



## FROM THE DESK OF THE PRESIDENT

Dear Colleagues,

Let me begin by thanking my OBs, MC, Regional / Chapter Chairmen / Secretaries and Treasurers and all our members for participating in our Association's EOGM held in Mumbai on the 15th Of June, 2010.

The objective was to clear the doubts currently found in some of the age-old clauses in our AOA and MOA which needed to be sorted out as well as one or two new ones to be inserted.

I am pleased to inform all those who couldn't make it to the EGM that the meeting was held in a civil, transparent and fair manner with members presenting their opinions based on sound reasoning. There was freedom of belief and thought, open dialogue, participation, cooperation and the EGM concluded successfully & satisfactorily. The pro-active session held prior to the EGM for the office bearers of our Regions/Chapters to meet one other and interact was also well appreciated, as it gave them an opportunity to acquaint themselves with similar TAAI officials from other cities and actually meet them in person.

The other important news is the DGCA's response to the Competition Commissioner of India at whose office TAAI had lodged a complaint against the 14 airlines about the collusion & Cartelization initiated by them when they went to zero. The DGCA was asked to air its opinion about this by CCI & their response totally favouring TAAI & the agents community has already been emailed to all of you. In case any of you have not yet received this mail, please do contact our Secretariat and it shall be mailed to you once again. I am in continuous dialogue with the DGCA to take this issue further and as soon as there is some development in this direction, the same will be intimated to you immediately. I must thank each and every one of you for your undying support **then and now** and I think we shall soon achieve the desired result. Everything in life has a conclusion and with the DGCA firmly believing in commission to travel agents we should have our rightful due soon!

Next, I would like to remind you that TAAI's own travel & tourism Exhibition- ITTE 2010, is coming up on 7th -8th August, at the World Trade Center, Cuffe Parade, Mumbai, to which the response has been excellent and we intend to bring in a good number of hosted buyers, both domestic and international. Members are requested to participate in it in large numbers & take advantage of the net working offered to you.

Read the special news about our forth-coming TAAI Travel Awards on our website which is in its 2nd year. This prestigious event shall be rewarding all the captains of our industry for their hard work, initiative and commitment. The gala event will held in Mumbai alongwith ITTE, on the 8th of August.

Last and definitely NOT the least, I am delighted to inform that the Indian Travel Congress, 59th Annual Convention & Exhibition of your Association will be held in Phuket, Thailand, from 24th-26th September. Our convention Committee had done a reccee of this beautiful destination and found it ideal for holding a congress. A TAAI convention has never been held so far in South East Asia and now the time has come for us to take our prestigious 3 day convention to these shores. We are sure all of you will participate in large numbers to make it one of the best. We are also shortly bringing out our attractive brochure on this convention. Be sure to mark the dates in your calendar in order not to miss out this great opportunity to net work and meet your counterparts from all over our country and the world as well as partake in trend-breaking business sessions. This, coupled with the most gorgeous & relaxing destination, promises to make this year's Convention one of the best ever !!

**Rajji Rai**  
President

## Editor's Note

Dear Colleagues,

This June issue of Newsline gives the important news of our EGM held in Mumbai in our President's message and on the inside pages you will read all about our forthcoming events like ITTE and TAAI Travel Awards, news of what has happened in our Regions / Chapters besides other interesting articles collated just for you. A new addition is the guest article. We are also announcing the venue of our 59th Convention, the Indian Travel Congress.

Remember, If there is anything you would like to share with us, then please email the news to us.

Meanwhile enjoying reading.!

TEAM TAAI NEWSLINE

**COMING SOON !**

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**ITTE**  
**2010**  
India Travel Trade Expo  
7<sup>th</sup>- 8<sup>th</sup> August 2010, World Trade Center  
Cuffe Parade, Mumbai

## TAAI'S OWN EXCLUSIVE EXHIBITION

The much – awaited **INDIA TRAVEL TRADE EXPO (ITTE) 2010 - International Exhibition and Conference** being organized by TAAI is scheduled for 7th and 8th August, 2010, at the World Trade Centre, Cuffe parade, Mumbai.

**ITTE 2010** is being positioned as India's leading Travel Trade Exhibition and as an exclusive **B2B Travel Trade** event covering Inbound / Outbound / Domestic travel, MICE, Medical Tourism, Spas / Wellness / Health Resorts, Adventure Tourism, Special Interest Tours, Incentive Tours, Cruises, Hospitality & Aviation sector and other related services.

**ITTE 2010** will provide an ideal platform for players in the travel Trade sector to showcase their latest products & services. The format of the event has been designed to offer the best networking and business opportunities and provide an interactive platform for the entire travel trade industry. Your participation in this event would add great value and help towards building up the event effectively and successfully. Members, we value your patronage and look forward to your active support and participation in this Expo.

**ITTE** here we come!



**7<sup>th</sup> - 8<sup>th</sup> August 2010, World Trade Center  
Cuffe Parade, Mumbai**

## TAAI - Leela Domestic Leisure Workshop

TAAI launched its inaugural domestic leisure workshop in cooperation with Leela Palaces, Hotels and Resorts. The workshop which was hosted by Leela hotels at their Mumbai property saw 49 participants from TAAI Western Region. Besides Vice President and Chairman Tourism Council Mr Jagdeep Rikhy the workshop was also attended by Hon Treasurer, Mr Iqbal Mullah, Western Region Chairman Mr Rajesh Rateria, Hon Secretary, Mr Arun Biyani, Hon Treasurer Mr Jay Bhatia and other senior members of the TAAI Western Region.



TAAI and LEELA Hotel Team

In his address Mr Jagdeep Rikhy appreciated the cooperation of the Leela hotels and Kingfisher airlines who made presentations. The participants felt the workshop was very useful as they learnt about the Domestic hotel products which they can sell to their customers. Leela hotels and Kingfisher airlines also answered some important queries of the participants and took note of their suggestions to better sell their products. There will be other such workshops also organised at various Chapters.

"We, at The Leela, are delighted to collaborate with TAAI and this innovative education program. It gives us a great opportunity of communicating the USPs of our brand and that of each of our hotels to the "sellers" and we do hope this will result in a win-win for both our travel partners and ourselves. We wish TAAI the very best in all such future endeavours." said Mr Sanjoy Pasricha, Vice President - Sales & Marketing, The Leela Palaces, Hotels and Resorts.



Participants engrossed in the workshop



Mr Jagdeep Rikhy, VP TAAI & Chairman, Tourism Council picking out the lucky winner's name at the lucky dip.

## TAAI President on National Tourism Committee of CII

We are proud to inform members that our President, Mr Rajji Rai, has been invited to join the CII National Committee on Tourism, to fructify its goals with his presence and valuable inputs towards the overall development of the tourism industry.

## TAAI Travel Awards 2010 - Exclusive & Exciting

TAAI launched the "TRAVEL AWARDS" during 2009 at Atlantis the Palm, Dubai in association with the Economic Times of the Times of India group to recognize outstanding contributions to the development and promotion of travel and tourism in a responsible and sustainable manner as well as to celebrate and encourage efforts of leading organizations in the Indian travel, tourism and hospitality industry. This was a time when the travel industry battled the downturn. But we were keen to acknowledge excellence that would boost the morale of the industry. The event proved highly successful with over 1200 delegates present at the grand function. The high profile audience comprised of highly placed travel, tourism and hospitality professionals and several other industry partners. A Lifetime Achievement Award was presented to the "Hospitality Legend" Mr. P R S Oberoi.

We are now getting closer to our 2nd consecutive Travel Awards Function scheduled to be held in August in Mumbai. TAAI is preparing The Award Function as a befitting ceremony that will draw a huge audience of top notch and highly placed industry leaders and other important luminaries. The best known Travel & Tourism initiatives and brands will be the centre stage of this superb evening. Says Chairman - TAAI Travel Awards 2010, Mr Sunil Kumar "Our aim to award 'Oscars of the travel industry' will be widely covered by the Media across India and will certainly be an important hi-light of our industry."

## REGION / CHAPTER NEWS

### Cricket time in TAAI Southern Region

It is indeed Football World Cup mania all over the world but in Chennai, it was cricket ! TAAI Southern Region continued the TAAI Indigo Friendly Series of Cricket by organizing the tournament with Indigo Airlines on 19 June at Chennai. TAAI won the Toss and elected to bat first scoring 152 runs. TAAI team comprised of staff members of various agencies, headed by Mr. Senthil Kumar of Asveens Air Travels, as TAAI Captain.

Indigo Team scored 153 and won the match by 1 run. The best part is that despite their win, the best bowler was from TAAI, Captain and Ex MC member Mr Senthil Kumar. It was a fun backed game and finished with a nail biting one run loss ! Mr P Murugesan, MC Member - & Co-Chairman - Allied Services Council thanked Regional Chairman Mr Christie Raajan and his team for helping him arrange such a fine tournament that was thoroughly enjoyed by one and all. "Friendly tournaments such as these bring members together and boost relationships." He said. True Indeed !



Indigo and TAAI Team



MR Manikandan Nair, Mgr, Indigo Airlines, Tamil Nadu, handing over runner up trophy to Mr Ramanujam of TAAI Team



**Left To Right:** Mr Manikandan Nair, Mr VKT Balan, Treasurer, TAAI Southern Region, Mr P Murugesan MC Member & Co-chairman - Allied Service Council, Mr A K Gupta Secretary, TAAI Southern Region, Mr S Mukherjee Presenting Souvenir to Senthilkumar TAAI Team & Ex TAAI MC Member

### Eastern Region's US Visa workshop in association with Indo American Chamber of Commerce

Mr. Joseph Boski, Vice Consul, US Consulate General addressed TAAI Eastern Region members recently at the Bengal Club, Kolkata. The Agents present out there were enlightened on the different kinds of visa applications, documentation and procedural issues related to US visa. Subsequently many questions were raised by members on practical issues faced in their day to day dealings to which Mr. Boski was kind enough to answer them all very patiently and clarify members' concerns. The Meeting was well attended by over 75 people. Devendra Parekh, TAAI Chairman (ER) expressed his gratitude to Mr. Boski on behalf of all our members.



## REGION / CHAPTER NEWS

### News from Kerala Chapter

The Italian Tour Operator ISCRA and TAJ TOURS London jointly conducted a seminar for Product Presentation in Cochin where TAAI and TAFI members actively participated.

Mr. Aaron C.T, Director Marketing for ISCRA and Mr. Rajesh Khandaria, Vice President Marketing for Taj Tours lead the seminar with video presentation followed by question and answer session where our members quizzed them and clarified their doubts. The feed back was good from the members.

TAAI Kerala Chapter Chairman Mr. Austin Varghese and Mrs. Rani Bachani from TAFI spoke on the occasion extending cooperation of the agents from Kerala and also thanked ISCRA and TAJ TOURS for conducting the seminar for the benefit of our members.



TAAI Chairman Austin Varghese speaking on the occasion and Mr. Aaron next to him

### TAAI - BSP Training Certificate Distribution

TAAI Kerala Chapter Chairman Mr. Austin Varghese handed over the first Certificate of the BSP training, conducted by the Chapter, to Mr. Sreekumar Varma of Kerala Travels Interserve Ltd. in the Chapter meeting held on 9th June 2010 at Cochin. The Chairman in his speech informed the members that the feed back after the training from the participants was very encouraging and they wanted to have more such programs.

Mr. N. M. Sharafudeen MC Member & Chairman Education & Training Council also spoke on the occasion. "the success of this training program wherever we have had for our members, is indicative of the fact that in today's scenario, it is imperative to have such trainings so as to update and enlighten ourselves." he said. The meeting was attended by our Media Manager Mr. K.N. Shastri, other office bearers and members.



Chairman Mr. Austin Varghese handing over the certificate to Mr. Sreekumar Varma, with Mrs. Mary Mohan James, Hon. Secretary and Mr. N.M. Sharafudeen

### Highlights of some TAAI Region/ Chapter Meetings in brief

Northern Region has been in dialogue with Mr. Axel Higers, Lufthansa on ADM's issue and has been quite successful in seeing to it that a ticketing agent is not penalized for issuing a ticket on behalf of any other IATA agent for misuse of booking on CRS. Members have greatly appreciated the same.

**Eastern Region had its 3rd regional meeting on 4th June which was hosted by The Chrome, The meeting was well attended and apart from discussion on issues and concerns the meeting had several presentations on upcoming events in Eastern Region.**

Hyderabad Chapter has informed about the ban on the submission of the miscellaneous cases in its Regional Passport Office. This was effecting a lot of agents. But after the chapter officials meeting the CPO in Delhi along with Mr P Murugesan and Mr R Vig. MC members and the subsequent follow up with the RPO at Hyderabad, this ban has now been removed.

Recent Hi-Light of Karnataka Chapter: The Passport Seva Kendra project has been launched in Bangalore. Travel Agents can no longer submit applications in the Passport Office. However, with the efforts of MC Member Mr. P Murugesan, TAAI Karnataka Chapter has managed to get temporary permission to submit pending applications at the General Post Office. This has provided interim relief to the entire TAAI – TAFI member.

### Quote of the Month

"Life is a dream for the wise, a game for the fool, a comedy for the rich, a tragedy for the poor."

Sholom Aleichem

## REGION / CHAPTER NEWS

### AP CHAPTER'S MEMORABLE FAM TRIP TO KENYA

Mr Imtiaz Qureshi, Chairman TAAI AP Chapter is most grateful to both Mr. Jagdeep Rikhy VP TAAI and the Kenyan Tourism Board without whose support the AP Chapter could not have become the first to organize a FAM trip to Kenya from the 19th - 24th of June. The group flew on Emirates Airlines to Nairobi and were greeted warmly at the airport on arrival by the KTB personnel & sponsors and subsequently transferred to The Safari Park Hotel and Casino and Norfolk (Fairmount). The participants had wonderful evening at the Piliplili Restaurant with drinks and dinner. Early morning the next day they left for Masai Mara Game Sanctuary. Seeing is believing they say and that is very true of the great migration seen here. There was abundance of game in terms of zebras, gazelle, giraffes, wildebeest, ostriches, wild buffalos, elephants etc. The happy group was lucky to see prides of lions too with young cubs with their kills. It was a really unbelievable experience photographing these majestic beasts hardly a couple of feet away from them in an absolutely open jeep. They even had a close sighting of a leopard with its kill on a tree top. Now isn't that an amazing sight to behold?

The next two days were in the Masai Mara sanctuary shuffling between three beautiful resorts of Mara Sopa, Mara Simba and the luxury tented accommodation of Fairmount Mara Safari Club next to the Mara River with the sound of the hippos keeping the travelers awake along with the Masai dances, Hyena feeding etc trip to the Masai village and other activities that went well into mid night.

On the return back to Nairobi there was a halt at Lake Naivasha for an unforgettable boat ride to spot the fabulous fish eagles, various birds and a close view of the hippos. A sumptuous lunch awaited them at the Sopa Naivasha Hotel close to the lake, a beautiful 200 acres property where they could walk along with zebras, giraffes and ostriches. Evening was check in at the Holiday Inn Nairobi and Sarova Stanley. It was great fun spending time at the casinos but there was no sight of lady luck favouring them! Just before departure on the final day the group had a lunch with all the sponsors and tour organizers of Kenya at a famous Indian restaurant Haveli. Says Mr Imtiaz "We would be failing in our duty if we did not mention the help and support we received from Rajeev and Karan of KTB without which our trip may never have taken off!"



On the way to Masai Mara



Members with the Masai Mara locals



African Lion



The group at the Nairobi airport.

**ANNOUNCING!**

**THE INDIAN TRAVEL CONGRESS**  
59th CONVENTION & EXHIBITION OF TAAI

**FROM 24TH - 26TH SEPTEMBER, 2010 IN BEAUTIFUL PHUKET, THAILAND**

**PLEASE BLOCK THESE DATES RIGHT AWAY IN YOUR DIARY !!**

## SNIPPETS

### Ten Marketing Ideas That Sizzle June 14, 2010

Dave Stockert, director of sales training for Holland America, speaking at the American Marketing Group's Got Talent global conference last week. "Everywhere you go you need to leave a trail of you and what you do," Stockert told the audience.

There are many ways to do this, from leaving pamphlets in places you've visited, to handing out business cards at restaurants, on planes and in doctor's offices.

Here are 10 marketing ideas that Stockert said will help agents take their business to the next level.

1. **Ask your dentist** (and if you're a woman, your gynecologist too) if you can put a cruise or beach poster on the wall or ceiling of the office. At the dentist patients can spend up to an hour staring at the ceiling wishing they were somewhere else. Put a calming poster of a beach up there for them to look at with your agency's name prominently visible in the corner and they'll start dreaming of their next getaway.
2. **Tie balloons on** the mailbox of returning customers. Make sure the balloons indicate that your clients have just returned from a marvelous vacation. For example: "Welcome back from your fabulous cruise vacation" and put your contact information on the balloons. Your clients' neighbors will want to know more about the vacation, as well as about the thoughtful agent that left the welcome home balloons. Before selecting which customers to welcome home, try to check in by e-mail at some point during their vacation to ensure they did indeed have a good time.
3. **Take your supplier** and destination DVDs to your local video store. Or buy an extra copy of any movies that feature destinations prominently and offer them to the video store. The store can make them available as free rentals courtesy of your agency. Make sure your business card or a sticker with your contact information is on DVD jacket. If you're currently running a special on that destination, ask the video store to insert a flyer into the DVD box.
4. **Ask your local** dry cleaner's to jointly promote with you. Put stickers with your contact information and current specials on the hangers. Offer a referral fee to the dry cleaner for everyone who books with you.
5. **Leave your business** card when you tip waiters, bus boys, and when you pay the grocery clerk. Don't forget they take vacations too, and would probably love to find someone who can help them arrange the perfect trip within their budget. Most will be young, perhaps in college. Get them while they're young, and you may capture their wedding, honeymoon and family business in the future.
6. **Send a brightly** colored flyer advertising your latest specials in all the bills you pay. Someone opens those envelopes, and they'd probably rather be somewhere else.
7. **Offer to speak** about specific destinations, cruises, or even how to pack for a vacation at your local Chamber of Commerce, Rotary Club, library, etc. Bring lots of brochures and business cards.
8. **Put your logo** on a temporary tattoo and create a tattoo parlor at the next local street fair. While you're putting the tattoo on a child, have a co-worker inform the parent about your agency's latest family travel packages.
9. **Send Thanksgiving cards** instead of standard holiday cards. You'll get a jumpstart on your competition and get your clients thinking about booking their vacation for next year a little earlier than usual.
10. **Mail post cards** to current and potential clients. Not only might you attract their attention, the mail carrier will start to take notice too.

But most important of all, Stockert advises – do something! If it doesn't work, do something else. No idea is too crazy.

### Two Airports For Goa

The Press Information Bureau dated June 10 says that The Government has permitted the continuance of Dabolim Civil Enclave for civilian operations even after the commissioning of the new Greenfield International Airport at Mopa in Goa. This is a review of the decision of the Government taken on 29 March, 2000. At that time the Government had also decided on the closure of the existing airport at Dabolim in Goa for civil operations upon the commissioning of the Mopa Airport.

This has happened because the Committee had got a fresh study conducted by the International Civil Aviation Organisation (ICAO) on the possibility of the co-existent of both Dabolim and Mopa airport. The ICAO study revealed that it was possible to operate both the airports with equitable distribution of traffic between them. Taking into consideration the expansion of the existing civil enclave by the AAI, the ICAO study concluded that even after the expansion, the Dabolim Airport will be saturated by 2013.

### Cartoon Time



## SNIPPETS

### New concerns arise over body scanners

Aviation security experts say the machines may miss items that metal detectors catch. Airline passengers may also be able to hide materials in the groin or body cavities.

Mr Ken Dilanian, reporting in Tribune Washington Bureau says that as the government begins deploying whole-body imaging machines to replace metal detectors at airports nationwide, some security experts worry that the new technology could make it easier, not harder, to sneak weapons and explosives onto airplanes.

The Transportation Security Administration in USA has decided to double its investment in the new machines, with a goal of installing 450 across the country by the end of the year and 1,800 by 2014. The machines are best-known for the privacy issues they pose, because they can peer through clothes and present screeners with an image that some have likened to a virtual strip search.

The government has addressed those concerns by obscuring the faces of those being screened, preventing examiners from seeing the passengers, and allowing the option of a physical pat down.

### Global Aviation Returns to Profitability: IATA Published: 09 Jun 2010

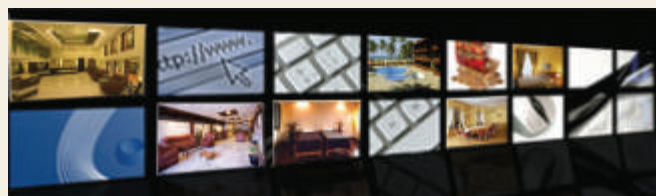
The International Air Transport Association (IATA) expects airlines to post a global profit of \$2.5 billion in 2010. This is a major improvement compared with IATA's previous forecast released in March of a \$2.8 billion loss.

Industry revenues are forecast to be \$545 billion in 2010. This is up from the \$483 billion in 2009, but still below the \$564 billion achieved in 2008.

"The global economy is recovering from the depths of the financial crisis much more quickly than could have been anticipated. Airlines are benefiting from a strong traffic rebound that is pushing the industry into the black. We thought that it would take at least three years to recover the \$81 billion (14.3%) drop in revenues in 2009. But the \$62 billion top line improvement this year puts us about 75% on the way to pre-crisis levels," said Giovanni Bisignani, IATA's Director General and CEO.

#### Highlights of the revised forecast include:

- Traffic:** Passenger traffic is forecast to grow by 7.1% in 2010 while cargo traffic will expand by 18.5%. This is significantly better than the previous forecast growth of 5.6% and 12.0% respectively. Over the first quarter, the industry was growing at an annualized rate of 9% for passenger and 26% for cargo. Much of the cargo growth is associated with inventory re-stocking. As this cycle completes with normal inventory to sales ratios, we are expecting moderate growth driven by consumer spending.
- Yields:** Yields are now forecast to grow by 4.5% for both the cargo and passenger business. This is a significant improvement from the previously forecast yield growth of 2.0% in passenger markets and 3.1% for cargo. The 4.5% rate is just ahead of consumer price inflation. This is contributing strongly to the 13% rise in revenues forecast for 2010. Despite the increase, revenues remain 4% below their 2008 peak.
- Load Factors:** New capacity will be added to the global system as a result of the 1,340 aircraft that are scheduled to join the fleet in 2010. Of these, approximately 500 are replacement aircraft while the rest will be new capacity. Latent capacity is also present as a result of reduced long-haul fleet utilization which remains several percentage points below pre-crisis levels. Over the year, we expect an average demand improvement of 10.2% (passenger and cargo) to be met with a 5.4% increase in capacity. This will support load factors which remained near record levels for most of the first quarter.
- Ash:** Air space closures following the eruption of an Icelandic volcano dented the recovery in April as a result of over 100,000 flight cancellations associated with European markets over six days. While uncertainty remains with the potential for future eruptions, it appears that this was a short-lived shock. Early May figures show a rebound in traffic for European carriers.
- Premium Travel:** Despite earlier fears that the financial crisis would result in a structural change to the premium market, it now appears to be recovering cyclically in many regions—alongside improvements in global trade. Premium travel was rebounding at an annualized growth rate of 20% over the first quarter and economy travel is now back to pre-recession levels. In the absence of a strong improvement in consumer confidence that would be needed to drive leisure traffic growth, it would appear that business travel also supported some of the recovery in the economy cabin.
- Fuel:** Fuel costs continue in line with the previous forecast expectations. IATA maintained its expectation for an average annual oil price of \$79/barrel (Brent) in 2010.



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## GUEST ARTICLE

## Shared Services in Challenging Times

The e-ticket has touched our lives in more ways than a cursory imagination would transverse. The Shared Services business model in travel management has the e-ticket to thank for its prognosis. But that is not all there is to it....

Since 2007, the world economy has performed a 180-degree turn, presenting a whole new set of challenges to business everywhere, and to the shared services conceptually, that support them.

Whereas, most shared services supporters earlier were focused on helping their organisations pursue growth in a robust economy, they now turn to it to support intense efforts to reduce costs, and improve efficiency, in what has become for some organisation, as struggle for survival. This has allowed the urgency to tackle more organisational and structural issues, and push through difficult changes. This will now present organisations to help drive renewed growth when the economy recovers.

Opportunities are likely to abound for turning today's increased appetite for change into lasting improvements with "mopping-up" of moving legacy processes to shared services, that were left behind in previous waves of consolidation.

Besides taking over more work from local and regional operations, shared services should help cut costs by implementing and / or improving enforcement of controls over spending, service deliverables, delivery of customer advisory services, support International Financial Reporting Standards (IFRS) and support broader business goals, in areas ranging from enterprise growth to talent mismatch across the country. If one was to list this out in priority in the travel business, they would descend in the following order:

- Reduce cost
- Improve process
- Increase customer satisfaction

- Improve quality
- Expand scope of product enhancement & distribution
- Enhance technology
- Increase service innovation
- Dependence on talent availability mismatch, specially tier II and III cities
- Data visibility and control

**Summarised by the words – eliminate, simplify, standardise and automate.**

The larger travel companies are realizing these to be strategic enablers and not just business supporters. Therefore, there is a case for smaller and independently run travel companies, to look beyond the current front end mergers for airline and product based rate benefits, but rather a pursuit to aggregate multiple agencies, multiple locations under the shared services umbrella of polarisation.

What was triggered by an e-ticket distribution, could encapsulate front, mid and back office processes, human talent, real estate, aggregated technology, analytics and advisory to name a few.

Customer governance is a perennial challenge in the shared service model. Therefore, a need to have a strong customer-partnership during the implementation. These aspects can be circumvented by site visits, SLA's structured customer conference, joint leadership meetings, resolution process and a focus on being a consultant, rather than a service delivery conduit.

Increasing value, to move forward.

**By Ashish Kumar**

Mr Kumar is the CEO of AK & Associate, a travel management advisory and consulting firm.

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- ITTE 2010 is India's leading and exclusive B2B Travel Trade Exhibition.
- Take advantage of the best opportunity to meet clients from all over the world and forge new strategic business relationships.
- Help promote tourism and business and seek out new markets of the fast growing South Asian Tourism market.

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- The best networking and business opportunities under one roof
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- Creates strategic alliances and partnerships
- Opportunities for investing in the tourism industry
- One to one meeting points for tapping potential strategies