

# TREND BOOK #4



WELCOME CITY LAB



**THE MAJOR TRENDS IN  
TOURISM, NOW AND IN THE  
FUTURE**



PARIS

SKÅL  
INTERNATIONAL  
Connecting Tourism Globally

PARIS&CO

**Welcome City Lab's**

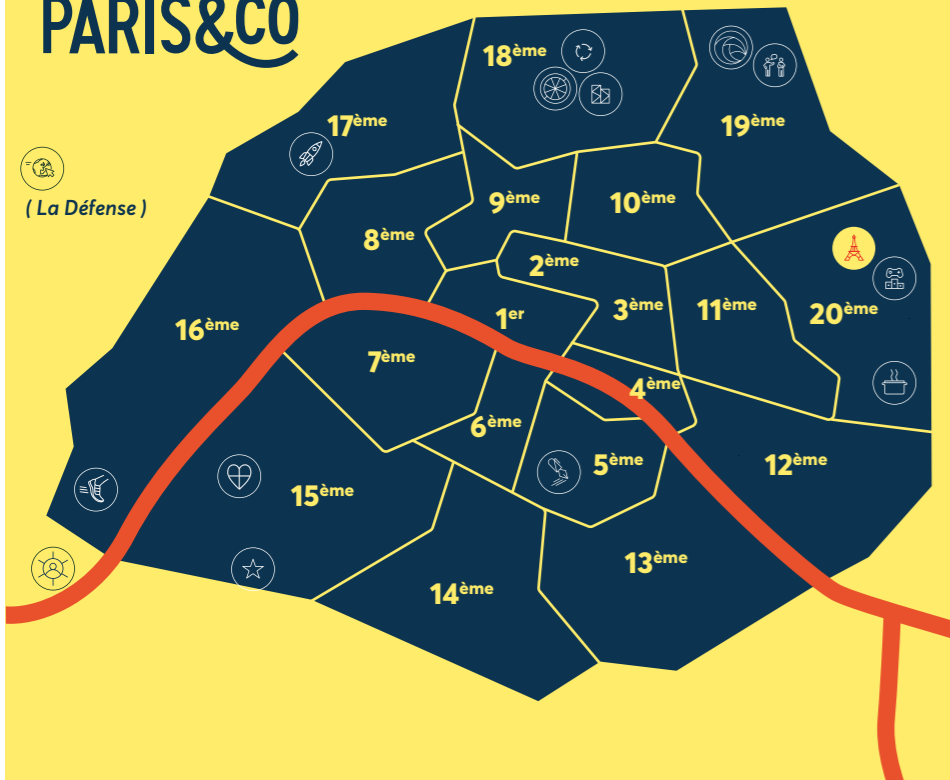
# **TREND BOOK**



# PARIS&CO

Paris&Co is the innovation and economic development agency for Paris and mainland France. It encourages the development of innovation through the incubation of more than 500 French and foreign start-ups each year, by testing innovative solutions, and by organising national and international events. It is developing its activity in a spirit of open innovation, working closely with more than 120 companies and major institutions.

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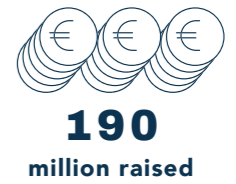
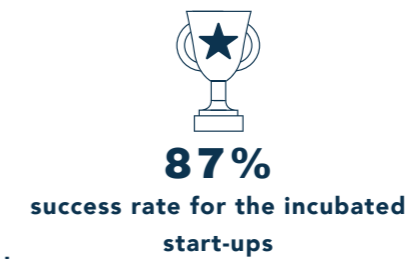
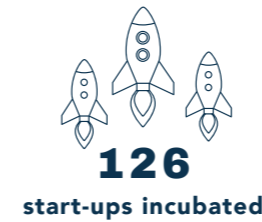
# WELCOME CITY LAB

Welcome City Lab is an innovation platform dedicated to urban tourism, including the world's first incubator specifically for this sector.

It was created in July 2013 by Paris&Co with the support of the City of Paris, BpiFrance, the Paris Convention and Visitors Bureau and the Directorate General for Enterprise (DGE). Its other founder members are Aéroports de Paris, Air France, la Caisse des Dépôts, Galeries Lafayette, Pierre & Vacances, Paris Inn Group, RATP, Skyboard, Sodexo, and Viparis. The innovation platform offers a range of services to start-ups and players in the tourism sector: an incubator, a place for meeting, discussions and co-working, a platform for experiments, and a monitoring cell.

## KEY FIGURES

for Welcome City Lab after 7 years



[WELCOMECITYLAB.PARISANDCO.PARIS](http://WELCOMECITYLAB.PARISANDCO.PARIS)



## SKÅL INTERNATIONAL, THE BIGGEST ASSOCIATION OF TOURIST PROFESSIONALS IN THE WORLD!

**Karine Coulanges**

Présidente est heureuse de renouveler le partenariat avec le **WELCOME CITY LAB** pour la deuxième année consécutive.

The SKÅL Club in Paris was founded on 16 December 1932 at the Scribe Hotel after an "Eductour" in Sweden, which brought together the heads of tourist and travel companies that were all based in the Opéra district in Paris. On 28 April 1934, this Friendship Group became the Association Internationale des Skål Clubs (A.I.S.C.) when there were already twelve clubs in five countries, and Florimond Volckaert had the idea of bringing them together in an international organisation, of which he became the first International President.

Over the years, SKÅL INTERNATIONAL has never stopped growing based on a philosophy of building strong business connections at a regional, national and international level. The association's slogan even became "Do Business Among Friends".

SKÅL INTERNATIONAL is the only organisation for tourism and travel managers that combines every sector of the industry, such as traditionally, hotel owners, tour operators, DMC (Destination Management Company), MICE (Meetings, Incentives, Conferencing, Exhibitions) Leisure Agencies, transporters, car hirers, Tourist Offices and Governmental Organisations, airlines, river and sea cruises, and other new business lines created in this sector and the technological developments.

The association brings together company directors, executives and Young SKÅL, for students, start-ups and young professionals in every branch of the Tourism & Travel sector. The aim is to help them to create a network and to assist them in finding their place in the profession.

SKÅL INTERNATIONAL now has around 15,000 members in 365 Clubs in 90 countries: only members have access to the file. The association organises meetings at a local, international and international level, such as meet ups, dinner-debates, conferences and trade fairs. Every year the SKÅL INTERNATIONAL World Congress is held in a different country: in 2019 a cruise starting from Miami, in 2020 it will be in Croatia. In addition to an annual World Congress, each region also organises its own regional congress, particularly in Europe, North America, Latin America, Asia and Oceania.

SKÅL takes part in many international trade fairs such as FITUR Madrid, ITB Berlin, BIT Milan, IMEX Frankfurt and USA, WTM in London and many others.

Members of SKÅL enjoy several advantages: beneficial rates, upgrades, reductions when they show their SKÅL card, etc. SKÅL is a member of the World Tourism Organisation, which has the aim of promoting the development of responsible and sustainable tourism that is accessible for everybody.

SKÅL is also a member of other major international organisations such as PATA, IIPT, The Code, ECPAT, ICTP, and the STI.

In 2002, SKÅL INTERNATIONAL created the "Sustainable Tourism Awards" that are open to companies in the public and private sectors, educational institutions, NGO and governmental organisations. For more information, see the website skal.org.



## THE NATIONAL NETWORK OF TOURISM INCUBATORS AND ACCELERATORS

### HELPING A NEW GENERATION OF ENTREPRENEURS TO SUCCEED

For two years now, France Tourisme Lab has been pursuing the objective of stimulating innovation in tourism throughout the country. Our aim is to ensure that France stays at the cutting edge of trends and to guide the creators of the companies that are inventing the future of tourism.

With this aim, the network's role is to assist and federate structures assisting start-ups, all of which are specialised in 1 or 2 specific branches of tourism. This positioning is determined according to the regional tourism strategy and ensures, for each company creator, optimal and bespoke guidance.

France Tourisme Lab invites you to share its values: excellence, mutual assistance and putting people at the heart of innovation.

France Tourisme Lab also supports 2 projects:

◆ **THE "CAMPAGNE PARADIS" (Country Paradise) Project**, which incites innovation in tourism in rural areas to make the countryside appealing and attractive.

◆ **THE "STIMULER L'INNOVATION" (Stimulate Innovation) Project** with players in tourism through building relationships between start-ups and key accounts.



**Would you like to join the network or contribute to its development?  
Contact the France Tourisme Lab team**

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DGE / Sous-Direction du Tourisme

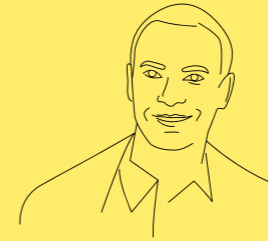
# THANK YOU

**TO SKÅL CLUB AND PARIS CITY HALL FOR THEIR DIRECT SUPPORT IN CREATING THIS TREND BOOK.**

**TO FRANÇOIS PERROY FOR EDITING THIS FOURTH EDITION OF THE TREND BOOK, TO ALL OF OUR FOUNDING PARTNERS AND FINALLY TO MTLAB MONTREAL, OUR FIRST INTERNATIONAL PARTNER.**



## THE TEAM



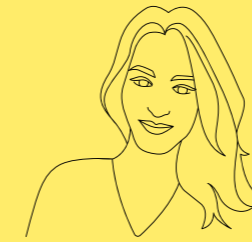
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*Project Manager*



**LOLA VASSILEFF**  
*Chief Happiness Officer*

Since the launch of Welcome City Lab, nearly 6 years ago, we have often been asked “Doesn’t this proliferation of innovations in every direction mellow out over time?”.

It is true that the question is worth asking. We have also wondered. But the answer is no! The flow of innovations brought by talented start-ups is just as vigorous today, and this is very good news.

Isn’t it this amazing capacity to constantly reinvent ourselves and to find ideas that match our times what makes humans unique?

But ideas alone are not enough. They need to be put into practice, tested, tried on customers, corrected and checked once again, before being rolled out on a bigger scale.

That is where the participants in innovation have a role to play: incubators, accelerators, business angels, experts in collective intelligence, futurists, entrepreneur networks, etc.

It is this whole network that Welcome City Lab brings into action every year to draft its trend book, with the aim of identifying sufficiently significant signals across several continents.

We have a goal in mind: by analysing the positions adopted by start-ups at an international level, we try to deduce the major trends in innovation that will have an impact on the whole tourist industry in the near future.

This trend book is the fruit of a major work of analysis, forward thinking and editorial coordination supervised by Jeane Choffé, from Welcome City Lab, supported by Margot Monnin, advised by François Perroy, Emtio Tourisme/Agitateurs de Destinations Numériques, illustrated and designed by Alix d’Anselme, and completed by our colleagues in the Communications department at Paris&Co.

It benefits from the support of Skål Club, the leading global tourism association, which has nearly 15,000 members in more than 90 countries.

I would like to thank them all sincerely for their contributions...

... and I hope you enjoy reading it!

Laurent Queige

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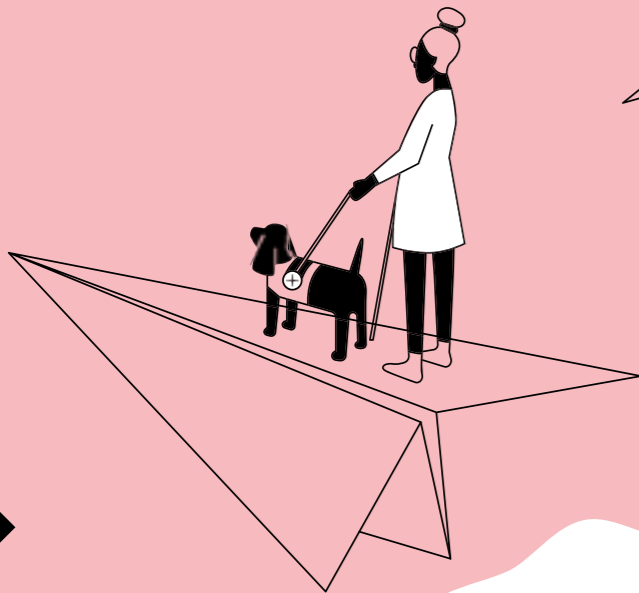
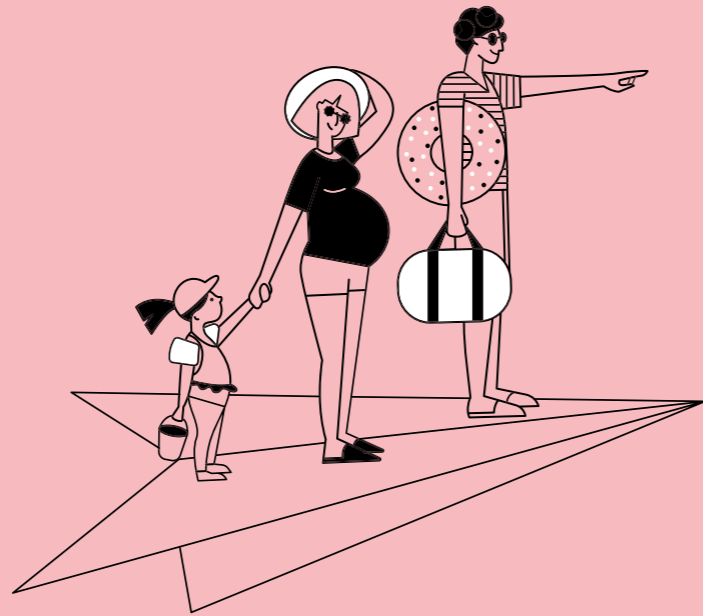
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# ACCESSIBILITY

TREND  
1



**T**he fact that tourist, leisure and event activities should be accessible seems obvious at first thought. The reality is far more nuanced. According to INSEE—the French national statistics office—in 2018, twelve million French people could not find a tourist offering that suited their level of mobility. These frustrations (queuing, travelling between different points of interest, suitable transportation, suitable paths, etc.) are even more critical for physically impaired people. In addition to those with different handicaps, there are families with young children and some old people that are less mobile. Large segments of the population cannot easily access leisure sites and activities as the mobility conditions are fragmented,

which makes travel and tourist experiences uncomfortable. This is all the more true in the very real expression “the last kilometre”. In this section on accessibility, we look at how things stand, the solutions that are under development and the outlook. Connecting travel conditions, the most diverse flows of people and means of transport in real-time with digital information and planning services, and the organisation of spaces all contribute to this movement towards more convenient, smart cities.



# The challenges of the last kilometre in tourist mobility

**Sophie Lacour**

Consultant  
DG Advanced Tourism

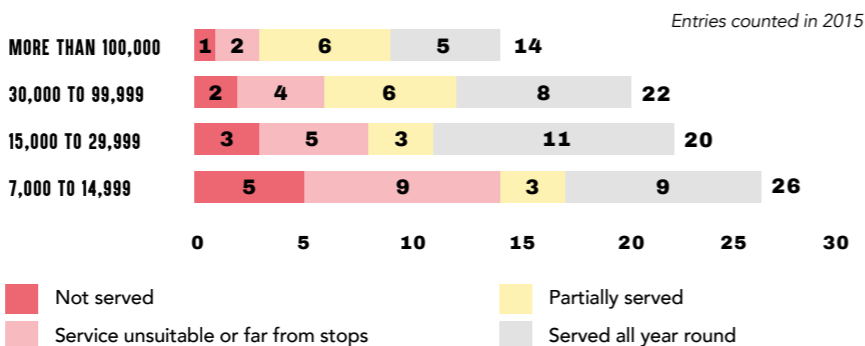
## The last kilometre is a headache with no single solution

The expression “the last kilometre” or “first and last kilometre” describes the start or the end of an individual journey made mostly using collective transport. In many cases, at the two ends, the starting point or the destination, can be hard or impossible to reach just on foot.

This last kilometre poses several challenges:

- ◆ Firstly, the experience, as the whole journey is not just made up of long distances travelled by plane or by boat.
- ◆ In order for a journey of 100 km to run smoothly, it is not just the first 99 km that need to be flawless, if the last kilometre is a frustrating waste of time. Otherwise, tourists will continue to prefer travelling directly by car, in spite of the variability of the journey time.
- ◆ Also, the fluidity and the diversity of the travel offering makes it possible to distribute flows of tourists over space and

**TOURIST SITES THAT ARE POORLY SERVED IN THE LOIRE VALLEY**  
Distribution of the 82 tourist sites from more than 7,000 entries in the Indre-et-Loire and Loir-et-Cher regions according to the number of entries registered in 2015 and the quality of public transport



Source: *The mobility of tourist customers in the Loir Valley – February 2017*  
from sources: SNCF, Route 41, AZALYS, Fil Bleu, Fil Vert, Le Lien, SITRAVEL, Le Bus, Tourinsoft (CRT,ADT) et Observatoires

time: extended the duration of the visit, serving remote areas, etc.

- ◆ In addition, this can reduce the impact of cars, reduce pollution, and facilitate access to towns and cities for customers that have accommodation over a larger area.

There are already many systems such as bikes, buses or taxis. But, as we are writing a “Trend Book”, it is interesting to take a look at the trends that we can identify for local means of transport.

## AUTONOMOUS SHUTTLES

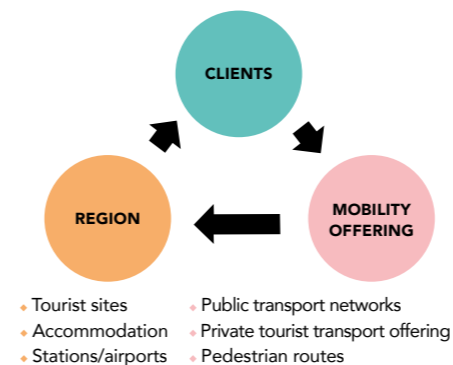
The last kilometre is a major field of investigation for automated autonomous vehicles. Several trials have already taken place or are underway. For example, in 2019 Val-Thorens offered skiers the use of an autonomous electric shuttle for over 30 days. This test, which was run by the ANMSM (French National Association for Mayors of Mountain Resorts) and the Commission Cimes Durables (an organisation promoting sustainability in the Alpes) will be extended for the next seasons. Other trials are underway in Lacanau or the Brenne Natural Regional Park.

## TAKING TO THE AIR

And why not travel by air? There has been a lot of talk about flying taxis or people carrying drones. In the field of tourism, the start-up Kiwi.com is positioning itself as a transporter for the last kilometre and destinations with no airport, by developing a pilotless electrical plane, with vertical take-off and landing (VTOL) and a range of 500km.

## TOURIST TRAVEL IN THE REGION

- Tourists from outside the region
- Local tourists (residents, etc.)



“Tourisme durable et mobilité intelligente”  
(Sustainable Tourism and smart mobility)  
Source: ATOUT France/urba2000

## BY HORSE

There is an increasing preoccupation regarding ecology and sustainable development. This offers potential for a return to old solutions such as horse-drawn transport. There are “utility horse” networks that offer a school bus service in Normandy or Montpellier. This means of transport could be used for the last kilometre. It would be a fun and sustainable approach for destination regions.

## NEW MODELS: THE FUTURE SOLUTION FOR THE LAST KILOMETRE?

But the future of the “last kilometre” may lie with new players in mobility.

Some towns and cities have started to sign contracts with private vehicle for hire services to improve access to public transport, particularly for tourist sites. For example, the public transport authority for Nice and Uber signed a partnership in 2018 to offer additional transport at night. According to Philippe Pradal, Chairman of the Local Transport Authority, “it is an on-demand public transport service, not a taxi service, to take passengers over the last kilometres”. The service is offered at a fixed rate of €6 for travellers who wish to make a one-way journey from or to six tram stops. To guarantee the fixed rate, the two companies split the payment for the journey equally between them.

In North America, Uber and Lyft are taking part in dozens of experiments in which their subsidised private hire vehicles make up for a lack of public transport. Uber even offers to manage transporting residents or tourists for cities using its UberPool journey sharing service. The towns subsidise the journey to bring the price closer to the cost of a bus ticket, or to make it competitive compared with using a personal car. In some cases, Uber actually becomes a public transport

service, such as in Pinellas Park, a town in Florida with 50,000 residents that offers no public transport. These companies will continue to grow in the local transport sector and will soon offer services in tourist resorts that currently have little or poor service.

The traditional offerings of public transport services and taxis are facing competition from new alternatives. These new services are not all focused on tourism, but can easily be used by tourists. Tests have shown that an on-demand transport system, integrated into the main public transport network, offers a major improvement to cover the “last kilometre” of the tourist chain. Each region can create new and customised solutions based on tourist or local cultural practices (e.g. bikes). The value of offering solutions for the last kilometre can also be part of a sustainable development policy: more tourists arriving in a region by collective transport and using public transport to move around contributes to reducing pollution. This can also help to improve the accessibility of some sectors and spread accommodation over a wider area.



# 100% fluid mobility for everybody?

**Sébastien Guillon**

Co-founder  
Andyamo

**Tourists with a physical handicap go through a real obstacle course when they travel. At every stage in our life our physical capacities are reduced in a temporary or permanent manner. We move more slowly, we need to catch our breath and we favour as far as possible transport solutions to avoid walking too much.**

**18% of the French population currently has reduced mobility, and we all will be in this position at least once in our lives. We will consider the example of these 5 times of life:**

**1 ♦ As a 5-year old:** as an adventurous young kid you run everywhere, touch everything and your legs quickly weigh a tonne. You feel tired and you stop every 10 metres to ask your Mum for chocolate ice cream.

**2 ♦ As a 15-year old:** as a rebellious teenager, after a weekend skiing, you are trying to impress your best friend in the moguls. 2 days later you are on crutches with your foot in plaster. The story will keep your friends entertained for years!

**3 ♦ As a 28-year old:** you just found out you are going to be a dad! Fortunately, the girl you met skiing was impressed by your fall. You are strolling happily on the banks of the Seine with your pregnant fiancée.

**4 ♦ Nine months later:** it is boy! You are walking through the Tuileries Gardens under the sun with your baby in a pushchair, looking for a cool spot.

**5 ♦ As a 95-year old:** still alive and still just as curious, you go to the Orangerie Museum with your grandchildren. "Hey kids! Wait for grandpa!" With your walking frame you do your best to catch-up with them!

What does it change basically? Are these people not just a little bit slower than usual? In fact, this reduced mobility quickly becomes an issue when the organisation of towns is unsuitable. People with reduced mobility face a real obstacle course every day. This prevents them from being independent and stops them dead on their journeys. What are the obstacles to mobility? There are at least 3 breaking points.

## AT ANDYAMO

**WE CREATE TOURIST ROUTES THAT ARE 100% ACCESSIBLE FOR WHEELCHAIRS THAT INCLUDE:**

- ♦ **PLACES** - restaurants, museums, monuments – accessible by a ramp (with disabled toilets)
- ♦ **ACTIVITIES** - adapted to your handicap – leisure, culture, walks or simple tours of the town
- ♦ **FLAT STREETS** (with a pavement that meet standards for handicapped people))
- ♦ **MEANS OF TRANSPORT** finding the most suitable means for your destination

## IN MEANS OF TRANSPORT

You are in Paris for the weekend, with your child in a pushchair. The weather is great, you have planned a walk in the Tuileries Gardens. You instinctively go for Metro line 1 without thinking about it. Everybody takes the metro in Paris. When you get there, there is no lift to the metro platform. The only route is to climb three flights of ten stairs to get there. You are alone with your pushchair... What do you do? Do you think it is okay to ask a stranger to help you every time you need to carry your pushchair? And if you are in a manual or electric wheelchair that weighs 250 kg what do you do? You find out about taking the bus. But, which buses are equipped with an access ramp and a reserved space inside? Which is the closest stop to the Tuileries Gardens that is accessible with a large a pavement that is high enough for the bus ramp to be used?

## BY ROAD

When you get off at the nearest bus stop to the Tuileries Gardens, you get out Google Maps to direct you over the last 100 metres. Once again, the first pavement you are told to take has a 10 centimetre curb. Sure, it is accessible with a pushchair, but the experience is unpleasant if you have to lift the pushchair up and down every time. How can you find the most accessible route to enjoy a certain level of comfort? Just think about if you had a physical handicap. Those people have no way of climbing onto the pavement. What do they do? In actual fact, they stay on the side of the road or in the bike lane. What would be the best route to get around safely without putting yourself in danger?

## AT TOURIST SITES

You finally made it! The Tuileries Gardens are beautiful, there is shade, coolness and flowers! After a little stroll you see that the Orangerie Museum has a temporary exhibition. You check their website to see if it possible to visit it with a pushchair. How do you get in? Is there a ramp? Are there lifts that are big enough to take the pushchair to different floors? Are there changing tables in the toilets so you can change your baby's nappy? Can you heat the baby's bottle in the Museum's café? On the website it just says, "Accessible for people with reduced mobility".



## Trend 1 . Accessibility

Who would be reassured by such a vague statement? Why put everybody in the same basket (families with pushchairs, handicapped people, pregnant women, the elderly, etc.) when everybody has very specific needs?

At this stage with the clear failure of proactive policies there are two options open to us:

- ◆ Either, we give up as it is too complicated to organise a journey confidently and to overcome all the breaking points alone. We can criticise the accessibility of the Paris Metro system, the lack of initiatives by the authorities and politicians and stay at home...
- ◆ Or, we make the most of what has already been made accessible (the tourist sites and activities in the city). We gather accurate information that is suited to the type of reduced mobility. We connect these tourist points of interest to each other with the best route and most appropriate means of transport.

### ANDYAMO'S CONTRIBUTION

With my two partners (Marco Petitto and Florian Blanchet), we have chosen option two. We have given ourselves the mission of making travel as smooth as possible for people with reduced mobility when they set off on a journey.

How? We aggregate and process the three essential sources of data from towns and cities (roads, transport and tourist sites) so that everybody can create their own 100% accessible tourist itinerary according to:

- ◆ Their profile (with friends, family, as a couple, etc.)
- ◆ Their level of mobility (with a pushchair, with crutches, in a manual or electric wheelchair, with a walking frame, etc.)
- ◆ Their centres of interest (art & culture, visiting historical sites, getting off the beaten track, etc.)

If you are a family with a pushchair and you want to see the essentials in Paris next weekend, we recommend the best accessible tourist itinerary for you with an accurate guide on an interactive map, which includes:

- ◆ A detailed description of the accessibility of the places to be visited that suits your needs.
- ◆ A pedestrian route that connects the tourist sites to each other that always favours:
  - an accessible dip to get the pushchair on and off the pavement,
  - a smooth pavement surface (without shaking),
  - no slope and sufficient width to turn around easily and safely, and appropriate means of transport for your mobility - with the best times to avoid busy periods.

In conclusion, I am convinced that mobility can be smooth for everybody if, and only if, we do all we can to collect the accessibility information from towns and cities that are:

- ◆ Detailed: accurate information that meets the specific needs for each type of reduced mobility.
- ◆ Fresh: regularly updated information to take into account any temporary obstacle on a road (roadworks, signalling problems, bins, etc.).
- ◆ Reliable: information that has been tested in the field and validated by people with reduced mobility.

Paris will be hosting the Olympic Games in 2024. Let's grasp this opportunity to make the capital welcoming for every type of tourist and create smooth travelling experiences that are customisable and magical!



# HANDICAP IN FRANCE

**24% OF THE LABOUR FORCE** Suffers from one or more handicaps, i.e. 9.6 million people between 15 and 65 who live in their own home

(official acknowledgement, a health issue lasting more than 6 months, major difficulties in moving around or for daily activities, for work or having suffered one or more accidents in the work place over the preceding year)

### DISTRIBUTION OF DEFICIENCIES

**54% WOMEN**

**46% MEN**

54 % are women although they only account for 50.6% of the labour force

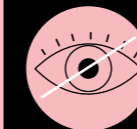
### THE DIFFERENT HANDICAPS



**2,3 MILLION** IMPAIRED MOBILITY



**5,2 MILLION** IMPAIRED HEARING



**1,7 MILLION** MILLION IMPAIRED SIGHT



**0,7 MILLION** COGNITIVE IMPAIRMENT

### DISTRIBUTION OF MULTIPLE HANDICAPS IN THE LABOUR FORCE (%)

**42%**  
1  
HANDICAP

**20%**  
2  
HANDICAPS

**17%**  
3  
HDGP.

**12%**  
4  
HDGP.

**8%**  
5 H.  
OR  
MORE

Source: [www.seton.fr/infographie-handicap-france.html](http://www.seton.fr/infographie-handicap-france.html) (Enquête INSEE, 2007)

# Waze for bikes

**Silvi De Almeida**

Communications Director  
Géovélo

**We are always asking more of our towns and cities: living better, consuming better and travelling better... However, the all-car era is over. Rethinking transportation in town centres means moving towards better accessibility, which is shared, and goes as far as the last kilometre.**

Studies agree on the fact that the quickest means of travelling the last kilometre is by bike. However, 70% of journeys of less than 5 km to get to work are still made by car according to INSEE (the French national statistics office). Employees are though increasingly asking for alternative modes of transport that improve their well-being and productivity, and reduce their expenditure.

An increasing share of the population commutes between their home and place of work, not to mention that distances are increasing. In 2012 there were 17 million commuters out of a labour force of 26 million. "A major challenge for accommodation over the next twenty years is therefore transportation, its duration, its accessibility, service, etc." states the report by Terra Nova and the Banque des Territoires (a State investment bank supporting local authority housing initiatives). The document highlights in figures that the time spent on travelling to work has been increasing according to an excerpt from studies by Dares and Insee:

- ◆ 40 minutes in 1998,

- ◆ 50 minutes in 2010,
- ◆ 60 minutes in 2018 (which corresponds to the average of our European neighbours). Other data drawn from another Dares study (2), compare the transport time with the size of the resident's municipality:
  - ◆ Residents of small towns and isolated communities: 35 to 37 minutes,
  - ◆ Residents of larger towns: 43 minutes,
  - ◆ Residents of the outskirts of major towns and cities: 57 minutes,
  - ◆ Residents of Greater Paris: 68 minutes.

Greater fluidity means rethinking and diversifying the means of access in urban and peri-urban areas. By imagining diversity in means of transport, whilst leaving a central place for active modes, we can design how a city of the future will look.

## INFRASTRUCTURES: A COMPLEX ISSUE

Every year, at Géovélo, we note that the more a city develops its arrangements for cycling, the greater the increase in the number of cyclists.

*"At a local level, it is interesting to give an advantage to cyclists and pedestrians in terms of journey times and the quality of the routes: quick and clear access to the centre from a new district will have a positive impact on the safety of journeys, the accessibility of daily activities and more generally on improving the quality of life for the residents".*

*Développer les modes actifs sur les territoires (Developing active means of transport in the regions)*  
Source: ADEME (French Agency for the Environment and Controlling Energy)

Also, daily bike users no longer make any distinction between tourist cycling arrangements and standard provisions (*Loire à vélo - the Loire on a bike*). They ride on them and get around an area safely. We are assisting 16 major cities in this aim: Paris, Nantes, Tours, Toulouse, Avignon, Rouen, Rennes, etc. The cities aim is to better understand the journeys and to better organise the facilities. The goal is to alleviate congestion in the centres by offering another travel alternative.

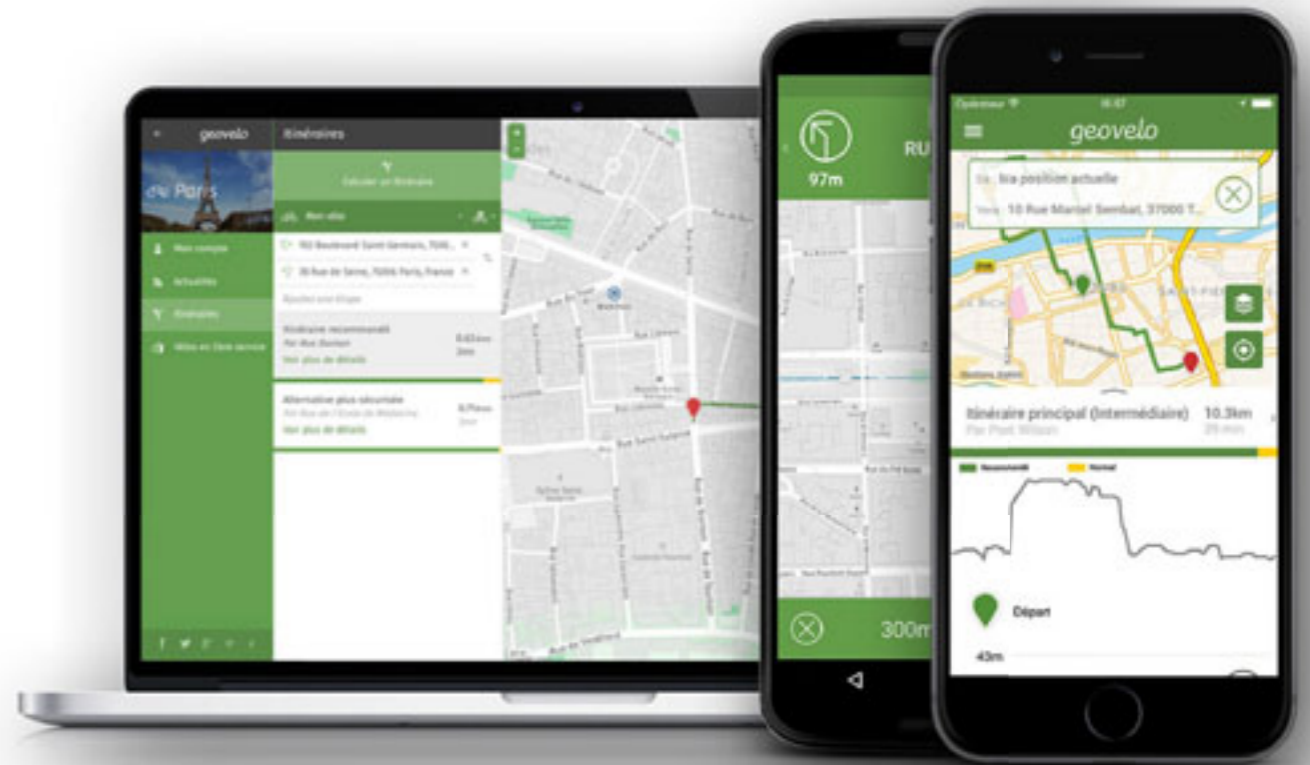
## INTERMODALITY: THE FUTURE

Independent mobility can also mean using several modes of transport for the same journey. There are efficient alternatives to some journeys by car. We often see that the Géovélo route finder is used in two different towns in the same day. Railways play an important role in this situation. Self-service, personal and folding bikes or scooters work well in combination with trains. We are also seeing the development of many intermodal areas in stations: bike parks, secure shelters and the implantation of mobility services.

## MORE SERVICES, MORE EVERYTHING

And when everything is in place to get around better, there is the freedom to choose the means of transport. Cities like Nantes, for example, have developed a simultaneous offering of different bike services: short or long term hire, personal bikes, electric bikes, cargo bikes, etc. The 'free floating' offering has brought about new types of users. According to the 6T Recherche design office, in Paris, two thirds of people have never used a bike. The subject is a cause of great debate and a demand for regulation is under consideration. But the fact remains that women and men have found a means of transport that suits them. Particularly in the case of scooters, which are easy to carry on public transport.

By better organising means of transport and offering a new space for active modes, towns and cities help to make urban areas more peaceful: centres more accessible and, above all, less noisy and less polluted.



Source: Géovélo

# Can virtual reality be a rival for physical tourism?

**Benjamin Atlani**

Co-founder  
WideWebVR

**Travelling through time and space, this is the dreamlike promise of Virtual Reality in tourism. In 2019, it is time to look at how this technology is used by players in tourism and culture themselves.**

**During a holiday, the tourist experience before the holiday, in transport and on site is not always smooth. Mobility is often broken and this observation is all the more true for people with reduced mobility. What if, in this case, the off-site and on-site experience were to become more fluid using the resources of VR?**

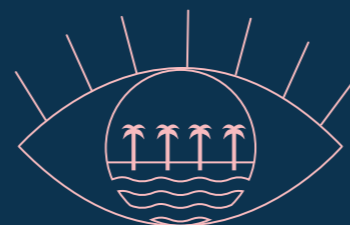
When it comes to travelling, people with mobility issues, like everybody else, want to discover new horizons, experience strong emotions and meet people. But specific difficulties, resulting from handicaps, often make this intention hard if not impossible.

Ex situ VR experiences mostly aim to incite the desire to go somewhere and therefore meet some of the issues of accessibility. They have different roles: generating emotions and making people want to get away, let people meet each other and create meaning, "gamifying" experiences to entertain or even to see before buying. For people with mobility issues, and in particular the least mobile amongst them, the first two uses are the most relevant.

For example, Oseos is an organisation that offers a package of a headset and VR content for centres for handicapped

people. The principle is based on group events with ten people who simultaneously access content with extraordinary activities such as parachute jumps, encountering elephants, swimming with dolphins, etc. The experience can offer a real break from reality and help people to forget the trials of life. The idea is to allow people to connect with their peers and to share the experience together.

Essentially, if we are honest, is that not what we are looking for when we travel? And could this sensational VR experience be of interest to any audience? In any case, I know plenty of able bodied people who would never go swimming with sharks or parachute jumping...



## WE DO WE TRAVEL IF IT IS NOT FOR EXCITEMENT?

If I could no longer physically travel, I think that there are two essential things that I would miss most: the cuisine, and unexpected encounters. From what we know of VR and its capacity to move the mind, I mean its capacity to take us mentally and physically into the story that is being told, we believe that it can offer us many sensations.

At this stage, for sure, VR cannot fully replace travel. However, if we look at different uses, there are many situation where it can contribute to improving tourist experiences.

Since 2017, the WideWebVR team has been carefully monitoring how VR is used around the whole world. This led us to carry out a study.

## SOME INTERESTING EXPERIMENTS

- VR creates a range of emotions and allows people with reduced mobility to discover destinations and to travel through time and space without moving. Typically, 360° videos "The Joy Index" created by Conde Next Travel, are good examples to be copied due to the quality with which they are made. The one of Shanghai, China, has in particular been subject to tens of thousands of interactions. Club Med was also a pioneer in the tourist industry by creating content in 2015. Today, more than 26 videos of villages filmed in 360° show the wealth of experiences of Club Med villages around the world. Even destinations that are out of bounds become accessible. The "Chernobyl VR – A future that was lost" experience offers proof. It allows users to take an unimaginable journey: visiting a prohibited area and exploring through time, as it offers explanations for what happened.



Source: WideWebVR

- VR can offer encounters and activities filled with meaning. This content can, to a certain extent, quench our thirst for knowledge. "The elephant seals of the Falkland Islands" is an experience made by the Falkland Islands Tourist Office that puts the audience in the middle of a colony of elephant seals. A completely unique encounter that makes you want to travel to the other side of the world! Taking a more historical angle, you can visit Anne Frank's house from the comfort of your own home. Using a virtual reality headset, the "visitor" can immerse themselves, for 25 minutes, into the heart of a tragically known hiding place.

- VR is a journey in itself that is also a fun activity. Through VR content users can interact and play with the content and the narrative. It has been proven that by interacting, the degree of attention increases in the short-term, and the creation of memories as well. Typically, the New Caledonia Tourist Office offered, through the agency Semply.Digital and the start-up WideWebVR, the first virtual reality marketing game directly online: arousing the interest of a whole new base of potential visitors.

- Can VR be a solution to counter over-tourism? In part, yes. For example: instead of going to Barcelona to stroll through Las Ramblas visitors—be they people with mobility issues or able bodied—can first

try the experience using VR and see how it is to be alone on this amazing street. This has not been possible in the real world for many years. And when the time comes after all to actually travel to Barcelona, they can visit other sites rather than the famous Las Ramblas. Also, once on-site VR can be used, if it is available in key locations (hotel lobbies, tourist offices, stations, airports, etc.) to choose the best route for the visit to suit your position (disabled or otherwise, busy periods, etc.). For example, we can design experiences that show the different activities and museums that are off the beaten track in a few minutes. A visitor's sense of satisfaction can be increased through the feeling of visiting places that are out of bounds or unknown.

These are just a few examples of interesting uses for VR that will certainly develop in the travel sector over the years to come thanks to feedback from users and all the start-ups that are proliferating in the sector.

From there to imagining no longer travelling at all... there is still a way to go!

# Accessible tourism is targeting the general public

**Igor Ambrose**

Co-founder  
ENAT

**Accessibility is on the way to becoming a seal of quality for tourist destinations, for tour operators and visitors.**

If you enter the terms “accessible tourism” into Google, there is a strong chance that **ENAT – The European Network for Accessible Tourism** appears near the top of your results - whatever country you are in. Our aim is to make tourism accessible for everybody, everywhere. Achieving this objective depends on the perception of visitors as people have different, personal needs. In other words, players in the tourist industry need to take into account the diversity of people in terms of age, health condition and level of handicap. This perspective is sadly neglected by most of the tourist sector, despite the obvious tradition of hospitality associated with this industry.

In reality, it has now been 30 years since in Europe, like the rest of the world, different players have started to become aware of the need to offer better access in the field of tourism. Public authorities and companies in the tourist value chain are therefore evermore aware of the need to make tourist sites, transport, infrastructures and services accessible to visitors who find it difficult (or are completely unable) to take part in an

excursion or to spend the holidays far from home. Also, many companies are seeing an increase in their turnover and their profits when they enter the market of making tourism accessible to the elderly, families and disabled visitors.

However, the vast majority of the “traditional” players in tourism are slow to realise that a large section of the population is not adequately served, or to speak frankly, is badly served by them. Clients of every age and ability with different health problems encounter huge difficulties when they travel. These issues are often caused by physical obstacles that block access to tourist attractions, and we can see the failings in terms of services for all the clients in question in terms of accessibility issues. And yet, these clients represent an untapped market, and as long as this situation lasts, destinations and companies will continue to miss out on a growing and fruitful market, lose turnover and damage their reputation.

## NEW BUSINESS PRACTICES

Whether accessible tourism is seen as an idea, a trend or a new business practice depends very much on how the messages are received, and on our capacity to raise awareness and educate the tourist sector, and to get others to adopt new habits. Our role consists in particular of involving players and stakeholders in tourism at new levels, of increasing their awareness and helping them to develop new business practices.

Accessible tourism is the driver of the experience economy. The agencies that make an effort to offer accessible services allow all kinds of people to travel and to have experiences that they thought were beyond their reach. Creating a business culture that is concentrated on accessibility offers a better experience to everybody.

Here are some examples that demonstrate how accessibility is finding its place in tourism.

- ◆ **AccorHotels** has developed a Smart Room that is accessible and customised according to the needs and preferences of the hotel’s guests.

- ◆ **Scandic Hotels** has improved its accessibility standards and the online training for its staff on accessibility for all guests. Short videos are used to review the learning points depending on the role of the staff and guests’ needs. The videos are published online so that they can be used by all the staff.

- ◆ **LONG Swayam** (India) organises workshops to raise awareness amongst the Delhi Airport community about accessibility and how to help disabled passengers.

- ◆ **The Open Doors Organization** (USA) has entered into a partnership with Aira, which has developed an application for blind people that helps them to find their way around airports and other large areas in real-time.

- ◆ **Costa Croisières** offers excursions on land that are accessible to everybody, at no additional cost. Their Allegro Tours were developed in collaboration with the Italian multiple sclerosis association in various Mediterranean ports.

- ◆ People in wheelchairs can use an electric motor to be towed free of charge around all of the castle and accessible gardens in **Sintra, Portugal**, which is just one of the many improvements to this UNESCO world heritage site.

- ◆ At a global level, **the International Standards Organisation** (ISO) has prepared draft standards for accessible tourism to help service providers and stakeholders in the tourist sector to develop accessible services.

## COOPERATION, A PREREQUISITE

The experiments carried out by members of ENAT show that to change a destination as a whole—be it a country like Portugal, a region like Flanders, or a city like Barcelona—a framework of cooperation needs to be created between the players and stakeholders in the tourist sector. This cooperation can take different forms: the implementation of B2B agreements on accessible itineraries, organising accessible tours for foreign travel agencies and tour operators, offering accommodation to handicapped travel bloggers, developing an audit and information programme about local accessibility or even taking part in national or local campaigns like “Disabled Access Day” run by the Scottish NGO Euan’s Guide.

Cooperation obviously depends on a willingness to communicate. The ENAT website has a public database of projects and best practices for accessible tourism, to train and coach managers and staff in the industry. ENAT will continue to work with commercial destinations, political leaders and stakeholders in the tourist sector to improve physical and financial accessibility and the availability of services for all the clients of these services. Integrating disability into tourism for the general public and making the population more aware of the rights of handicapped people are key steps for making positive change.

By improving awareness, cooperation and commitment, a better future will be made possible: a win-win recipe for visitors, companies and destinations.

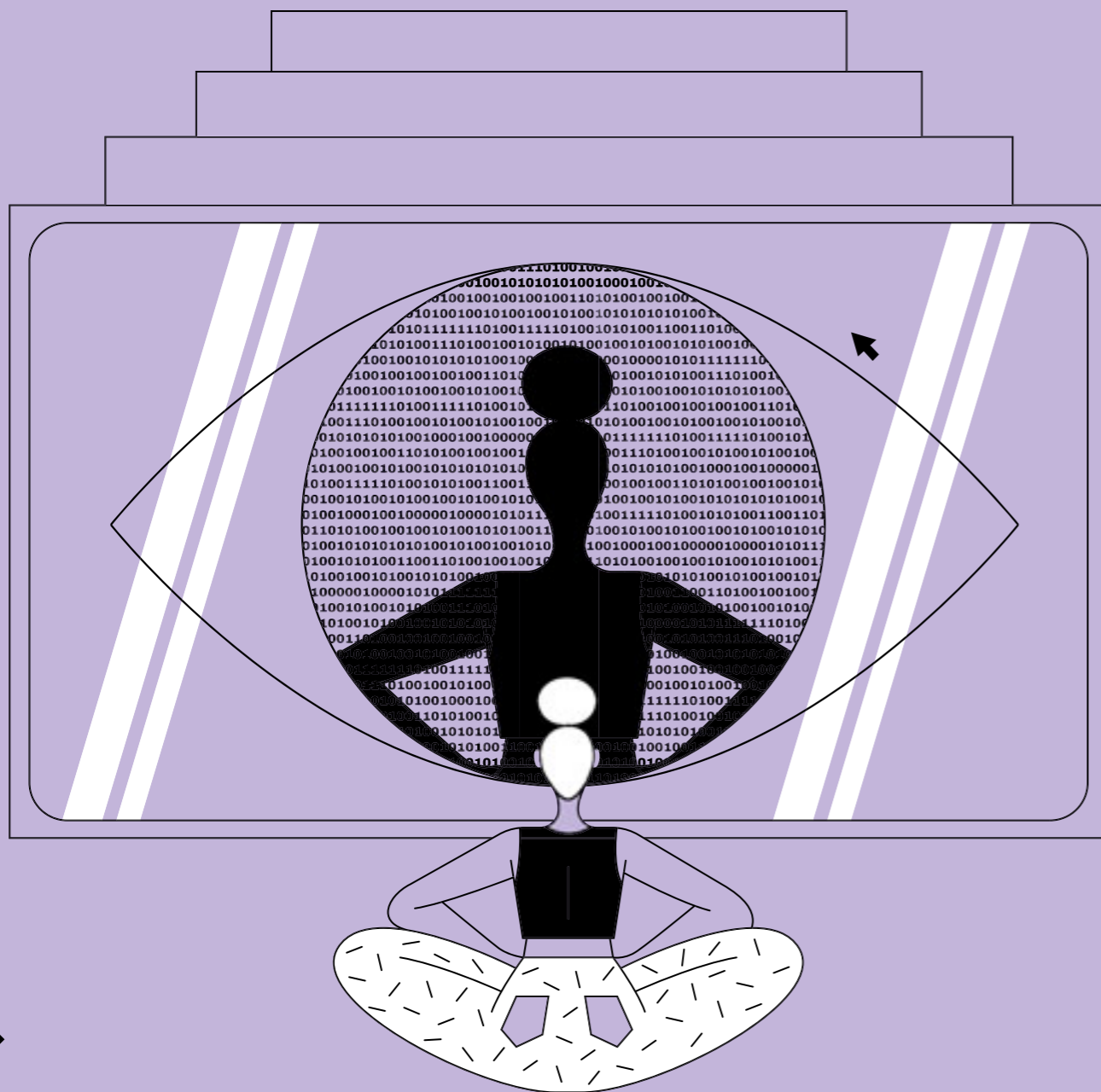


# THE ETHICS

TREND

2

# OF DATA



**W**e have never spoken so much about data as we do now, and this is just the start! Artificial intelligence is spreading. It is based on analysing masses of data, our data, for the benefit of huge companies. This is why it is essential to build legal frameworks that limit the conditions for the use of data. But this is not enough: ethics enters into play. Is artificial intelligence ethical and is it possible that it could be? Is it taking us into terra incognita on the subject? Do data respect all the basic human rights for which notions differ in different parts of

the world? Can ethics be shared between people and machines? These questions and many others that are posed by new worlds that could lead to a dictatorship through data and predictive algorithms that tend (at least for the moment) through calculated interpretations to define 'calculated' citizens and consumers. This section examines this vast area from different perspectives in search of a balance between the results of innovation and protection.

# Artificial Intelligence and Ethics: a complex combination

**Pascal Montagnon**

**Director**  
Chair of AI Research INSEEC

**The development of artificial intelligence poses many social questions including, in particular, the need to build an ethical approach to better limit any abuses.**

“Science without conscience is but the ruin of the soul”, as Rabelais says in Pantagruel. If there is one field where this quotation makes perfect sense it is artificial intelligence. The development of AI arouses interest, enthusiasm and also legitimate concerns fed by the approaches drawn from representations in science-fiction stories. The applicative field of AI presents risks that must be prevented. We therefore need to identify these potential risks and adopt principles that will develop processes to limit them over the long-term to ensure that the development of AI really works to the benefit of people and not to their detriment. From autonomous cars to facial recognition, artificial intelligence is making spectacular progress. The generalisation of algorithms feeds our imaginations, which are fascinated by the promise of a better world - where the processing power of computers could eliminate many of the issues of daily life.

However, the possible (even probable) consequences of the solutions offered by applications using AI lead us to question their actual uses and impacts on society, which is why we need to regulate the use of technologies arising from AI. We can see a real raising of awareness about the necessity of creating a notion of ethics in AI. The efforts to shed light on the notions of bias and “usability” of artificial intelligence algorithms are arising more or less appropriately. This notion of “usability” is not provided for in this network of so-called artificial or deep neurones known as ‘Deep Learning’. To what extent can we let algorithms and those who develop them control our behaviour? How can we protect our private lives against the appetite of the machines fed by collecting personal data? How can we prepare for the disruption that artificial intelligence is going to cause in all professional sectors?

## AVOIDING OPACITY IN SYSTEMS

Some risks have already been identified. Amongst them, the opacity of the systems used, and the difficulty of explaining how they operate. And, as most of the current algorithms are not open source, we are unable to know if the data received by the algorithm is sufficient to allow it to complete the analysis that we require and if all possible variables are taken into account. We are currently living through a transition that consists of moving from a form of information technology in which software was obliged to follow the written rules to systems that are built based on algorithms that work from big data.

It is becoming extremely complicated to explain or to understand how the new systems are able to compute one type of answer or another. Today, this position is blocking the development of AI, particularly in some critical sectors such as aeronautical engineering. All the AI developed with current knowledge are low AI. At the Chair for Digital Research and AI at INSEEC, we put at the core of our work the fact that artificial intelligence is not there to replace human intelligence but to complete, assist, optimise and extend the capacities of human beings. We keep in mind that any artificial intelligence system that is designed and created must be as impartial as possible. A good number of recent examples have shown how AI can be discriminatory, in particular when used for recruitment (Amazon), facial recognition, and, in the field of predictions, particularly for the American police (reoffending of an individual). This leads us to consider that the development of artificial intelligence must occur in multidisciplinary environments and with a multicultural approach. But with time, and the billions of items of data that are collected, the biases should be significantly reduced.

## CAN ETHICS AND ARTIFICIAL INTELLIGENCE EXIST TOGETHER?

Put this way, the question could be answered and understood in different ways. However, even if there is no doubt that ethics, which are finding their way into the debate on the development of AI, have become a necessity, the initial question is how to do so and with what ally/allies?

Today, we can distinguish three very different approaches that summarise the difficulties in agreeing on the basic principles of ethics in AI. Put very simply, we can distinguish:

- ♦ The USA, which considers data to be a commercial factor,
- ♦ China, which considers data to be a component of power to define “good citizens”
- ♦ Europe, which with the GDPR, is trying to protect its citizens data.

It is clear that international competition is happening on continents other than Europe. To exist, Europe has prioritised defining ethical processes that aim to protect data and therefore privacy. During a presentation of the Villani report at the “AI for Humanity” Conference in March 2018, Antoine Petit, Director of the CNRS (the French Data Protection Commission) alerted us about a direction that was not to be taken: “Do not become the specialist in ethics whilst the Chinese and the Americans become the specialists in business”.

In any event, ethics and artificial intelligence are not completely opposed. Simply, depending on values, ethics and morals can vary from one country to another. The European GDPR sends an important message in this regard, obliging the GAFAM and other players to comply with the specified rules, at least in Europe.

## CAN ETHICS OFFER AN OPPORTUNITY TO INCREASE COMPETITIVITY?

Everybody is convinced that it is essential to have ethical rules. However, it is interesting to observe that even when the limits of ethics are extended, this does not necessarily solve everything. If there is one factor that seems to be key on this matter, it is consumer behaviour, which is without a doubt the Achilles’ heel of the artificial intelligence of the future. By insisting on ethics, consumers have a powerful weapon in their hands. We can imagine how they might, at a given time, demand an ethical label

regarding respect for their privacy and their data. Perhaps they will even be prepared to pay more so that their data is only used to improve services and not for commercial purposes. Europe and France therefore have a competitive card to play by taking this ethical posture, with services that are equally as efficient and respectful. But we must not waste time as the world is changing, adapting and organising itself. Taking for example the Montreal Declaration for the “responsible development of AI” presented in December 2018, at the initiative of the University of Montréal. This document sets out ten major ethical principles: respect for the autonomy of users, protecting intimacy and privacy, prudence in the development of new tools, leaving responsibility for decision making with humans, etc. Now, we just need to see if this charter will be applied in the same manner by all the developers of AI around the world...

Ethics yes, but not just any old how and in particular we must pick the right fight. We must not get caught up in fashions that will consist of systematically associating AI and Ethics whilst knowing very well that there are limits to the argument.

# Data and freedom: the principle of proportionality

**Cédric Vanderzanden**

Lawyer at the Paris Bar - KGA Avocat  
KGA Avocat

## IN PRACTICE

**When it comes to protecting sensitive data, the regulations in France are strict. This is justified by the high risks for the rights and freedoms of the people in question. This article offers you a brief particularly useful exposé.**

What is known as the “Informatique et Libertés” (Computing and Freedom) Law in France is still the central pillar for the processing of personal data. Contrary to what many people think, the processing of personal data has been governed in France, which was a pioneering country in the matter, since the entry into force of Law No. 78-17 of 6 January 1978 “regarding computing, files and freedoms”. This law has been subject to many amendments of which the most important, and recent, are the result of the General Data Protection Regulation 2016/679/EU (“GDPR”) and French law No. 2018/493 “regarding the protection of personal data” of 20 June 2018, as amended by Order No. 2018-1125 of 12 December 2018 (the French Data

Protection Act) that frequently repeats and refers to the GDPR. The nature of the data that the legislator refers to as “sensitive” justifies recourse to a regime of enhanced protection, by applying a principle of proportionality. Indeed, in view of the specificity of some categories of data, the legislator went further than simply balancing the purpose of processing the data and granting specific protection to sensitive data by prohibiting “*the processing of personal data that reveals the racial or ethnic origin, the political opinions, religious or philosophical beliefs or membership of a trade union, as well as genetic data or biometric data to identify a natural person in a unique manner, data concerning health or a natural person’s sex life or sexual orientation*”, subject to limited exceptions that are listed by the legislation including the consent of the person in question. Protecting personal data obliges organisations to take enhanced security measures. To satisfy the security obligations regarding the data that they process, each body must determine if the

technical and organisational measures that it implements are proportional to the risks to the rights and freedoms of the people in question. In practice, the security measures applied to the data must cover all the aspects of processing, from access and storage to communication. The data controller must establish the risk of a potential “data breach”, which is a notion that is defined in a particularly broad manner in the French Data Protection Act.

**No more anxiety raising talk! The GDPR can be applied in a rational way. We can avoid “All IT” or “All legal” approaches. They increase the benefits for those that sell them, but avoid the essential, i.e. the need to have best practices disseminated throughout an organisation.**

**The GDPR must not be managed as a short- or medium-term project. It is above all a structural and organisational transformation that is expected and not a set of attributes or an inventory of operations for processing in all directions.**

**The central notion of the regulation is the idea of the “purpose(s)”. That is what the legislation and its implementation is all based around. The approach is therefore more qualitative than quantitative. Studying and describing a “purpose” is therefore work for professional teams, applying the resources to meet the regulation is often a role for the IT department, under careful supervision by the legal department.**

**There are three key words when it comes to applying this regulation: analysing, organising and empowering.**

**KGA Avocats, Matthieu Bourgeois**

## THE PRIOR IMPACT ANALYSIS

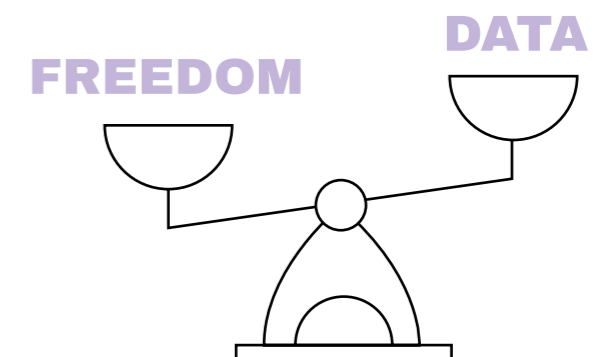
The increase in the risk for personal rights and freedoms related to the sensitive data impacted by a data breach justifies the obligation to carry out impact analyses for large scale processing. This analysis must in particular include (i) identifying the risks that processing may create for the people in question and (ii) a description of the measures that are planned to minimise these risks.

The increasing risks of cyber-attacks has led to strict regulations. ‘Illicit access’ to data or ‘unauthorised disclosure’ are often the consequence of a cyber-attack. With regard to ransomware, applying the GDPR can result in the encoding of sensitive data when there is a (i) denial of access and (ii) ‘alteration’ of encrypted data against the will of the data controller, or the data processor where applicable.

There are severe penalties in France in which the CNIL (the French National Data Protection Commission) has large role to play, but also the possibility of penal sanctions that may be sought by the government ministry and the victims. In addition, the administrative penalties that can be imposed by the CNIL could

be a fine of 4% of the global turnover for companies or €20 million euros for the most serious breaches. The French Penal Code provides particularly for penalties of up to 5 years in prison and a €300,000 fine for criminal breaches that infringe the rights of people due to files, without prejudice to the damages that victims could be awarded.

Outside France, some regulations purely and simply prohibit the processing of some sensitive data. For example, in a recent case in the USA, the city of San Francisco approved an order that prevented the police and local authorities from using facial recognition technology on residents, thereby preventing the processing of their biometric data.





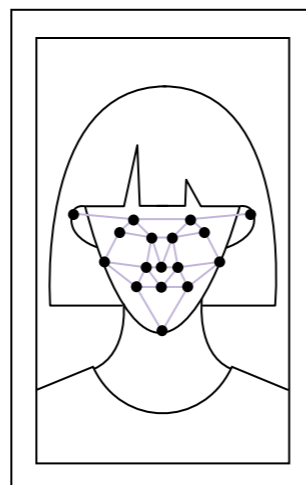
# Biometrics working towards privacy

<b>Youssef Mouadine</b>	Co-founder <i>Memento</i>
<b>Matthieu Bourgeois</b>	Lawyer at the Paris Bar <i>KGA Avocat</i>

**The processing of biometric data has had some bad press. By collecting highly sensitive data, this processing puts individuals at great risk. The French start-up Memento is convinced that AI and biometric technology can offer original solutions. By developing an innovative service that allows everybody—its users and all the public—to ensure that their privacy of their private lives is respected, Memento emphasises the underestimated benefits of this technology.**

Drawn from combining “biology” and “metrics”, biometrics is a technology that makes it possible to measure the characteristics of a living being such as the size, gender, fingerprints, voice, etc. Unlike traditional data, these data correspond to a biological reality that is unique and specific to the person in question (fingerprints for example), which can last over time and which they cannot always get away from.

Unauthorised access to such data can therefore have irreversible consequences for the person in question. In the case of facial recognition for example, this could result in identity theft or give rise to practices that can infringe the right to move around anonymously. These risks are all the greater when the data drawn from facial recognition are crossed with enormous governmental databases, as is the case in China.



## AN UNSUSPECTED SOURCE OF PROTECTION

In the era of “Big Data” processing, particularly photos, biometric technology can be a great help in giving people control over their image. There is a worrying preponderance and dissemination of snapshots of moments in life; but not many people want these digital souvenirs published for the world to see. As part of people’s private lives, the over publication of images is not to everybody’s taste.

Respect for discretion and having control over your image is a right that is often disregarded today. This fundamental right (respect for rights over your image and privacy) is however today constantly threatened by the practice of publicly disseminating photos that are displayed, or—worse—posted online in public and/or unsecure areas. This practice happens, still very often, during professional events (conferences, seminars, symposiums, etc.) but also in public areas (theme parks, stadiums, private events, etc.). Also, with the spread of technology, it is now easy and inexpensive to obtain the tools to calculate, from simple images online, the biometric makeup of faces, which opens the door to considerable risks (tracking/stalking, identity theft, etc.).

## FACIAL RECOGNITION, A POWERFUL TOOL THAT MEMENTO USES TO THE BENEFIT OF PRIVACY

Using biometrics to help those who wish to limit the dissemination of their image: processing that is popular and demanded. The French start-up Memento offers a service—which is free to users—that allows people who are registered (by providing a photo to create their profile from which a biometric model is generated) to receive

photos that are taken of them by a professional photographer during a professional event or in a leisure area, in a secure and exclusive space. These users can then have full control over their image by being warned whenever a photo of them is taken and by choosing exactly who will have access to it. Without the use of biometrics, this type of service would require manual processing, by a large staff, which would make it expensive and restrict it to the most affluent. Biometrics can allow everybody to have control over their image.

## BIOMETRICS USED TO IGNORE OTHER PEOPLE: THE CONSECRATION OF THE IMAGE RIGHTS

When they are in a photo that is taken at an event (professional or leisure) people who have not subscribed to the Memento service will be automatically and de facto ignored as the biometrics will not find any correspondence with the users that have agreed to the service.

Photographers can carry out their profession with peace of mind and have the tools to comply with laws concerning personal data and image rights. Those who offer wonderful experiences can provide their guests with a modern souvenir that is fun, simple and that respects everybody’s basic human rights. For visitors this will bring an end to the dissemination of their image to the general public.

## A PROHIBITIVE REGIME FOR BIOMETRIC IDENTIFICATION

**Due to the previously mentioned risks, European legislators have classified data from such processing in the “sensitive data” category (which includes data regarding membership of trade unions, racial/ethnic origin or even health, etc.), which is prohibited other than in certain restricted cases that are listed in the General Data Protection Regulation (“GDPR”), which entered into force on 25 May 2018.**

## A REGIME THAT ASSESSES BASED ON THE PURPOSE.

**We should recall that only the aim (the reason why) and the methods (the how) count for judging the ethics—and therefore the legality—of processing biometric data, and not the data itself (the “what”). Whereas, biometrics can be used for different purposes: description (size/weight during a medical examination for example), classification (gender), or identification (fingerprints, the vein network in a hand, in the context of controlling access for example), etc. Therefore, it is the use of biometrics for the purpose of identification (such as facial recognition) that puts this type of processing in the “sensitive” category.**

# The ethics of Artificial Intelligence and the hypocrisy of companies

**Adrien Bouhot**

Co-founder & Chief Data  
Valid&Go

**Data are an integral part of our daily lives. For several year now, they have been used to design algorithms that are then applied in all sectors of activity in our modern societies - massively reshaping how we work and think. But ethics are often perceived and referred to as a constraint. Can we analyse the situation in a more beneficial manner?**

**Examples show how algorithms have worked their way into the world of finance, law, business and healthcare with the aim of improving all of the services, customising them according to the users, but also to greatly limit risk taking. Their influence is expanding overall, and logically, it is our personal decisions that are ever more affected.**

Here are a few examples to better visualise the omnipresence of artificial intelligence: a "credit rating" allows banks to calculate for each client how likely they are to reimburse a loan, a rating that is used to decide whether or not to grant you a loan.

♦ "Targeted advertising" that is well known to any internet user, makes it possible to identify you directly on the different pages that you visit to show an advert for an e-commerce website that

your previously visited.

♦ The "product recommendation" determines which items have interested you on a retail website and to offer you other, similar products.

♦ The "reoffending rating" is a tool used by judges to establish the profile of a prisoner and decide if they deserve early release.

♦ A "scanner analysis" can be used to detect lung cancers by carefully examining hundreds of cross-sections compiled from an overall image, which offers huge time savings and greater accuracy.

## CONSENSUS ON ETHICS

Any growing field must be supervised and subject to a framework. When it comes to artificial intelligence, this now has a name "Ethics". The term, which

is unavoidable in any public debate, seems to perfectly cover all of our collective expectations when faced with the dangers posed by the invasion of data. France for example appropriated it through the Villani report, published in 2018, which recommended the creation of a body specifically for this principle of ethics.

Respect for the privacy of users, transparency regarding the methods used to create algorithms and the systematic elimination of bias, which creates stigmatisation, are some of the aims of this principle of ethics.

This is a set of specifications that has been approved by the state, but which the private sector does not hesitate to back, with the biggest companies uniting behind a reassuring shared message.

Points two, four and five of Google's Artificial Intelligence Charter stipulate: "Avoid creating or reinforcing unfair bias", "Be accountable to people" and "Incorporate privacy design principles". The American giant goes even further. Prabhakar Raghavan, Senior Vice President at Google, who oversees its Advertising and Commerce products, considers that the firm must progressively use data as little as possible to target advertising. "Whoever's leading the market [in five years] will be the ones who are actually the most trusted. If we can keep this trust, we will still be market leaders". In the name of ethics, Google is therefore showing a clear desire to be less intrusive and to follow the road of trust and transparency.

Facebook is not one to be left behind, in January 2019 it announced that it was creating a centre for ethics research in Munich. "The Institute for Ethics in Artificial Intelligence" may be funded by the American behemoth but it will be entirely independent in its choices and the methods of research claimed Joaquin Quiñonero Candela, Director of Applied Machine Learning at Facebook. The fact it was installed in Europe is not anodyne. Once again according to Candela, it is essential that research is not carried out from a uniquely American perspective. "Europe is leading the way with regulations, with the GDPR for example, on data protection."

We know that Europe and the most advanced American companies are frequently at odds on the subject of regulations and therefore ethics. Declarations and initiatives like those mentioned above show signs of an intention for appeasement, and the general trend towards developing AI in a responsible manner.

## THE OTHER SIDE OF THE COIN

We can understand that Facebook is trying to buy itself a way out, in particular after the Cambridge Analytica scandal, in which a company siphoned off data from the social network without the user's agreement, or them even being aware of the fact. But another similar case was rather less talked about. Gmail, Google's email provider, is regularly scrutinised by the developers of third party applications, which gather the data from our private exchanges that they need to create their algorithms. From the time a message is sent to the identity of contacts, all correspondence is accessible. Google defends itself by saying that these are controlled operations and that settings in the options allow users to authorise or deny access to their account. But how many Gmail users are aware of this collection of data and how to prevent it? In spite of its charter, the company is therefore either guilty of not respecting privacy or of not being transparent about its methods.

The brand Apple, which is also concerned about the principle of ethics, also wanted to stand out from the competition with the development of its future operating system iOS, which will allow users to connect to applications without giving up personal data, as is the case on Facebook. This is a praiseworthy idea, except if you consider an enquiry by the Washington Post that points the finger at the App Store, in which many applications are able to absorb our data discreetly. Users are therefore protected from abuse by third parties, but not by Apple itself, which wants to lock down collecting data for its own benefit.

In a general manner, and this is the subject of a case filed by the ONG Noyb.eu to the CNIL in particular, there is no real connection between a platform's reason for being and its unintended collecting of

data. According to this NGO, Facebook does not need all the data it collects to let you stay in touch with your friends and family, just as LinkedIn for example does not need it to help its users to create a professional network. Collecting masses of data is simply allowed by the signature of unilateral contracts with these different sites: if you use their services you automatically accept all of their methods, which are known only to their owners, with no possibility of modulating any particular condition.

Because there is one thing that we know for sure: the data must be collected, one way or another. The development of artificial intelligence and its algorithms is in progress, so companies have to benefit from it before the competition, which is clearly fierce. Ethical issues can only fall into second place behind the economic factors. Who has time to worry about the transparency of their latest algorithm when several competing versions are about to be released?

Ethics are inevitable for communication purposes but restricting on the profit margin, which inevitably makes them a source of hypocrisy.

## A COMPROMISE

Ethics and profit are not however doomed to be opposed. After all, data are just a tool and, maybe, it would be enough to change the aims to be achieved to at the same time change their use, and reduce the abusive situations. We have seen that there are no secret motivations behind the companies' excesses. They are simply defending their interests, in every sense of the term, which sometimes means ignoring those of the users. But, if an ethical use of data could be in a company's best interest, the question of artificial intelligence could be addressed from a different angle.

## Trend 2 . The ethics of data

Our theory at Valid&Go is simple: moving away from our current rapport with algorithms, which is opaque and simply imposed, to reach a more participative model. With data serving as a simple intermediary between the developer and the user, who are themselves engaged in a dialogue on the subject. Knowledge leads to adhesion: this is the principle behind driven-AI. In addition to reducing mistrust, familiarity with data can also allow the user, armed with this new knowledge to give their opinion on the algorithms around them, and to suggest improvements that suit them personally. But it is not just a question of reassuring the public. A "transparent" algorithm also favours profitability. Churn for example is not a uniform phenomenon. Renouncing a service or seeking a less expensive alternative are two customer choices with different answers, and a perfect answer to suit the client's desire will stand a better chance of getting a result. Transparency and controlling the algorithm also offer the possibility for the seller to associate real sales arguments for the customer with the tool.

Understanding the exact composition of an algorithm is also essential to improving it. In the case of a credit rating, as referred to above, it is best to know if the variables are used in the right proportion, as it is only by adjusting them one by one that you can improve the tool and its performances.

Our watchword can be summed up in a simple expression: ethics and performance do not need to be in conflict. Decreasing the opacity of systems, involving users and insisting on transparency need not hinder productivity but can conversely provide added value. Companies that apply these principles will have more finely tuned services and a dynamic and trusting relationship with clients. Ethics are not therefore a constraint but a real opportunity, which can lift artificial intelligence upwards, in the interests of users and companies alike.

Dozens of airlines, airports & travel companies rely on Mindsay chatbots to overcome costly call centers while improving quality of service.

They are pre-trained on 300+ use cases, connected to GDSs and NDC compliant.

**mindsay** Learn more at [mindsay.com](https://mindsay.com)

# PERSONAL DATA:

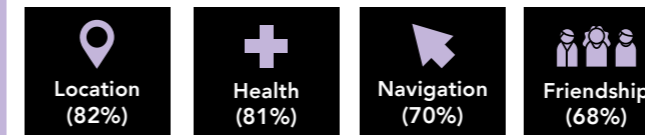
## CONSUMERS AND COMPANIES ARE BATHING IN A GREAT PARADOX

### CONSUMERS SAY THEY ARE CONCERNED ABOUT HOW THEIR DATA ARE USED...

#### 1/3 INTERNET USERS

in the USA have already suffered an abusive use of their personal data in the last year.

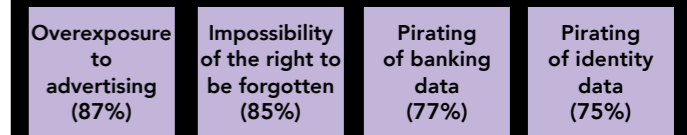
#### THE MOST SENSITIVE DATA FOR THEM ARE:



#### MORE THAN 80%

(81% FR and 88% US) fear that data could be stolen or misused.

#### THEY ARE AFRAID OF...



### BUT PARADOXICALLY, THE MAJORITY ACCEPT SHARING THEIR DATA

**92%** of internet users (in France) consider that their data can be used by the service provider (54% think that they do not need to give their consent).

**62%** of consumers accept sharing personal information to benefit from online services.

#### Consumers asked around the world expect in return:

- ◆ 100% a financial reward
- ◆ 89% major reductions
- ◆ 65% loyalty points

### COMPANIES COLLECT ALL THE DATA...

Most companies online collect data about **VISITS, PROFILES, PAYMENT, ETC.**

Many have started to analyse them **130 billion was spent in 2016 on data and business analytics.**

### ... BUT FEW OFFER REAL GOVERNANCE

**IN 2013, 44% (NORTH AMERICA) STILL HAD NO DATA USAGE POLICY.**

In France **16,000 BODIES (e-commerce, authorities, etc.) had appointed a data controller (CNIL)**

whereas e-commerce accounts for approximated **200,000 ACTIVE ONLINE RETAILER WEBSITES**

Source: [www.move-forward-with-privacy.bureauveritas.com/fr/infographies-protection-donnees-personnelles/](http://www.move-forward-with-privacy.bureauveritas.com/fr/infographies-protection-donnees-personnelles/) (GfK, Pew Research Center, Ipsos survey for Elia & Microsom white paper)

# Our data belong to us!

**Luc Julia**

**Author of *There is no such thing as artificial intelligence*  
CTO and SVP Innovation Samsung**

## Understanding the risks and the benefits of sharing data for better regulation and moving towards small data, this is the challenge.

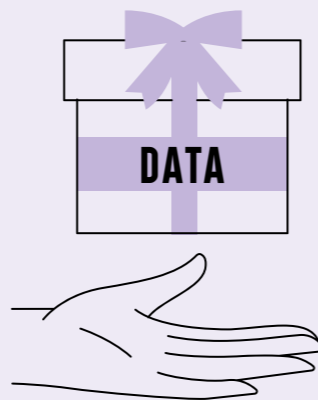
Over the last two decades, some companies have not held back in their efforts to gather our data and in so doing have enjoyed great success. But, in recent years we have begun to realise that they were using us, and that we were not really coming out on top in this so-called exchange. Dismissals caused by indecent photographs or some unfortunate tweets that there is no way to hide, the expulsion of illegal immigrants who thought they were risking nothing by sharing their lives on the social networks, etc. It took a few catastrophic events for some of us to quickly understand that Internet is a public space where nothing is forgotten. For many years, some technology experts have been driving home the message that online confidentiality is a myth, echoing the declarations of Mark Zuckerberg, the CEO of Facebook in January 2010 that privacy is no longer a "social norm".

And if data is not exposed by the platforms for their own benefit, they will be one day or another by hackers that hack into millions of accounts as the platforms do not really make efforts to protect our data. The latest scandal related to Google that stored passwords unencrypted since 2005, is actually anecdotal.

In May 2018, the GDPR (General Data Protection Regulation) represented a first step to make companies take responsibility in the event of a data breach. This regulation not only obliged companies to take security more seriously (that is in any case what they claimed), but it also helped to raise awareness amongst the general public about the consequences of their online activities. After having shirked the task for a certain time, it is now very fashionable for technology companies to claim that "your data belongs to you" and that you have full control over them. Even Mark Zuckerberg has stated that he would like to design a communication platform focussed on confidentiality...

However, amongst all these repentant companies that have been emerging in recent months, it is not hard to spot

those that are more or less sincere and those that are solely motivated by a marketing ambition that aims to hang on to the marketing model that made them billionaires for as long as possible by encouraging users to give them evermore data.



## TURNING TOWARDS SMALL DATA

It is therefore essential to make users aware by explaining to them how their data are collected and used. To build or rebuild this relationship of trust, the platforms need to provide tools that are easy to use to allow users to really control their data and choose who they share it with by letting them erase certain data, and at the granular level of their choice.

In Europe and in the USA, the general public is increasingly aware of these issues, and it is now fashionable to design ethical platforms based on these simple principles. But, as we saw earlier, the data that these platforms centralise are easy prey to mass hacks. That is why it can be interesting to consider another approach: small data. The idea is to collect less

data in less centralised points like data centres. This would allow the platforms to remove all temptation to use the data whilst making them clearly less interesting for hackers.

In addition to solving some of the issues of confidentiality that we have discussed, small data adds another brick to the wall of upgradability, as the current trend for big data is driving us right into the wall. Our current centralised platforms represent a frequently ignored ecological aberration: to operate, data centres consume huge amounts of power, of which a huge part is solely devoted to cooling the servers. Today international data centres consume roughly 500 terawatts per year, which is enough electricity to power the city of Paris for more than six years!

Emerging technologies, such as 5G with its low latency, could help small data to be distributed in a more peripheral manner rather than centralised. This would immediately save 60% of energy and at the same time make things more complicated for hackers, who would obtain a far smaller haul. Beyond the technological benefit, the greatest advantage would be making us more responsible and capable of protecting and controlling OUR data, as they would still be in our possession.

## SMALL DATA OR DATA FOR EVERYBODY

**The term was first proposed by Rufus Pollock, the founder of the Open Knowledge Foundation. "Small data is the amount of data you can conveniently store and process on a single machine, and in particular, a high-end laptop or server".**

**This process is the opposite of the other models (Big Data and Smart Data), as there is no need for a processing tool. It therefore means that small companies, SME and home offices with limited resources, can use the data that are accessible and can be processed by anybody, mostly client data.**

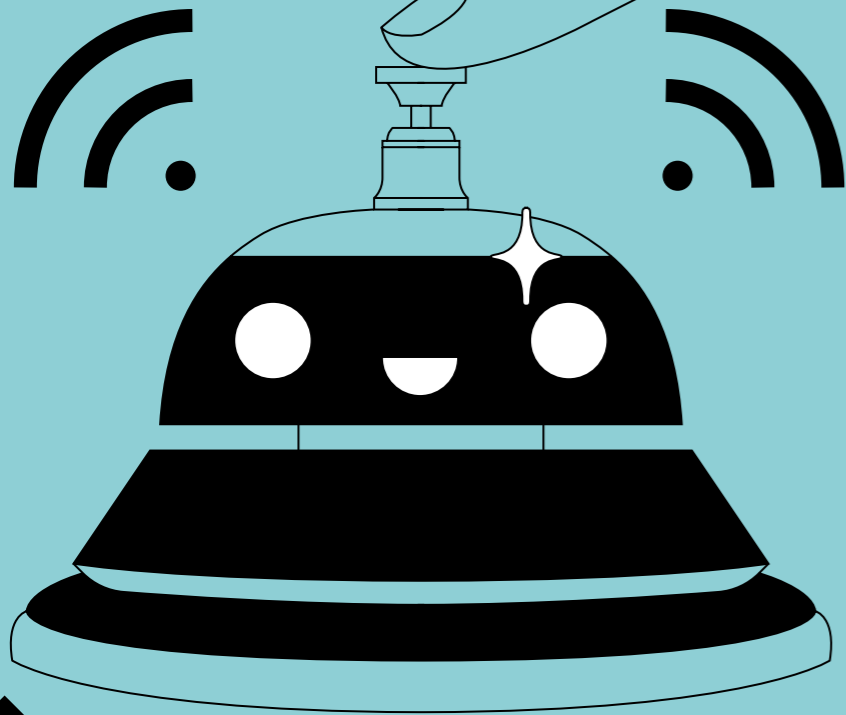
**The data is then processed more efficiently and more quickly by in-house teams and not by a machine. The aim is to have a more accurate vision to angle your strategy and leave a part of human intuition in decision making.**

**An increasing number of players are focussing on this solution; this is the case for MyDataModel, which is specialised in automating Small Data. Based on in-house digital or physical sensors, these data now help managers to approach decision making (e.g. managing talents and managing or even optimising working spaces).**

TREND

3

# SMART HOTEL



**H**ybridity marks the development of new hotels that are simultaneously reinventing the relationships with their guests. To ultra-connectivity and the robotization envisaged and deployed in some places is added a more customised dimension in managing relations with guests. Automated check-in and check-out, profiling and personalising messages and offers to particularly loyal guests, back office and client experience management are leading to the emergence of smart hotels. Smart hotels emphasise digitalisation, but not just that. Intentional biases, towards digital disconnection to reconnect with yourself and nature, towards a human relationship that is open to the outside world, demonstrate that a smart hotel needs an equal balance of digital and social intelligence.

# Adopt a transformational hotel

**Solenne Devys**

**Product and Communication Director**  
OKKO Hotel

**Although the railways and airlines very quickly turned to new technologies to optimise and simplify client pathways, in the hotel industry the relationship with digital tools is more ambivalent. Smart Hotels that put technology at the heart of every level of the concept inspire desire and mistrust in equal measure.**

The excitement caused by the images of a Japanese hotel that had replaced receptionists by dinosaur robots is fairly indicative of the complicated relationship that hotel owners have with technology. With their reputation of replacing human beings, new technologies get a lot of bad press in an industry that remains very traditional. Otherwise, they are lauded and presented as the ultimate solution to the difficulties of our industry. After OTAs and Airbnb, digital technology is third player that hotel managers love to hate.

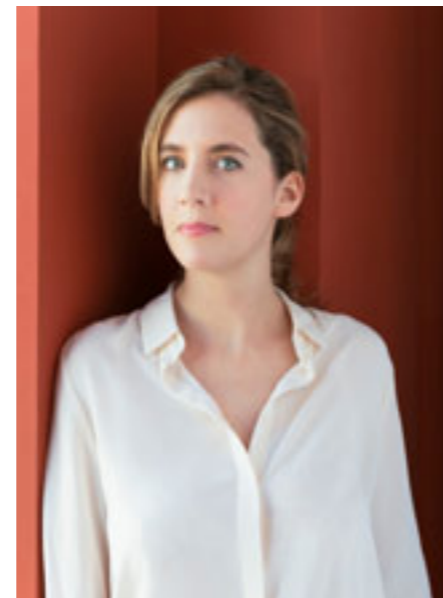
One thing is for sure, in an industry where the payroll represents a significant part

of the costs and where recruitment is more of an issue than in other branches, the temptation to automate as many tasks as possible to reduce the number of staff is particularly strong. But, in the hotel industry as elsewhere, it is relatively inevitable. How many companies would now be sufficiently naïve to refuse to increase their productivity by implementing the appropriate digital tools?

All the more so as, although the technological development cannot be countered, its limits remain clear. Just as, unlike a CRM, a hotel manager could never remember the names and preferences of the 3,000 clients that step through the doors of an establishment every month, a digital check-in will not detect a guest's mood and adapt its greeting with a little thoughtful gesture or a kind word.

Digitisation will transform our industry. It has already changed the rules of the game for the distribution of the hotel industry, without us having been able to completely take back control. Within our hotels, in contact with our guests, we still have the freedom to choose what will be changed, to give meaning to the

experience that we want them to have. As it is up to us to position the cursor where we wish: as there is thankfully plenty of latitude between a Japanese hotel and its robots and an old fashioned guesthouse where bookings are written down in a little notebook.



Source: Solenne Devys

## OFFERING AN INTELLIGENT USE FOR TECHNOLOGY

Any overworked entrepreneur will at some point review their daily tasks to determine which can be automated and which can be delegated to others to keep for themselves only the ones that are the most strategic and where they can make a difference. We have everything to gain from applying the same approach in our establishments.

Different digital tools offer us the possibility of automating a large part of bookings, to allow our teams to dedicate more time to customer service. This approach can also be applied in different ways and to different degrees. Some brands like Yotel have made the choice of replacing a physical reception with a range of terminals, the same technique is used at Citizen M with however hotel staff available in case of need. Others are cautiously testing a physical reception desk with a tablet computer rather than a PC, and still others offer the choice between a traditional reception desk or online check-in.

The latter approach seems particularly interesting to me, to the extent that our clients have a highly heterogeneous relationship with technology and sometimes a varying desire for human contact. We do not have the same wishes and same needs when we are on our third business journey of the week or when we go abroad for a romantic weekend or when we travel with three suitcases, a pushchair, two children and a dog.

## THE CASE OF OKKO

At Okko Hotels for example, we have designed our customer pathway in such a way that checking out is not mandatory.

To our great surprise, most of our guests choose to go to the reception desk to check that everything is okay and say goodbye to the team before leaving. However, when it is very busy, we note that some guests are very relieved to be able to leave the hotel in a few minutes and avoid the unnecessary stress of queuing to checkout when they have a plane to catch. Leaving customers the choice between digital efficiency and human contact is now a necessity to ensure that they

have a satisfactory experience. Beyond the purely administrative aspect of processing reservations, using new technologies also makes sense for managing customer relations.

It is now standard practice to automatically collect a certain amount of information when a customer makes a reservation to offer them the best service. Using a CRM system makes it possible to take the approach a step further to target the categories of



Source: Okko hôtel Cannes

## Trend 3 . Smart Hotel

customers to implement loyalty actions and specific commercial actions. Finally, implementing guest intelligence systems makes it possible to carefully analyse feedback from our customers, to manage the hotel's online reputation and to adapt the marketing strategy.

This highly technological approach is still absolutely indissociable from human intervention in customer relations. A large part of the data collected by these tools must be analysed to define an action plan. And yet, not all of the answers will be contained in these data. The design of the hotel of the future is not to be found in the comments left by guests on rating sites, just as the interior decoration of tomorrow's hotels is not on Pinterest or Instagram. However, digital technology does offer a wealth of information that can be used or ignored and that can help us to improve in the very short-term.

In the hotel industry, just as in other fields, technology is not in and of itself a good or bad thing, it is how we use it that will make our hotels smart or otherwise.

### OFFERING GUESTS EFFICIENT TECHNOLOGICAL TOOLS

We often here talk of the "home from home" trend, of which the Okko Hotels chain was a precursor with other lifestyle brands. In these terms, the technological equipment that customers have at home is often at a very high level: reliable highspeed Wi-Fi, digital television with a range of international and specialist channels, an instant replay and VOD service, controllable Bluetooth speakers, a smartphone that gives them access to their digital content, home automation, etc.

This is often far better than we are able to offer in our hotels. Here once again there are many innovations, there are countless start-ups offering connected objects, smartphones with access to an online concierge service, digital artworks to view on TV, tablet computers that let you change the colour of lighting, etc. It is hard for the hotel industry to find its way and to select what is really a good idea that will change the lives of its clients and its team and that which can at times be no more than an expensive gadget.

From this point of view, it is fairly simple to identify what is an essential and what is just a bonus service. I tend to think, as far as a hotel chain is concerned, that a product or a service only deserves to be part of the customer experience if is broadly adopted by our guests. You must check the usage data, analyse customer comments and ask yourself "how many customers come to my hotel rather than a competitors because of this specific service?". You will probably find that very few of the new equipment and services that you are offered will pass this test.

If good quality WiFi is a basic necessity, the experiences that you offer in the room using new technologies will not always be fully appreciated by your guests, either because they are not widely used (proportionately, there are more guests who care about the decoration, food and welcome than about the technologies); or because the service or product chosen does not match the character of your brand or product.

In conclusion, digital technology is undeniably transforming the hotel industry by allowing it to automate part of the laborious administrative tasks, which frees up more time for teams to dedicate to customers. The new systems also allow managers to become more professional and to make their customer relations more efficient. Finally, new technologies offer a range of new experiences, which must not make you overlook the basics for loyalty building: the quality and the consistency of the product, and what we always come back to: the quality of the welcome.



Source: Okko hôtel Cannes

# You need to form alliances to survive!

**Charles Sebbag**

**Deputy General Manager and Director of Operations**  
Paris Inn Group

### A SIZABLE CHALLENGE

Hi-tech solutions for hotels is proliferating, and so much the better! Lots of types appear and then disappear, but those that remain still have a major challenge to overcome: to be viable in the long-term you need a lot of client hotels. The fact that the market counts so many small players makes the task hard: France alone accounts for 18,000 hotels, which are often small—with 36 rooms on average—of which 80% are independently operated... Good luck for making an impact on that market!

### BEING CONNECTED

There is also a big issue of connectivity. A solution that works in isolation is worthless as it will ultimately create more problems than it solves. As PMS have historically been designed as inaccessible black boxes there is still great scope for invention. Different strategies have been implemented to resolve these issues, but which is the right one?

### DIVERSIFICATION

Developing additional services to integrate into the value chain is tempting but very risky. It requires a lot of resources which few hotels have. The result is that they enter into competition with pure players and often do it less well. And worse yet, this can lead to them losing the advantage that they had in their core business. Can you think of one all-round player in the hotel industry?

### SPECIALISATION

Others make the opposite choice and specialise. There is only one problem: when the tool is mature it is a shame to keep developing new functions that will only interest a minority of clients. On the other hand, you will still be perceived as THE specialist in your field. A tricky balance.

### E-DISTRIBUTION

The hotel industry online marketplace is a recent initiative. They offer a wide range of tools—which are in theory all compatible—from which you choose, like on an App Store. This is probably only a good idea at first sight as in terms of customer experience, this is wide of the mark. Associating tools is complex. And, as there are few players who can agree to a real partnership, they do the minimum and then say the problem lies with the customer. So, rather than facilitating the customer experience, they aim to make it at best less difficult, but difficult all the same. This is a weak promise and naturally the results are poor.

### UNITING

What if the solution were to form real partnerships? Several software publishers working together to offer just one solution formed from a unique combination. In that case, customers would just need to decide what they want and who really meets their needs. If we take the example of customer

relationship management, here are the functions that we may need and that are all offered by software publishers: collecting customer data (publisher A) + pre-stay mailing (publisher B) + customer satisfaction management (publisher C) + e-reputation management (publisher D) + loyalty building/prospection marketing emailing (publisher E). Today, these offerings are available along with others on marketplaces where customers can choose between at least two publishers for each function. And, to complicate matters, each one develops a function that competes with another: publisher A develops a function that B offers, which is thinking about doing the same to C. Under these conditions it is hard to believe that they will work together. But, if A, B and C create a partnership that allows them to guarantee for their customer that combining their offers will work in the long-term, which even incites them to offer the services of their partner, then would not everybody win?

Customers would have the guarantee of a tried and tested solution that is simple by choosing either one, two or all three. A, B and C could pool their customer portfolios, avoid dispersing their resources and concentrate on their core business, and develop their market shares more efficiently.

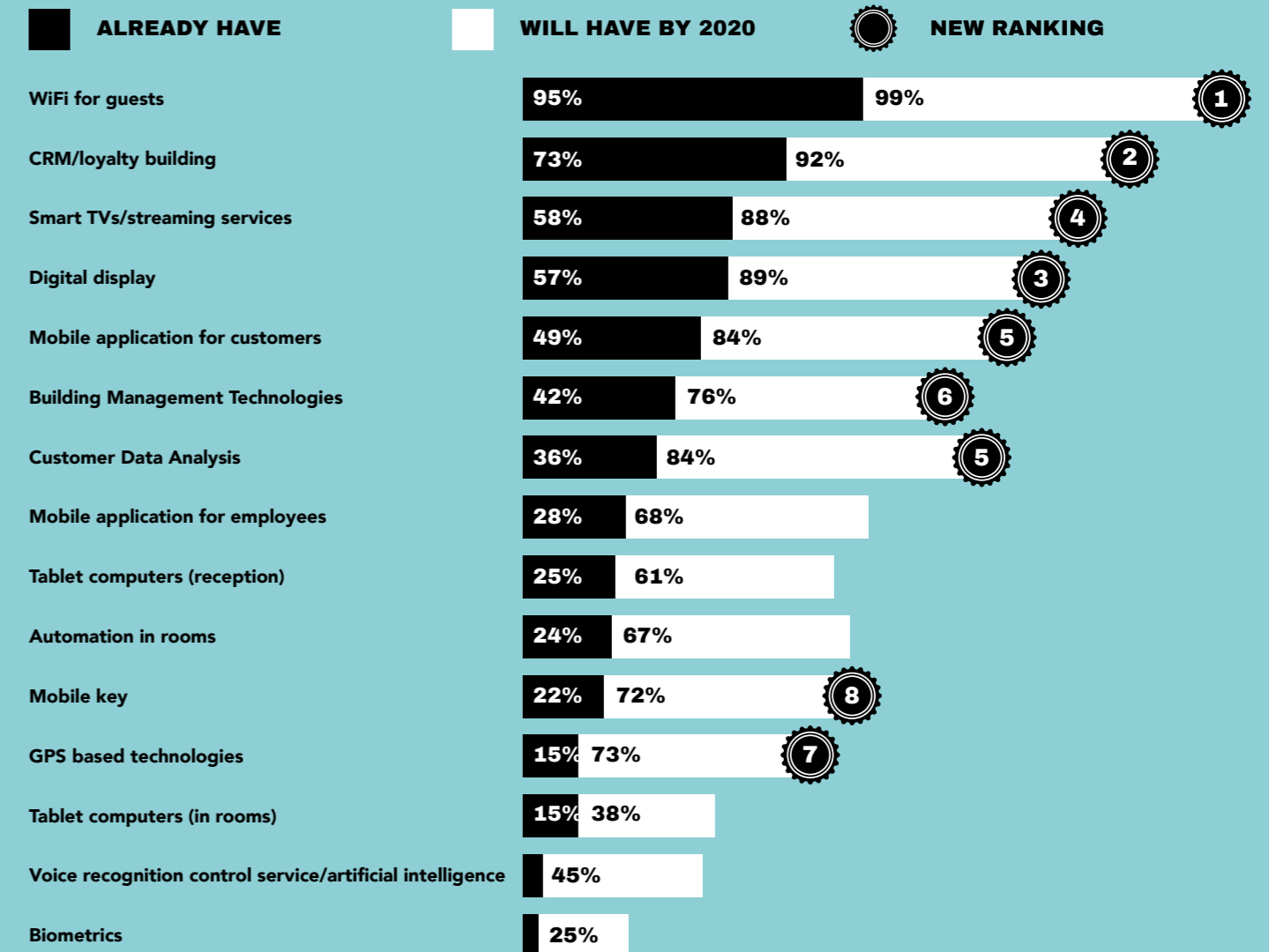
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## TECHNOLOGIES THAT ARE LIKELY TO DEVELOP

- ◆ FIRSTLY: Technology based on localisation, mobile keys and data analyses
- ◆ SECONDLY: Automation, AI/voice recognition

Enquête sur la transformation numérique dans le secteur de l'hôtellerie (Survey on the digital transformation of the hotel sector)  
Source: www.al-enterprise.com/fr-fr



# When the hotel cuts itself a smart suit

**Fabrice Goussin**

**CEO**  
TABHOTEL

**A “smart hotel” is by definition a hotel that manages to overcome its contradictions by managing to remain profitable with a constant volume of reception staff. The ambition for the hotel industry and software publishers over the next 10 years will be to make smart hotels that are more welcoming, more customised, more marketable, that place more value in their employees and that are more ecological.**

All the hotel chains are affected. The Accor Group for example has profoundly changed the concept of the reception for its Ibis hotels with check-in happening using smartphones carried by receptionists. We can also cite the chain Citizen M that has revolutionised 4\* hotels with its “self-check-in” using check-in terminals. “Smart hotels” are also a trend for independent owners that are looking for the “right formula” and a “smart” customer pathway: Nomad, from

the chain Oceania, has deployed check-in terminals with service upselling and La Folie Douce has opened in Chamonix with five swan shaped terminals designed by its architect.

Hotels must know how to sell experiences in which the room will be just one part. An experience in which the encounter between the hotel and its customer is essential, a new encounter with the establishment.

To achieve this, the hotel of the future will benefit from the arrival of new technologies: the cloud, automation, ultra-fast internet, big data, AI, augmented reality, connected objects, robots, etc. The technological convergence of these new tools could make it possible to have automated and infinite customisation and create unique experiences compared to daily life; with the aim of providing at least the well-being of a “second home”.



“Smart reception” at the M3 Ferney-Voltaire Hotel – Geneva Airport, with Tabhotel technology  
Source: M3 Hospitality website

## ENRICHED RECEPTIONISTS

According to Tabhotel, these new reception realities and this convergence of technologies will help turn receptionists into “super heroes”, as this myth is strongly associated with the latest generation. In this way tomorrow’s receptionist will no longer take care of procedures or even reception; they will be a leader or a central guide. By acting as a personal advisor, the receptionist will be the “interface” between the guest and the information about them to enrich their experience. They could for example get their data on a reception PC next to the terminals, in an earpiece or on their glasses in augmented reality. They will know in real-time who their client is, what they are interested in, if they want to talk or not, if they are in a hurry or if they want to take their time. Artificial intelligence could even inform them about the guest’s emotions by analysing a real-time video from their arrival and advise the receptionist on the best attitude to adopt to make a connection! The new receptionist will in a few words be the manager of the customer’s experience and control their rating.

For Tabhotel, the “smart reception” is therefore both a revolution resulting from technological development for the hotel and a development of the profession of the receptionist that will become even more essential in the hosting process, in spite of increased automation! We will have on the one hand an increase in hotel technology and on the other a change that has already begun in the role of the receptionist.

## MEETING THE NEW EXPECTATIONS OF CLIENTS AND OPERATORS

It is interesting to go further, and we offer to now take a look at the bundle of new expectations that are converging towards the “smart” hotel of the future!

**For clients,** with evermore varied profiles (families, business travel, foreign clients, etc.) and with ever greater demands presented with a wider offering: **“I want to feel unique and relax. Technology meets my needs for my procedures. The receptionist however must be available and anticipate what I would like.”**

- ◆ The customisation of equipment and services for perfect comfort
- ◆ An expectation of new technologies, from making a reservation to check-out, to simplify every stage in the stay
- ◆ A flexible hotel to meet their needs and to allow them to enjoy different services (restaurant, meeting rooms, etc.)

### For the operators:

**“I want to be profitable. I want to automate the tasks with low added value. And I want my staff to concentrate on my customers’ satisfaction and experience.”**

- ◆ Increasing the level of comfort and well-being of customers, and therefore improving their ratings and opinions
- ◆ Reducing investments and operating costs for a hotel that is viable in the long-term
- ◆ The continuity of all services, 24 hours a day, with no fall in service quality for the end customer
- ◆ Providing guests with a fully digital offering that is reliable and secure

### For the staff:

**“I want to be valued. Spend less time on long procedures. Spend more time helping and relaxing our guests... the service profession.”**

- ◆ A central role in the hosting process of future hotels
- ◆ Feeling customer satisfaction during their interactions and their results
- ◆ Reducing the administrative load and repetitive tasks

The new smart tools must be modular and customisable to adapt to all the sizes, types and locations of hotels, as well as local standards. The solution offered will not therefore be the same for a 2 or 3 star hotel from a chain, a luxury hotel or a large hotel. The same goes for a new-build or a renovation, for which the existing equipment must be taken into account. Finally, the new tools of the “smart hotel” must particularly meet the practical challenges for hotels as listed above.

A “smart hotel” will ultimately be an automated and intelligent hotel. What will its roles be? Reducing the hotel’s costs, making life more simple and pleasant for the guest, and making working in a hotel a moment of pleasure and passion. A smart hotel is ultimately a natural solution to counter seasonal furnished rentals by creating an ultra-customised experience that cannot be rivalled by individuals.

# Technologies and the hotel industry: curing headaches

**Stéphane Chirié**

**Founder**  
Sab System

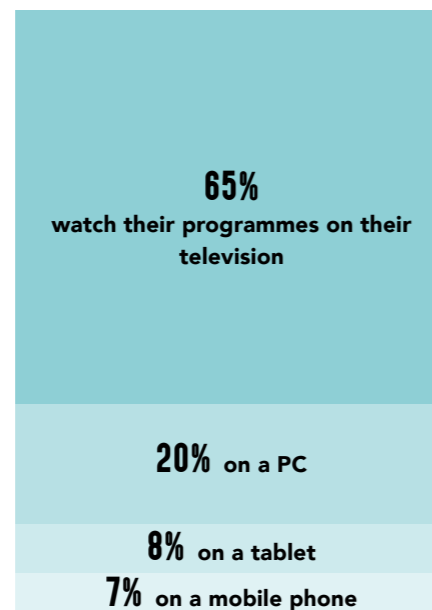
**Today, hotel professionals face many challenges when it comes to “re-connecting” their structures. Each connectivity service requires an additional intermediary. Rethinking hotel technology considering the “big picture” is the only means of taking back control: using a single operator for all the services is possible!**

Nowadays, everybody enjoys far higher technological comfort at home than in a hotel, with ultra-fast internet access, unlimited content on video and audio streaming, games of all kinds, television and radio channels from around the whole world. Manufacturers are doubling their efforts to make users’ lives easier.

Google Chromecast is a great example in this regard: what could be easier than sending your personal content (Netflix, OCS, Youtube, beIN Sports, MyCANAL,

Deezer, Spotify, etc.) to your TV or HiFi from your smartphone? Try it once and you will never look back, as the saying goes.

**TELEVISION IS STILL THE NUMBER 1 MEDIUM**



**ONE IN EVERY TWO USES THEIR SVOD PLATFORM AT LEAST EVERY OTHER DAY**



Some hotels seem to have fallen way behind. They invest in a technological solution during a renovation or opening. Yet technological cycles last about 2 years, whereas renovation cycles last on average 8 years. This disparity prevents hotel owners from keeping up with the latest developments in terms of usage, as their system is simply not upgradeable.

Yet, to keep guests in the same level of comfort that they have at home, it is essential to find a new way of thinking about these things.

**OPTING FOR A REAL IP CONVERGENCE**

Having an in-house protocol means ensuring easy transportation, integration and upgrading. It makes it easy for example to update television channels. IP convergence for its part makes it possible to combine different devices, e.g. a WiFi terminal that acts as a CCTV camera. A single appliance with two uses and a single ethernet cable; this can lead to substantial savings.

And when you can manage telephone calls using WiFi, this adds a third layer to convergence: radio convergence, after IP convergence and the convergence of hardware.

**PROVIDING ALL SERVICES VIA FIBRE: A 100% CLOUD HOTEL**

Hotel managers still run their technical services using servers installed on site. Yet it is absolutely possible to move everything offsite with professional hosting, with a guarantee of more responsive maintenance and service.

This is all the more interesting when the rates for the specific fibre optic cable are far lower depending on the speed: by taking unused fibre optic or high-speed cable, several services can be pooled on it, which makes the price interesting. This allows us to access the internet with speeds that are out of this world... for the greater delight of clients and employees.

**THINKING AT THE LEVEL OF THE “ROOM” RATHER THAN THE “BUILDING”**

Why have WiFi terminals in the common areas? This is defective on many levels: coverage, security, connectivity and customer experience.

Today, the most effective architecture is to deploy a set top box in each room of the hotel. This box can have several functions: it can provide access to television channels and radio, it can offer an interactive menu and simple games or streaming, it will above all offer specific and private WiFi access point for the room—which provides an easy solution to problems with coverage, security, connectivity and customer experience. This box can also include a chip for the Internet of Things (IoT) to undertake simple work for automation in the room and the centralised management of the building.

Finally, a 100% cloud architecture based on a box will be simple to upgrade: new services can be deployed easily, either at the level of the data centre servers or by changing the boxes in the rooms. It is simple and economical. By converging communication protocols (IP and WiFi) and hardware, hotel owners can think about the technology in their establishment like a real company project. To successfully implement this architecture the owner absolutely must cable their rooms with ethernet cables (RJ45). This effort will be rewarded as it is the only manner to ensure true convergence for communication and hardware, the upgradability of services and excellent connectivity for guests and partners, which ensures future profits.

# Unplug everything to reconnect with nature

Jean-François Barral

Human Resources Director  
Huttopia

**From the very start of Huttopia—which is celebrating its 20th birthday—the founders Philippe and Céline Bossane, wanted to develop an offering that would let people disconnect from daily life, the pace of living in the city and reconnect with their family, nature and the local environment, directly and without a technological or digital filter.**

The first book, which was written in 1999, defined the ingredients for tourism that favoured a real **“experience of disconnection”** without intermediaries as follows: **“being a camper, means wanting to get back to a certain authenticity that breaks away from daily life, camping in a tent, in cabins or old fashioned caravans, means adapting to a more simple level of comfort than at home - getting food from local markets, living without a telephone or television, on privileged sites in the wilds, doing nothing or getting active on a mountain bike or in a canoe... simply, experiencing things directly...”**

The feeling was built on a simple and powerful observation: our societies are becoming increasingly urban, regardless of the continent and the local culture. The corollary is an ever greater separation from any direct link with nature, which also changes our lifestyles. From Toronto, where the

founders elaborated their project, to the more recent developments in the USA, China, Morocco, Georgia, Argentina and France, the same observation applies. Our way of life is becoming increasingly digital at a cultural, economic and social level.

What the Bossanne’s felt in 1999 was based on the phenomenon of urbanisation at a global level, which is now confirmed and increasing. However, what they could not see at the time when Huttopia was created was the contemporaneous emergence of accelerated and powerful digitalisation fuelled by “innovative young companies”. Booking.com was created in 1996, Google in 1998, Ctrip in 1999, Tripadvisor in 2000, Facebook in 2004, Airbnb in 2007 and Instagram in 2010. These companies and others have revolutionised practices in tourism both in terms of supply and demand.

This transformation has amplified and reinforced the original intuition. Our urban lifestyles have grown even further from nature, digitalisation enhances the separation, it consumes our “available brain time”, reduces direct contact with family and with the real outside world. In his book “Le triomphe d’une utopie” (the triumph of a utopia), Jean Viard showed how our life is now more structured around free time than working time. A large part of this time is spent looking at screens. This is a fact and we are not positioning ourselves as hating this observation.

However, it is down to us, as participants in tourism, to develop an offering that it is attractive and different from our competitors to appeal to tourists, who are ever more numerous.

## OUTDOOR HOSPITALITY

Huttopia has established the essentials for an “outdoor hospitality” holiday offering that combines the fun, freedom and reversibility of real camping with a level of service and comfort that you expect from a hotel. What is often known in the English-speaking world as “glamping” and that we offer on our sites and forest villages in France and abroad.

We offer our customers a break from their everyday lives and a change in lifestyle with an original, memorable and shareable offering. The positioning that was adopted since day one is the total absence of WiFi in the forest villages and limiting it to the central facilities on campsites, which is in frank opposition to the current generalisation of WiFi. This may hold back some potential guests but those who do come appreciate this approach, being able to play with their kids, forgetting their job, leaving their emails to one side, living in the moment, using their 5 senses... before using their smartphone and Instagram, talking during meals, taking a break from the constant demands (emails, headlines, social networks, etc.). That is what Huttopia offers.

Our commitment is to offer our guests disconnection, but what does that really mean? It dates back a long way and before Internet came and reshuffled the

cards of our economic, social, tourist and cultural practices. The word ‘vacation’ comes from the Latin ‘vacare’: to be without, to be free, to have time. It means spending your time in a different way. Living in one of our forest villages for a week offers a cut-off from daily life, a disconnection that goes beyond just everything digital. Living under canvas, in direct contact with nature is part of the “Huttopia” experience, as is taking the time to meet people, regardless of social, professional or geographical origins. It also means taking part in original outdoor activities like climbing trees, forest walks and spas, harvesting and distilling lavender on-site. Ultimately, it means removing lots of technological and virtual filters and getting back to reality, to direct contact without intermediaries. Digital disconnection is a form of breaking away, a change in lifestyle during the ‘vacation’ that Huttopia offers and our guests seek.

## DISCONNECTION CALLS FOR INNOVATION

We have to acknowledge that this powerful and civilising approach means that we have to rethink our offering equally in terms of leasing, the layout of our sites, the activities and the services. Disconnection has to drive us to innovate, like our “Cahuttes” that are a hybrid between a tent and a cabin, which combines comfort, lightness and reversibility. Huttopia was born in

1999 and immediately saw the Internet as the main means of marketing. We were the first in camping to develop a “multi-channel” booking service that was updated in real-time. Thanks to the Internet, more than 90% of our turnover comes from direct sales to our clients.

We are not therefore positioning ourselves as technophobes, or disconnection militants or allergic to radio signals, but we offer the chance to live a different life in a given place for a given time. This appeals to a segment of tourists. Some are looking for a more village like lifestyle, like they used to have in their daily lives, whilst others want to get away from it all, to take a break and find themselves, to spend time together with friends and family, to chat with neighbours and locals freely, to discover the area and get back to nature.

However, tourists are ever more versatile and mobile; we therefore need to be able to meet their expectations and have a consistent offering so that we can meet the promise we make to our clients.

Installing our accommodation in beautiful, natural sites and respecting the local culture, inviting families to come and enjoy the site and the region by letting them create lasting memories they can share: this is the disconnection that Huttopia offers. We are driven by the strong conviction that humans benefit equally from a direct contact with nature, of which they are part, and contact with other people. Even after 20 years, Huttopia is still just at the start of its story.



Source: Huttopia

# The case of Citizen M

**Paola Tarazona**

Senior Communication Manager  
Citizen M

**As an urban chain that preaches comfortable luxury, Citizen M claims to offer a double alliance: connectivity that provides real services to clients and teams; trained and versatile staff that are truly customer focussed. Here the company's best ambassadors are its staff. People are players: as a client or as host. Human beings are in pole position.**

## WHAT IS A CITIZEN M? WHAT MAKES THIS BRAND DIFFERENT?

Citizen M is the cradle of "affordable luxury". It is a lifestyle brand and a hybrid hotel that overcomes the frustrations of modern travellers. Its secret is giving them what they want: a big comfortable bed with top quality bed linen, but no fruit bowl, a good strong shower, but no mini bottles of whisky, and a clear television signal, but no trouser press. This is how Citizen M keeps its prices low, even in very busy urban centres. Prices in London start at £109, €89 in Amsterdam and \$159 in New York. The brand offers every client a perfect night's sleep and an inspiring place to meet for business or pleasure. For Citizen M, this is affordable luxury.

But the Citizen M experience is not limited to the facilities and the price. It is a new state of mind for a new type of traveller: one that appreciates the choice of staff, a modern design, user-friendly technology and being close to a town or city. Citizen M wins over this kind of traveller with its accessible character, which is low brow and global. Whilst taking its aim of offering elegant and affordable accommodation very seriously, Citizen M also has a sense of humour.

The biggest part of the personality that characterises Citizen M comes from its hotel staff-the ambassadors. They are usually hired from outside the hospitality industry. They are chosen firstly for their attitude (and not for their skill sets), and undergo an intensive six weeks immersion course to learn about the unique Citizen M culture. All the ambassadors are trained to work in every job, so they never need to tell guests to ask somebody else when they need help. Every ambassador is a receptionist, a problem solver, a barista and a barman. They embody everything about the modern citizen: they are curious, travellers and open-minded. They are also the mobile concierges for Citizen M, who know a lot about their town and will be happy to give advice on how to visit it.



## WHY DID YOU BET ON CONNECTIVITY (AUTOMATED CHECK-IN, MINI IPAD WITH HOME AUTOMATION, ETC.)

When Citizen M was launched, it was one of the first hotels in the world to put technology at the core of the hotel experience. It got rid of queues at reception by introducing automated check-in terminals, where it only takes a minute for guests to get their key.

When guests arrive they can forget about filling in the fastidious form and instead check-in on touchscreen terminals. It only takes 60 seconds to check-in and 30 seconds to check-out, and our friendly ambassadors are always there to help. Room keys are RFID cards, which also work as a means of payment at the CantineM, baggage labels on the return journey and new keys for your next stay with CitizenM. Not bad eh? And when you go through the check-out, your receipt is sent straight to you by email.

Everything in the bedrooms is controlled by an iPad (called the 'MoodPad'), which can control the LED lighting, the music, entertainment, morning alarm, the blinds, the curtains and preconfigured ambiances for love, films, parties and relaxation, with a single touch. Our clients really appreciate these ambient settings controlled by the tablet as well as the films and free WiFi.

We wanted to overcome the technical issues for our ambassadors so that they could concentrate on guests.



Citizen M - Paris Gare de Lyon  
Source: [www.incentivemag.com](http://www.incentivemag.com)

## IN JAPAN, SOME PEOPLE CALL THIS TREND "OVER ROBOT" AFTER THE LAUNCH OF AN ENTIRELY ROBOTIC HOTEL, WHAT DO YOU THINK?

Those are gadgets, real hospitality will always need a human side, and it is one of the factors that we concentrate on with our technology. Instead of replacing human contact, it improves it.

This state of mind also explains why we put art centre stage. Our hotels are designed so that citizens feel at ease and surrounded by works of art that are accessible and inspiring. Be it on the facades, in our lounges, in our lifts or in society, we like to mix art that is recognisable and art that makes you think. Conceptual art is at the heart of our collection: works that represent something, that communicate a particular philosophy and inspire ideas.

## YOU ARE OPENING NEW CITIZEN M HOTELS IN ASIA, IN TAIPEI, SHANGHAI AND KUALA LUMPUR. WHAT INSPIRED THIS STRATEGY? AND DO YOU HAVE THE SAME CONNECTIVITY AND THE SAME CUSTOMISATION IN EACH HOTEL?

Asia is a really important market for us. Shanghai, Taipei and Kuala Lumpur are crossroads in Asia, which allows us to establish a regional presence and offer CitizenM's cutting edge experience on the dynamic Asian market. The CitizenM in Taipei, close to the historic North Gate, was the first of our hotels in Asia.

It is surrounded by restaurants, galleries and cultural monuments. CitizenM Kuala Lumpur is located in the famous fashion and entertainment district Bukit Bintang. It is a perfect hotspot for fashion weeks and F1 races, which happen twice a year.

We try to offer the same experience in all our hotels, as we always have the same target: frequent travellers who are urban, multi-cultural and with real values. Ultimately, we believe that a hotel should offer technology that operates in a transparent manner and without any friction.

Our next target cities in Asia? Bangkok, Beijing, Hong Kong, Jakarta, Melbourne, Seoul, Singapore, Sydney and Tokyo.

TREND

4

# ADVENTURE TOURISM

In addition to vacation tourism and discovery tourism, there is a new trend emerging: adventure tourism. The destination counts, but the possibilities in terms of accomplishment, pushing yourself to the limit, and testing your body and mind during sports holidays, survival courses, and sports events such as marathons or trails, are increasingly popular. Adventure tourism

goes beyond experience, it means commitment and changes from the participants that can impact their life choices. Developed in symbolic natural settings that impose a mental and physical effort and including an element of risk, adventure tourism is explored here by committed tour operators and tourists.



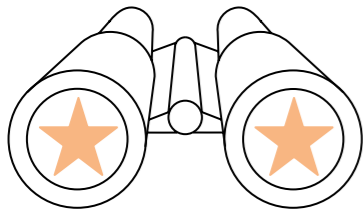
# A taste for the unknown

Laurent Lingelser

Co-fondateur  
Les Coflocs

**At a time when mass tourism is decried in part due to over-tourism, adventure tourism is not suffering from this crisis. We will take a look at what adventure tourism is and why it is so successful at the moment.**

Before taking an interest in this subject, we first need to define what adventure tourism is. According to a dictionary definition, adventure comes from the colloquial Latin term *\*aventura*, things that must happen (from *advenire*) and means an undertaking that includes difficulties, a large element of unknown, sometimes extraordinary factors, in which one or more people take part. And tourism is defined as the act of travelling or visiting a site for pleasure. Adventure tourism can therefore be defined as an act of travelling that includes an element of the unknown and sometimes extraordinary factors.



To complete these notions, I would add some factors gathered during a recent video made for a travel agency entitled "What is an adventure?". We had several answers that explain this concept well:

- ◆ Adventure is when you do not know where you are going to sleep that night!
- ◆ It's unpredictable, it's extraordinary!
- ◆ It's the art of travelling in a different way!
- ◆ It's about rediscovering destinations that are already known, but more unusual areas!
- ◆ It's about facing the unknown!
- ◆ It's walking on the right-hand side of the street when every day you walk on the left!
- ◆ It means waking up in the morning and not knowing what you are going to do that day!

This notion also ties in with the famous idea of "off the beaten track" that all travel agencies now offer to quench this thirst for adventure.

## DIFFERENT FORMS OF ADVENTURE TOURISM

We observe different types, noting that adventure also means a kind of freedom.

◆ **Travel that may be organised or otherwise**, to less popular destinations that promote **cultural exchanges**, encounters and physical activities, such as hiking, trekking, cycling tourism, kayaking, etc. Many travel agencies offer these kinds of excursions, but there are also many people who independently organise a trip such as going from Paris to Tehran by bike, like Michael Pinatton, or crossing the empty diagonal route across France like Mathieu Mouillet, or even crossing the Antarctic on foot like Matthieu Tordeur.

◆ **Road trips and van life**, which is defined as travelling where you want as the feeling takes you.

◆ **A micro-adventure**, which is setting off for an adventure without going anywhere too far, too expensive or too complicated. Several start-ups have launched services in this area, such as *Chilowé* and its guide to micro-adventure that will get everybody outside or even 2 jours pour vivre with its newsletter.

◆ **A World Tour**, which is the journey of a lifetime, the dream of the ultimate adventure. When you ask people what they would do if they won the lottery, the first answer that comes to mind is always travelling around the world.

## WHY SUCH A TASTE FOR ADVENTURE?

All forms of adventure tourism meet similar sociological needs. With our increasingly sedentary lifestyles and the fact of spending all day sitting behind a desk, people now feel a real need to find themselves when they travel, to give some meaning to their life and to test their limits. What better way than a journey with a sporting challenge to get out of your comfort zone whilst meeting new people.

Another trend is the fact that we are now disconnected from the physical world and want to offer ourselves new experiences, adventure tourism is also about experiencing things. In some cases we even talk about transformational tourism. We want this journey to give us something and change us inside. The world tour is a very good example. In our film "Génération tour du monde" (World tour generation), the protagonists tell us all about the adventure of a life time that is not just a break but a real transition.

I myself am a perfect example. After being an executive director for many years, I went on a tour of the world and it changed my life! When I got back, I became an entrepreneur and during my subsequent journeys I experienced adventures such as the River Kwai Half Marathon in Thailand or the Midnattsloppet, the 10 km midnight race in Stockholm.

I will conclude this article with a quote from Paulo Coelho, which sums up this trend and state of mind well, "If you think adventure is dangerous, try routine; it is lethal."



Source: Laurent Lingelser

# After the kitchen brigade, here is the tourist brigade!

**Paul Auber**

Co-founder  
*La Brigade du Voyage*

**For years, holidays meant rest and relaxation in an idealised context. Now, the aims have changed, travellers have a taste for risk, they seek to push themselves or find themselves, in original or abandoned places.**

The pace of urban life leaves us with little time to think of ourselves. Osteopaths will often say, "listen to your body and you won't have this severe pain in your chest". This phrase sums up perfectly this new way of travelling. We travel whilst listening to our bodies. Now, we release our bodies and our minds. Wellbeing in its purest state. This explains the boom in yoga lessons, extreme sport boot camps and more generally, the "off the beaten track" concepts, like hostels for travellers.

Accommodation is an integral part of adventure when travelling. Two childhood friends, Paul and Bernard, took their inspiration from the trend for buses converted into hotels, initiated by the expertise of **Expeditions Happiness** and **Let's Be Nomads**, and decided to transform an old American school bus into a hotel and set out for an adventure. They met up in Phoenix Arizona to buy a yellow school bus from 1994 for \$6,000. It was a great deal, but the bus needed a bit of rejuvenation. Firstly, the bus was completely stripped down to fit new facilities worthy of a five-star hotel! An all-wooden bus with a kitchen, bathroom, beds, solar panels and a 30m<sup>2</sup> terrace to sleep outdoors. A few months later, the bus-hotel 'La Brigade' was born.

The legendary yellow school bus now crosses 18 countries, from Mexico to Patagonia. There are not many spaces, as small groups are part of the character

of this new means of locomotion. The most absolute wanderlust is also part of the intrinsic values of the Brigade. Every morning, we discover a new landscape, we encounter different animals and try various activities. The school bus becomes one of the travellers, it has naturally acquired the name Natasha.

With the Brigade, it is joy and listening to your body that are expressed, whole heartedly with nature. An end to organised travel with imposed excursions. Travellers choose their own programme: they can cook for the whole group, rest in a hammock, go out for a tour of a lake in a kayak, watch bears in Yosemite, stroke a lama, go horse riding, climb the Hayna Potosi up to 6088 m in Bolivia, surf at Huacachina in Peru, do rooftop yoga on Natasha opposite the Arenal volcano in Costa Rica, have a barbecue, go running, jump, laugh, mediate, play cards... travellers forget the date and the time...

they are just left to be themselves for 12 days.

People can come alone, in a group or as a family, in any case, the event will be transformational and unforgettable.

You do not come away from the Brigade in the same way as a normal journey. You experience emotions, exchanges, and returning to reality is often difficult. Our Chief-Brigadiers Paul and Ben, have travelled 75,140 kilometres of happiness in extreme diversity—one day high in the mountains, the next day all the way down, diving in Belize. Taking their inspiration from their predecessors

who travelled as a family in their school bus, they decided to open up the extraordinary experience to the general public.

For two childhood friends, mobile hotels are next big thing and represent the future of adventure tourism. The expectations of travellers are changing greatly, but one thing is certain, if you are someone who is looking for happiness and well-being, do not hesitate to climb on board La Brigade!



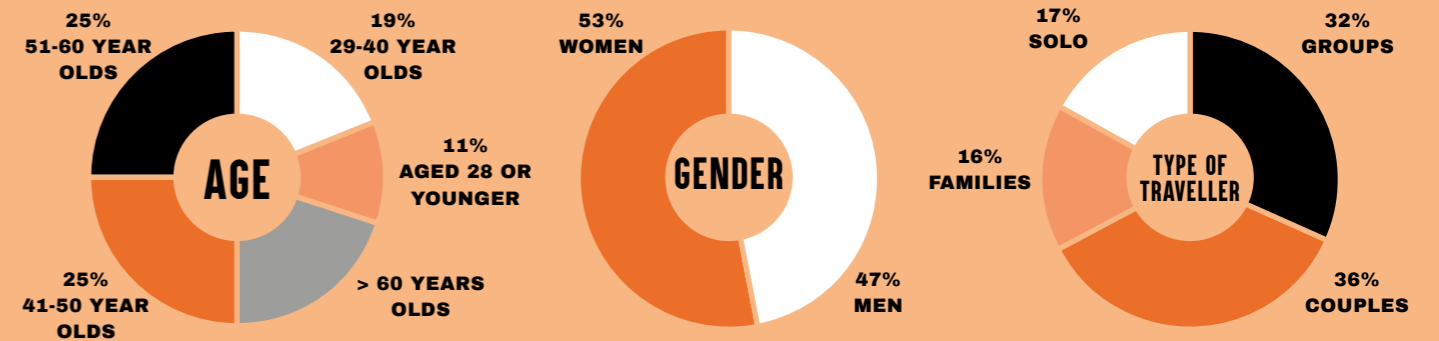
Source: Brigade du Voyage

# THE ADVENTURE BUSINESS

As modern consumers begin to place more value on experiences than possessions, the portion of their wages that they spend on travel is increasing. Adventure holidays are increasing popular and open-air retail is ready to profit from this growing market.

## THE DEMOGRAPHICS OF ADVENTURE TOURISM

The average adventure tourist is 48 years' old. There are more women that travel than men and most travellers choose to travel with their partner or with a group.

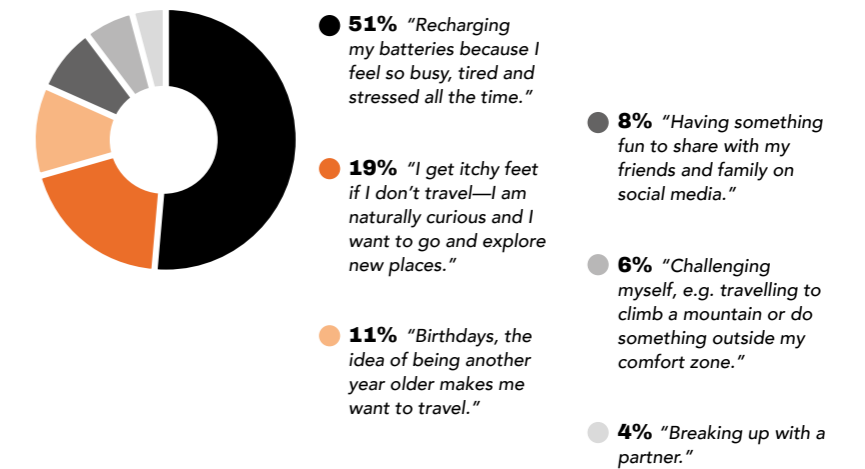


## HIGHLIGHTS OF THE JOURNEY

- ◆ **SOFT ADVENTURE**  
Includes activities like biking, canoeing, fly-fishing, snorkelling and safaris
- ◆ **HARD ADVENTURE**  
Includes climbing, caving, Heli-ski, kite surfing and trekking
- ◆ **HIKING AND TREKKING**  
are the most popular activities for adventurers at every level, followed by camping, fishing, bird watching and snorkelling.
- ◆ Travellers are also increasingly concerned with their health. **WELL-BEING TOURISM**, which includes everything, from medical tourism to yoga retreats and hiking, should increase **50% FASTER** than tourism in general.

## WHAT MOTIVATES ADVENTURE TOURISM?

"People are seeking more authentic and transformative experiences rather than simply possessing more things. Adventure tourism is tourism based on nature and culture."



Source: UNWTO Global Report on Adventure Tourism



# The new adventurers

**Stéphane Prioux**

General Manager  
Kazaden

**Confronted with increasing urbanisation and the rapid rise of digital media, adventure tourism is seeing the emergence of new categories of adventurers: active members of the work force with deep expectations that upset the codes of adventure. The sector is experiencing an unprecedented change.**

*"A mountain offers any man what modern society forgets to give him"*  
Boris Vian

The increasing pace of life, sedentary working environments, increased connectivity, difficulties related to means of transport, etc. for the majority of the working class and higher social categories, ultra-urbanisation has created an ever greater distance and more intense separation from the natural environment, peace and serenity. Whereas, for more baby-boomers and millennials, the holidays of their youth were synonymous with adventure and activities, either in the mountains or at sea. An environment they were introduced to from their youngest age and that they almost considered to be their natural condition. This tension between daily life and deep aspiration has given rise to an almost essential need for adventure, which is quenched by weekends and breaks with an immersion in nature. This trend, which is becoming generalised at high-speed, has given rise to a new generation of adventurers.

## ACCOMPLISHMENT BASED TOURISM

Be it trekking in Nepal or a surfing holiday in Morocco, cruising on a sail boat in Norway, a Yoga retreat in the Cyclades or a survival weekend in the Alps, etc. it is easy to see how much adventure tourism, which mixes a natural environment, physical effort, a touch of risk and the unknown meets many needs:

- ◆ Constant involvement: from the excitement of learning something new, to the memories that we bring back from a holiday;
- ◆ A 'rediscovery' of simple and pure sensations: being left speechless by a stunning view, enjoying a moment together, accomplishing a physical effort;
- ◆ A possibility for adventurers in search of a challenge to set themselves sporting goals and to achieve them;
- ◆ Work on yourself, faced with adversity and the unknown;
- ◆ The feeling of having experienced something different and unique;
- ◆ A human adventure based above all on

being part of a group, sharing advice and experiences and being rooted in common values.

In this way, adventure holidays meet a transformational logic for an individual who will come back 'changed', and lifted by this experience. To return to very fashionable personal development pillars, adventure tourism offers an effective alternative to traditional tourism (resorts, beaches, gites, etc.).

## CHANGING CODES

The emergence in the world of adventure of these new categories of adventurers, who are highly at ease in the digital world, is changing the codes in the sector. As adepts of online tools for finding accommodation (booking.com, Airbnb, etc.), flight comparison websites (skyscanner, kayak, etc.) or solutions for urban ticket buying (getyourguide, lafourchette, etc.), their proactivity and their involvement in preparing their stay is creating new requirements: getting information for themselves about

an activity or a destination, adopting short stay formats, hoping for 'direct contact' with the organiser, travelling alone or as a couple, having a customised experience, etc.

The Kazaden platform creates a transparent environment where adventurers can seek inspiration and pick out the holiday that best corresponds to their requirements, in France or abroad. Thanks to direct contact with many guides, skippers, trainers and local, specialised agencies, the adventurers can benefit from the expertise of professionals whilst remaining closely involved in preparing their trip. Kazaden also ensures the quality of the service providers and specialist guidance for novices.

## TOURISM THAT IS UNDERGOING CONSTANT RENEWAL

More generally speaking, the arrival of these new categories of adventurers, who are running from traditional agencies, is shaking up the whole sector. Indeed, their quest for originality and authenticity, which is enhanced by direct contact that is now possible with local contacts, creates opportunities for these new holidays. This is a phenomenon that Kazaden supports and amplifies. Freed from the constraints imposed by large tour operators, welcoming locals can be more flexible and are freer: they can adapt their offerings and reinvent their services continuously, to satisfy an ever increasing number of adventurers. This is enough to create an unprecedented dynamic.

Adventure tourism still has plenty of room for growth.



Source: Trail weekend Chamonix - Kazaden



Source: Snowshoes in Greenland - Kazaden



Source: Thai Yoga in Haute-Savoie - Kazaden

**+21% PER YEAR**

**THE GROWTH IN THE ADVENTURE MARKET SINCE 2012 <sup>(1)</sup>**

**5 DAYS**

**THE AVERAGE DURATION OF ADVENTURE HOLIDAYS FOR NEW ADVENTURERS <sup>(2)</sup>**

**25%**

**PROPORTION OF SOLO TRAVELLERS AMONGST ADVENTURERS AGED 25-55 <sup>(2)</sup>**

<sup>(1)</sup> ATTA, 2018 Travel Trends

<sup>(2)</sup> Kazaden SAS, sales report

# Hotels, the new local get away

**Kevin Hutchings**

Co-founder  
Staycation

**Every weekend, thousands of Parisians and Londoners take up residence in luxury hotels in their cities for mini-holidays. On the programme: swimming in a private pool, massages as a couple, screenings of films, lessons in cocktail mixing, XXL breakfasts from room service, etc. Staycation is creating a new type of break: affordable, local and entirely turnkey.**

## A NEW FORMAT FOR TAKING A BREAK, JUST NEXT DOOR

It was the middle of August, it was 40°C in Paris and three young co-workers wanted to take a break. Noting that most Parisian hotels are empty during this season, they imagined turning them into temporary holiday clubs for locals that cannot get away.

To test the idea, they started a newsletter with 3 offers and their phone numbers inside to book. After having their first 400 clients on the phone they decided to launch their company and created Staycation. The aim was to popularise a new format for taking a break, just next door.

Every weekend, Staycation transforms local hotels into urban resorts with an impressive concept:

Themed packages in superb hotels:

- ◆ Staycation selects only the most beautiful 4\* and 5\* hotels in each city and creates an original 24-hour programme in each hotel, which is specifically designed for the premises, always including the bedroom, breakfast and an activity.
- ◆ A turnkey holiday experience: once the booking has been made, you just need to go with the flow. Staycation has thought of everything: a welcome pouch, a guide to the best addresses near to the hotel, advice from the community, etc.
- ◆ Amazing prices: Staycation offers reductions of up to 70% and prices from €79 all year round.



*"With Staycation, we want to democratise a new kind of get away, just around the corner. Easier, shorter, more local and fully turnkey,"*  
Kevin Hutchings

## OPPORTUNITIES TO TAKE A BREAK IN YOUR CITY

Whether it is just to break the routine, play at being tourists in your city, relax after a big week or celebrate a special occasion in exceptional places, Staycation meets each spontaneous need with offerings for every taste and every desire.

Staycation offers are unveiled every Wednesday at 9 am for the following weekend. Every week there are new experiences, temporary packages and exclusive bonuses are offered to upgrade weekends in Paris or London.

## A NEW MARKET FOR THE HOTEL INDUSTRY

The observation is clear: more than one room in four in luxury hotels in Europe is vacant all year round. Traditional clients—business and tourism—are insufficient to fill the hotels.

By providing local clientele, Staycation has created a third market and revolutionised the sector: the start-up creates new products for a new clientele, which would not normally have gone to a hotel. All based on an underexploited asset.

A virtuous model that allows the hotel owners to:

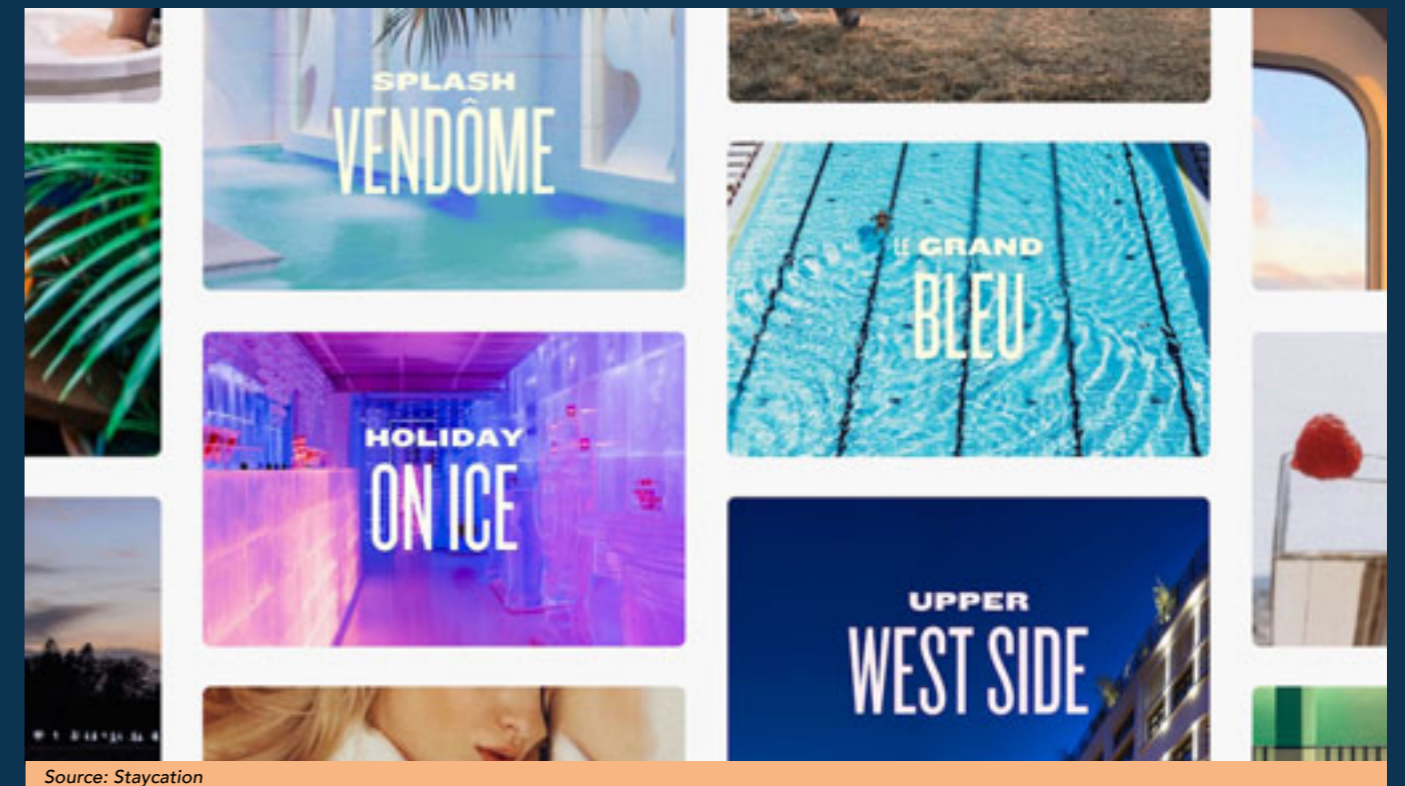
- ◆ Optimise their occupancy rates: Staycation fills up to 50% of its partner hotels every weekend
- ◆ Boost their turnover generated by their restaurants and spa treatments by 30%

- ◆ Promote their establishment to a community of 400,000 Parisians.

In less than two years, Staycation has already become the third biggest business provider for its partner hotels, after Booking.com and Expedia. Staycation covers universal needs, both for the client who wants to take a break from their daily routine and get away from it all in a city that they actually know very well, and for the hotel owners in terms of attracting a new clientele.

## ABOUT STAYCATION

Staycation was created in June 2017 by Mathieu Ecollan, Mathieu Dugast and Kevin Hutchings. It is the leading platform for mini-break packages for 24 hours for rooms in the best luxury hotels in their cities. The service is available in Paris and London, and will open in new cities soon.



Source: Staycation

# Exploration is entering a new era

**Jake Hauptert**

**Co-founder**  
Transformational Travel Council

**We must meet a sizeable challenge “planning and selling” transformational travel experiences that favour personal development and, also, a global change.**

A transformational experience is a concept that is not unlike that of a spiritual reawakening: “An immense emotion that can be felt deep down, and that intensifies as it is welcomed by the body and the mind. This resonance is felt almost every time, with a feeling that finally everything makes sense...”

Our aim is to cultivate transformation by encouraging an internal journey and by adding more awareness to the design, marketing and coaching of our programme. The idea is to favour full awareness, the synchronicity, the adventure and an action to connect to others, and create transformational experiences.

To offer a transformational trip, maybe we should completely reinvent the process, from how we sell the holiday and communicate our message, to the

way in which we design and orchestrate it - including our relationship with holidaymakers. The aim is to increase the peak experiences, to invite travellers to go outside the carefully prepared itinerary and to bring back more spontaneity to encourage personal fulfilment. For this, we must add more intention, full awareness and introspection into the travel equation.

Let us be very clear, we cannot reinvent the wheel. The Australian aborigines have their walkabouts and the Inuits have their wandering. Rumi, a venerated poet and mystic from the 13th century said “As soon as you walk on the path, the path appears”. The English word ‘travel’ actually comes from the French word ‘travailler’ in the sense of making an effort.

To create experiences that favour personal development, we are convinced that we must learn to travel with a spiritual dimension. We need to completely rethink the human dynamic, the brand, the message, the design of itineraries, the tracking and how we guide travellers in their transformation once they return home. It is essential that when an explorer answers the call

to adventure, we explain to them how to look within themselves, to show some introspection, to question themselves and find the time and the place to truly think about what makes them want to travel.

## HOW?

- 1 ♦ Efficient arrivals, memorable ends, gratifying peak experiences: we think that hikes, treks, challenges, climbs, experiences with locals, etc. are those that inspire the greatest transformation, and that are most likely to incite people to start the experience based learning cycle, by thinking every day and giving great space to meaning.
- 2 ♦ Practicing the art of slow travel, for example by walking in full awareness of your arrival, which allows your spirit to become aware of the present moment. Instead of visiting a place quickly, we take our time and we take in our surroundings. As professionals in the travel industry, we should help our clients to SL-OW DO-WN, and not the reverse.
- 3 ♦ Between activities, leave time to explore spontaneously, which is designed to quench the client’s desire for escapism and to capture the essence of the poem Undersong by Emerson. Go and meet local people; every encounter could be a

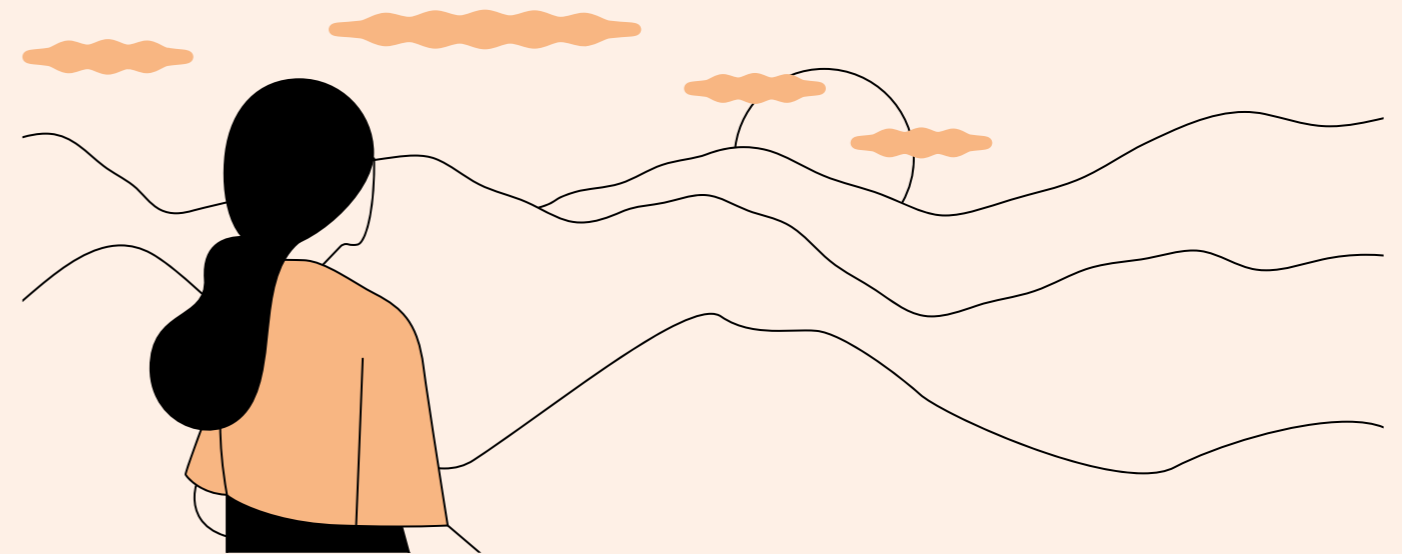
new chapter in an unforgettable journey.  
4 ♦ Places that offer good energy to explorers—remote and quiet places, starry skies, sacred sites, etc. Places that appeal to the traveller and that amaze them.

By ritualising their departure, the traveller honours the moment when they “cross the threshold”, and this process may transform an experiential adventure into a spiritual journey. Where is your threshold? Is it the entrance, the airport, or when you set foot in an unknown place? Whatever the answer, you need to identify it and give it a symbolic dimension.

Once the adventure begins, how do we know when we have truly arrived at our destination? When we arrive at a station, a sanctuary or a forest? Or as Phil Cousineau says “Perhaps we have arrived when we find ourselves on a road that brings us back to ourselves?”. And once they are immersed in their destination, the traveller must slow down and be present for themselves, not forget to breathe, to open their eyes and their ears... But how best to achieve that?

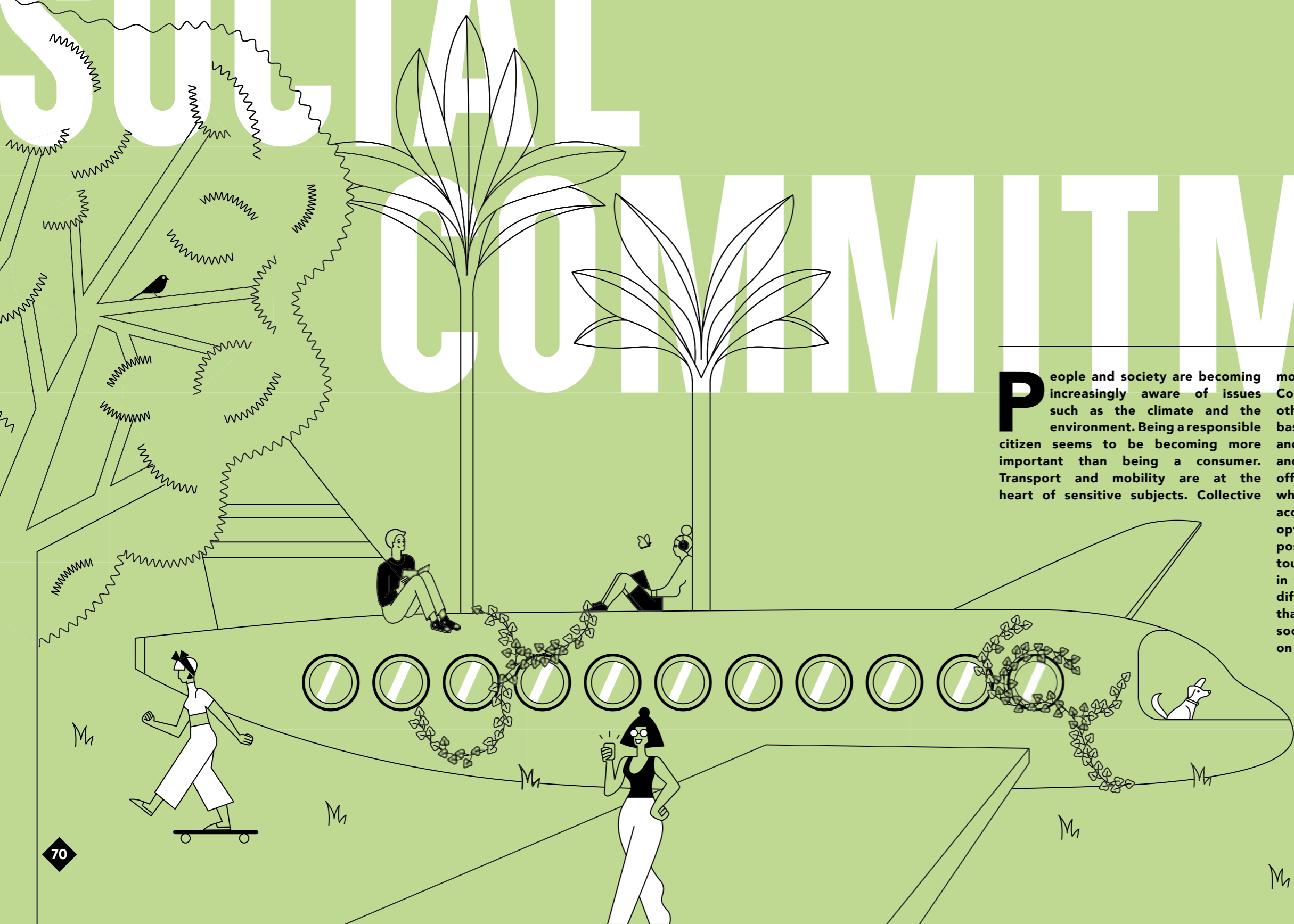
- ♦ Introducing meditation, daily yoga, offer an application to download.
- ♦ Encourage them to keep a diary, a sketch book, suggest recording sounds.
- ♦ Invite the traveller to find their own pace and to connect, to listen to their neighbouring table and conversations at the market place, the train’s whistle, the birds singing, and the wind whistling through the treetops.
- ♦ Open your senses – *In Explorers of the Infinite*, Maria Coffey examines how intense adventures, like climbing, rafting or other demanding activities have the potential to take you beyond yourself and to shake up your whole being. This phenomenon can be explained by the strong correlation between spirituality, adventures in the outdoors and personal transformation. By living these intense moments to the full, travellers find their rhythm, stimulate their thirst for escape and increase the moments that can create personal transformation.

To conclude, I would like you to reflect on the ways in which we invade our destinations, about our irresponsibility with regard to travelling, and the fact that there will soon be nowhere left to discover. Travelling is becoming increasingly easy and therefore far removed from sustainable development. We must therefore approach these same destinations from a new perspective, or transpose the journey into an exploration of ourselves, of humanity and an unknown area of our mind, individually and culturally. By leaving more space between activities and by leaving room for spontaneity, we can return to the origins and the essence of travelling. Travelling should not be about collecting air-miles, about bucket lists, or visas, or the number of stars a hotel has or photos that shout “look at me!” on Facebook.



# SOCIAL COMMITMENT

TREND  
**5**



**P**eople and society are becoming increasingly aware of issues such as the climate and the environment. Being a responsible citizen seems to be becoming more important than being a consumer. Transport and mobility are at the heart of sensitive subjects. Collective movements are arising on the subject. Companies are also adapting whilst others are outright launching themselves based on the principles of responsible and sustainable commitments: finding and promoting ethical and ecological offerings, claims that make citizens who travel thoughtlessly feel guilty, accommodation that actively seeks optimal environmental solutions, or positive energy, etc. How can the tourist ecosystem make rapid progress in this area? That is the subject of this section that is marked by the emergence of a social conscience that casts a new light on tourism and travelling.

# Less means more at the shrinking hotel

**Franck Laval**

**Manager**  
Solar Hôtel

**What do we know about the social-environmental impact of tourist products (hotels, activities, restaurants, events, transport, etc.)? As France is preparing to host 100 million tourist visitors in 2020, the question is more relevant than ever. Bring on the tourists; that is the watchword – without every considering the environmental impact of so much human traffic... The accommodation sector, which alone generates €25 billion in turnover, is particularly concerned and accounts for 49,000 companies and 177,000 full-time equivalent employees.**

In spite of its position as the world's leading destination, France only has a minority of tourist accommodation solutions that have a sustainable development approach, either in-house or through labels, and environmental certificates and seals.

At a time when all the experts are speaking about an environmental emergency, the 'transition' of the hotel sector is scarcely happening. There is however increasing consumer demand, just as there is for organic food. The studies are unanimous, tourists are also seeking transparency and are keen to travel responsibly.

## SOLAR HOTEL, A STORY OF COMMITMENT

The Solar Hotel is a mid-range hotel that totally transformed itself ten years ago by setting its sights on making an environmental commitment. We started by basing ourselves on a carbon review; the idea was to assess the efforts made and the efforts that could be made in terms of water consumption, electricity, heating, energy and waste – all of which is overall about carbon emissions. Following this first initiative, we had a set of recommendations to improve the balance of the Solar Hotel. All we had to do was implement the different actions.

The aim was to stay in the original range, i.e. a 2-star hotel with accessible prices, but to follow the recommendations as far as we could. We wanted to become

responsible and maximise the guest's experience on the environmental issue, without crossing the profitability threshold. Our commitment should not lead the company to change its positioning or make it take a financial risk. This was achievable. Keep one thing in mind, "Ecology is not a privilege reserved for luxury hotels".

The first actions implemented were not really well directed. We needed to unify our approach and put our commitments into action. We therefore opted to try and get labels, a key step to avoid being considered as a 'green-washer'! The two existing labels, at the time, were serious and full labels: the European Ecolabel and Green Key.

These independent labels that went beyond our communication alone made

it possible to meet the challenges related to customer concerns. What was the aim? Removing any suspicion and inspiring confidence. I have colleagues in the hotel industry that are also very committed but do not want labels; which is their choice to make.

## CONCRETE ACTIONS AT THE LEVEL OF A HOTEL

After the carbon review, the actions to be taken were also required by the labels. Doing it was therefore fairly simple, we had to keep up our efforts. The Solar Hotel has a generalist commitment with a range of services from breakfast, to buying green energy, using recyclable materials, etc. We try to take the experiment as far as we can.

- ◆ The water for the showers, taps and the toilet flushes is managed by a water-saver. The idea is to reduce consumption at the level of the whole hotel. Some toilets are even fed by a rainwater recuperation system thanks to the solution from the start-up Ecoperle. The washing machines and dishwashers have been renewed to the AA category. Since we took these steps, the Solar Hotel has cut its water consumption by 50% without changing the number of guests.

- ◆ Our efforts also covered reducing our electricity consumption: refitting the hotel with LED lighting. Another example: 25% of electricity consumption is related to working the lifts. We therefore try to convince our guests to take the lift up but to take the stairs to come down with a simple sign "burn calories". Only 1/3 of trips are now made by the lift thanks to this sign. A guaranteed impact with little investment.

- ◆ All of the products offered are sourced from 100% organic agriculture and are 100% local. Doing otherwise would be meaningless. We therefore work in partnership with Biocoop for our

breakfasts and other products to better manage the quality. For example, we have done away with orange juice and serve only apple juice.

- ◆ Managing waste is key. We favour "zero food waste" and we no longer use individual packaging. So, if you stay at the Solar Hotel, you should not be surprised not to find the traditional "buffet" for your breakfast. We serve to order but only in small quantities. Welcome to the "shrinking hotel"! The same instruction applies for hardware: limit waste. We almost never change the furniture, we repair it – since 1992. Beds are the only things to be purchased again. As a point of comparison, most hotels change their furniture every 7 years on average.

- ◆ The last important point, our focus on health: the floors are fitted with carpets

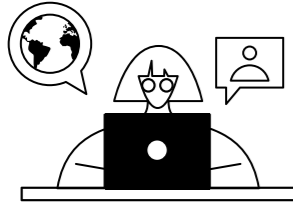
without glue, the rooms are painted with environmentally friendly paint, etc. The health of our guests is a priority, even if this criteria is not part of the obligations of the ecological labels.

And what is our secret for keeping these commitments and convincing our team and our guests? Efficient in-house communication and good prevention.



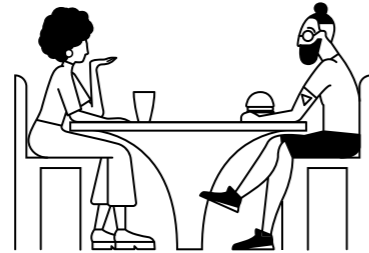
Source : Solar hôtel

AND TOMORROW?



For employees

In an effort to convert the hotel sector, we have created the “Solar Formation” to get feedback and discuss best practices. Today, in France, there is no training about sustainable development in hotels. The aim of Solar Formation is to sweep out all of the professions in the sector and to really focus on the ecological issue. The professional side implies learning in a hotel with real guests and not a theatrical décor. Ideally, we will train employees, but in particular receptionists so they adopt the right pitch and so they are more committed – so they can be credible in the sustainable and responsible approach.



For guests

The guests who come to the Solar Hotel come here because it is an ecological hotel. Awareness is already in operation here. As the guests are already committed and responsible people, the main challenge is making them loyal. And this is even more delicate for a premium hotel. For some, ensuring good standing and adhering to the criteria for sustainable development are a contradiction in terms. And yet, the 5-star Hôtel Napoléon also has the Green Key label. Speaking of concrete actions, the teams at Hôtel Napoléon have replaced the usual welcome gifts with pots of honey made in the hives on the roof of the hotel. Anything is possible to meet the requirements of a premium customer and to make a successful ecological transition.



For hotels

Transforming the Solar Hotel did not require any investment; only common sense. To continue this green line, we need more on the human-side, to keep what we already have and make it last. After Airbnb, the real revolution comes from ecology, health, and organic and local produce. The future of the hotel industry will also be in longer stays and stronger impacts. Consider for example the Scandic hotel chain in Scandinavia, this is the industry for the 21st century.

Your customers are no longer happy to play the fool and are asking for sustainable solutions. One of these solutions may well arrive in the next few years with a militant social movement like “foodwatch” for tourism or a Yuka for the hotel industry. And if tourist customers grasp such a tool with the same speed as the Yuka application for food, the economic shock could be violent for tourism in France!

Unless hotels go green, all at the same time.

# Travel green, holiday organic

**Fabien Vermot**

**Founder**  
Tookki

**The French are increasingly concerned about their environmental impact when they are travelling and go on outings. They often ask themselves if it is possible to choose businesses, leisure activities and destinations that adopt an environmentally friendly and sustainable approach. To offer them a simple solution, the 3 co-founders launched the Tookki application in June 2018. It makes it easy to look for an ecological hotel, an organic restaurant, a green activity, a slow-fashion store or a zero-emissions form of transport.**

At the start of the adventure there were three young thirtysomethings: Fabien Vermot, Julie Le Page and Karim Satsou. They had one thing in common: they all love to explore the world whilst respecting the environment and local populations. However, they came across a real riddle: how to find the right addresses and authentic places?

So what was the result? Two months spent organising 15 days in Panama or Bali, 3 months to find a good Nepalese guide, etc. Between the different sites, labels, recommendations and ethical charters, the trio were lost, and they are not alone. Today, around 87% of international travellers say they want to limit their environmental impact, only 39% of travellers say they manage it. The idea of simplifying access to these

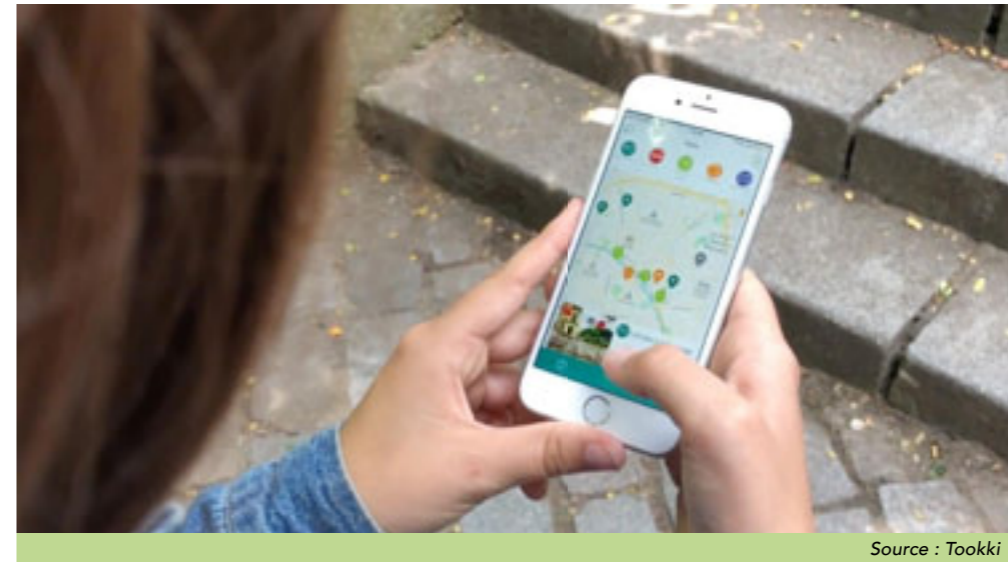
addresses and enriching encounters was born from there.

*We believe in protecting our environment, even by the smallest, local actions.*

It was this observation that inspired the trio to offer an innovative solution for ethical tourists and responsible consumers. They decided to call it Tookki, from the Wolof "tükki", which means journey. The project had begun. Based on the conviction that views and habits are changing, Tookki wants to promote environmental responsibility and sustainable development in urban settings and thereby help people to limit their ecological impact during their leisure activities/outings and journeys in town.

## HOW DOES IT WORK?

Tookki is a user-friendly mobile application that is detailed and collaborative, and aimed at helping you to discover the best sustainable and ecologically friendly addresses in-town. "Towns don't often go together with sustainable development in everybody's minds. And yet, our towns are full of unknown spots!", explains Fabien Vermot, co-founder of Tookki. Like a real sustainable and responsible city guide version 3.0, each place recommended by the application has been tested and approved by the team to ensure that it meets their selection criteria. To simplify reading and commitment for everybody, there are 5 criteria. Businesses must be: local, ecological, organic, fair trade and socially responsible.



Source : Tookki

For the moment, Tookki already lists 100 addresses in Paris and will soon open in other big French towns. With just a few clicks, Tookki makes it possible to discover good tips in urban settings: reserving an ecological hotel, finding a "green" electric scooter or booking a dinner in an organic restaurant. Tookki also invites its users to become contributors, by giving them the best local and responsible addresses, provided they comply with the selection criteria.

*We want the users to contribute towards Tookki: our community platform allows everybody to share their authentic and environmentally friendly experiences.*

The application is based on three values: responsibility, simplicity and community.

- ◆ **Responsibility:** the application makes it possible to book and organise a responsible outing or city trip based on simple selection criteria.
- ◆ **Simplicity :** with Tookki, you can get inspiration and find local and responsible offerings with a few clicks on a single platform.
- ◆ **Community :** Tookki's users are invited to take part, to make a commitment and raise awareness with others by creating

an active community where they share their addresses and top tips.

Tookki is the sustainable development city guide version 3.0!

## AND TOMORROW?

Tookki wants to continue and enhance the involvement of the community in raising awareness about sustainable development to create a real change in mentalities and everybody's daily habits.

The first challenge is expanding. Whilst maintaining the quality of the addresses and the experiences offered, the team is working on implementing a programme of ambassadors that will become the eyes, ears and pens of Tookki in the next big French towns and cities: Lyon is next on the list, then Bordeaux, Lille, Marseille, Nantes and Strasbourg will follow in the coming months. Each ambassador will set out to hunt for responsible and sustainable addresses in these major towns and in exchange for this involvement clothing and textile brands with ethical and responsible values will offer gifts to the most committed. Its ambassadors will help to

boost the development of the content on Tookki and to spread word about the project outside the French capital.

The second challenge is to become the Yuka application for tourism. The aim is to measure and promote the commitment of professionals in terms of sustainable development. This functionality will enable users to understand in a glance how committed a place is, but also to help professionals with their approach. This is a major technical challenge, but a necessary one if Tookki wishes to measure its impact in terms of urban sustainable development and always continue to raise awareness for citizens during their everyday lives and when they travel. So that being environmentally friendly is no longer the exception, but a simple and natural gesture for consumers.

*"I immediately felt at home with the look of Tookki. The fact that I can find the Eco-players around me on a map on my phone is really practical and fun. Tookki makes it possible to discover new addresses for all those who want to promote initiatives to make a better world. The variety of the categories offers options for everyday for residents as well as quick ideas for activities for tourists. Being a big traveller and moving often, my idea for the future of Tookki is to be able to use it everywhere I live and I travel to. So I can try and find responsible purchases and activities without having to look myself. Basically, making the ecological transition easy and accessible!"*

*Sophie, Tookki user*

# A discrete commitment

<b>Pascal Hebel</b>	Director of the Consumption and Company Division CREDOC
<b>Victoire Sessego</b>	Intern CREDOC

**There is a rapidly increasing level of ecological awareness: 26% of French people put the environment at the top of their concerns in 2018, which is a forty-year record for the Living Condition survey by CREDOC (the French research centre for study and observation of conditions of life). Although 88% of the population considers that consumers must address environmental issues, do those who are most sensitive to ecology put more effective environmental gestures into practice for the future of the planet?**

To answer this question, CREDOC considered the practices for sustainable consumption, from housing to food and transport. The results were conclusive: wealth leads those who are the most sensitive about ecology to mobility practices that cannot be compensated for, in terms of environmental footprint, by 'small gestures' like consuming organic produce, reducing or stopping consuming meat and buying second-hand goods.

### THE MOST WEALTHY AMONGST THE BEST EDUCATED POLLUTE MORE THAN OTHERS

In 2018, in France, the impact that a consumer has on the environment (their environmental footprint), particularly through their greenhouse gas emissions,

depends greatly on their income (economic capital): the higher it is, the more the consumer uses resources and causes pollution. The level of qualification (cultural capital) also has an impact, but not as great.

Beyond the ecological footprint, the CREDOC survey reveals differences in concern for the environment. In this area, it is the cultural capital that makes the difference. Inversely, those with the lowest level of qualifications are clearly less concerned about environmental issues, regardless of how great their economic capital may be. An increased used of digital equipment and more developed tourism, in particular by plane and car, of categories with high cultural capital and high economic capital, explains the discrepancy between practice and intentions.

### THE CONTRADICTIONS OF THE "SUSTAINABLE CONSUMER"

Even if the ecological footprint of those who are most concerned for the environment is high, this does not mean that they do not take any action in favour of the environment. Indeed, some behaviours with a limited but real sustainable potential, 'little gestures' are gradually finding their place in society, particularly amongst the higher social classes. Those with the highest level of qualifications stand out for their increasing taste for sustainable development products.

However, it is not just an issue of consumer preference for 'small gestures', which are easier to make. It is also the concentration of efforts in certain areas, particularly food and physical objects.

Flying by plane is a good example. Although around a third of French people took a flight in 2018, it was those who made at least one journey by plane that said that they were making the most effort to limit their consumption of meat (48% compared with 41%) and that bought the most organic produce (78% versus 67%).

Even an action that requires more investment, like generating green electricity or subscribing to a contract guaranteeing a portion of renewable energy sources, does not have as

much impact as reducing travel. These contradictions can in part be explained by a greater use of cars and air travel for those with higher qualifications for leisure, which demonstrates the limits of awareness and individual action.

### FIVE PROFILES OF CONSUMERS COMPARING BEHAVIOUR AND EXPECTATIONS

CREDOC's 2018 Consumer trends survey made it possible to define types of

consumers. The degree of environmental concern and the degree of implication mark the biggest differences between the consume profiles.

- ◆ **The unconcerned (22%):** with little interest in the environment and sustainable consumerism, these consumers, which represent 22% of the population pay little attention to what they purchase, they do not make many practical sustainable gestures or have environmentally friendly behaviours, or political actions, as 61% do not associate themselves with any political party.

- ◆ **The pragmatists (25%):** 'ordinary' consumers, with an average awareness of environmental issues, but a relatively low commitment in favour of sustainable development. There is no socio-demographic variable that is typical of this category.

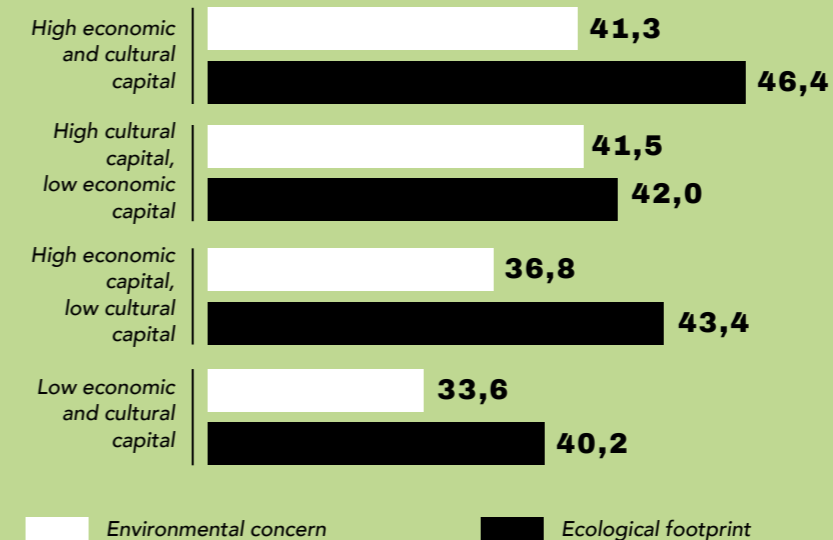
- ◆ **The distinctive (16%):** highly concerned with the environment, environmental gestures but with a high ecological impact; with a high level of qualifications, executives and younger generations make up the core of this category in particular. But, if there is a kind of commitment that categorises this profile, it differentiates them socially, and not by any real impact on their lifestyle.

- ◆ **The economic (20%):** by far the most ecological category, this does not seem to be because of any commitment but more due to constraint (a disproportionate amount of less affluent classes) or by habit (larger proportion of older people or those from a rural background).

- ◆ **The committed (17%):** they are both committed to the environment and relatively effective in their actions, the committed consumers are greatly involved in ethical consumerism, with a notably left wing political commitment. With a slightly lower level of academic qualifications than the 'distinctive' profile (tertiary education or undergraduate diplomas), intermediary professions and employees, those at the heart of the middle-income brackets make up the essential part of this category.

### The higher social classes are more concerned about the environment but cause more pollution than the others

Average score estimating the ecological footprint and environmental concern (see insert) depending on economic and cultural capital\* (%)



Source: Consumer trends survey, 2018, CREDOC

- ◆ **High economic capital:** in the wealthiest 40%, that is to say the upper middle-income bracket and wealthiest categories. Inversely, having low economic capital, means being part of the rest of the population, i.e. the 'poorer' 60%.

- ◆ **High cultural capital:** having a higher level of qualification (having a university diploma) which is the case for 43% of the French population. A low cultural capital therefore means having a lower level of qualification than the baccalauréat (equivalent to British A' level), i.e. 57% of the population.



# We Stay on the Ground

**Maja Rosen**

**Founder of the We Stay on the Ground Campaign**  
*We Stay on the Ground*

**In Sweden, Maja Rosen launched the “Stay on the ground” campaign to encourage people to no longer travel by plane. She is concerned for the future of the planet and hopes to contribute in this way to reducing CO2 emissions. From the moment of realisation to taking action, Maja Rosen tells us about her train of thought that wonders about the future of travel.**

When I was younger, I lived in the British city Oxford. I remember how great I thought it was that I could buy cheap Ryanair tickets to get back to Sweden from time to time to see my friends and family, who could also come and visit me. At the time, I was concerned about climate change, but I did not think about it often. I told myself that I made lots of other efforts for the environment, like not eating meat and I did not have a car. So, taking the plane once or twice a year could not be so serious. But when Al Gore’s film *An Inconvenient truth* came out in 2006 I was really struck by the scale of the crisis. I forced myself to continue to ignore the climate crisis, but I did not like taking the plane anymore. In 2018, I went to visit my sister who lived in the Lofoten Islands, north of Norway. We were at the top of a mountain that we had just climbed, we were contemplating the majestic landscape. But my heart was not in it: I realised that my flight to get there had contributed to destroying this amazing place. That day I decided to never take the plane again, and I have been true to my word.

Over the last 11 years, I have always found it hard to answer people who talk to me about their plane journeys. In general, I ended up not saying anything to avoid being the party-pooper. Afterwards though, I was often mad at myself for my silence: how could I care more about killing the atmosphere than the environmental crisis? Last year, I had had enough and I decided that my new year’s resolution would be to dare to be ‘socially awkward’ and to start to ask people questions about the climate when they spoke about their journeys by plane. I very quickly realised that most people were not aware of the consequences of travelling by aeroplane, but also that it was perfectly possible to talk about climate issues. That was how my neighbour Lotta Hammar and I began a campaign in which the signatories committed to not take a flight for one year, with the aim that 100,000 people promise the same thing. The aim of our campaign is to shatter the current perception of flying and to show politicians and the general public that many people are prepared to change their habits to fight climate change.

## SOCIALLY AWKWARD

Over the last year, I have spoken a great deal to people about planes and climate change, and I learnt some important things. Firstly, most people do not yet realise the severity of the climate crisis. When I ask them if they are worried about climate change, most people say yes, but if I ask what exactly they are worried about it is clear that a great number of them have not really grasped the size of the issue. Many continue to believe that global warming is a phenomenon that will affect other people, elsewhere, in the far future. Few people realise that the IPCC gives us 10 years to halve global emissions if we want to stand a chance of limiting the increase in temperatures to a reasonable level. And there are even fewer who realise what will happen if we do not.

The second thing that I learnt was that most people do not realise the major impact that planes have on the climate. Just like me before, many people think that taking the plane occasionally is not that serious. We almost all know someone who flies more often than us. Perhaps you have a neighbour that takes the plane for work; in comparison your annual plane journey just seems like a drop in the ocean. You should know that the average Swedish person flies abroad once a year, over a distance equivalent to that between Sweden and Spain. Whereas, that represents five times more than the distance covered by plane by the average person at a global level. And in a single flight, we emit more than one tonne of carbon dioxide, or the total amount that we emit in a whole year. In other words, our annual holiday uses our entire carbon dioxide budget and leaves no margin for essential things like

eating and housing. But I also learnt a third thing, which is very positive: it is possible to have an impact on people, and a large number of people are ready to fight for the climate when they realise how serious the situation is and how important their own actions are. For this reason, it is fundamental that those who have understood how bad things are talk to others. Do not assume that people do not care. On the contrary, start from the hypothesis that everybody is ready to fight for the climate if they understand the urgency of the situation.

## SWITCHING FROM THE PLANE TO THE TRAIN

For many, no longer taking the plane represents a huge sacrifice—which is absolutely understandable. Perhaps this mode of transport forms a major part of your identity, and life without flying may seem dull. Many people hesitate about joining the campaign to start with, but it is fascinating to see that once they decide to try and spend a year without flying, they immediately change their view. Indeed, you start to see things from a different perspective, and instead of focussing on what you lose, you appreciate what you gain. Beyond the relief of knowing that you are making a real effort to fight climate change, many people have said they prefer travelling in a different way than flying, and that travelling had become an adventure.

Therefore, taking the train makes it possible to see more of the country you are visiting and meet more people. They also say they have changed their definition of what makes a “good holiday”, and now appreciate places near to home much more.

Also, confronting the consequences of their lifestyle makes it possible to see the climate crisis for what it really is. I have



## A FEW KEY FIGURES

- ◆ Around the world, **in less than 30 years** the number of airline passengers has gone from **1 billion in 1990 to 4 billion in 2017**.
- ◆ Every year, commercial aviation accounts for **40 million flights**. This means that today **a plan takes off every 0.86 seconds, 24/7**.

Source: [stayontheground.org/#chiffres](https://stayontheground.org/#chiffres)

## Trend 5 . Social commitment

spoken to many people who flew a great deal and who, last year, decided never to use this mode of transport again. They say that they have finally woken up to reality. And once their eyes had been opened they could not close them again: when we realise that humanity will not survive if we carry on acting as we have - that each flight brings us closer to a global catastrophe and that parents all around the world are already losing their children due to our life choices – we can no longer go back.

As people, we are prepared to make great sacrifices in other crisis situations. If a third world war broke out, nobody would make holiday plans. We would sacrifice everything to return to peace, the media would only talk about the war, it would be our only subject of conversation. But, climate change is not seen as a crisis. Almost nobody is acting as if we are experiencing the greatest crisis humanity has ever known; that is why it is so difficult to realise that this is really the case. Most of us are continuing to live our lives as usual, not because we do not care, but due to the group effect. However, this propensity for people to follow a movement offers a great advantage: if a sufficient number of people decide to act, then change can happen very quickly.

How would you react if someone you know said they had decided not to fly anymore until the climate crisis has been resolved? That they had realised that if we do not do everything in our power to reduce emissions now, there will be no planet to explore in the future?

Stopping taking the plane is one of the most effective things that you can do for the climate; it has a far greater impact than the amount of carbon dioxide you can save as an individual. This decision also has a major impact on those close to you, and if your sign-up to Flight Free 2020, there is a strong chance that your friends will follow suit. Of course the reverse is also true: if you continue to take the plane, your friends will too.

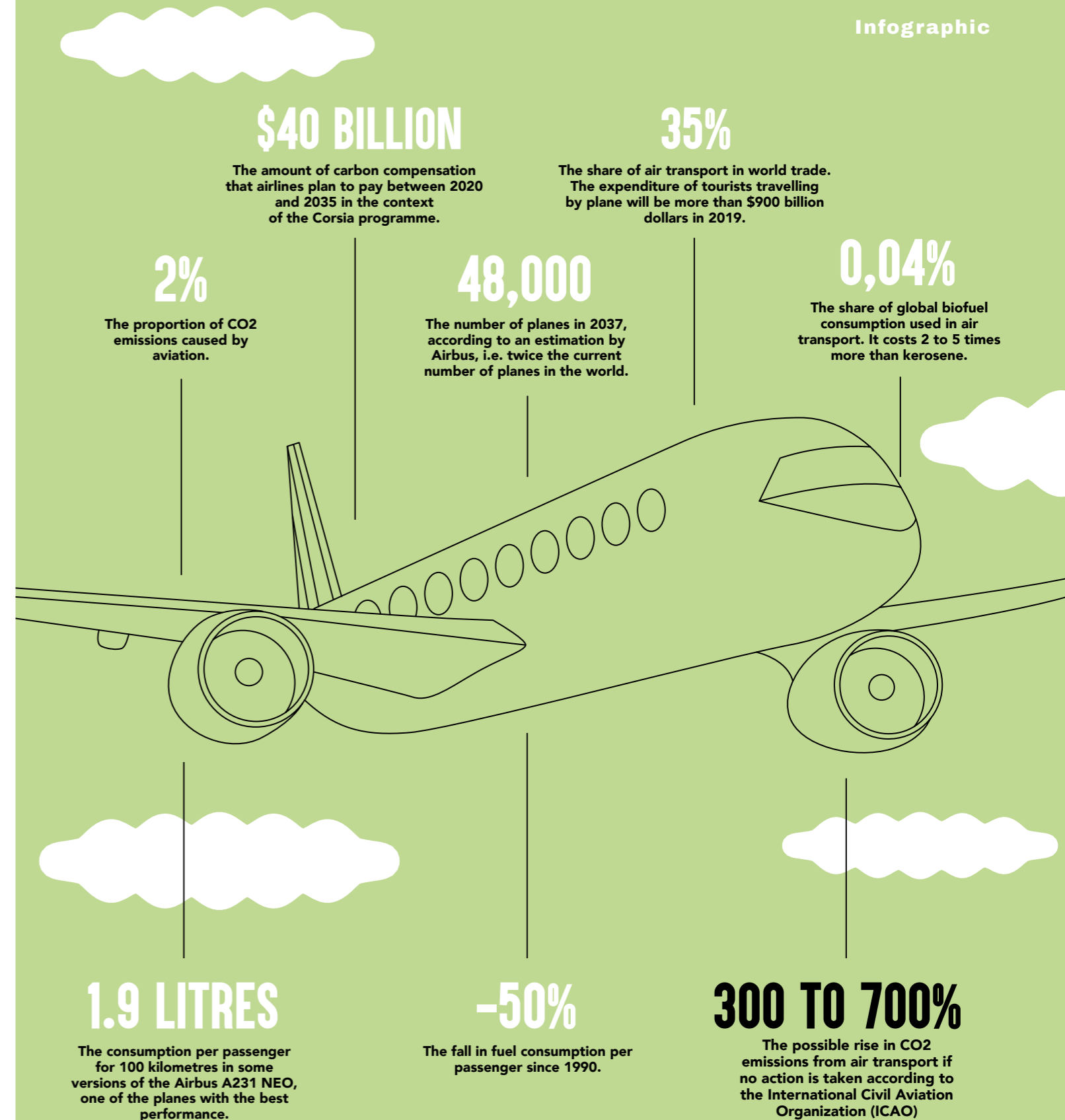
Last year, we had an intense debate about flying in Sweden, a debate that radically changed attitudes about this mode of transport. Associated with the introduction of a tax on air transport last year, this change helped to create a major reduction in air traffic. In the first quarter of 2019, 378,000 fewer passengers flew from Swedish airports compared with the same period in the preceding year. Trains are now more popular for holidays, and planes have lost their prestigious status. The term **flygskam (shame about taking the plane)** has even entered the language. Posting a picture of yourself on a beach far from home on social networks is no longer a source of pride. And this change in the trend has not just had an impact on Swedes: it has helped to start a debate about air travel around the world.

The campaign will soon be launched in Germany, Norway, Canada and Slovenia, and our aim is that it should spread around the whole world. Regardless of which country you come from, you can sign up to the Flight Free 2020 campaign today on our website: [westayontheground.org](http://westayontheground.org). The aim is the same in every country: reaching 100,000 signatories. To achieve this we need help. If you wish to run the campaign in your country, please contact us and we will help you to launch it.

Avoiding taking the plane is a growing trend that is starting to take root. If we want to limit global warming to a sustainable level, we cannot carry on flying to go on holiday. Instead of concentrating on what we cannot do, let us taste the joy of knowing what we can do to preserve the climate. Sign-up to Flight Free 2020 today, and join a movement that is expanding fast, in which people are coming together to save the climate. We have been encouraging each other to ignore the issue for years, now it is time that we encourage each other to act!



## Infographic



Aviation Pollution Infographic / Source: [sta6c.latribune.fr](http://sta6c.latribune.fr)

# The revolt against air transport

**Magdalena Heuwieser**

Climate Activist  
*Staygrounded Association*

**Greta Thunberg, flygskam (shame about flying), the Stay Grounded Network, etc. There are many initiatives that are campaigning to reduce air traffic and fight against climate change.**

As you are reading this, at least 500,000 people are travelling by air. In the last 25 years, air travel has gone from being a luxury to a banal means of transport. Low-cost companies have allowed us to discover the world quickly and have made the number of short-breaks by plane increase massively. For middle-income groups and the more wealthy, which are growing fast, this means of transport now seems to be a natural part of holiday plans, like choosing accommodation or working. But how normal is it really to take the plane? And who for? And who suffers the consequences?

## **AIR TRAVEL - THE QUICKEST WAY TO DESTROY THE PLANET**

Aeroplanes are the mode of transport that has the greatest environmental impact, and by far: a flight produces on average 18 times more carbon dioxide (CO<sub>2</sub>) than a journey by train. And CO<sub>2</sub> only represents one aspect of the problem: other substances such as ozone and contrails have a greenhouse effect that

is at least twice that of CO<sub>2</sub>. The most recent scientific studies estimate that in 2005, air travel contributed 5% to the climate change induced by humans.

## **NOT ALL THE SAME IN TERMS OF AIR TRAVEL**

If the figure of 5% seems very low, this is not taking into account the fact that, at the time, only 5% of the world's population had already flown in a plane. At a global level and a national level in France, there are major disparities between people who do and do not use air travel. These differences are mostly related to revenue, origins and visa restrictions. The air industry is growing rapidly at a global level, but this does not automatically lead to a more equitable distribution. In Europe, there are an increasing number of people who fly very often, and choose their tourist destination or their weekend break according to the cheapest ticket.

## **A SOCIAL COMMITMENT AGAINST EXTENDING AIRPORTS AND THE TAKE OFF OF AIR TRAVEL**

For a long time, aviation was not seen as a problem by civil society, doubtlessly because of its very positive image: planes let us discover the world and give us the freedom to fly. But, the climate crisis is too urgent to allow us to ignore the increase of the carbon impact of this sector. Between 1990 and 2010, the carbon emissions generated by international aviation increased by more than 70%. An ever greater number of movements, particularly in countries in the northern hemisphere, are being organised to put the brakes on this industry and demand a reduction in air traffic. The Stay Grounded Network, which brings together 120 initiatives, clearly states that "green" or "carbon emission-free" aviation will remain an illusion for decades to come. The technological propositions are utopic and the emissions compensation strategies do not work – these

initiatives are designed to continue to keep us happy and are actually only there to distract us. Instead, the anti-aviation movements demand the long awaited taxation on kerosene and tickets to limit the influence of this industry and prevent new airports from emerging or extensions to existing ones. In Sweden, thousands of people admit to being ashamed to take planes, and some are committed to stopping next year. The young high school student Greta Thunberg was able to draw attention to making long journeys by train during her passionate speeches to politicians in charge. There are also different initiatives arising to have more night trains or sailing cruises. Could the choice not to fly soon mean a wonderful adventure on land and sea?

## **CIVIL DISOBEDIENCE AGAINST CLIMATE INJUSTICE**

**In 2018, a dozen protestors from the Black Lives Matter group blocked the runway at London City Airport. Their message was "The climate crisis is a racist crisis". This act of civil disobedience targeted the expansion of the business airport, located in London's financial heartland. The population living under the airport's air corridors is made up of a large number of British-Africans with far lower incomes than the passengers in the planes flying over their heads. In the UK, coloured Brits are exposed to a level of particles in the air that is 28% higher than the white British population, who are more likely to live in less polluted areas. Through its action, Black Lives Matter also denounced the UK's contribution to the climate crisis, whilst being little affected by its impact. Africa is the continent that is most exposed to the consequences of climate change and at the same time the continent with the least air traffic.**



Speech by Greta Thunberg at the French National Assembly – July 2019 / Source: [www.lexpress.fr](http://www.lexpress.fr)





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