



Confederation of Indian Industry



CII - Suresh Neotia Centre
of Excellence for Leadership



27 - 29 November 2026 | Kolkata

Conference on

Reimagining tourism leadership in an era of continuous disruption: New opportunities & changing tourist behavior

27 Nov 2026 | CII-SNCEL | Salt Lake City, Kolkata

AGENDA

09:30 – 10:30 Hrs.	Registration	
10:30 – 11:15 Hrs.	Inauguration & Lamp lighting ceremony	
	The global tourism landscape is no longer defined by stable growth cycles. Instead, it is shaped by continuous disruption - from climate volatility and geopolitical shifts to AI breakthroughs and macroeconomic pressures. For destinations and operators, traditional crisis management is no longer enough. Survival demands a fundamental rewiring of tourism leadership.	
10:30 – 10:35 Hrs.	Opening Remarks	
10:35 – 10:45 Hrs.	Keynote Address	
10:45 – 10:55 Hrs.	Special Address	
10:55 – 11:05 Hrs.	Special Address	
11:05 – 11:20 Hrs.	Address by Chief Guest	
11:20 – 11:25 Hrs.	Vote of Thanks	
11:25 – 11:30 Hrs.	Lamp Lighting	

11:30 – 12:15 Hrs.	Session I: THE NEW TRAVELLER - “The traveller has changed: Who is the tourist of 2030 and beyond?”
	The traveller of tomorrow will be more curious, conscious and connected than ever before. As technology, demographics, climate realities and shifting lifestyles reshape the way we experience the world, the very idea of tourism is evolving. Who will the tourist of 2030 be — and what will they expect from destinations, brands and experiences? This session explores the emerging traveler: their motivations, values, behaviours and aspirations. From hyper-personalised journeys and AI-enabled experiences to slower, more meaningful travel, the conversation will examine what the next generation of travellers will seek — and how the tourism industry must adapt to meet them. <u>Speakers:</u>
13:00 – 13:45 Hrs.	Session III: THE NEW DISRUPTION - “Crisis Is the New Normal: Is Tourism Ready?”
	From pandemics and geopolitical tensions to extreme weather, economic shocks and sudden shifts in traveller behaviour, disruption is no longer an exception — it is becoming a defining feature of the tourism landscape. This session explores what resilience means for tourism in an increasingly unpredictable world. How can destinations, businesses and communities anticipate disruption, respond with agility and recover stronger? And can the industry move beyond crisis management to build a tourism ecosystem designed to thrive amid uncertainty? <u>Speakers:</u>
13:45 – 14:30 Hrs.	Networking Lunch
14:30 – 15:30 Hrs.	Session IV: THE NEW DESTINATION - “More Tourists or Better Tourism?”

	For decades, tourism success has often been measured in arrivals, occupancy and visitor spend. But as destinations confront overtourism, environmental pressures, infrastructure constraints and the growing expectations of local communities, the old metrics of growth are being challenged. Is more tourism necessarily better tourism? This session asks what the destination of the future should aspire to — not simply more visitors, but better outcomes for travellers, residents, businesses and the places themselves. From quality over quantity and dispersing visitor flows to regenerative experiences and community-led tourism, the conversation will explore how destinations can redefine growth and build a more sustainable, inclusive and resilient future. <u>Speakers:</u>
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15:30 – 16:30 Hrs.	Session V: THE NEW OPPORTUNITY - “From Disruption to Opportunity: What Must Tourism Leaders Do Differently?”
	The forces reshaping tourism — changing travellers, new technologies, recurring crises and evolving destinations — are not simply challenges to manage. They are opportunities to rethink how the industry creates value, builds resilience and leads into the future. The real question is whether tourism leaders are prepared to change with the times. This session brings the conversation together to explore what leadership must look like in the next era of tourism. How can leaders move from reacting to disruption to anticipating it? Where should they take bold risks, invest differently and collaborate across traditional boundaries? And what will it take to turn uncertainty into competitive advantage — creating a tourism industry that is more innovative, resilient, responsible and ready for what comes next? <u>Speakers:</u>