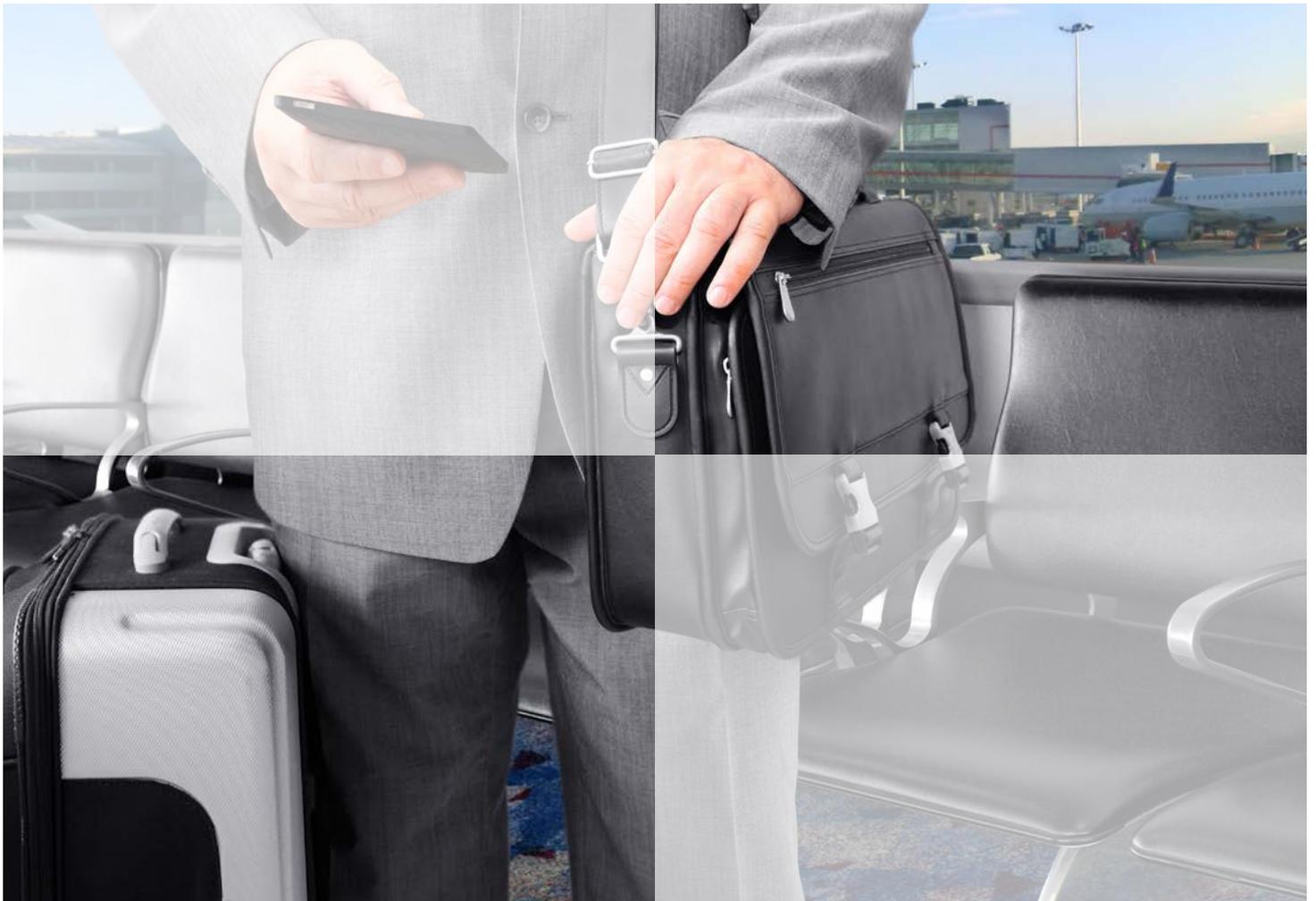


Industry Agenda

Smart Travel

Unlocking Economic Growth and Development through Travel Facilitation

June 2014



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REF 110614

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Preface

The 21st century traveller has high expectations for efficiency and a low tolerance for barriers to global mobility. Unfortunately, the infrastructure and bureaucracy which that traveller must navigate are decidedly 20th century. Barriers to mobility and inefficiency are particularly notable when obtaining visas and at the airport. Indeed, in 2013, destinations worldwide required on average two thirds of the world's population to obtain a visa prior to departure.¹

These barriers operate just like any other trade barriers, impeding growth and depressing job creation in the affected industry. A comprehensive model for “Smart Travel”, one that includes Smart Visas, Smart Borders, Smart Security processes and Smart Infrastructure, could revolutionize the travel and tourism sector the way the smartphone has transformed the telecommunications and media industries, bringing job creation and growth along with it.

The World Economic Forum's Global Agenda Council on New Models for Travel & Tourism urges collaborative efforts among all relevant public and private stakeholders and proposes a fully integrated model to facilitate Smart Travel by:

- Including travel facilitation as a pillar of bilateral and regional trade negotiations and agreements
- Reviewing and streamlining current visa processes, including adopting new technology to speed up visa applications and move towards an electronic (e-) visa while strengthening security
- Reviewing and enhancing border-crossing processes and security checks at key entry points, notably at airports

Executive Summary

The World Economic Forum's Global Agenda Council on New Models for Travel & Tourism proposes a fully integrated "Smart Travel" model designed to unlock growth and job creation in the travel and tourism industry.

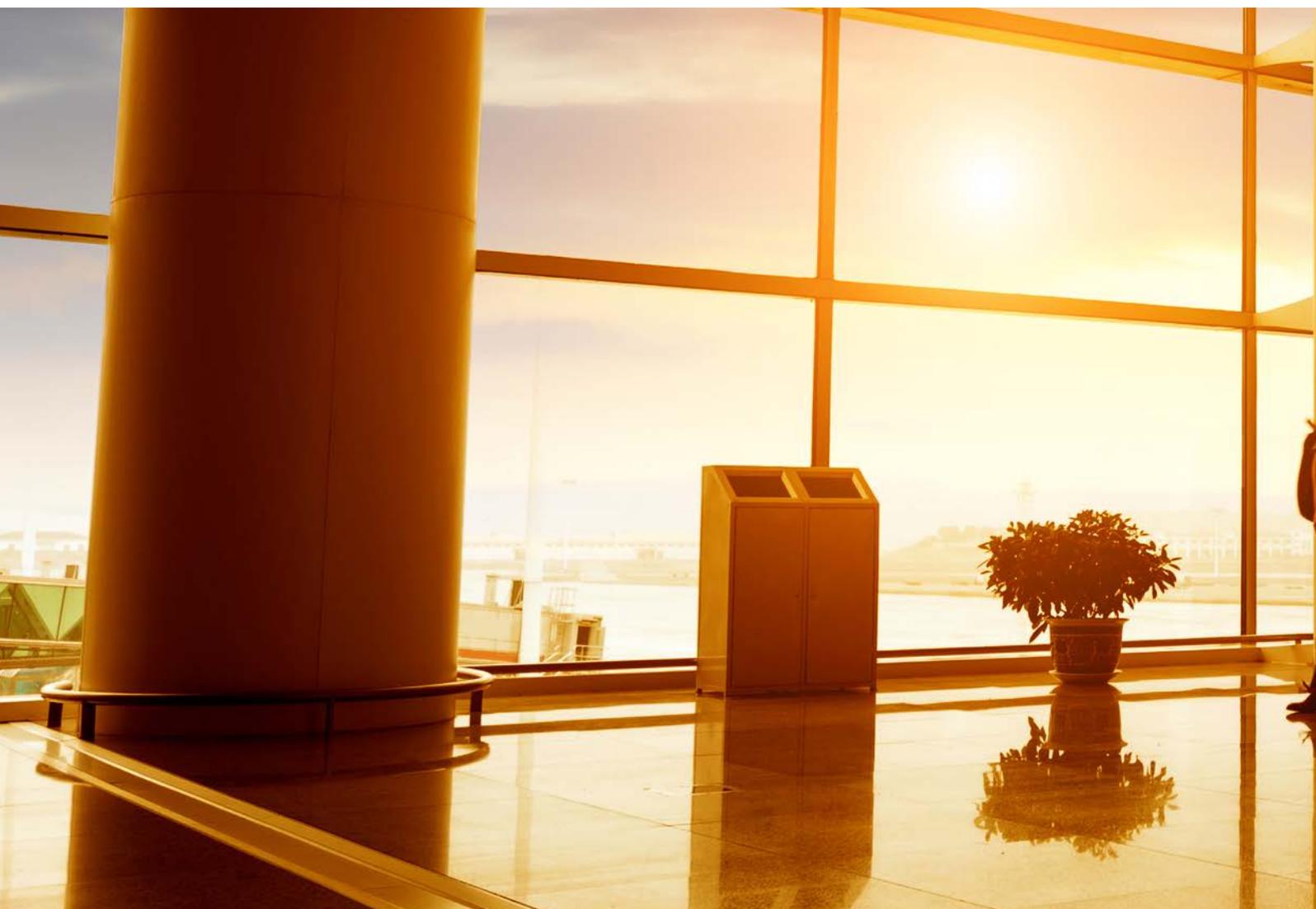
Tourism already represents 9% of the world's GDP and one out of every 11 jobs, and is growing faster than other segments of the global economy. The problem is that the fastest growing customer base for the travel and tourism sector – the rapidly expanding middle class in emerging economies in Asia, Africa, Latin America and the Middle East – is subject to high transaction costs that limit the appeal

of travel. Many of these potential travellers are deterred by outdated visa application processes and cumbersome airport screening procedures.

This White Paper encourages governments to facilitate travel and tourism by streamlining the visa application process as well as the airport experience for travellers. In particular, the paper recommends a Smart Travel approach, consisting of two major components, as a starting point towards greater travel mobility:

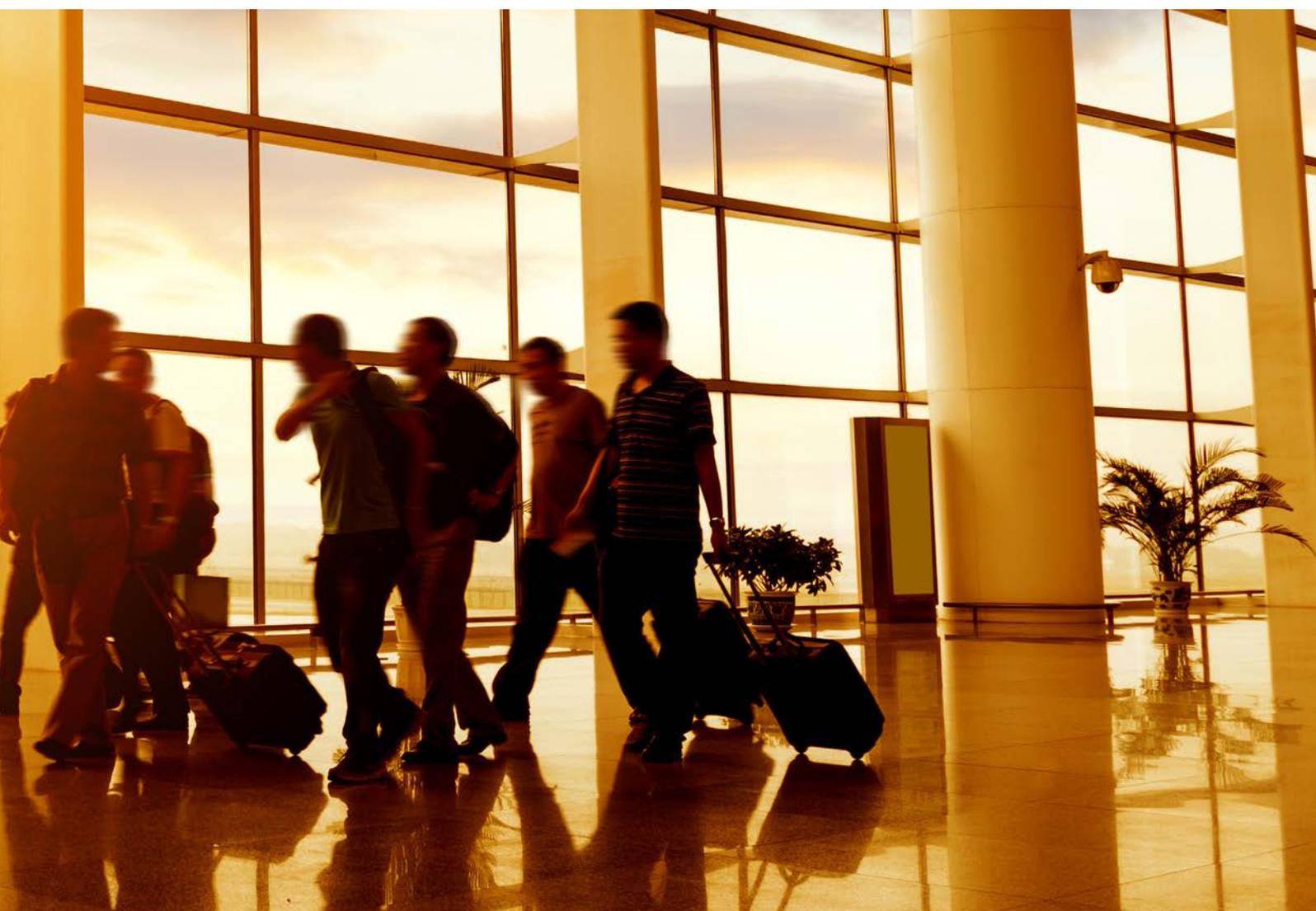
- Adopt an all-encompassing solution to security and border control that begins with the visa application process and ends

once the traveller has returned to the original destination. A properly implemented Smart Travel approach should include data-sharing across government agencies and countries. It will require cutting-edge technology to integrate the visa application and airport screening processes to eliminate redundancies while enhancing security. The end result would be reduced wait times for visa approvals, greater efficiency in moving travellers through security and border control, and more thorough cross-checking of passenger data against international databases.



- Increase bilateral and regional cooperation on visa policy, culminating in an expansion of common visa areas in which travellers move freely between geographically proximate countries over the course of a trip on a single visa. Examples of existing successful collaborations include the 26-state Schengen area. Many countries around the globe are exploring similar arrangements with neighbouring states, as they recognize the benefits of sharing the costs of visa processing and traveller screening, as well as how these arrangements enhance their appeal as tourist destinations.

The travel and tourism industry is poised to serve as one of the principal engines of economic growth and job creation over the coming decade. While there have been notable advancements in the past three to five years, there is more to be done to unlock the potential of the industry. Indeed, to fully benefit from the potential of this dynamic sector, governments must work to reduce the barriers to trade as they would in any other industry.



Barriers to Travel Are Holding Back Growth



Smart Travel in a Free Trade Era: Stimulating Growth and Job Creation

Recent decades have seen a proliferation of free trade agreements and a sustained expansion in the quantity of goods and services moving more freely across borders. These developments have profound economic benefits for participating economies. The desire to advance this process is evident in the emergence of new regional trade blocs and the pursuit of new agreements, such as the ongoing Transatlantic Trade and Investment Partnership (TTIP) and Trans-Pacific Partnership (TPP) negotiations, as well as the historic Bali trade agreement.

While historically overlooked as a segment of international trade, the dramatic expansion of travel and tourism in the past 30 years has demonstrated the industry's capacity to drive growth and job creation. It is expected that the travel and tourism industry will become even more important for countries that apply the "Smart Traveller" principles to take advantage of future trends. Consider:

- The global middle class will more than double in size by 2030.²
- Passenger air transport traffic is forecast to increase 31% by 2017.³
- Annual international tourist arrivals are expected to reach 1.8 billion by 2030.⁴
- The rate of international tourism growth between 2010 and 2030 will be highest in emerging economies in Asia, Africa, Latin America and the Middle East.⁵
- Visa facilitation could create as much as 5.1 million extra jobs in G20 economies by 2015.⁶
- Visa facilitation could generate \$89 billion in additional international tourism receipts and 2.6 million extra jobs in APEC countries by 2016.⁷
- Tourism represents 9.5% of the world's GDP, 6% of world exports and one in every 11 jobs.⁸

Visa requirements are non-tariff barriers to trade; therefore, visa regimes should become a standard topic for trade agreements. The emphasis on facilitating cross-border movement within the world trading system should prompt a thorough examination of internal, bilateral and regional visa policies and travel security infrastructure. Removing restrictions on the free movement of travellers should receive as much attention as the abolition of other barriers to liberalized trade in goods and services.

First Barrier to Smart Travel: Outdated Visa Practices

Many visa practices currently in use around the world trace their origins to border controls imposed during the First World War. Today, much of the information collected for visa approval is superfluous to the personal data already gathered when a passenger applies for a passport. Requiring additional approval deters travellers and tourists by imposing additional costs on their travel plans. These costs are not merely financial, as visa applicants sometimes are required to travel great distances to apply through a consulate of the country they wish to visit and often face long waiting periods before the visa is approved. For many travellers, visas represent the worst form of bureaucratic inefficiency, diminishing the appeal of international travel.

The US Travel Association estimates that the difficulty in obtaining a US visa for citizens of the three fastest growing source markets (Brazil, India and the People's Republic of China) has contributed to losses in US international travel market share equivalent to 467,000 jobs. A recent study also estimates that eliminating travel visas at the bilateral level would more than triple travel flows between countries.⁹ Indeed, improving visa processes alone could generate an estimated additional \$35 billion to \$206 billion in tourism receipts by 2015 in the G20 economies, resulting in as many as 5.1 million new jobs.¹⁰

Second Barrier to Smart Travel: The Airport Experience

The redundancy that contributes much of the inefficiency and needless bureaucracy in current visa practices plagues airport operations as well. Passengers wait in long queues to pass through airport security, only to get in line again to have their documents inspected by immigration and customs officers. These repetitive obstacles might be justifiable if they were part of a layering of security mechanisms designed to adequately prevent against failures in other links in the chain. Unfortunately, the redundancy in the system exists for precisely the opposite reason: a lack of a comprehensive approach to managing travel security and border control that results in inefficient and wasteful efforts by distinct government agencies with overlapping jurisdictions.

This unintended redundancy fails to enhance security, as is evident from the recent example of passengers travelling with stolen passports on Malaysia Airlines flight 370. Rather than having to pass through a streamlined but integrated process with multiple checkpoints where the false documents could have been discovered, the stolen passport holders fell through the cracks of the current convoluted system of visa rules and airport procedures.

Under a Smart Travel approach, those travellers would have submitted to only one process, beginning with their visa application and carrying their personal information over to follow them through airport screening and border control. This process would clearly assign responsibility for verifying the passengers' information, and ensure that information was routinely cross-checked against crucial international databases such as Interpol, which had flagged the two passports in question in the Malaysian Airlines incident. The elimination of repetition and the use of advanced technology would enable passengers to be classified by risk level, reducing their travel times while enhancing security.

Dynamic Solutions: Visa Facilitation



Visa Facilitation

The first and most obvious step to overcoming barriers to growth in the travel and tourism sector is to scrutinize the regulatory barriers currently in place and remove those that are found to be unnecessary or for which the costs outweigh the benefits. Many of the outdated visa practices discussed in the previous section can be streamlined or eliminated altogether. Additionally, modern information technologies can make the visa application process more accessible and convenient for travellers, who may otherwise have to travel long distances to reach the closest consulate. The introduction of “visa on arrival”, “trusted traveller” and e-visa programmes further enhances convenience for travellers and creates an information infrastructure that can be linked to the security screening process. Some examples of countries that have recently taken steps to facilitate visa access include:

- **Introduction of visa-on-arrival in India.** In 2013, India undertook efforts to make its visa application process less of a deterrent to potential visitors. The number of different types of visa offered was reduced from 16 to three, and visitors from select countries are now able to obtain visas upon arrival at India’s largest international airports.
- **European Commission proposal for Schengen revisions.** The European Commission has recently put forward a proposal to make the Schengen visa application process more accommodating to applicants. Under this proposal, the deadline for processing and approving a visa request would be reduced to 10 days from the current 15. Additionally, application forms would be simplified and made available online and a new type of multiple-entry visa would be offered to frequent visitors.
- **Mexico-US trusted traveller coordination.** Mexico and the United States have announced plans to collaborate in operating their respective trusted traveller programmes, *Viajero Confiable* and *Global Entry*. These passenger classification systems will facilitate expedited travel for approved travellers, allowing the two

governments to better direct their security resources to screening higher risk passengers.

- **Electronic visas.** Australia offers passport holders from certain countries an eVisitor or Electronic Travel Authority entry authorization online, free of charge, without consulate visits or other bureaucratic hurdles. The US does something similar with its Visa Waiver Program. Other countries that have taken key steps in launching electronic visas in the past three years include Sri Lanka (2012), Turkey (2013), Azerbaijan (2013), Qatar (2014) and (shortly) Myanmar.

The most effective way to remove visa-related barriers is to eliminate visa requirements entirely. There are numerous reasons for existing visa policies, including security, border control and geopolitical considerations, but each diplomatic agreement that eliminates the need for these restrictions enhances the prospects for economic growth in the countries affected.

A Common Visa for Regional Trading Blocs

While eliminating visa requirements worldwide is unrealistic in the short term, countries can begin the visa facilitation process by building on the trusted relationships they currently have. By working together, similarly situated countries can increase their appeal to foreign travellers through the creation of common visa areas.

A common visa area allows travellers to visit multiple countries on a single visa. This dramatically reduces the costs in time and money for a tourist or business person making a multi-state trip. It also enhances the attractiveness of the collaborating countries as either tourist destinations or potential business centres because of the ease of visiting multiple destinations on the same trip. It also allows the cooperating states to share some of the financial costs of visa processing and administration, as well as creates the groundwork for further cooperation on security and border control, leading to additional cost savings and strengthening regional security.

Some regions have already accepted the merits of this proposal and have taken action in this area.

- **Schengen Area.** The most integrated of the common visa area models, the Schengen Area represents a territory of 26 European states that have mostly abolished their borders and collectively administer a single visa allowing visitors from outside the area free movement within the Schengen community. The consulate of the country of entry, or alternatively the primary destination of the visitor, is responsible for processing the visa application, but application procedures and criteria are set at a regional level. Cooperation by the Schengen states far surpasses just the administration of visas. It also encompasses elements of border security, immigration and other more complicated political issues that can be seen as distinct from operating a common short-stay visa programme.
- **ECOWAS.** Nationals of the Economic Community of West African States (ECOWAS), which includes 15 countries, can travel visa-free within the region. The next step is a visa-free region for foreigners in 2015.
- **APEC Business Travel Card (ABTC).** The ABTC comprises Australia, Brunei Darussalam, Chile, the People’s Republic of China, Hong Kong SAR, Indonesia, Japan, South Korea, Malaysia, Mexico, New Zealand, Papua New Guinea, Peru, the Philippines, the Russian Federation, Singapore, Taiwan, China, Thailand and Vietnam. It allows business travellers pre-cleared, facilitated short-term entry to participating member economies. The ABTC removes the need to apply for individual visas or entry permits, saving valuable time, and allows multiple entries into participating economies during the three years during which the card is valid. Cardholders also benefit from faster immigration processing on arrival through fast-track entry, and exit through special APEC lanes at major airports in participating economies. The ABTC enhances border integrity and security in participating economies by providing benefits to border agencies – it

increases the number of low-risk travellers since each applicant is checked against “watch lists” of other participating states. Therefore, the ABTC carries savings not only for business people, but also for governments.

- Kenya, Rwanda and Uganda’s Single Destination Tourist Visa. As of 1 January 2014, the three countries launched a single destination visa to boost tourism in the region. The countries have also launched a new branding initiative called “Borderless Borders”, to signify the new direction in promoting trade and tourism in the region.
- UK-Ireland Common Travel Area. The United Kingdom and Ireland are establishing a common visa area for non-EU visitors by 2016. This would expand and improve the current visa waiver programme that allows visitors from certain countries to travel to Ireland using a UK visa. Once implemented, the new policy would apply to visitors from a much larger number of countries, including Brazil, the People’s Republic of China and India, with growing sources of new tourism.



Creating a Common Visa Area

While it is clear that a common visa requires inter-state collaboration on politically sensitive matters and presents several legal and implementation challenges, none of these challenges should be insurmountable. For a common visa proposal to be effective, it needs to address the following issues.

Foreign relations: Whether a state requires citizens of another state to procure a visa before entering is fundamentally a matter of foreign policy. Visa requirements are often part of reciprocal agreements and a reflection of the relations between two countries. Should they collaborate on a common visa, they would need to set a common foreign policy in this respect. For a common visa to be effective, the participating states would presumably want to create a single list of countries from which a visa would be required. If this proves a bridge too far, it is possible (as in the Schengen area) to

designate certain visas as having limited permission.¹¹

Border security: Management of the state’s physical territory and the exclusion or acceptance of individuals into that territory is fundamental to the role of the “Westphalian” state. Sharing this authority with another country requires a high degree of mutual trust. Even if both states maintain distinct border control operations, they are trusting each other to manage the screening process by which certain foreign nationals gain permission to enter each sovereign territory. Additionally, by standardizing and harmonizing processing procedures and document standards, each state must be willing to dilute its own authority over the procedural control it exerts over the admission process. The countries must trust each other not to exploit or make negative use of the insight gained into each other’s border control operations.

Cost and revenue sharing: The implementation of a new visa programme requires significant up-front costs followed by continued funding for operations. It is important for countries

to consider how they will apportion the costs in both the short and the long term, as well as how they will fairly distribute the financial burden and the revenues linked to visa processing. The Schengen Area, for instance, requires (a) that visitors apply for a regional visa from the consulate of the Schengen state through which they intend to enter or the consulate of the state in which they plan to spend the majority of time, and (b) that the state which processes the application is entitled to the fee. In this way, there is a logical connection between the cost and revenue side of visa processing. This solution is designed to deter visa shopping, where visitors apply through the consulate of whichever member state develops a reputation for having the most permissive approval standards. Without these limiting rules governing where applications can be made, states would be encouraged to lower their standards to attract visa shoppers and incremental fees.

Administration: Rather than include many of the necessary procedural details¹² in the text of the treaty, the Schengen Area established an



executive committee to implement the common visa. The executive committee consists of one representative from each contracting party; moreover, committee decisions are required to be unanimous. It is not necessary for all regional visa arrangements to use the same structure. However, some type of administrative body will be necessary to draft and issue the numerous technical provisions necessary for the standardized visa application form and process that will be used by all implementing bodies within each participating state. The administrative body will also need to oversee the implementation, monitor compliance among participating countries, and make expedient decisions as needed.

State implementation: Any regional visa collaboration would need to adhere to the principle that protects the sovereignty of the individual participating states. Countries have different internal mechanisms for implementing external trade and security agreements; some require additional domestic legislation for these agreements to take legal effect, and domestic action is almost inevitably necessary for implementation.

The most important function of the regional administrative body established will be to work productively with the appropriate governmental agencies within each participating state to ensure technological and procedural alignment. It will be incumbent upon each state to identify the appropriate domestic governmental agencies and to see that they are properly integrated into the project. At a minimum, administration of a regional visa is likely to require cooperation from agencies responsible for border security, foreign affairs, trade and transportation. Moreover, interagency communication and cooperation is essential to the success of a Smart Visa project.

Privacy and data protection: Countries need to consult their own codes as well as international agreements to ensure they have the authority to share traveller data. State policies on the use of passenger data vary considerably. It is notable, for example, that the implementing legislation for the US trusted traveller programme known as “Global Entry” appears to preclude individual passengers from demanding access to their personal

data held in official files. In contrast, the proposed EU programme observes the data access protections enshrined in a number of EU codes including the EU Charter of Fundamental Rights. Regardless of the applicable jurisdiction, strict standards will have to be adopted for recording, accessing, storing and disposing of personal data. It is also important to be proactive from a public awareness standpoint, reassuring travellers (whatever the status of their actual legal rights) about the protections in place to prevent misuse or appropriation of their personal data or biometric information.

Dynamic Solutions: Fully Automated Check-in, Security and Border Control/Smart Visa



Models for a “Smart Travel” Experience

Twenty-first century technology offers various innovative solutions to many of the problems that frustrate travellers and restrain growth in the travel and tourism sector. For instance, in 2013, the first 14 “Smart Gates” opened in Dubai International Airport’s Terminal 3, automating security checkpoints through biometric recognition.

International organizations and industry associations have also taken concrete steps to improve the traveller’s experience through technological advancements. The International Air Transport Association (IATA) has developed SMARTS, a concept for an airport security system that would employ advance scanning technology with eye and face recognition protocols capable of drastically reducing time spent queuing in security lines. The International Civil Aviation Organization (ICAO) is working on establishing international standards for machine-readable travel documents and creating an online platform for sharing passenger data between countries. More can be found on both of these initiatives on the ICAO website. Additionally, the APEC Travel Facilitation Initiative includes plans for cross-border cooperation on trusted traveller programmes, the use of advanced passenger information and other travel facilitation tools.

In parallel, the World Economic Forum, through its Connected World project, proposes a solution that uses technology and new operational and business models to enhance the visa processing and approval structures as well as travel facilitation at immigration borders and airport security check-in. Under a streamlined process of Fully Automated Check-in, Security and Border Control and Smart Visa (ACIS), travellers would be able to submit and receive their visa approval electronically once the information has been cross-checked against the relevant databases. Visa approval would be digitally recorded and available for access by automated fingerprint or iris scanners at security checkpoints as part of a comprehensive process that includes flight check-in and registration along with security examination in one easy step. The ACIS process is described in the sidebar “ACIS Solution: A Traveller’s Vantage Point”.

ACIS Solution: A Traveller’s Vantage Point

Step 1: Traveller submits application and, if necessary, participates in an interview for visa and pre-approved immigration programme online. The application includes traveller’s biometric information.

Step 2: Applicant pays fee online to private visa application processing company.

Step 3: Processor forwards predetermined share of fees to government of country traveller intends to visit.

Step 4: Processor checks traveller’s information against national database, inputs new information into database.

Step 5: National database cross-checks traveller’s information against Interpol and international visa databases.

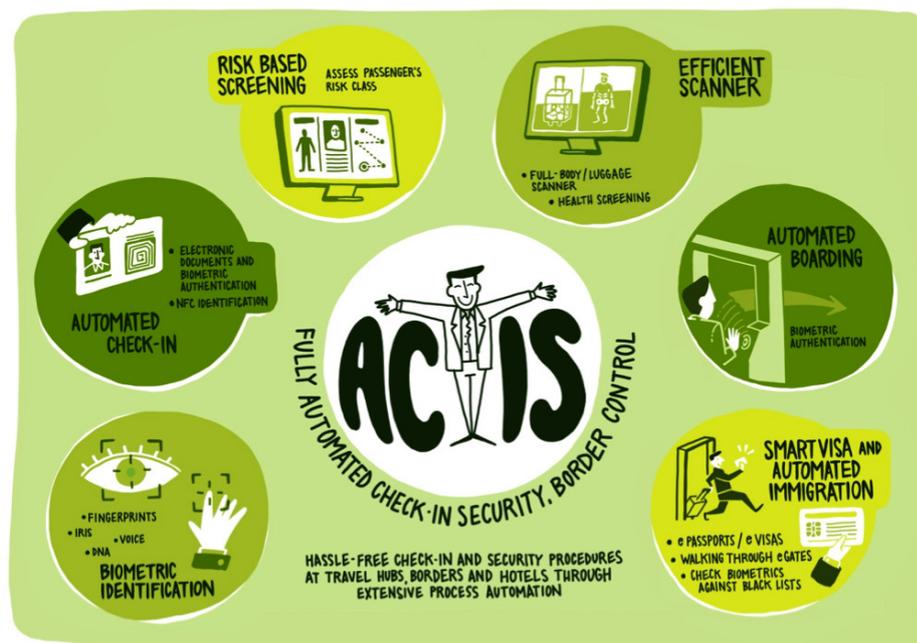
Step 6: Processor grants/denies visa and pre-approved immigration status.

Step 7: Traveller submits personal information to risk-classification database.

Step 8: Risk-classification database checks against international e-visa database and provides information to airport security operator.

Step 9: Airport security operator forwards check-in information to airlines.

Step 10: Passenger arrives at airport, already checked in with the airline and subject only to the security checks commensurate with the person’s assigned risk level once the identity has been confirmed by biometric scan.



Aspirational Smart Travel: The ACIS Solution

The first component of ACIS – the review and enhancement of the current visa process – can be accomplished through a variety of reforms. Full ACIS implementation would enable travellers to submit their application and pay fees online to a visa processing service that would instantaneously check the applicant’s information against a government-run database

and update the applicant’s record within the database based on the information submitted. The information would also be cross-checked against international visa databases and security organizations such as Interpol. The applicant not only would be spared the inconvenience of travelling to a consular office, but would also receive an immediate approval or rejection of the application, eliminating the uncertainty and long wait periods that deter travellers (see Figure 1).

The second component of the travel process that would be substantially transformed under ACIS is the system

of airport security checks. Travellers would pre-submit their information to a risk classification database, which would in turn provide an assessment of the passenger's risk level to the airport

security operator, thereby enabling risk-based screening at the airport. The security operator would then forward the necessary information to the appropriate airline, eliminating the need

for check-in desks or long security lines once the passenger's identity has been confirmed by biometric scan (see Figure 2).

Figure 1: Smart Visa

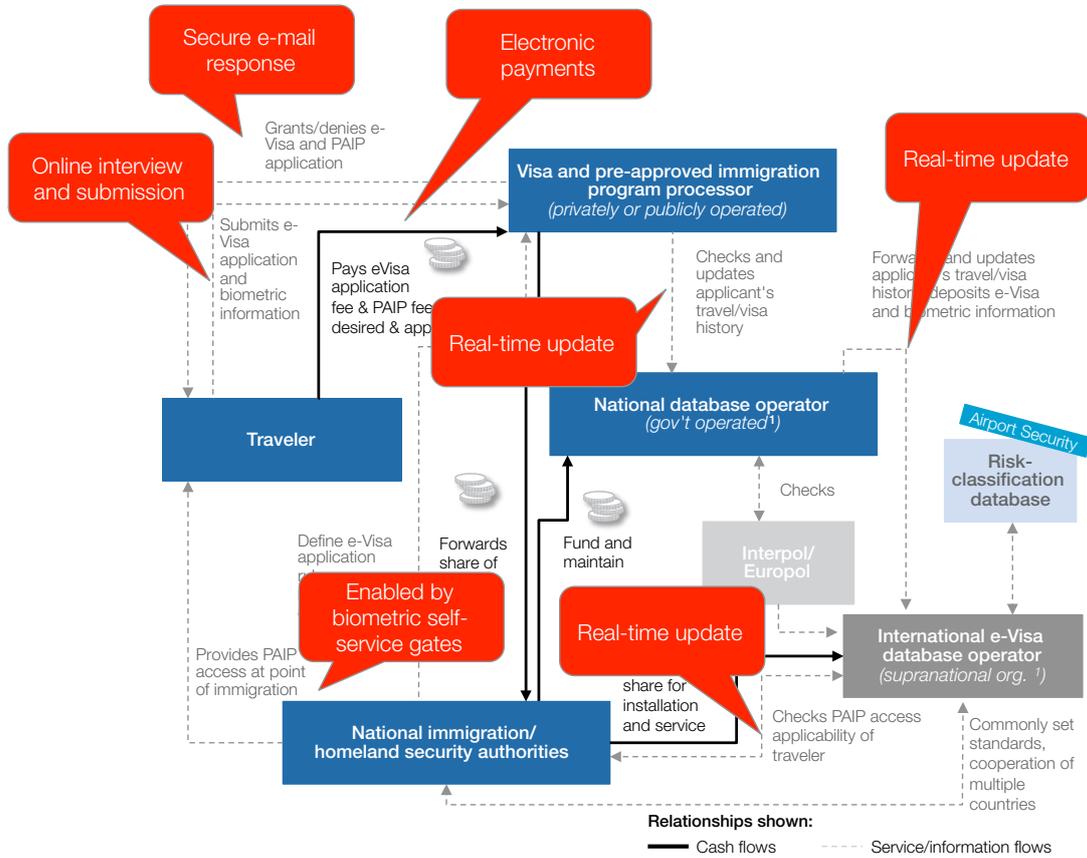
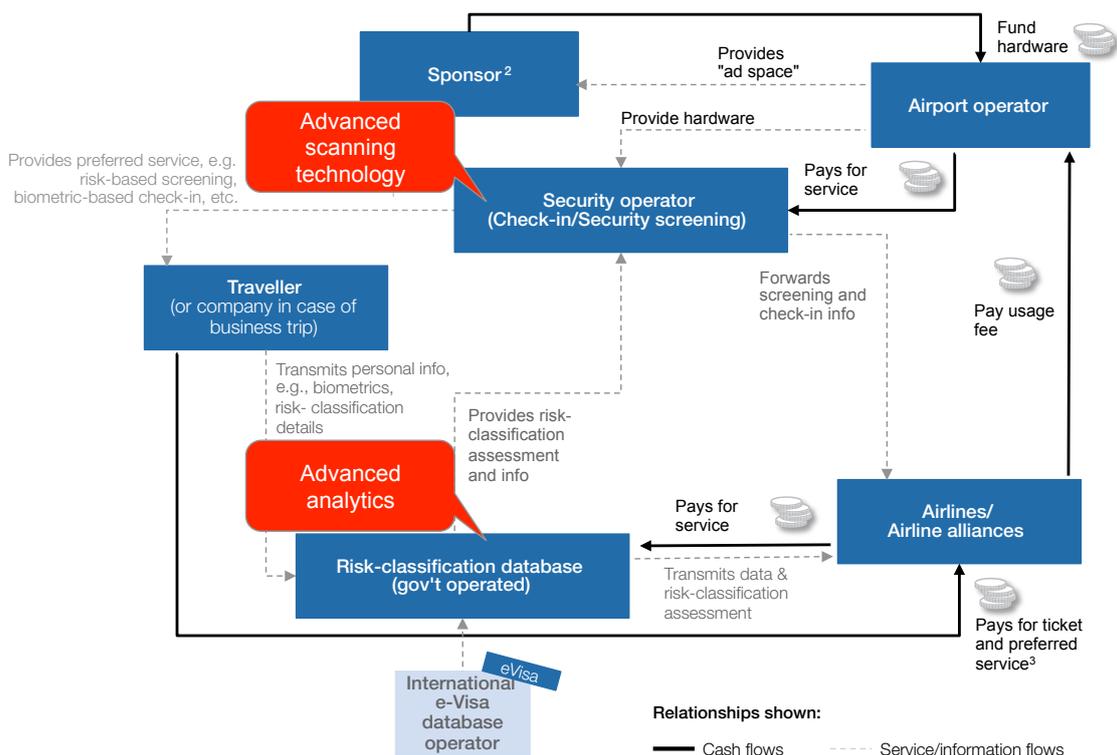


Figure 2: Smart Airport



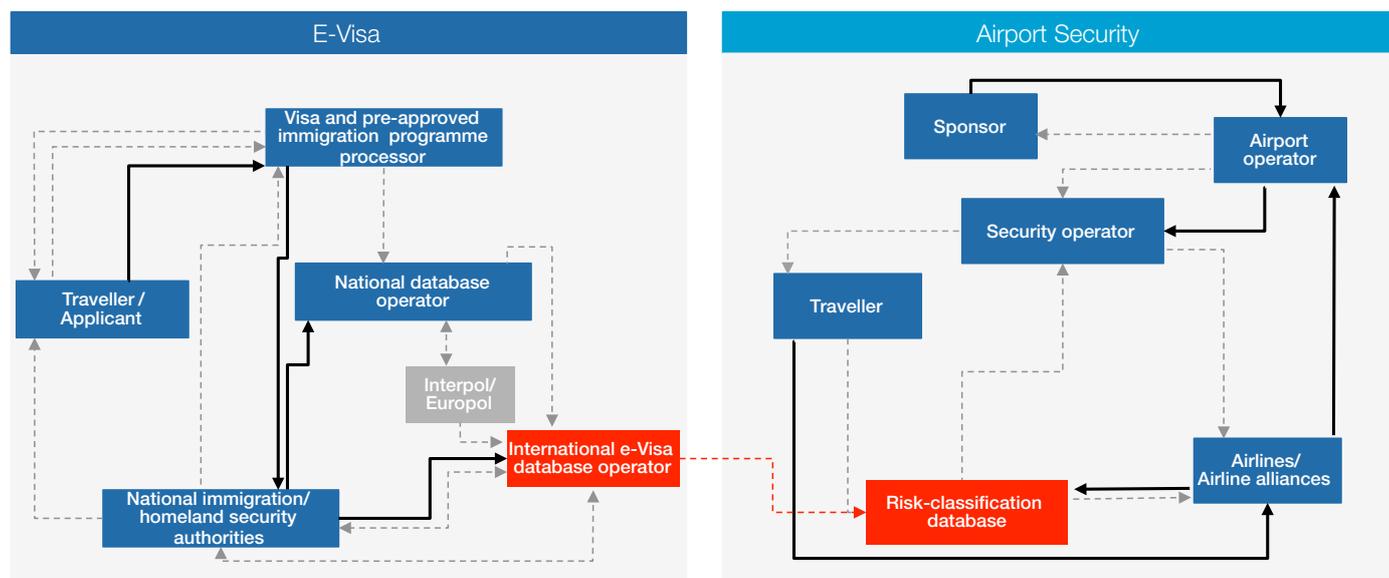
Visas and Borders: The Key for Seamless Travel

Importantly, the airport security screening upgrades through ACIS would operate entirely independently of a state's visa systems. But the ACIS solution envisions the visa system feeding into the ACIS security apparatus

to create an efficient, seamless experience for the traveller (see Figure 3). Indeed, the ACIS Smart Travel system would collect the traveller's information once and then redistribute it as necessary across the various agencies and checkpoints for approval and verification purposes during the traveller's journey, rather than forcing the traveller to resubmit information and undergo duplicative checks required by the various agencies involved in the travel process.¹³

The end result would be a highly efficient system that speeds up travel using the same processes by which products move across borders, through electronic identification and scanning without needless delays or manual processing.

Figure 3: Smart Visa and Airport Border Worlds Linked to Enable Efficient Travel



Interface between int'l e-Visa database and risk-classification database enables pre-departure screening

A Roadmap to Implementation

The components of the Smart Travel system (as illustrated in Figure 4) is expected to progress through four identifiable phases of implementation.

The first phase is the current environment in much of the world, with national visas awarded through traditional application processes. Within this phase, states do not recognize visas granted to visitors by neighbouring countries. Visa applications do not collect biometric data; there is no communication between states on individual applications; and preapproval

immigration programmes (PAIPs) do not exist. Security infrastructure consists of conventional scanning machines and bomb-sniffing dogs, and only basic passenger name recognition analysis is conducted.

When each component has advanced to the second phase, select countries would unilaterally recognize certain supra-country visas; national visa systems would make some use of biometric data and private application processors, and select airports would offer PAIPs. Scanning technology would not dramatically improve, but security lanes would be separated by passenger risk level. Additional data sources would be used to assign passengers risk scores for security screening purposes.

By phase three, multiple countries would accept passengers with visas from other states, and greater access would proliferate through reciprocal bilateral agreements as well as unilateral recognition. An international visa database could be created and overseen by an intergovernmental body. Use of biometric information and private visa processors would continue to increase. Scanning technology would be able to screen liquids and certain electronic devices without passengers having to remove them from their bags. Security monitors would employ some behaviour detection abilities and receive automatic delivery of passengers' risk scores following the processing of passengers' visas.

Finally, in phase four, the ACIS Smart Travel vision will be complete once travellers can obtain a single common digital visa for each region to which they wish to travel. Each region will have its own application process and approval criteria common across all states within

the region. All airports will have PAIPs and the private application processors will transmit a full array of biometric information to the international visa database which will cross-check the information against applications filed in other regions. There will be no need for

passengers to divest themselves of any electronics because stand-off screening will be possible. Closed-circuit monitors will conduct a full behavioural analysis of all persons within every airport.

Figure 4: Four Phases of the ACIS Roadmap



Final Recommendations

On the basis of the outlined policy challenges, there are two obvious obstacles when considering wide implementation of a national Smart Travel system: financing the infrastructure and ensuring global operability. Indeed, many countries are currently suffering from severe budgetary constraints and lack the resources for significant infrastructure investment. For an investment in Smart Travel technology to have the desired returns, the system must be a combination of compatible technological regimes which do not merely mimic the existing paper visa regime. International leadership will be critical to ensure

that efforts to modernize visa policies and travel security infrastructure are standardized but reflect different cultural preferences for the protection of data privacy. On a national level, countries will need to clarify responsibility and ensure cooperation among the various affected internal administrative bodies. Moreover, a number of policy reforms and new cooperation models involving different government agencies and also public-private partnerships will be needed.

But countries have to begin by recognizing and responding to the economic benefits that can be generated by "smarter" travel. Much can be done on national and bilateral levels to scrap visa restrictions. As states pursue new trade and economic links with their economic partners, they should broaden the talks to include

shared goals for travel policy. From these discussions will come a reshaping of the travel environment to create an efficient, secure, globally compatible and minimally intrusive system for approving and screening the smart travellers of the future.

Endnotes

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² Homi Kharas, the Brookings Institution.

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⁷ UNWTO and World Travel and Tourism Council (WTTC) (2013). *The Impact of Visa Facilitation in APEC Economies*.

⁸ WTTC (2013). *Economic Impact of Travel & Tourism 2013 Annual Update*.

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¹⁰ UNWTO and WTTC (2012). *The Impact of Visa Facilitation on Job Creation in the G20 Economies*.

¹¹ For example, if state A requires visas from state C but state B does not, and states A and B are unable to agree on a common visa approach to state C, citizens from state C could still be permitted to travel to state B without a visa while being required to obtain the standard (common) A/B visa for travel to state A.

¹² Such as the standards for approving or denying visa applications, the fee structure and the application form.

¹³ Including consulates, immigration, border security, customs, air transport security, etc.

Acknowledgments

This report has been written by Members of the Global Agenda Council on New Models of Travel and Tourism.

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*Special gratitude to Professor Brian Havel for having given enormous amounts of his time to write and edit this report.

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