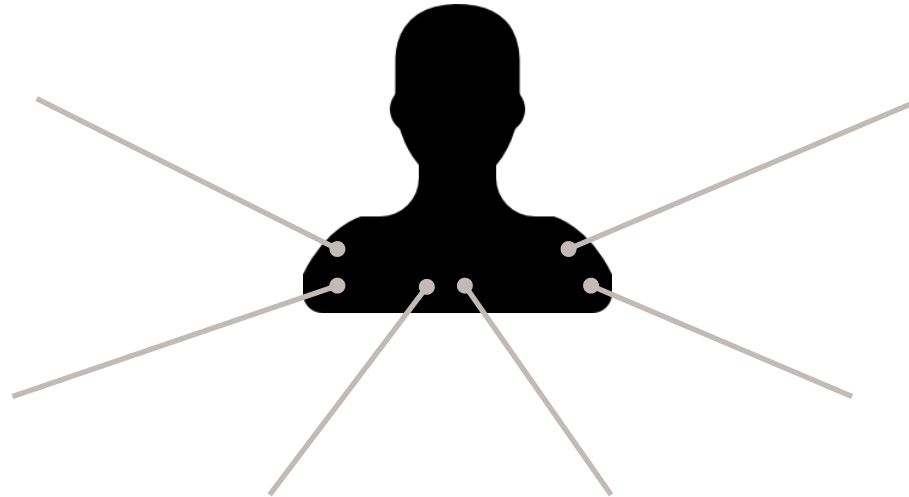
- The underlying drivers and life philosophy that explains 'why' this persona travels and what its deepest expectations are.

Needs and wants

- Things that the persona desires (must-haves and nice-to-haves) with regard to travel and a provider's product and service offerings.

Pain points

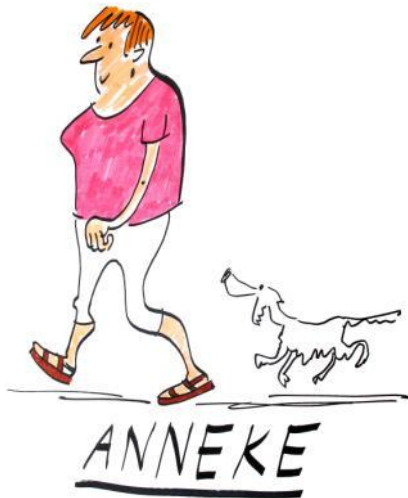
- Things that the persona dislikes about travel and a provider's product and service offerings.



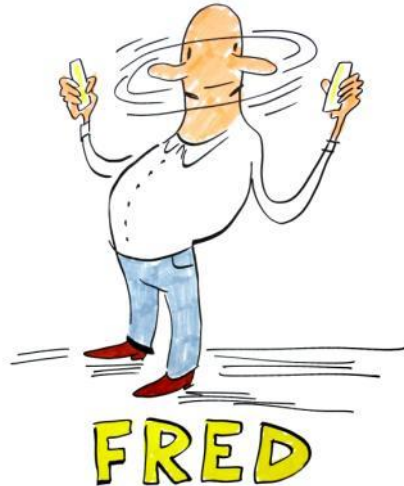
The personas in this report reveal the generic customer behaviours of travel

Future customer experience: Overview of personas

Convenience
seeker



Efficiency
seeker



Discovery
enthusiast



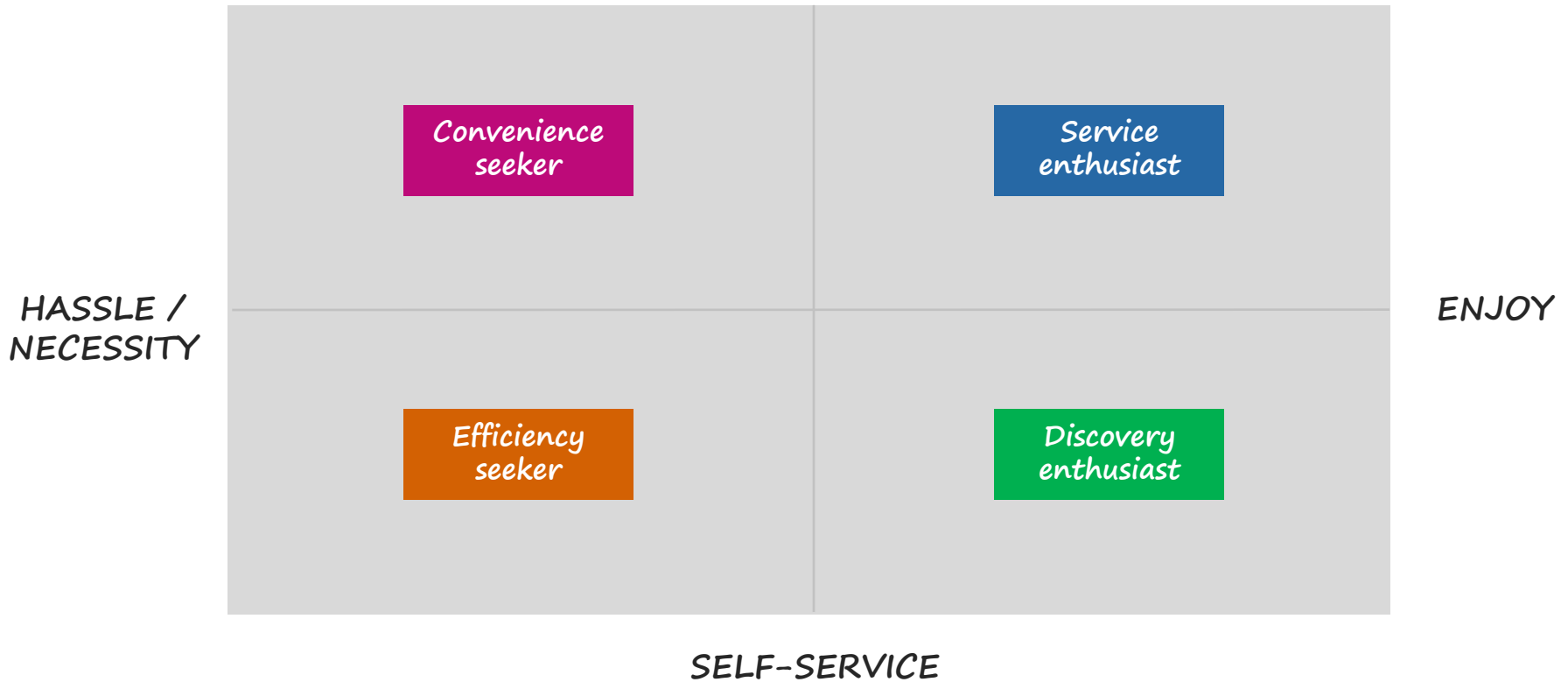
Service
enthusiast



Who does your future customer look like in 2025?

*Future customer experience:
Persona framework*





PERSONAL ASSISTANCE



Depending on the moment, customers can be different (combinations of) personas



Future customer experience: Personas at a glance

Persona	 CONVENIENCE SEEKER	 EFFICIENCY SEEKER	 DISCOVERY ENTHUSIAST	 SERVICE ENTHUSIAST
Attitude towards travel	Hassle	Hassle	Enjoy	Enjoy
Desired support	Personal assistance	Self-service	Self-service	Personal assistance
Key driver for travel	“Recognition”	“Functional achievement”	“Personal development”	“Reward”
Life philosophy	“Peace of mind”	“In control”	“Freedom of choice”	“Tailored solutions”
I am looking for ...	Ownership of the entire travel plan	A quick, reliable & flexible travel plan	Inspiring content & intuitive self-service	A premium travel experience



ABOUT ME

Convenience seeker

I am a mother of two children, but they have already moved out of the house. I enjoy my job as a secretary at a medium-sized company. When travelling, I like to take it easy and let everything be arranged for me. I value personal assistance, ownership of my travel plan and services that make travel a bit more pleasant.



MY LIFE

I am a proud mother of two children, who have already moved out. I now live together with my partner. I have always worked as a secretary and I still enjoy it. In my spare time, I try to relax and stay away from stressful situations.

MY DAY-2-DAY ACTIVITIES

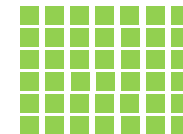
My day starts with a relaxing breakfast. After that, I go to the office, where I work as a secretary for a medium-sized company. In the evenings, I enjoy reading books and cooking with friends. Our cleaning lady takes care of the household, so this allows me to do whatever I feel like. I really enjoy my stress-free way of living.

THINGS THAT DISTINGUISH ME

1. When traveling, I am looking for as much comfort as possible, so that I can spend my travel time exactly the way I want to
2. I value personal assistance and reliability
3. I desire additional services and benefits that make travel a bit more pleasant
4. I expect travel companies to provide me with ownership of my travel plan, clear communication and effective solutions in case of issues
5. I rather don't want to waste any time on arranging all travel details myself

Life philosophy:
• Peace of mind

Key driver for travel:
• Recognition



Hassle



Enjoy



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Customer Personas 1 of 2

Convenience seeker

Anneke

“I expect hassle-free travel with complete ownership of my travel plan”

HOW TO BRING ME VALUE



MY NEEDS & WANTS

Offering:

- Comfortable and reliable travel
- Personalized advice from expert
- Ownership of a total solution
- Pre-booked tickets (excursions)
- Benefits of loyalty programs

Support:

- Clear overview of travel plan
- Multiple payment options
- Prompt and effective solutions in case of questions or issues
- Automatic reimbursements

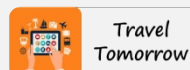
MY PAIN POINTS

Offering:

- Poor travel advice
- Lack of personal assistance
- No adequate care of passengers in case of delays
- Disappointing accommodation

Support:

- Lack of support in case of itinerary changes
- Confusion about cabin and hand baggage allowance
- Unclear visa and transit policy



ABOUT ME

Efficiency seeker

I am a married man and have worked at the same employer for a long time. I enjoy taking care of my family and working in my garden. When travelling, I put together a reliable travel plan, so that I am sure things are properly arranged. I value detailed information, flexible offerings and proactive communication in case of issues.



MY LIFE

I am a married man with three children. I enjoy spending time with my family and seeing my children grow up. I work at the Ministry of Foreign Affairs, where I am responsible for procurement. At times, I have to travel to a conference for work.

MY DAY-2-DAY ACTIVITIES

In the morning, my wife takes care of the kids, while I prepare breakfast. I then check the traffic jam overview on my smart phone and take the fastest route to work to ensure that I am on time. After work, I enjoy helping the kids with their home work, playing volleyball and working in my garden, which is always properly arranged.

THINGS THAT DISTINGUISH ME

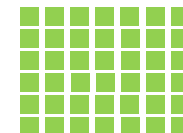
1. When traveling, I am focused on quickly putting together a reliable travel plan, so that I am sure things are properly taken care of
2. I value speed, reliability, flexibility and control
3. I desire proactive communication and rapid solutions in case of issues
4. I expect travel companies to provide me with personalized and detailed information, transparent pricing and intuitive technology that help me to self-organize my travel plan
5. I rather don't want to deal with any kind of hassle during traveling

Life philosophy:

- In control

Key driver for travel:

- Functional achievement



Hassle



Enjoy



Efficiency seeker

Fred

“I expect everything to run smoothly and happen according to my travel plan”

HOW TO BRING ME VALUE



MY NEEDS & WANTS

Offering:

- Quick, reliable and flexible travel
- Structured, detailed information
- Monitoring tools that provide more control during travel
- Transparent pricing

Support:

- Rapid solutions in case of issues
- Intuitive and proven online tools that enable self-service
- Peer reviews (for validation)
- Connected environments

MY PAIN POINTS

Offering:

- Lack of flexibility when booking or adjusting travel plan
- Contradictory information
- Hotels at inconvenient locations
- Hidden costs

Support:

- Unexpected events, such as delays or lost baggage (“no surprises”)
- Time-consuming check-in process
- Unclear refund procedure
- Complex technology



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ABOUT ME

Discovery enthusiast

I am a young independent woman and I want to make the most of each day. I enjoy spending time with my friends and focusing on my career. When travelling, I am looking for inspiration. I value authentic experiences and making new friends all over the globe. I prefer to compile my own travel plan for maximum freedom and flexibility.



MY LIFE

I am a young independent woman, who enjoys spending time with friends. I am in a relationship, but we prefer to live on our own for now. I am Industry Manager at a large technology company and take my career very seriously.

MY DAY-2-DAY ACTIVITIES

In the morning, I like starting the day with yoghurt and super foods. At work, I am very ambitious and try to learn new things every day, as I am very serious about my personal development. In the evening, I enjoy doing yoga or running. I also enjoy watching Netflix. Overall, I value my health and I want to make the most of every day.

THINGS THAT DISTINGUISH ME

1. When traveling, I am focused on finding authentic experiences and inspiration
2. I value authenticity, flexibility and spending time with friends
3. I want to self-organize my travel plan, so that I can personalize my trip and have the freedom to adjust it at any point in time
4. I expect travel companies to provide me with inspiring information, flexible offerings and intuitive online tools
5. I enjoy writing blogs and sharing my travel experiences with peers

Life philosophy:

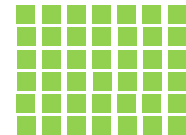
- Freedom of choice

Key driver for travel:

- Personal development



Hassle



Enjoy



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Customer Personas 1 of 2

Discovery enthusiast

Charlotte

"I expect personalized information that helps me to quickly self-organize my travel plans"

HOW TO BRING ME VALUE



WOULD THIS ONE BE MORE
THE HASSLE TYPE
OR RATHER THE OTHER ONE?

MY NEEDS & WANTS

Offering:

- Authentic inspiration
- Personalized information on travel and additional activities
- Flexible offers
- Online information in one place

Support:

- Intuitive online tools
- Proactive notifications in case of issues
- Travel blogs and peer reviews
- Connected environments

MY PAIN POINTS

Offering:

- Self-organizing my travel plans takes a lot of time
- Stress due to information overkill and making trade offs
- Fragmented information

Support:

- Difficult and time-consuming booking procedures
- Lack of proactive communication
- Lack of high-speed internet for work and entertainment



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Customer Personas 2 of 2

ABOUT ME

Service enthusiast

I am a successful business woman and mother of two kids. I have a busy life, but fortunately I am supported by a great personal assistant, nanny and husband. When traveling, I enjoy spending 'quality time' with my family. I value premium quality and ownership. I don't want to be bothered with time-consuming administration.



MY LIFE

I am happily married with the love of my life and together we have two children. I am Head of Communication at a large multinational, which takes up a lot of time. When we have free time, we therefore really want to make the most of it.

MY DAY-2-DAY ACTIVITIES

At week days, I am taking the children to school and work the whole day. I manage my own team, so I am always busy. Fortunately, I have a great personal assistant and a nanny, so that I can focus on my career. During weekends, I enjoy working out with my personal trainer and driving our Tesla with the entire family.

THINGS THAT DISTINGUISH ME

1. When traveling, I am focused on spending quality time with my husband and kids. I want to enjoy every minute of my trip
2. I value premium quality, tailored solutions and ownership of my complete travel plan
3. I want to be able to reach my personal travel assistant in case of questions or issues
4. I expect travel companies to walk the extra mile and provide 'a personal touch'
5. I rather don't want to be bothered with any time-consuming activities that can be dealt with by someone else

Life philosophy:

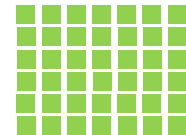
- Tailored solutions

Key driver for travel:

- Reward



Hassle



Enjoy



Service enthusiast

Sofie

“I expect a premium experience that is tailored to my very own wish list”

HOW TO BRING ME VALUE



MY NEEDS & WANTS

Offering:

- High-quality and tailored offer with a flawless execution
- Ownership of a total solution
- Value added services
- Benefits of loyalty programs

Support:

- Advice on travel destinations
- Prompt and effective personal travel assistant (physical / digital) in case of questions or issues
- Friendly and helpful staff

MY PAIN POINTS

Offering:

- Wasting time on administration and logistics
- Services are not in line with promises made (seat allocation, bookings & hotel facilities)

Support:

- Travel assistants that don't take ownership of issues
- Waiting at check-in, security and baggage belt
- Rude behavior of staff



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Ask yourself:

Which personas will we be serving?



*Future customer experience:
Table of contents*

Customer personas

Customer journey

Practical tips



Future travel industry: Definition of customer journey

“Customer journeys represent *the end-to-end activities that are needed to satisfy customer needs and wants* – all seen through the eyes of the customer – with the goal of creating a relevant, differentiated and seamless customer experience.”

Capgemini definition



Future customer experience: Customer journeys explained



Link with industry landscape:

- These customer life cycle stages are similar to the stages showed earlier in the industry landscape overview (see page 62).

Customer life cycle stages

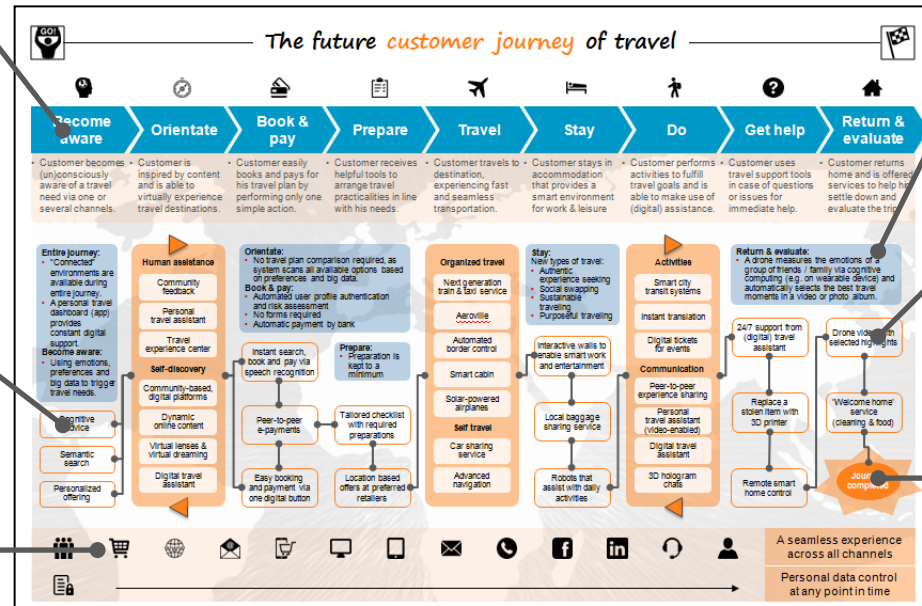
- The different stages that customers go through when buying a product or service.

Start of journey

- The start of a customer journey is triggered by a specific need or want that customers would like to fulfill.

Channels:

- The various online and offline channels that customers use during the journey.



Additional notes

- Additional explanations about underlying design principles or specific customer touch points.

Touch points

- The end-to-end interaction moments that are needed to satisfy customers needs and wants.

End of journey

- Customers have reached the end of the journey when the needs or wants are fulfilled.

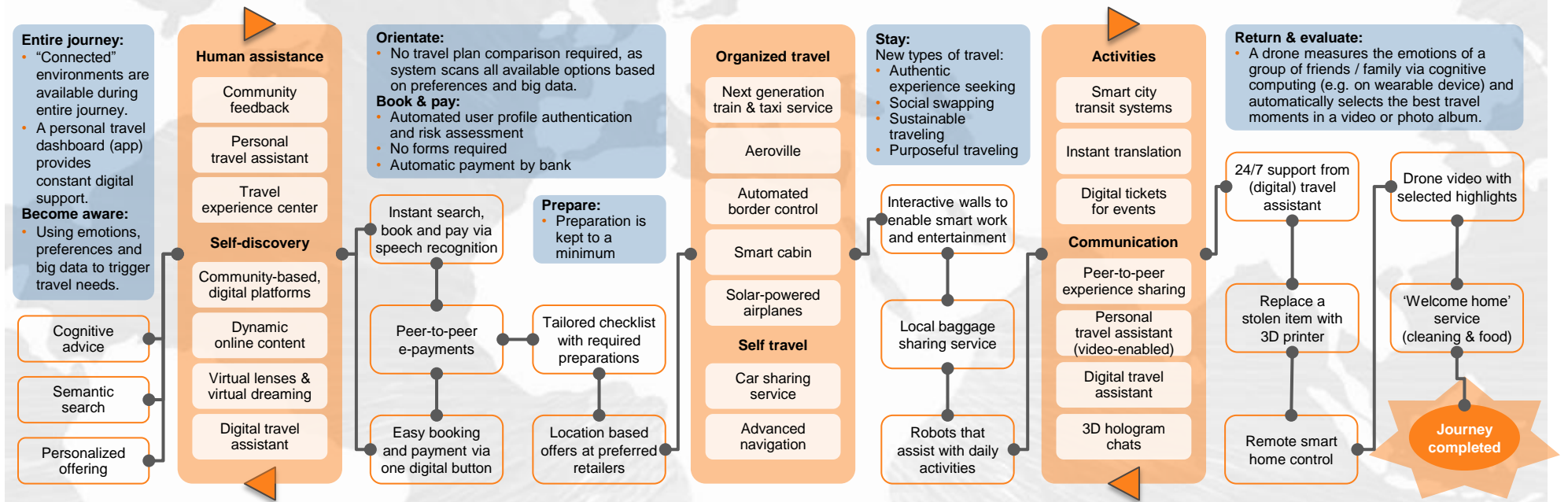
The customer journey in this report reveals the key touch points of future travel



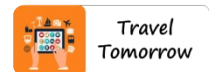
The future customer journey of travel



- Become aware:** Customer becomes (un)consciously aware of a travel need via one or several channels.
- Orientate:** Customer is inspired by content and is able to virtually experience travel destinations.
- Book & pay:** Customer easily books and pays for his travel plan by performing only one simple action.
- Prepare:** Customer receives helpful tools to arrange travel practicalities in line with his needs.
- Travel:** Customer travels to destination, experiencing fast and seamless transportation.
- Stay:** Customer stays in accommodation that provides a smart environment for work & leisure.
- Do:** Customer performs activities to fulfill travel goals and is able to make use of (digital) assistance.
- Get help:** Customer uses travel support tools in case of questions or issues for immediate help.
- Return & evaluate:** Customer returns home and is offered services to help him settle down and evaluate the trip.



Touch point Additional note





Customers are raising the bar!

Customers will expect a personalized and seamless experience across all channels at the moment of their choice, along with total control of personal data to manage their privacy.





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

CONNECTED ENVIRONMENTS



Enables constant, 5G connectivity and easy loading of personal documents on a wide range of data-viewing devices and objects.

PERSONAL TRAVEL DASHBOARD



Integrates and aligns all relevant travel information, products and services during travel to ensure a seamless experience.

PERSONAL DATA CONTROL



Allows customers to decide with whom they share personal data at which point in time and at what location via opt-in functionality.



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The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

COGNITIVE ADVICE



Gives proactive notifications and advice based on people's emotional state, using nanotechnology (e.g. in wearable devices).

SEMANTIC SEARCH



Understands intent and contextual meaning of search terms in line with customer needs based on personal data and profiling.

PERSONALIZED OFFERING



Provides a proactive offering on a digital platform by cross-referencing and profiling (big) data from various sources.



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The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

Human assistance

COMMUNITY FEEDBACK



Provides inspiration, information, validation and recommendations from trusted peers on travel related topics.

PERSONAL TRAVEL ASSISTANT



Provides inspiration, expert advice and travel related services, so that customers do not have to arrange this themselves.

TRAVEL EXPERIENCE CENTER



Inspires customers on various travel destinations by stimulating all the senses and providing a virtual reality experience.





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

Self-discovery (1/2)

COMMUNITY-BASED, DIGITAL PLATFORMS



Enables data-driven, need fulfillment by integrating preferences, content, social media, peer reviews and commercial offers.

DYNAMIC ONLINE CONTENT



Offers rich, dynamic online content based on customer needs and context due to the progressive profiling of customer data.

VIRTUAL LENSES & VIRTUAL DREAMING



Enables a virtual experience of destinations, while measuring emotions to help customers make data-driven decisions.





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

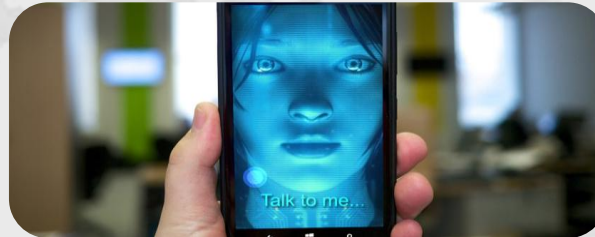
Do

Get help

Return & evaluate

Self-discovery (2/2)

DIGITAL TRAVEL ASSISTANT



Enables customers to continuously engage and interact with a virtual travel assistant on any device to fine-tune their trip on the go.



Travel Tomorrow





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

SPEECH RECOGNITION



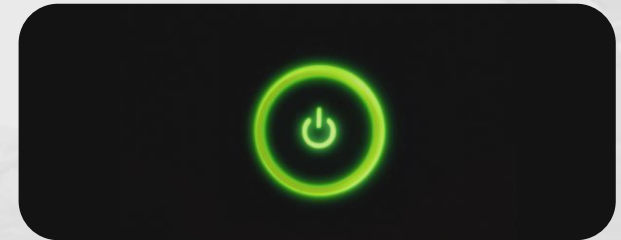
Scans all travel options in line with voice command and automatically selects the best offering based on known preferences.

PEER-TO-PEER E-PAYMENTS



Enables easy sharing and tracking of expenses among travel companions by using payment software on a mobile device.

ONE DIGITAL BUTTON



Allows customers to book and pay by simply pressing one button, supported by user profiles and automatic authentication.





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

TAILORED CHECKLIST WITH PREPARATIONS



Suggests relevant checklist items that are needed to prepare a specific trip and enables automatic online purchase of items.

LOCATION-BASED OFFERS AT PREFERRED RETAILERS



Enables customers to purchase specific (last-minute) items based on location, travel plan and personal (brand) preferences.





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

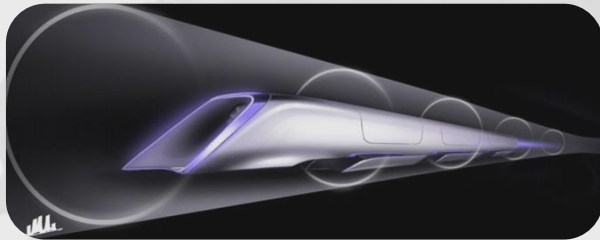
Do

Get help

Return & evaluate

Organized travel (1/2)

NEXT GENERATION TRAIN & TAXI SERVICE



Cuts travel time drastically, while increasing comfort and service levels. Smart working and entertainment systems are available.

AEROVILLE*



Offers an intelligently designed airport experience with plenty of green and fresh air to make transit an enjoyable part of travel.

AUTOMATED BORDER CONTROL



Increases airport efficiency, while reducing waiting times, as baggage and passports will no longer have to be checked.





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

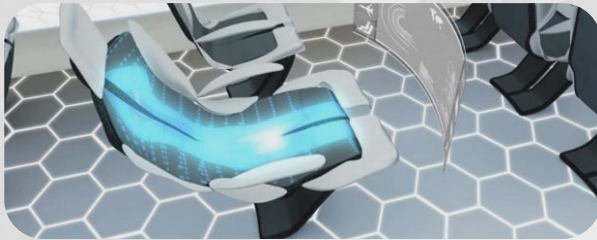
Do

Get help

Return & evaluate

Organized travel (2/2)

SMART CABIN



Combines personal flight entertainment and a virtual office, connected to a fast 5G network throughout the entire flight.

SOLAR-POWERED AIRPLANES



Introduces solar power generated technology in mainstream air travel with the goal of drastically decreasing CO2 emissions.



Travel Tomorrow





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

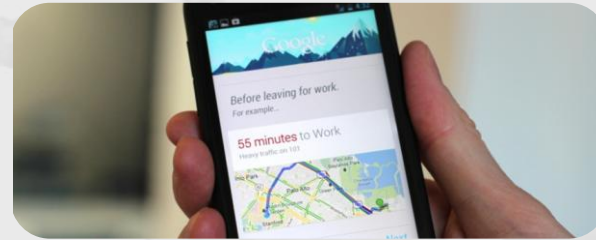
Self travel

CAR SHARING SERVICE



Enables customers to use a car when needed (e.g. for travel) and share it with peers or even strangers when not using it.

ADVANCED NAVIGATION



Proposes the best en route 'pit stop' locations based on personal interests, preferences and desires.



Travel Tomorrow





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

INTERACTIVE HOTEL ROOM WALLS



Simplifies information transfer and communication, while opening up a whole new range of entertainment possibilities.

LOCAL BAGGAGE SHARING SERVICE



Allows customers to select clothing and other items that will be available upon arrival. At departure, they are returned.

ROBOTS THAT ASSIST WITH DAILY ACTIVITIES



Takes care of housekeeping chores at home and during traveling, allowing customers to focus on achieving their travel goals.





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

Activities

SMART CITY TRANSIT SYSTEMS



Uses digital technology to enhance transit performance and wellbeing, while engaging more effectively with customers.

INSTANT TRANSLATION



Enables personal conversations in foreign languages, instantly translating text via advanced speech recognition software.

DIGITAL TICKETS FOR EVENTS



Ensures instant payment and access to events, minimizing queuing time and maximizing the customer experience.





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

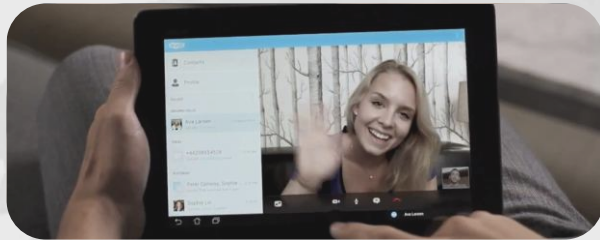
Do

Get help

Return & evaluate

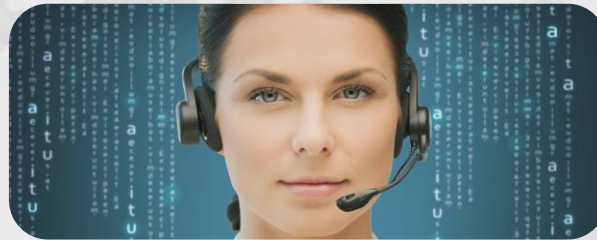
Communication (1/2)

PEER-TO-PEER EXPERIENCE SHARING



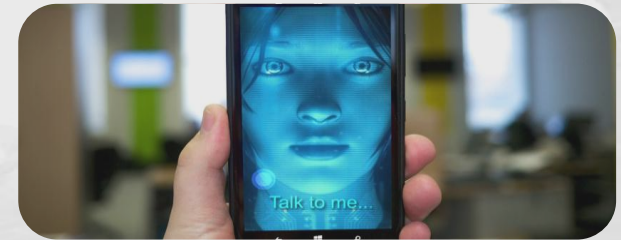
Suggests travel activities based on peer reviews and orders them according to personal preferences and emotional states.

PERSONAL TRAVEL ASSISTANT



Provides inspiration, expert advice and travel related services at any point during traveling in case of desires, questions or issues.

DIGITAL TRAVEL ASSISTANT



Enables customers to continuously engage and interact with a virtual travel assistant on any device to fine-tune their trip on the go.



Travel Tomorrow

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CONSULTING TECHNOLOGY OUTSOURCING



The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

Communication (2/2)

3D HOLOGRAM CHATS



Enables real-time chats using 3D holograms to share travel experiences with friends, family or a personal travel assistant.



Travel Tomorrow





The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

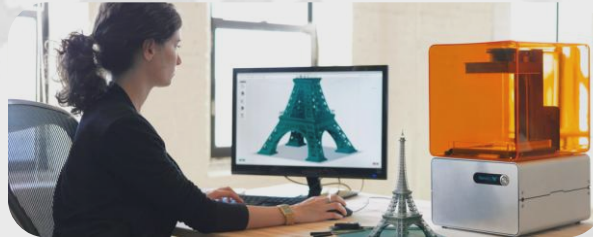
Return & evaluate

24/7 SUPPORT FROM TRAVEL ASSISTANT



Provides constant (human / digital) support in case of questions or issues and sends proactive notifications with relevant updates.

REPLACE STOLEN ITEM WITH 3D PRINTER



Use a 3D printer in the hotel room to quickly print a new outfit for tomorrow or replace a broken or stolen item.

REMOTE SMART HOME CONTROL



Captures real-time video to monitor security and offers remote control and programming of home devices from any location.



Travel Tomorrow



CONSULTING TECHNOLOGY OUTSOURCING



The future *customer journey* of travel



Become aware

Orientate

Book & pay

Prepare

Travel

Stay

Do

Get help

Return & evaluate

DRONE VIDEO WITH SELECTED HIGHLIGHTS



Allows instant photo album and video creation by measuring emotions (on a device) and selecting the best moments.

WELCOME HOME SERVICE



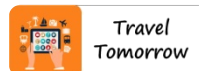
Ensures that customers are welcomed home to a clean house, a stocked fridge and other convenient, home related situations.



Travel Tomorrow



*Each persona will walk
through the journey in a
different way...*

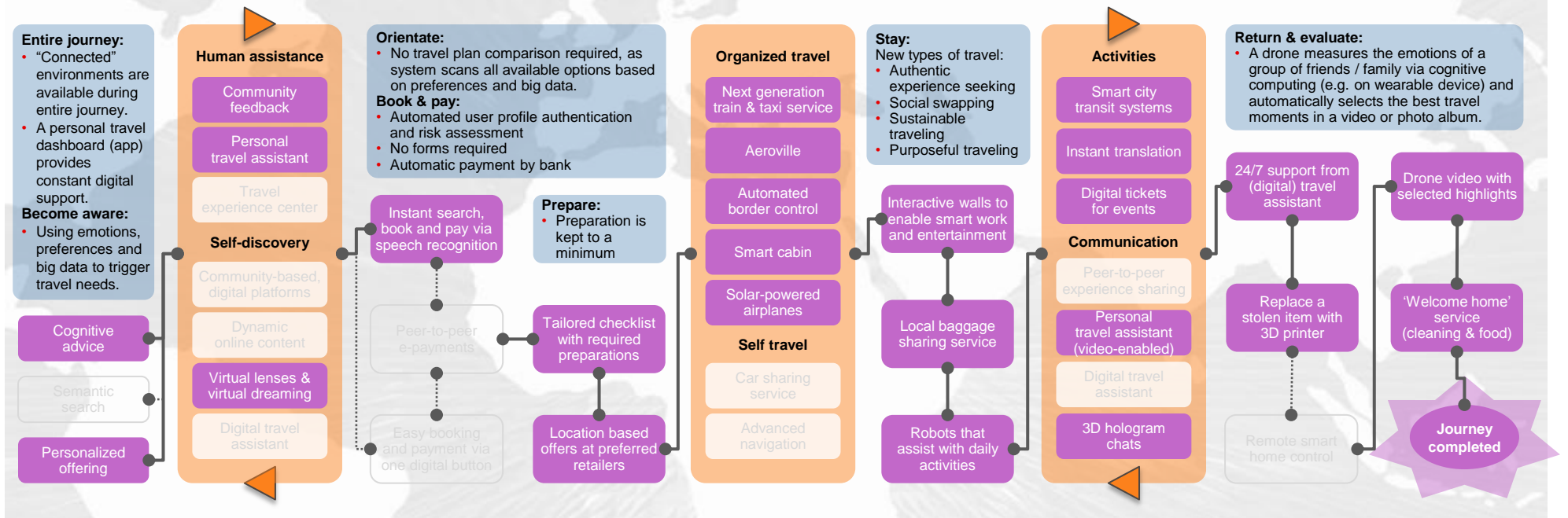




The future customer journey of travel for a Convenience Seeker



- Become aware:** Customer becomes (un)consciously aware of a travel need via one or several channels.
- Orientate:** Customer is inspired by content and is able to virtually experience travel destinations.
- Book & pay:** Customer easily books and pays for his travel plan by performing only one simple action.
- Prepare:** Customer receives helpful tools to arrange travel practicalities in line with his needs.
- Travel:** Customer travels to destination, experiencing fast and seamless transportation.
- Stay:** Customer stays in accommodation that provides a smart environment for work & leisure.
- Do:** Customer performs activities to fulfill travel goals and is able to make use of (digital) assistance.
- Get help:** Customer uses travel support tools in case of questions or issues for immediate help.
- Return & evaluate:** Customer returns home and is offered services to help him settle down and evaluate the trip.



Touch point
 Additional note

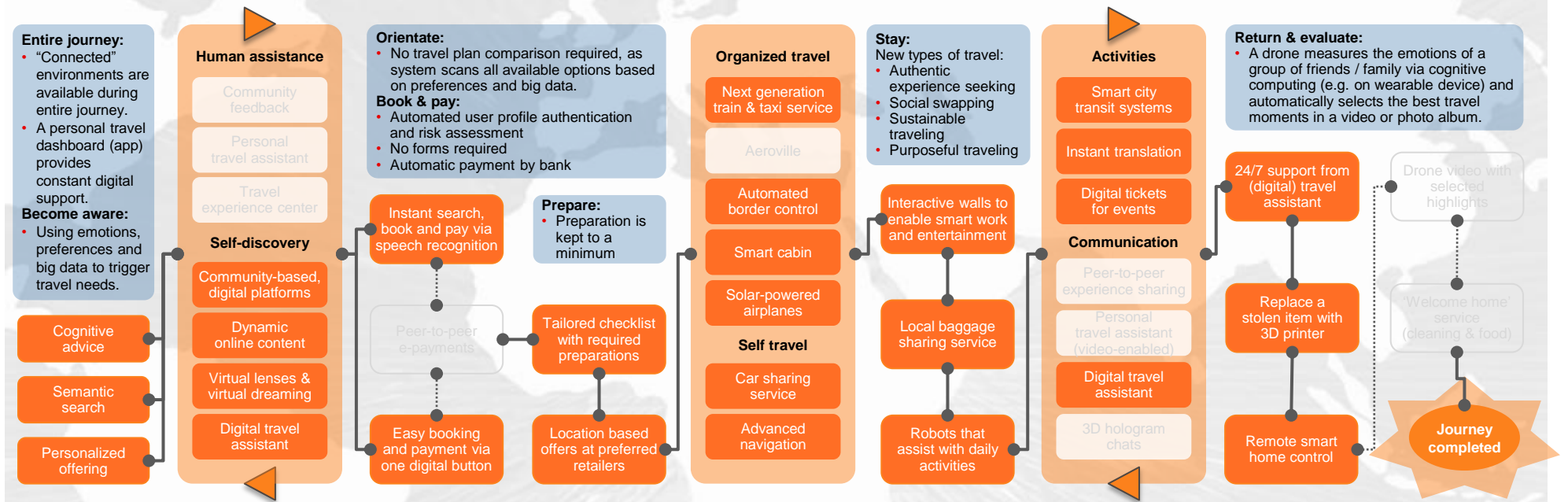




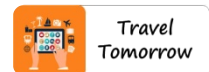
The future customer journey of travel for an *Efficiency Seeker*



- Become aware:** Customer becomes (un)consciously aware of a travel need via one or several channels.
- Orientate:** Customer is inspired by content and is able to virtually experience travel destinations.
- Book & pay:** Customer easily books and pays for his travel plan by performing only one simple action.
- Prepare:** Customer receives helpful tools to arrange travel practicalities in line with his needs.
- Travel:** Customer travels to destination, experiencing fast and seamless transportation.
- Stay:** Customer stays in accommodation that provides a smart environment for work & leisure.
- Do:** Customer performs activities to fulfill travel goals and is able to make use of (digital) assistance.
- Get help:** Customer uses travel support tools in case of questions or issues for immediate help.
- Return & evaluate:** Customer returns home and is offered services to help him settle down and evaluate the trip.



Touch point
 Additional note

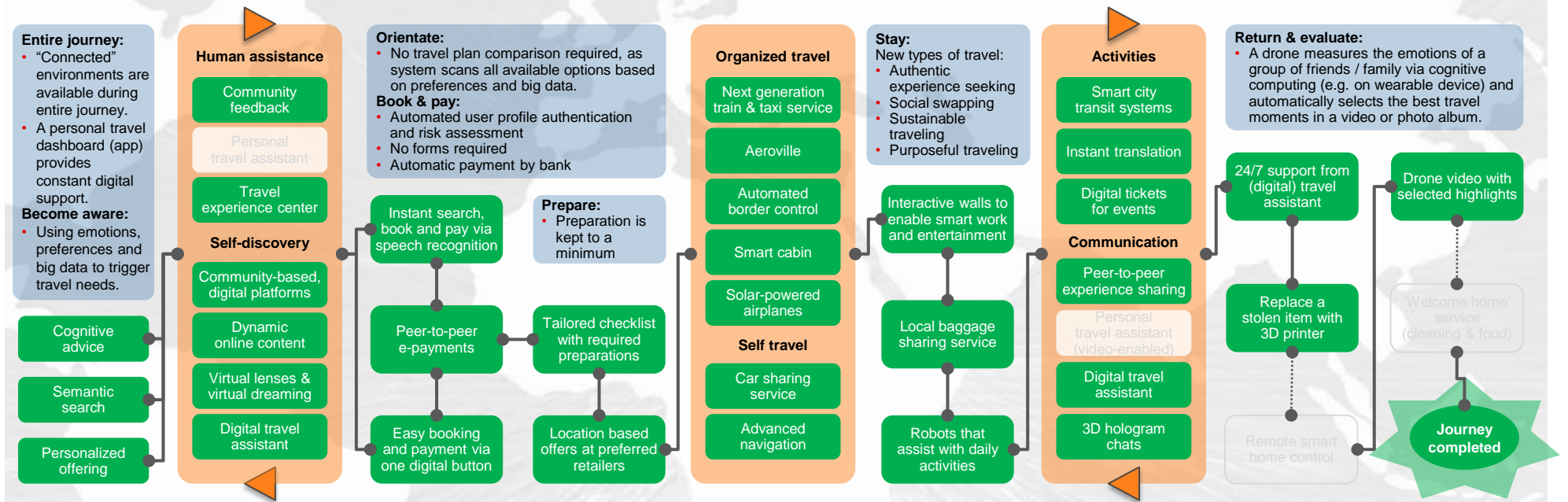




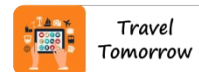
The future customer journey of travel for a *Discovery Enthusiast*



- Become aware:** Customer becomes (un)consciously aware of a travel need via one or several channels.
- Orientate:** Customer is inspired by content and is able to virtually experience travel destinations.
- Book & pay:** Customer easily books and pays for his travel plan by performing only one simple action.
- Prepare:** Customer receives helpful tools to arrange travel practicalities in line with his needs.
- Travel:** Customer travels to destination, experiencing fast and seamless transportation.
- Stay:** Customer stays in accommodation that provides a smart environment for work & leisure.
- Do:** Customer performs activities to fulfill travel goals and is able to make use of (digital) assistance.
- Get help:** Customer uses travel support tools in case of questions or issues for immediate help.
- Return & evaluate:** Customer returns home and is offered services to help him settle down and evaluate the trip.



Touch point
 Additional note

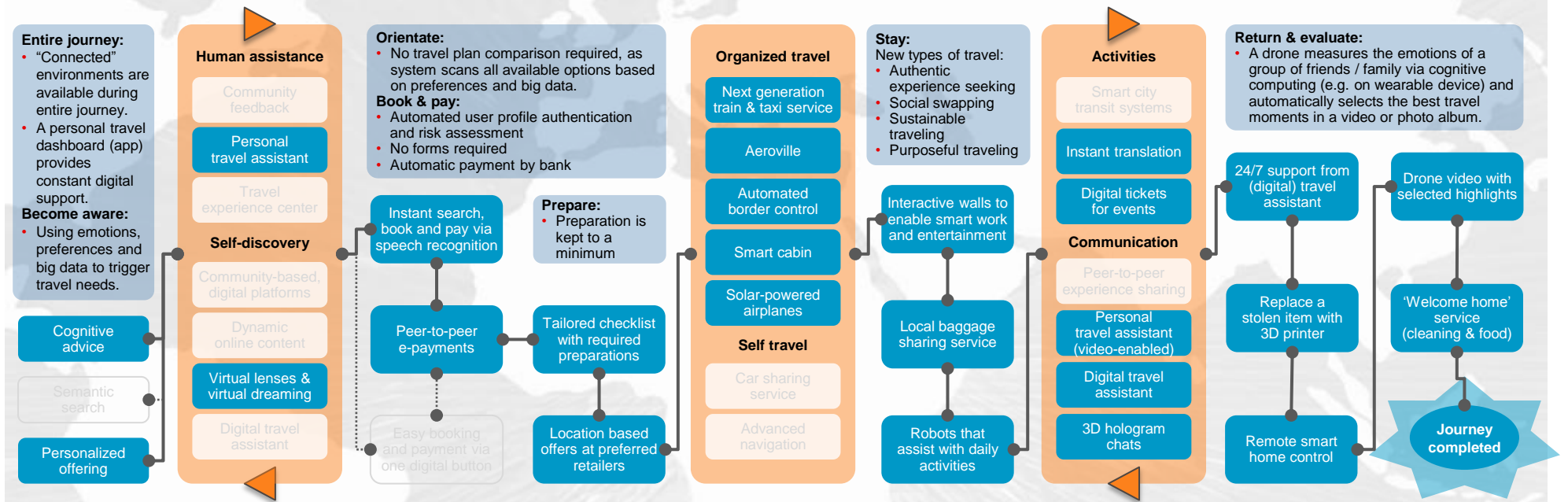




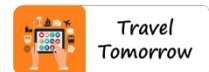
The future customer journey of travel for a Service Enthusiast



- Become aware:** Customer becomes (un)consciously aware of a travel need via one or several channels.
- Orientate:** Customer is inspired by content and is able to virtually experience travel destinations.
- Book & pay:** Customer easily books and pays for his travel plan by performing only one simple action.
- Prepare:** Customer receives helpful tools to arrange travel practicalities in line with his needs.
- Travel:** Customer travels to destination, experiencing fast and seamless transportation.
- Stay:** Customer stays in accommodation that provides a smart environment for work & leisure.
- Do:** Customer performs activities to fulfill travel goals and is able to make use of (digital) assistance.
- Get help:** Customer uses travel support tools in case of questions or issues for immediate help.
- Return & evaluate:** Customer returns home and is offered services to help him settle down and evaluate the trip.



Touch point Additional note





Ask yourself:

*What is our role in the future
customer journey?*



Future customer experience: *Table of contents*

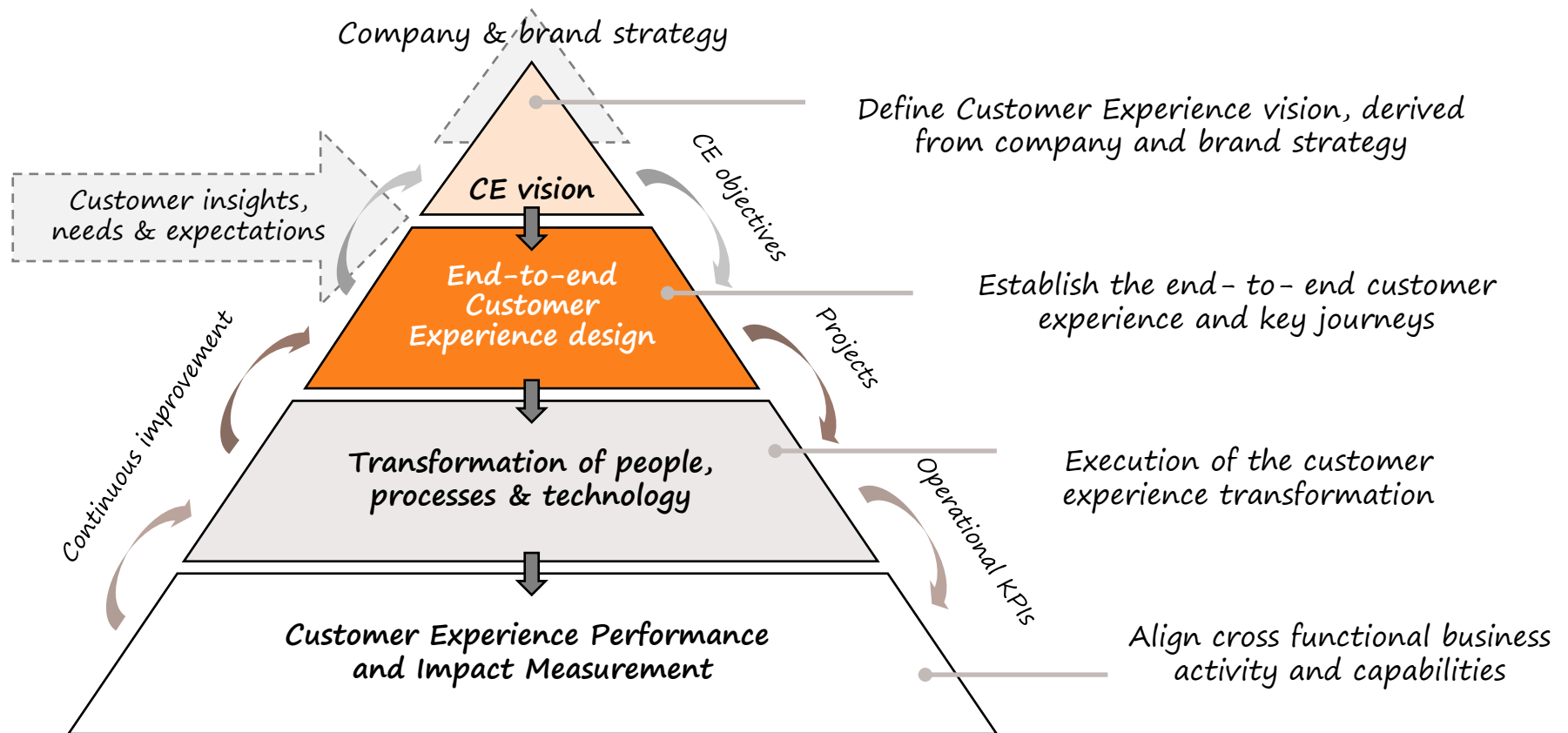
Customer personas

Customer journey

Practical tips



Future customer experience: Framework for customer experience management



Start with the customer perspective and then work towards internal capabilities



Future customer experience: Tips for customer journey design



DO:

Build a relevant, differentiated and seamless journey by:

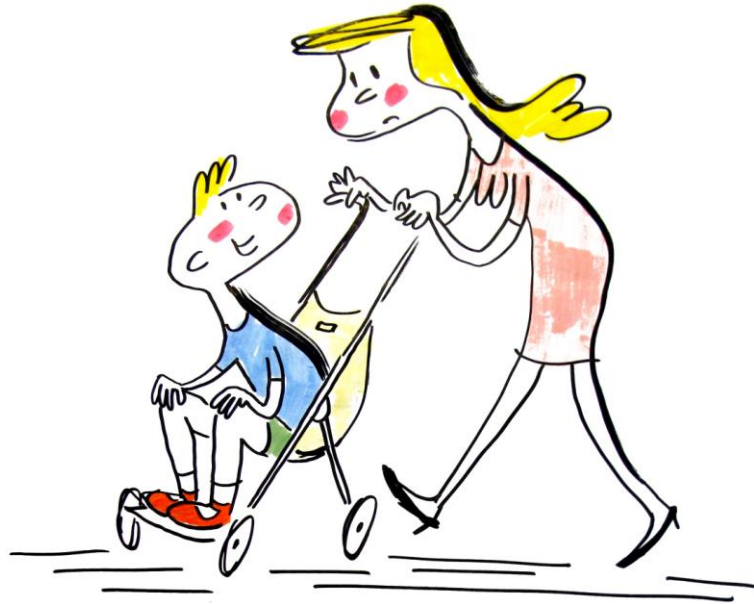
- understanding customer needs (of different personas)
- leveraging marketing intelligence
- analyzing developments, trends and best practices
- creating a behavioural-based segmentation
- designing the desired end-to-end journey and translating it to capabilities and a roadmap / implementation plan



DON'T:

Don't end up with a journey that looks fancy, but:

- does not add value for your customer (segments) due to unclear customer needs and “inside-out thinking” from the organizational perspective
- does not have a focused strategy as a basis
- is not created with all involved departments
- no-one understands how to implement



SOMEHOW I DON'T THINK
THIS IS A FUTUREPROOF
TRAVEL PRODUCT, MOM

Chapter 4: Future travel industry

Where to play and how to win





“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”

Buckminster Fuller



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*Future travel industry:
Table of contents*

Strategy

Business model reinvention

Practical tools



Future travel industry: Definition of strategy



“**Strategy is about being different.** It means deliberately choosing a different set of activities to deliver a unique mix of value. (...) The essence of strategy is **choosing what not to do.**”

Michael Porter



Future travel industry: Strategy explained

Strategy relies on *the combination of unique values or activities a firm offers its clients.*

The best way to determine if a client values what you offer is their willingness to pay a reasonable fee for the services you provide.

The trick is to combine a number of specific value offerings in a manner that not only provide unique value to your clients, but also proves difficult for others to easily copy.

In short, strategy is about:

- Competitive position
- Differentiating yourself in the eyes of the customer
- Adding value through a mix of activities different from those used by competitors.



Capgemini research among
16,000 people in the US
and Europe found that
consumers value only
five key attributes...



Future travel industry: The five key attributes that customers value



Lowest price

Consistent value for money

Transparent pricing

No additional services

Required company traits:

Cost effective

Lean



Product leadership

Leading-edge & relevant products

Best product performance

Best product range

Required company traits:

Product innovation

Unique product portfolio



Personal service

Personal advice and support

Convenient pre-selection

Additional services

Required company traits:

Personal relationship

Flexibility



Local access

Local offers and contact point

Ease of finding and contacting

Convenient buying process

Required company traits:

Local presence

Easy way of working



Brand experience

Personal meaning

Brand relationship

Emotional connection

Required company traits:

Strong, relevant, unique brands

Inspiring content

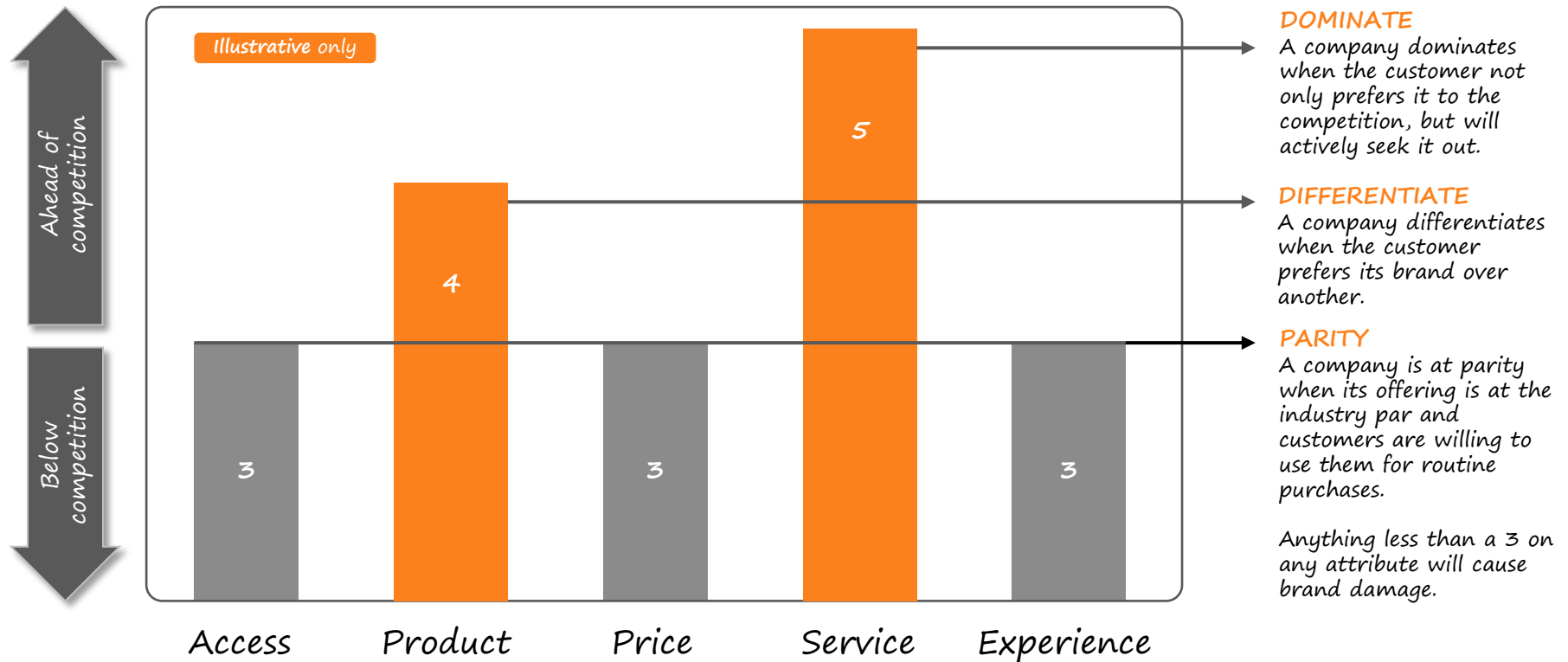


The same research found that successful companies typically **dominate** in one area, **differentiate** in another and are **at least average** in the rest...



Future travel industry: Customer Relevancy Model

Determine your strategic positioning by making a conscious choice



The optimal mix on the Customer Relevancy Model is 5,4,3,3,3





Strategy is doing things different!

Make clear strategic trade offs, so that you can conquer a valuable and unique position in the mind of the customer.














Ask yourself:

*How will we be relevant for
customers and differentiate
from competition?*



Future travel industry: Valuable strategic positioning based on customer persona needs

	 Lowest price	 Product leadership	 Personal service	 Local access	 Brand experience
 Anneke Convenience seeker	<ul style="list-style-type: none"> Value for money (e.g. in low season) 	<ul style="list-style-type: none"> All inclusive offers Peer-based suggestions 	<ul style="list-style-type: none"> Personal advice from expert / host Ownership 	<ul style="list-style-type: none"> Personal attention at each moment Secure 	<ul style="list-style-type: none"> Personal Appreciated Comfort No stress
 Fred Efficiency seeker	<ul style="list-style-type: none"> Low price Transparency Easy price comparison 	<ul style="list-style-type: none"> Basic offers Flexibility Detailed information 	<ul style="list-style-type: none"> Self-service Peer reviews Facilitate optimal decision making 	<ul style="list-style-type: none"> Intuitive technology Simple way of working 	<ul style="list-style-type: none"> Tailored Consistent Reliable Proven
 Charlotte Discovery enthusiast	<ul style="list-style-type: none"> Low price via self-service booking Kickback fee 	<ul style="list-style-type: none"> Authentic offers Modular packages 	<ul style="list-style-type: none"> Inspiration Digital self-service Peer reviews 	<ul style="list-style-type: none"> Impulsive Tips from locals Seamless interaction 	<ul style="list-style-type: none"> Inspiration Unique Connected Social media
 Pepi Service enthusiast	<ul style="list-style-type: none"> Price is not important 	<ul style="list-style-type: none"> Premium and tailored offers Total solution 	<ul style="list-style-type: none"> Personal assistance Ownership of total solution 	<ul style="list-style-type: none"> Dedicated contact person Efficient communication 	<ul style="list-style-type: none"> Tailored Quality time Luxurious Flawless

Persona preference: **Dominate** **Differentiate**





Price competition is a downward spiral!

Recognize that price only plays a minor role for most customers, yet it is what the travel industry is collectively trying to differentiate on. Start creating value offerings in line with customer needs to differentiate yourself from competition.



Future travel industry: Table of contents

Strategy

Business model reinvention

Practical tools



*Future travel industry:
Definition of a business model*



*“A business model describes the rationale of **how an organization creates, delivers and captures value.**”*

Alex Osterwalder

Future travel industry: Business model innovation explained

Research has illustrated that more value is to be expected from business model innovation than from any other form of innovation, as business model innovation has a higher impact on business results. There are three angles from which businesses can approach business model innovation:

- 1. Innovation initiatives (individual level)**
Specifying business models that match market requirements (e.g. customer insights) with internal capabilities (e.g. product delivery).
- 2. Portfolio of innovation initiatives (tactical level)**
Managing a portfolio of business models based on different product-market combinations (e.g. brands) that companies offer.
- 3. Business strategy implications on the business model (strategy level)**
Consider the impact on business models when creating a new strategy and drawing a roadmap for strategy implementation. This enables companies to formulate strategies that are fit for purpose, realistic and implementable, while identifying what changes are required to operating models to drive performance and success.

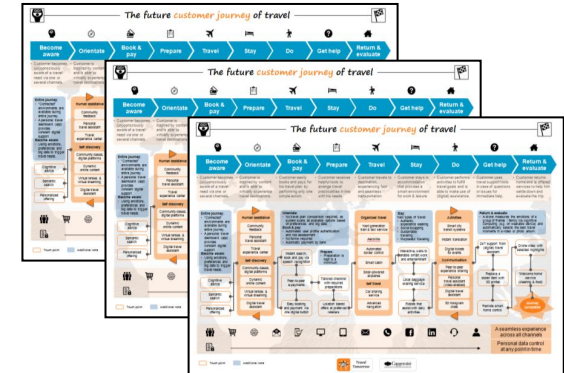
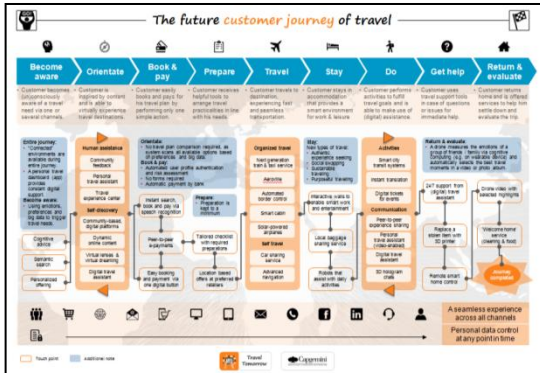
Business model innovation helps organizations to change their operations and way of working effectively, increasing agility and flexibility to respond to changes.



Let's assess what kind of
business model opportunities
can be derived from the
future customer journey of
travel...



Future travel industry: Business model opportunities in the future customer journey of travel



Life cycle integrators:

- Digital travel platform
- Travel dashboard
- Digital travel assistant
- Personal travel assistant
- Data aggregation
- Analytics

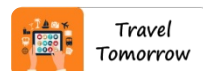
Touch point specialists:

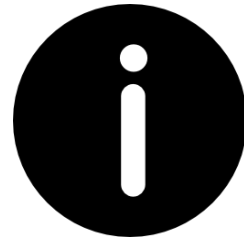
- Travel experience center
- Next-level transportation
- Car sharing service
- Smart accommodation
- Baggage sharing service
- Instant translation
- Welcome home service
- Drone highlight video

Cross-industry players:

- Semantic search
- Location-based retail
- Human-centric technology (e.g. cognitive computing)
- Digital event tickets platform
- Smart home control
- Data aggregation
- Analytics

Market players have to envision their role in the future customer journey and decide which customer personas they are serving with which value proposition(s)





Don't be stuck in the middle!

Total value chain domination will be harder to pursue due to upcoming players with specialized capabilities. Decide whether to compete in the entire customer life cycle or on selected touch points. Both roads can lead to success.





Ask yourself:

*Will we be a life cycle integrator or
a touch point specialist?*

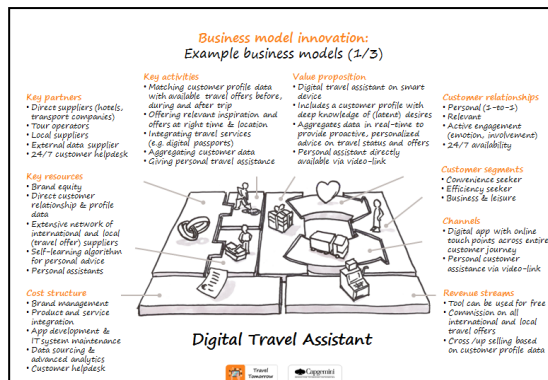


Some *examples...*



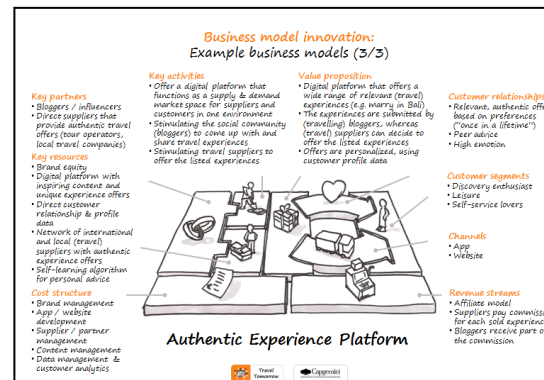
Future travel industry: Example business models

Example business models in the future customer journey of travel



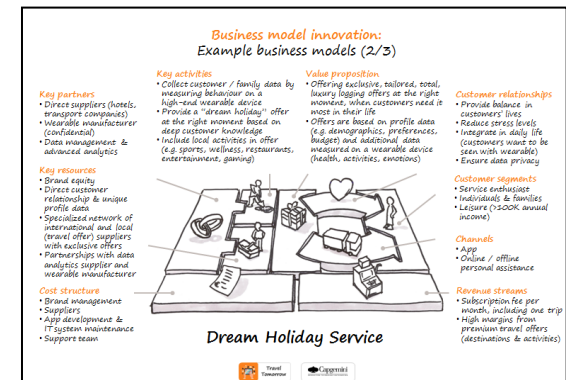
Digital Travel Assistant

- Provides relevant travel inspiration and offers at right time & location
- Integrates travel services (e.g. digital passports)
- Personal assistant directly available via video-link



Digital Experience Platform

- Offers a wide range of (travel) experiences on a digital platform
- Experiences are submitted by bloggers, whereas suppliers can decide to offer the listed experiences



Dream Holiday Service

- Offers tailored, luxury travel offers at the right moment
- Offers are based on data measured on a wearable device (health, activities, emotions)

Future travel industry: Example business models (1/3)

Key partners

- Direct suppliers (hotels, transport companies)
- Tour operators
- Local suppliers
- External data supplier
- 24/7 customer helpdesk

Key resources

- Brand equity
- Direct customer relationship & profile data
- Extensive network of international and local (travel offer) suppliers
- Self-learning algorithm for personal advice
- Personal assistants

Cost structure

- Brand management
- Product and service integration
- App development & IT system maintenance
- Data sourcing & advanced analytics
- Customer helpdesk

Key activities

- Matching customer profile data with available travel offers before, during and after trip
- Offering relevant inspiration and offers at right time & location
- Integrating travel services (e.g. digital passports)
- Aggregating customer data
- Giving personal travel assistance

Value proposition

- Digital travel assistant on smart device
- Includes a customer profile with deep knowledge of (latent) desires
- Aggregates data in real-time to provide proactive, personalized advice on travel status and offers
- Personal assistant directly available via video-link

Customer relationships

- Personal (1-to-1)
- Relevant
- Active engagement (emotion, involvement)
- 24/7 availability

Customer segments

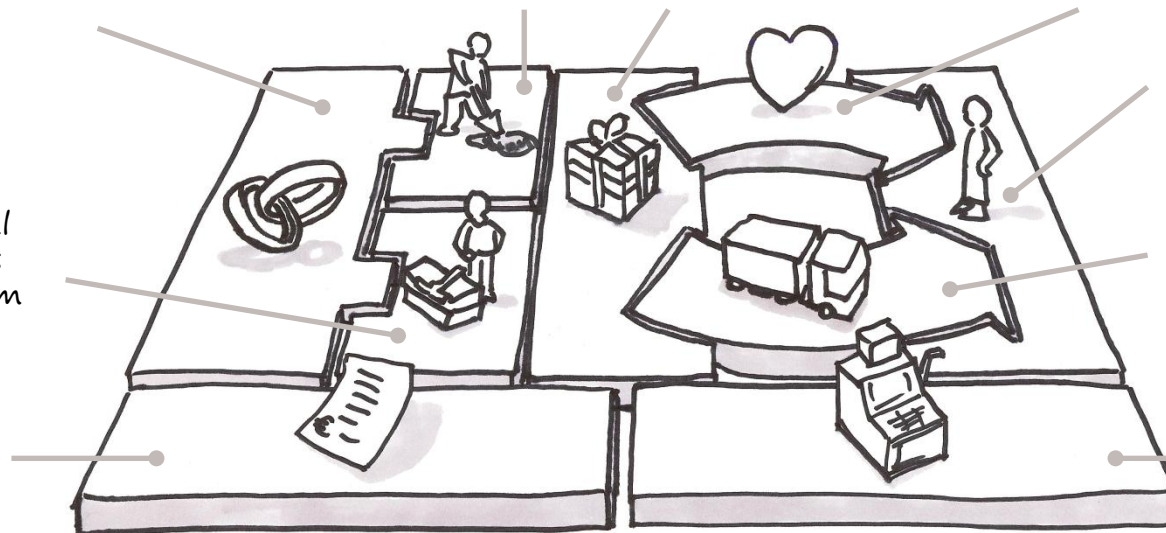
- Convenience seeker
- Efficiency seeker
- Business & leisure

Channels

- Digital app with online touch points across entire customer journey
- Personal customer assistance via video-link

Revenue streams

- Tool can be used for free
- Commission on all international and local travel offers
- Cross /up selling based on customer profile data



Digital Travel Assistant



Future travel industry: Example business models (2/3)

Key partners

- Bloggers / influencers
- Direct suppliers that provide authentic travel offers (tour operators, local travel companies)

Key resources

- Brand equity
- Digital platform with inspiring content and unique experience offers
- Direct customer relationship & profile data
- Network of international and local (travel) suppliers with authentic experience offers
- Self-learning algorithm for personal advice

Cost structure

- Brand management
- App / website development
- Supplier / partner management
- Content management
- Data management & customer analytics

Key activities

- Offer a digital platform that functions as a supply & demand market space for suppliers and customers in one environment
- Stimulating the social community (bloggers) to come up with and share travel experiences
- Stimulating travel suppliers to offer the listed experiences

Value proposition

- Digital platform that offers a wide range of relevant (travel) experiences (e.g. marry in Bali)
- The experiences are submitted by (travelling) bloggers, whereas (travel) suppliers can decide to offer the listed experiences
- Offers are personalized, using customer profile data

Customer relationships

- Relevant, authentic offers based on preferences (“once in a lifetime”)
- Peer advice
- High emotion

Customer segments

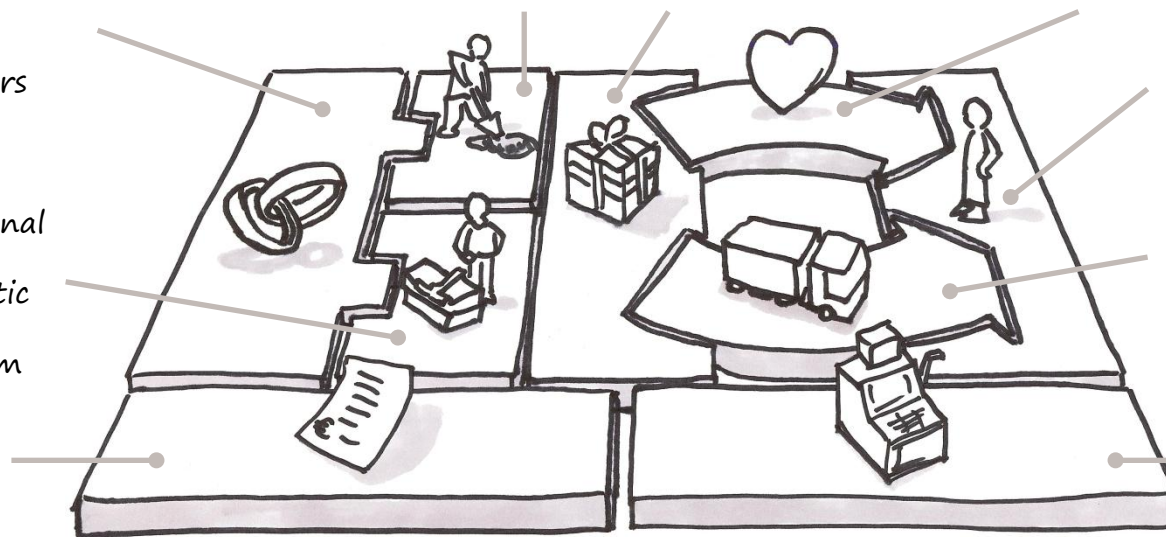
- Discovery enthusiast
- Leisure
- Self-service lovers

Channels

- App
- Website

Revenue streams

- Affiliate model
- Suppliers pay commission for each sold experience
- Bloggers receive part of the commission



Digital Experience Platform



Future travel industry: Example business models (3/3)

Key partners

- Direct suppliers (hotels, transport companies)
- Wearable manufacturer (confidential)
- Data management & advanced analytics

Key resources

- Brand equity
- Direct customer relationship & unique profile data
- Specialized network of international and local (travel offer) suppliers with exclusive offers
- Partnerships with data analytics supplier and wearable manufacturer

Cost structure

- Brand management
- Suppliers
- App development & IT system maintenance
- Support team

Key activities

- Collect customer / family data by measuring behaviour on a high-end wearable device
- Provide a “dream holiday” offer at the right moment based on deep customer knowledge
- Include local activities in offer (e.g. sports, wellness, restaurants, entertainment, gaming)

Value proposition

- Offering exclusive, tailored, total, luxury logging offers at the right moment, when customers need it most in their life
- Offers are based on profile data (e.g. demographics, preferences, budget) and additional data measured on a wearable device (health, activities, emotions)

Customer relationships

- Provide balance in customers' lives
- Reduce stress levels
- Integrate in daily life (customers want to be seen with wearable)
- Ensure data privacy

Customer segments

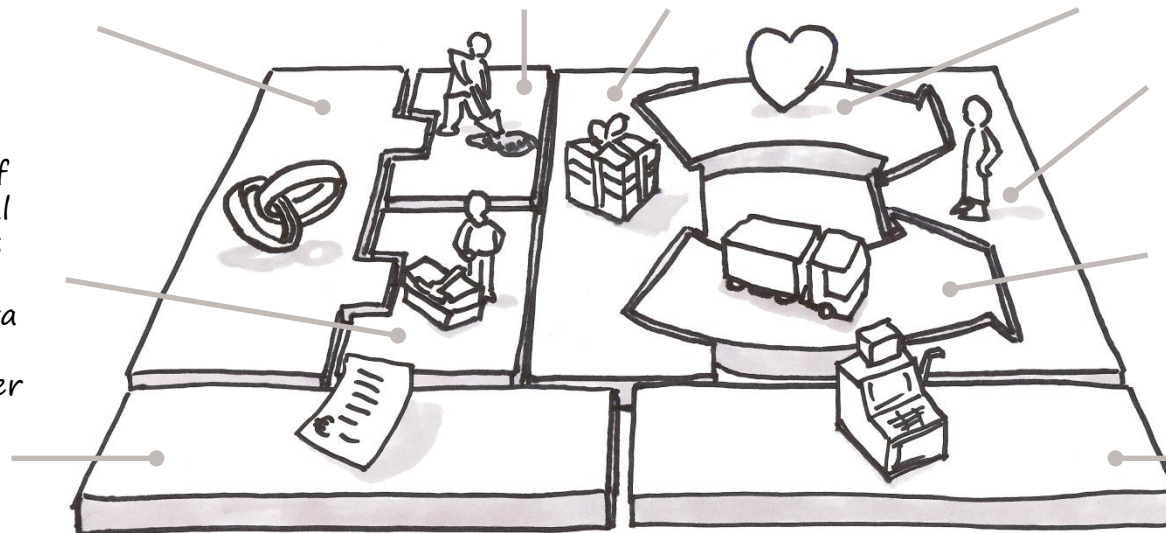
- Service enthusiast
- Individuals & families
- Leisure (>100K annual income)

Channels

- App
- Online / offline personal assistance

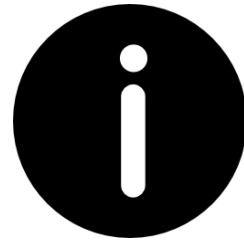
Revenue streams

- Subscription fee per month, including one trip
- High margins from premium travel offers (destinations & activities)



Dream Holiday Service





Think like a start-up!

An open mind and continuous business model reinvention are vital in a world of constant change. Understand your value delivery, keep an eye out on disruption and dare to set a new course if required.





Ask yourself:

*Are we challenging our own
business model on a regular basis?*



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Future travel industry: Table of contents

Strategy

Business model reinvention

Practical tools



Future travel industry: Framework for business model reinvention



1. Assess business model

Apply the business model canvas and focus on the value delivery



2. Test robustness

Use improvement methods and pitfalls as a checklist



Reinventing your
business model



4. Adapt and transform

Determine the nature of response and realize change

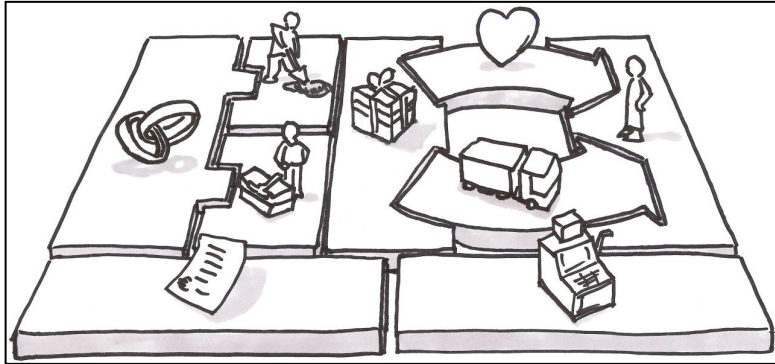


3. Spot potential disruption

Observe and understand changes in the competitive landscape

Constant reinvention of the business model holds the key to continued relevance in the new world order

Future travel industry: 1. Assess business model



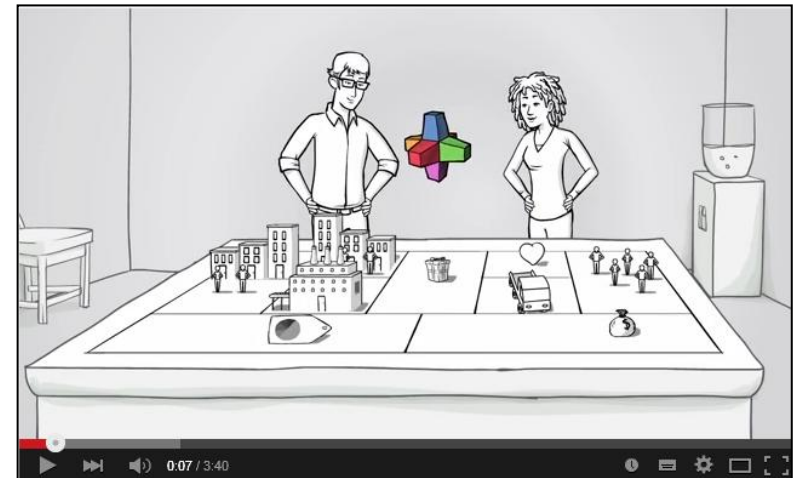
Define all dimensions of your business model:

- Value proposition
- Key activities
- Key partners
- Key resources
- Cost structure
- Customer relationships
- Customer segments
- Channels
- Revenue streams



Watch a clear explanation of all dimensions on YouTube, including a travel example:

<https://www.youtube.com/watch?v=wIKP-BaCOjA>



Apply the canvas model to make your business model explicit

Future travel industry: 2. Test robustness (1/2)



Seven ways to strengthen your business model*:

1. Switching costs
2. Recurring revenues
3. Earning versus spending
4. Cost structure
5. Get others to do the work
6. Scalability
7. Protection from competitors

Building a successful business in a digital world**:

1. Leverage digital technologies to change the dynamics of an entire industry
2. Substitute products and services with digital alternatives
3. Create new digital businesses
4. Rethink the value proposition
5. Re-design value chain linkages

Only 16% of executives believe that their organizations are leveraging digital technologies to develop new business models

* Strategyzer, 2014

** Capgemini Consulting, 2015



Future travel industry: 2. Test robustness (2/2)



Avoid these five common pitfalls in business model design

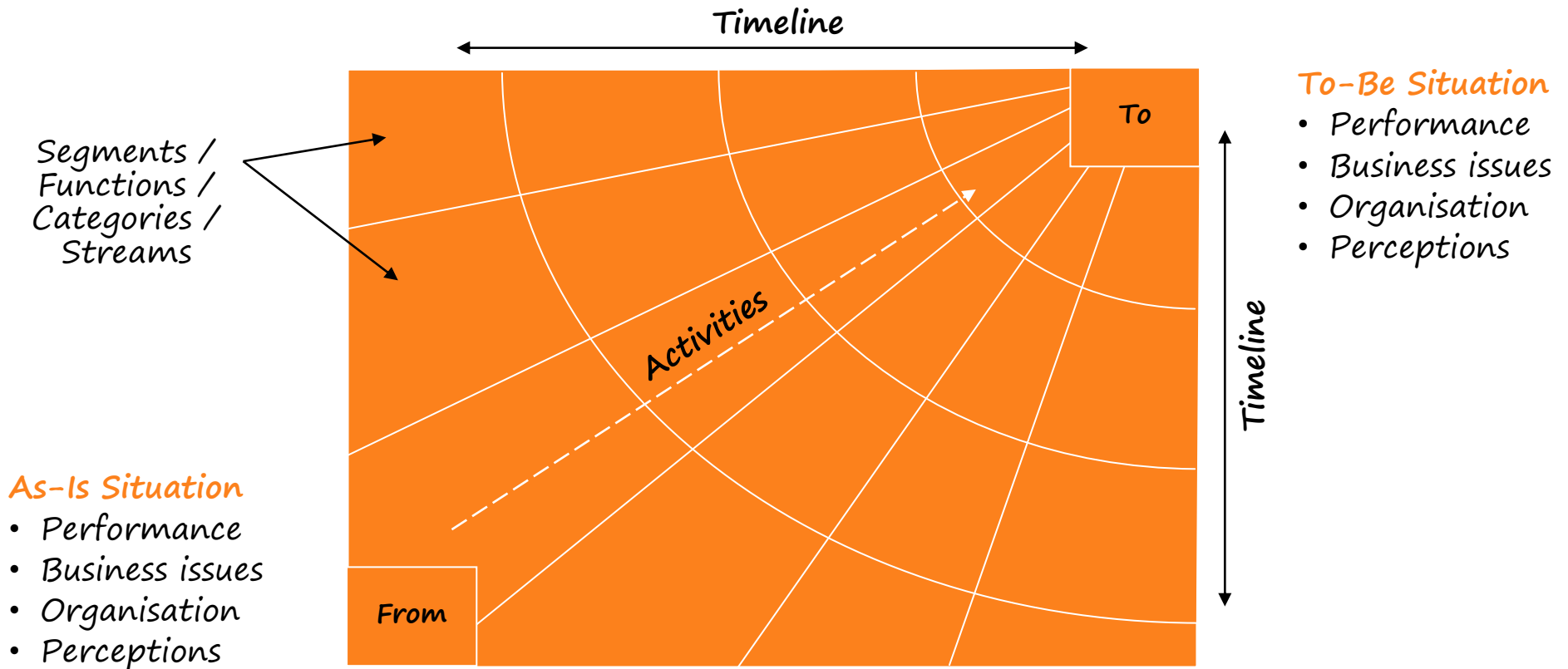
- 1. Alignment between value proposition and customer segment**
The value proposition doesn't answer a real need or doesn't address a real problem of the customer.
- 2. Financial viability**
The costs exceed the revenues generated, making the business non-profitable.
- 3. Environmental constraints**
Macro developments, competitive intensity and industry trends are poorly evaluated and not fully integrated with the design of the business model.
- 4. Execution**
The management team did not focus enough on execution by lack of competences, poor governance or low transformation support.
- 5. Pursue what has worked before**
The management does not see the necessity to adapt its business model and stays unbalanced between a radical shift and incremental improvements.

Future travel industry: 3. Spot potential disruption



Use the five forces model to continuously scan the market for potential disruption

Future travel industry: 4. Adapt and transform



A transformation map can be used to build a roadmap to the future, communicate, align executives and identify interdependencies and conflicts



DARE TO LET GO IN A
TIGHT TRAVEL MARKET

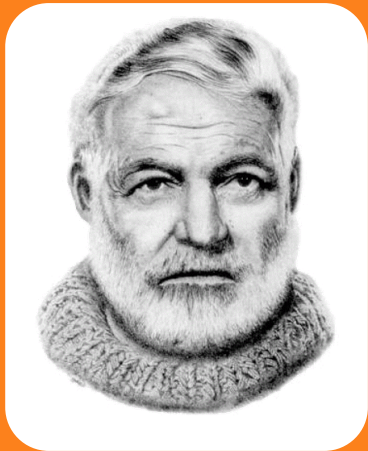
Chapter 5: Key themes

How to become future-proof



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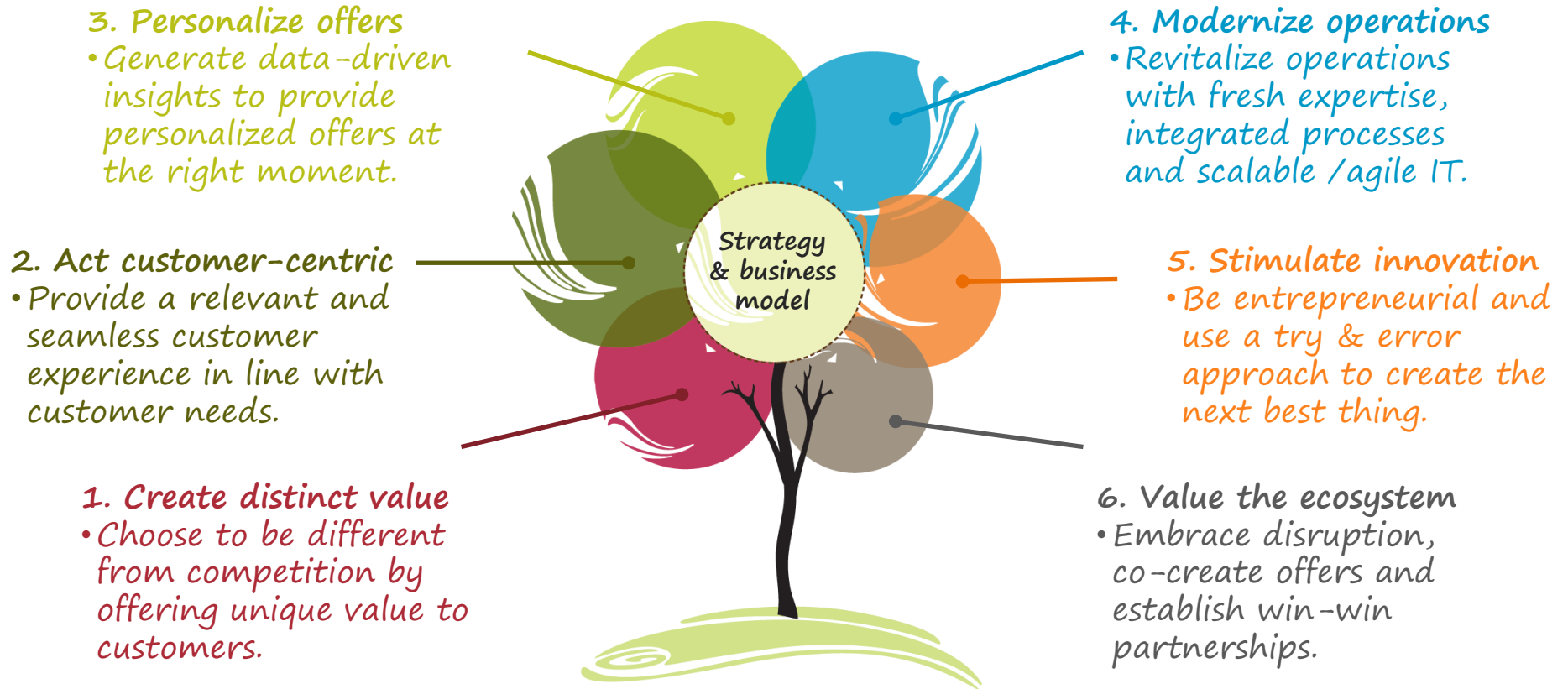


“Never confuse motion with action.”

Ernest Hemingway



Key themes: Important focus areas for the travel industry



Each travel company has to assess which key themes are most important in light of their own strategy and business model

Key themes:

#1

Create distinct value

Choose to be different from competition
by offering unique value to customers



Capability development:

- Make conscious, strategic trade offs
- Continuously evaluate the business model and value delivery
- Explore new revenue models (e.g. cross sell, ancillaries, referrals)
- Build differentiating brands, propositions and experiences



Transformation management:

- Ensure visionary leadership and clear top-down communication
- Create a healthy balance between short and long term focus
- Consistently translate strategy into operations and don't lose yourself in daily business



Key themes:

#2

Act customer-centric

Provide a relevant and seamless customer experience in line with customer needs



Capability development:

- Understand customer needs and behaviors of different segments
- Offer a relevant, consistent and seamless customer experience
- Continuously measure and optimize key metrics in the customer journey
- Reward customer loyalty



Transformation management:

- Create a mindset shift to outside-in thinking from the customer perspective
- Establish a long-term customer relationship
- Stimulate an 'always on' culture
- Ensure cross-department collaboration



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Key themes:

#3

Personalize offers

Generate data-driven insights to provide personalized offers at the right moment



Capability development:

- Understand real-time customer needs & context (moment/location)
- Build customer profiles, using data sourcing/mining and analytics
- Match real-time customer needs with personalized offers, using campaign management and CRM



Transformation management:

- Define a data sourcing strategy to gather internal / external data
- Attract required expertise (data, analytics, campaign management)
- Enable a 360 degree view of the customer, module-based offers and dynamic sourcing / inventories



Key themes:

#4

Modernize operations

Revitalize operations with fresh expertise,
integrated processes and scalable / agile IT



Capability development:

- Stimulate an agile way of working with cross-functional and self-directed teams
- Ensure process optimization
- Provide an integrated, open and scalable IT infrastructure



Transformation management:

- Attract new, specialized expertise
- Invest in quality of personnel / talent management
- Empower teams and individuals
- Set results oriented KPI's that benefit the entire organization



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Key themes:

#5

Stimulate innovation

Be entrepreneurial and use a try and error approach to create the next best thing



Capability development:

- Create an innovation lab that investigates promising business models and market opportunities
- Run small-scale, pilot projects
- Roll out successful pilots to the rest of the company or create stand-alone labels with no legacy issues



Transformation management:

- Purchase promising smaller market players to acquire new expertise
- Build a company culture with an entrepreneurial mindset
- Stimulate the creation of creative ideas with commercial potential
- Install dedicated project teams



Key themes:

#6

Value the ecosystem

Embrace disruption, co-create offers
and establish win-win partnerships



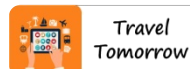
Capability development:

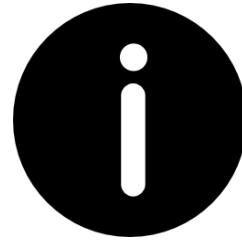
- Acquire other market players to increase vertical chain integration
- Develop win-win partnerships with companies in other industries
- Collaborate with disruptive market players to seize new opportunities
- Co-create with customers



Transformation management:

- Create a network organization / culture, which operates borderless, collaborative and is digitally 'connected' to its environment
- Establish win-win relationships based on transparency and open risk management





Things to put on your to do list!

*Develop capabilities for future success,
but don't forget to manage the
transformation!*



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Ask yourself:

Which key themes are essential for future success in light of our strategy and business model?



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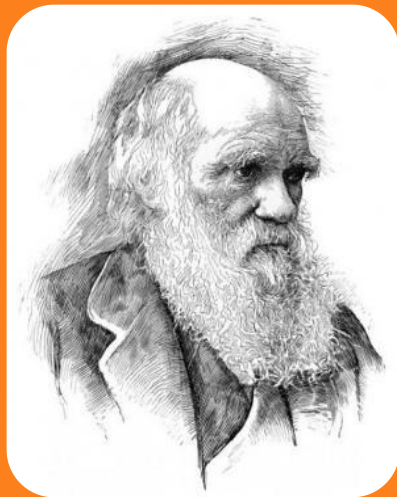
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PICK THE LOW HANGING FRUIT
FOR CASH FLOW
BUT KEEP THINKING OF THE GIANT LEAP

Chapter 6: Conclusion & recommendations

So what does it all mean?



“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.”

Charles Darwin



Conclusion and recommendations: Overview of key findings



Disruption is the new status quo

Disruption is unavoidable! Accelerating technological developments, changing consumer behaviours and disruptive business models have changed the game in the travel industry. Disruption is better, stronger, and faster, and it's coming from all directions.



Look for opportunities and threats in an ever changing world

Continuously scan the market and assess what might impact your business, whether it's macro developments, trends, changing customer behaviour or industry developments. Recognize that "digital" is becoming more and more important.



Customers expect a seamless and personalized experience

Customers will expect a personalized and seamless experience across all channels at the moment of their choice, along with total control of personal data to manage their privacy. Different types of customers will have different expectations regarding travel.



Strategy and business model reinvention are the keys to future success

Making clear strategic trade offs and business model reinvention have become more important than ever for future success. Understand your value delivery, keep an eye out on disruption and dare to set a new course if required.



At the end of the day, it's all about taking action

Work on the key themes that reinforce your strategy and business model. Develop capabilities for future success, but don't forget to manage the transformation!



*Five things to keep in mind
no matter what...*





Balance *short-term* cash flow optimization with *long-term* strategy and business model innovation.



Build a *flexible and responsive culture* that allows you to adapt to whatever comes your way.



Think big, *start small.*



Fail fast to learn what works and what doesn't.



Start today!



Conclusion and recommendations: Suggested next steps

Make the most of the Travel Tomorrow report!

We are confident that the materials presented in this report will enable you to become successful in the future travel industry. However, it is vital to translate the materials to your own company's unique situation.

Ask yourself:

- Given our current activities, will we be the disruptor or the disrupted?
- Which travel insights could negatively influence our competitive position and which insights could be opportunities for us?
- Which personas will we be serving?
- What is our role in the future customer journey?
- How will we be relevant for customers and differentiate from competition?
- Will we be a life cycle integrator or a touch point specialist?
- Are we challenging our own business model on a regular basis?
- Which key themes are essential for future success in light of our strategy and business model?

We also advise you to use the practical tips and tools to keep managing your company's future success.



We wish you a safe and
pleasant journey!



Thanks for reading!

Please find the **appendix** in a separate document



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Travel Tomorrow: Overview of participants

The following companies have made an invaluable contribution to the contents of this report. We **thank you for your expertise and enthusiasm!**

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Travel Tomorrow: Overview of core team



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The end

