

Part 1

# Industry and Technology Overview

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# Defining Transformation

## Understanding what transforming means

The dictionary definition of

## ‘transformation’

→ as a noun is one which refers to completeness – a total change in appearance, predominantly aligned to improvement. But when we look at digital transformation we are rarely – if ever – talking about a finished process. Indeed, with change the only constant is technology, there are always new processes and solutions which can improve any operational need.







“As travelers’ expectations of more intuitive, more personal, and more inspiring choices than were ever thought possible become the norm, travel and hospitality stakeholders must respond. A transforming travel industry needs transformative technology. Technology which benefits from an open mindset, one that embraces new ways of doing things. Technology that thrives on a partnership approach, working with others to make the impossible happen.”

Daniel Batchelor

SVP Global Corporate Marketing and Communications,  
Amadeus

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## Understanding the demand for transformation

To put this into context, we need to ask how the travel and hospitality industries are looking to transform. To understand this, we should look at three different stages of the process:

- 1 Firstly, how the *technology* is transforming
- 2 Secondly, how this is in turn, transforming operations
- 3 Thirdly and most importantly – how this is subsequently transforming the traveler experience

When we look at how the industry plans for transformation, we need to flip the infrastructure-up model and look experience-down. We must first ask ourselves, “what do we want to improve about the customer experience?” It’s also important to understand what today’s customer is demanding and expecting more of that we need to deliver. This then lends itself to understanding the operational change that needs to happen to fulfil that demand, before considering the technological solutions required to put such changes into effect. It’s a bottom-up build to achieve a top-down understanding of the traveler’s needs.

Once traveler needs are delivered through new technologies, these exact same solutions can swiftly

become innate and embedded. Yet they must be *useful* and deliver on what’s necessary, rather than what technology vendors want to implement without an understanding of the immediate problems it solves. We’ve seen this before...

“My message to everyone? Avoid getting swept up in the Hype Cycle of the latest technology trends. This doesn’t mean you shouldn’t understand, learn, and adopt new tools. It simply means you should remember that they are just tools. We need to be more deliberate about the interactions we want our people (customers, prospects, and employees alike) to experience, rather than just focusing on the capabilities we can provide. Ultimately, what problem are you trying to solve: giving them more tools, or addressing their issues with the right tools at the right time?”

**John Morhous**

Chief Experience Officer,  
Flight Centre Travel Group





## Transformative technology

Well over a decade ago the Tumblr “[Pictures of People Scanning QR Codes](#)” [↗](#) was created with the simple, solitary message: “No posts yet.” Its sardonic intent was to mock the hype around QR (Quick Response) codes which at the time were used sporadically (and in all truth, badly) by the advertising industry to drive traffic via a new click-through medium.

The tactic just hadn’t become second nature among the public. And, while it was the pandemic which drove QR usage through monitoring the spread of the Covid-19 virus, the codes are now second nature. Today we use them for a plethora of use cases: to order food to our table, to get vouchers, to jump queues, to login to webpages.

Their ubiquitous nature and the high degree of success they have in doing what they’re intended to, means they’re now standardized and trusted. The public know what they’re for and how to (easily) use them and have confidence they’ll do what’s needed. The ‘Pictures of People Scanning QR Codes’ Tumblr would need zettabytes of data to host relevant photos today.

## Innovation catalysts

The point here is that technologies have inflection points and cycles that take many forms. It may simply come out of the blue – the launch of the iPhone with Steve Jobs’ iconic black polo-neck being a prime example.

Transformative technologies can also come about through a series of planned transitional steps. Look at how mobile payments have grown over several years to the point where having your bank cards stored in your phone’s wallet is the norm – contactless and PIN-free payments likewise. Yet when tap-to-pay first emerged it was with a GBP10 limit to avoid fraud in the UK, which slowly crept up with the improvement of payment security.

Chatbots likewise. Granted, few want to proactively talk to a chatbot for the want of nothing else to do, but if it’s the choice of having a question answered quickly or holding on a customer support line for twenty minutes, the chatbot is usually the winner.



## Transforming travel

The travel industry finds itself on a course made up of a series of transitions, which can be put down to a basic supply and demand model. Travelers need to be comfortable using biometrics at security, for example, for solutions to succeed, which in turn means the industry can start installing it wider.

But travel and hospitality demand continuity in the services provided to the traveler, so transformative steps are the only means to deploying innovation without compromise. It's not going to happen overnight.

Equally, transformation journeys are arguably never completed. They reach milestones and hit targets, but there's always improvements and enhancements which can be made based upon the cycles mentioned above.

The travel and hospitality industries exist to connect people – it's why travel happens. We have to ensure that technology doesn't compromise the need to give everyone the best experience.



“We are in a world where business continuity outweighs big bang disruption.

“So how do you transform? Progressively - and above all, by collaborating with partners and the broader ecosystem that shapes the passenger experience and the systems behind it.”

**Alexandre Sbragia**

Senior Vice President of Engineering,  
Amadeus

**amadeus**

“Generative AI and autonomous agents are no longer abstract concepts; they are already being applied across travel and hospitality to personalize experiences, optimize operations, and reshape how value is created. The real reinvention comes when AI is applied to create simpler end-to-end journeys and stronger connections with travelers.”

**Emily Weiss**

Senior Managing Director –  
Global Industry Sector Lead, Travel,  
Accenture

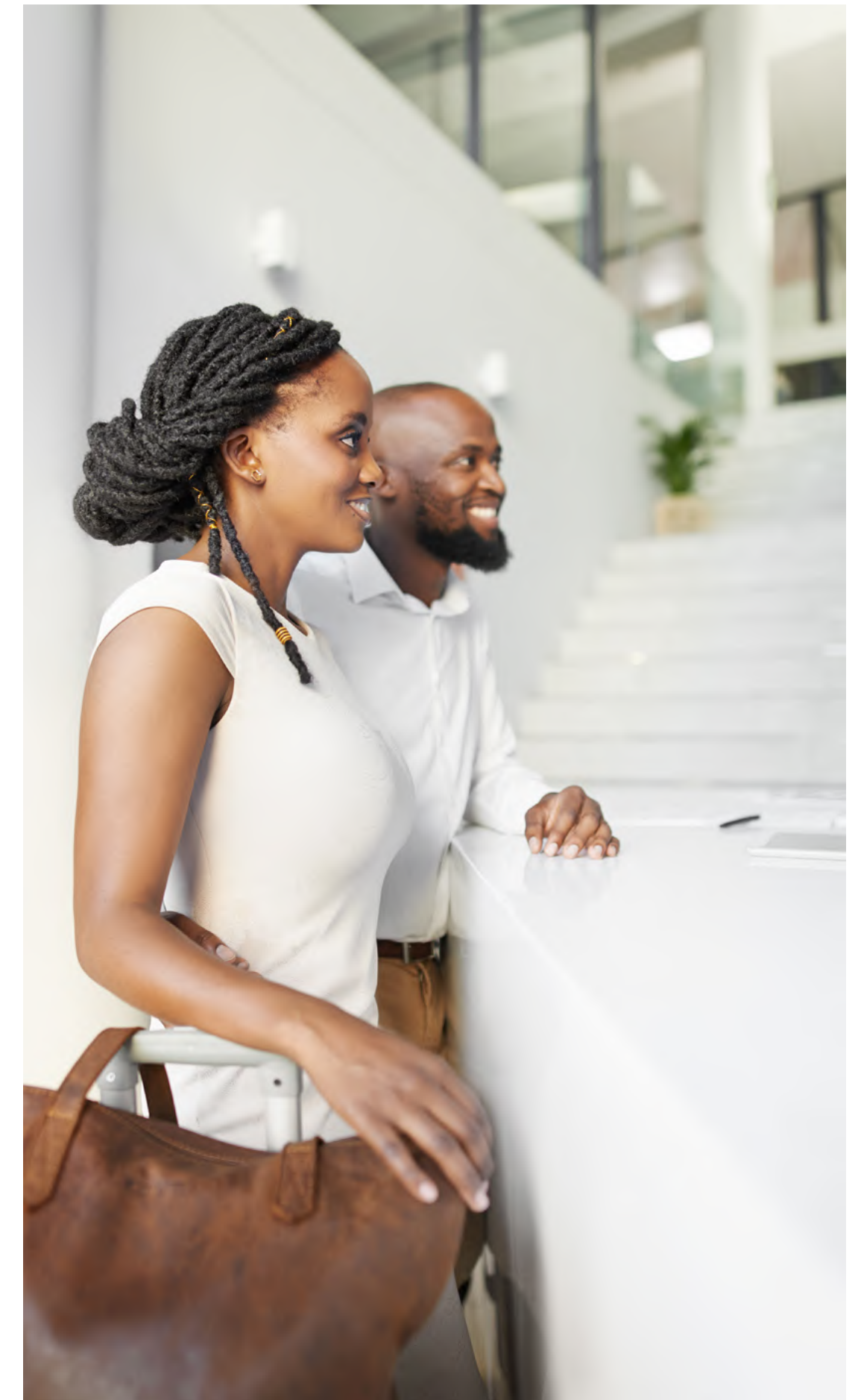
**accenture**

## Drivers behind innovation

So, what are the key technologies driving change? Naturally, Artificial Intelligence (AI) and Generative AI (Gen AI) feature prominently, as does biometrics. But it's essential to note that these all fundamentally rely on the cloud.

This is an interesting situation. Cloud has long since enjoyed its moment at the peak of the hype cycle and is firmly in the plateau of productivity. But it's become the fundamental infrastructure for the technologies currently transforming how industries worldwide are booming.

Travel and hospitality are no different. If we look at the transformative technologies changing the landscape today, none of them would be possible purely with mainframes or without the ability to handle huge volumes of information (and at speed, with the utmost security).





## Clear-thinking disruption

When looking at how to innovate and transform, the travel and hospitality industries need to work together to understand how to deliver on the traveler's expectations – and how to do so collectively. We're stronger as an industry when we're working together.



This collaborative approach also benefits testing – it can be trialed in one part of the ecosystem and if it works, rolled out farther. As such, it doesn't first need mass industry-wide agreement to deploy vast AI solutions. It needs one or two first movers to show the route for others to follow.

Ultimately, the global travel and hospitality industries can't stand still. Because at the end of the day the status quo isn't as effective as it could be, and traveler demands are getting increasingly tougher to satisfy. In such a scenario, those who have the solutions to deliver these expectations will reinforce their market leadership.

“At Amadeus, we recognize the extraordinary pace of change in our industry. That's why we're making deliberate, forward-looking investments in technology that deliver long-term value. We're not just focused on today's needs or off-the-shelf solutions—we're preparing for the innovations of tomorrow, including those we can't yet foresee. Being able to develop and use cloud-native solutions is a perfect example of this, and the impact is huge.

“You could put a 1980's Commodore 64 operating system onto the cloud, but that wouldn't get you any further. In an age of AI, we're developing software that's designed to benefit from and leverage native cloud services. This means it can not only utilize all of the AI capabilities available by default, but also extend beyond that into biometry, IOT devices and any other dimension. For our customers and partners, this means a massive increase in the value generated—by many orders of magnitude.”

**Gianni Pisanello**

EVP, RevOps, Marketing and Strategy,  
Amadeus

**amadeus**





The need to constantly innovate and improve the customer experience has never been more true. The rapid advances in technology are changing not just *what's possible* but what travelers expect to be possible. It's also delivering on those sacrosanct aspects that travelers deem fundamental to any journey.

“Consider safety – it’s a deeply personal part of the travel experience. It’s also a complicated topic for many travelers, particularly women and/or individuals traveling alone. Safety comes loaded with different meanings, from physical and emotional safety to feeling safe in your own identity. It’s also constantly changing, depending on past experiences, travel companions and destination.

“With such a variety of needs and perceptions, travelers can feel overwhelmed by safety considerations while travel providers may be unsure on how to offer meaningful reassurance that customers’ safety is paramount – and technology can solve this conundrum.

“Although it’s a complicated issue, advances in technology are enabling travel providers to give people not just the information they need to feel secure, but the ability to shape their own experience.

“With new technologies enabling this level of personalization at scale, the industry can respond to individual needs directly, ensuring travelers feel looked after in ways that go far beyond the standard safety checklist.”

**Beth Santos**  
Founder and CEO  
Wanderful





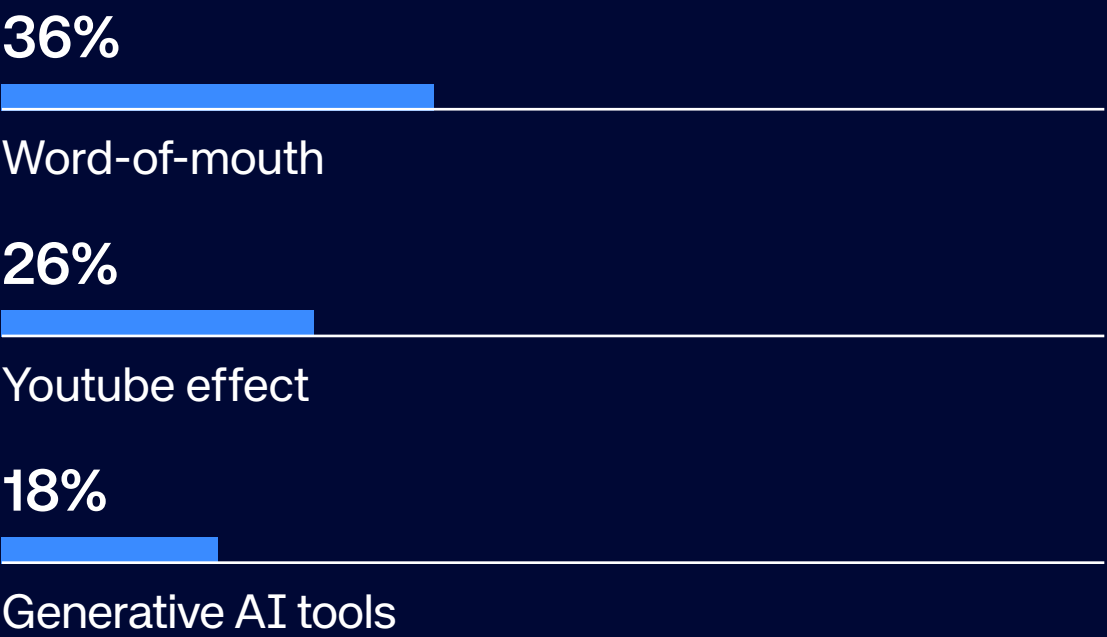


# Adapting to traveler expectations through AI

Consumer expectations around how they search, shop, and buy have fundamentally shifted over recent years, irrespective of the industry concerned. This extends not only to search and discovery but through the intrinsic influence that precedes them. Without wanting to generalize too much (there are always exceptions to the rule) digital natives, Gen Z and now Gen Alpha are naturally more predicated to using wider spheres (and platforms) of influence than their grandparents for whom adaptation is the key to adoption.

When we consider this through the lens of the travel and hospitality industries, we can see clearly how change is taking place. Our research discovered that YouTube or social media videos are the second most influential source of research – just behind word-of-mouth (36%). Interestingly, the YouTube effect stood at 26% in 2024, showing a near-40% uplift. Generative AI tools are rapidly growing in popularity thanks to their ease of use and comprehensive responses, which explains the near-doubling of usage – 18% now compared to 11% last year according to respondents in our survey for this report.

## The most influential source of research in travel





## Microsoft-driven innovation

Amadeus continues its long-standing strategic partnership to innovate with Microsoft on AI-enhanced solutions driving operational efficiencies.

Amadeus' collaboration with Microsoft also enables the development of powerful solutions that directly impact the traveler experience. A series of key solutions have been developed as part of the collaboration:

“The travel industry is facing significant challenges, particularly in managing demand fluctuations and operational pressures. However, these challenges also present a clear opportunity to drive growth.

“Cloud, Agentic AI and other emerging technologies offer powerful tools to optimize asset utilization and enable more agile, data-driven decision-making. This allows organizations to streamline operations and deliver more tailored, seamless customer experiences.

“To succeed, it is essential to anticipate demand shifts, enhance resource management and foster collaboration across the ecosystem to create a more resilient, customer-centric environment. The industry's ability to adapt and innovate will be crucial for maintaining a competitive edge and delivering long-term value to customers and stakeholders.”

**Julie Shainock**

Global Travel and Transport Industry leader  
Microsoft



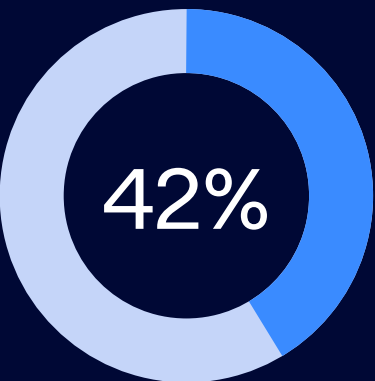
- **Cytric Easy** for the corporate travel industry is an online booking and expense management tool embedded in Microsoft Teams. Engaging conversational experiences for travelers is delivered through enhanced Generative AI functionality.
- **Amadeus Virtual Airport Operations Centre** enables airlines, airports, border control, and service providers to work together through fully digitalized airport operations centers.
- The hospitality industry is embracing the opportunities brought to the table by Amadeus Advisor chat where Generative AI is simplifying a hotelier's ability to search and understand business intelligence data, with associate chatbot functionality allowing immediate access to data-driven insights.



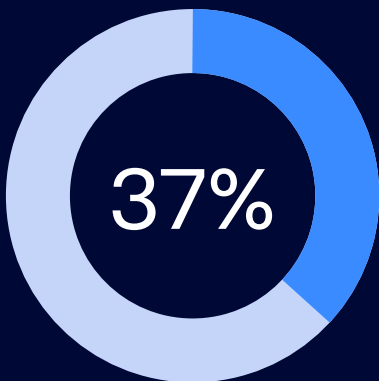
# Google powering adaption and adoption

Google, a partner of Amadeus, is at the forefront of transforming to accommodate consumers' expectations, particularly at the trip planning stage where research and exploration are most profound. This is despite (and perhaps because of) the breadth of resources and sources of information available, with Google data showing that 60% of travelers are undecided about their destination when they begin their research.

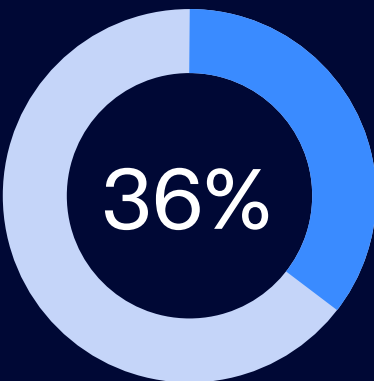
Amadeus' own research further reinforces the opportunity at hand for AI at the discovery stage of a journey with those using it to plan a trip citing the following as key benefits:



Saving time planning



Receiving highly personalized recommendations



Finding new destinations

The culmination of the role of AI links directly to assurance, with 35% saying they felt more confident about the decisions they made about their trip.



“From getting inspiration, to creating plans with their travel companions and fitting a trip within their budget, the average person’s planning phase takes over five hours. Looking ahead, this will only increase as Gen Zers and the more digitally native users increasingly use AI tools and AI Search to plan their trips.”

**Mark Bennett**  
Vice President, Knowledge & Information Partnerships EMEA,  
Google





## Cloud-based innovation

The cloud is the underpinning catalyst behind the role and roll-out of the game-changing AI and Gen AI solutions through the travel and hospitality sectors, and the leisure and corporate journeys these deliver.



Amadeus's multi-cloud provider strategy is a big part of this success. For example, Google Cloud's 42-region scale of operations is being leveraged to enhance the operational efficiency, resiliency, and scalability. A technical goal is to use Google Cloud's data analytics and management tools to harmonize data across several of Amadeus's customer systems, promoting agility and efficient data processing.

In order to keep pioneering new solutions, Amadeus will gain access to Google Cloud's AI stack, including the Vertex AI platform, and a vast selection of large language models (LLMs) available in the solution.

Ultimately, the use of AI is changing the face of the traveler experience – as is evident throughout this report. Crucially this is dependent on the shift to a cloud-native approach to innovation – something Amadeus is pioneering through its partnerships with Microsoft and Google Cloud.

“Travel is uniquely positioned to benefit from generative AI, which is changing what and how people search. We're excited to work with Amadeus to integrate AI across various stages of the travel journey and deliver greater value to partners.”

**Mark Bennett**

Vice President, Knowledge  
& Information Partnerships EMEA,  
Google





# Knowing when to act

## Grabbing the opportunity at hand

Advances in tech are happening at a pace and impact we truly have never seen before. Nowhere is this more evident than Artificial Intelligence (AI), as neatly summed up by John Chambers, ex-CEO at Cisco in a conversation with McKinsey in May 2025: “There’s not been a technology since the internet with this broad of a scope and implementation. In many ways, the implementation of AI is like that of the internet but it’s going to move at five times the speed, with three times the outcome.”







“ChatGPT has established benchmarks at multiples of magnitude faster than any other technology – it hit 100m active users within two months of launch, while it took WhatsApp four years to do the same. The popularity of ChatGPT together with Gen AI apps like Claude, Perplexity, and others, means we can expect such tools to become a must-have on almost every phone in the very near future. We’re seeing generational technology cycles happen at an unprecedented pace.”

**Suzanna Chiu**

Head of Amadeus Ventures,  
Amadeus

**amadeus**





Standing still is simply not an option. 'Innovate fast' must be a driving principle. This needs to be done without compromising integrity with attention focused on solutions that solve genuine human needs.

“The travel industry stands at a juncture, where innovation is not merely an option but an imperative for sustained growth and competitiveness. But there are challenges that must be overcome. Industry stakeholders - including airlines, hotels, tour operators, and travel agencies - grapple with the immense burden of legacy systems, a highly fragmented operational landscape, and a complex patchwork of regulations.

“Consumer concerns revolve around privacy, the perceived complexity of new technologies, a fundamental lack of trust in novel offerings, and a desire for human interaction cannot be ignored.”

**Mark Bennett**

Vice President, Knowledge & Information Partnerships EMEA,  
Google

**Google**

## Understanding the human need

Importantly for the travel and hospitality sectors, these needs are (and always have been) consistent and identifiable because ultimately, travel – be it for leisure or for business reasons – is intrinsically linked with hope and aspirations.

Travelers' aspirations are linked to the purpose for travel being achieved. Hope the meeting secures the deal; hope they get to explore new places and unwind; hope the family has fun because time spent together can be a rarity. This echoes throughout the journey: hope you make your flight on time; hope you didn't overpack your suitcase; hope you got a great holiday deal.

With such high emotions inherently linked to travel, trust and reassurance is necessary throughout the trip. This is where technology transformation comes to the fore, and where innovation brings ever-increasingly more sophisticated solutions to market.

Adoption of new technologies, be it through the application of data; synchronicity across platforms; or through biometrics are all seeing successful implementation. But these aren't overnight processes.

When it comes to the journey, travelers may (technology early adopters aside), need reassurance about simplicity delivering the same uncompromising standards they are accustomed to (for example, around data and security).



## Cloud-based reinsurance

The tipping point ultimately lies in confidence that investments will bring a return. Until now, this has been a challenge with technology on **two main fronts**:

- 1 Emerging technologies can bring unpredictability in modelling or a lack of external benchmarking upon which to base success
- 2 Lengthy build cycles can mean systems are obsolete by the time they are fully deployed



However, these fundamental challenges with technological overhaul are now being directly addressed, with cloud technology the catalyst, where platforms provide ready-to-use infrastructure, development tools and services.

These platforms allow developers to design and iteratively test solutions without having to rely on hardware (and the bottlenecks in practicality and scale involved). Cloud platforms also bring unrivalled flexibility in capacity and collaboration.

This ultimately means a faster time to market and the ability to innovate faster (yet securely and confidently).



## Transformational thinking

Innovation must be more than an approach, it needs to be a mindset, with the ultimate ambition being to challenge the status quo.



Transformational and disruptive, risk-averse thinking isn't an overnight (or easy) shift. It demands trust in the reasons why new technologies are being considered, trialed and tested. There has to be confidence that new solutions necessitate exploration, and this is where we must look back at the 'benchmarking' aspect referenced above.

“The organizations that succeed in this AI-driven future will be those who understand that ‘AI is only as good as your data’ and take the necessary steps to build a solid data foundation.

“One of the biggest challenges facing organizations today is how to build and deploy high-quality AI agents that can reason on a company's own business data for more specific business outcomes. The second challenge is to ensure a modern operational database (OLTP) or a ‘Lakebase’ (essentially a super-fast database that works like an app's memory), is in place to ensure that these AI agents can be built with the speed, scale and governance required to be truly effective. We believe that solving these challenges is essential to achieving true digital transformation in the travel sector in 2025 and beyond.”

**Bryan Smith**  
Senior Industry Director,  
Databricks







“The biggest barriers are cultural and organizational, but also in risk management. Travelers today expect seamless experiences across every touchpoint where disruption is the exception, not the norm. We believe the future of travel is connected, intelligent, and resilient. ServiceNow brings the digital backbone that enables that future to scale – securely and efficiently.”

Fabio Spoletini

GVP, Southern Europe, Middle East & Africa,  
ServiceNow

**servicenow**



## Swifter visibility into ROI

The previous cost and length of deployment for technology overhaul projects carried risks when it came to the confidence that predicted ROI. Costs could spiral out of hand and timescales often ran across multiple years to then only solve yesterday’s problems, not today’s (let alone tomorrow’s).

An upshot of this was a benchmarking lag. The ROI evidence took too long to come through, creating anxieties about the value of investment.

But the cloud approach addresses this, especially when it comes to the use of AI and Gen AI – two of the most lucrative and impact-driving technologies disrupting industries worldwide. The use of Gen AI is already widespread, with tangible evidence of its benefits. And nowhere is this more evident than customer services.

“We’re seeing AI being deployed faster and at scale within back-office travel agency operations where tools are handling workloads that can be automated without the need for a human to do so. Far from taking jobs, this is freeing up agents to handle the right calls, faster and better.

“It halves the speed at which enquiries can be handled by automating the simplest and allocating the most difficult to in-person customer support teams, for example. In doing so, it doubles the number of enquiries being handled. This is a very clear demonstration of where ROI can be immediately witnessed.”

Suzanna Chiu  
Head of Amadeus Ventures,  
Amadeus

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So, where does this get us in understanding the time to act and undertake a transformation program? Well, we know the human needs we need to address and have the customer demand for it to be solved. We also have the technology and platforms upon which to iteratively innovate and we’re already witnessing demonstrable returns on investment and evidence that solutions are making the difference they’re intended for. As such, the time to act is very much “now”.





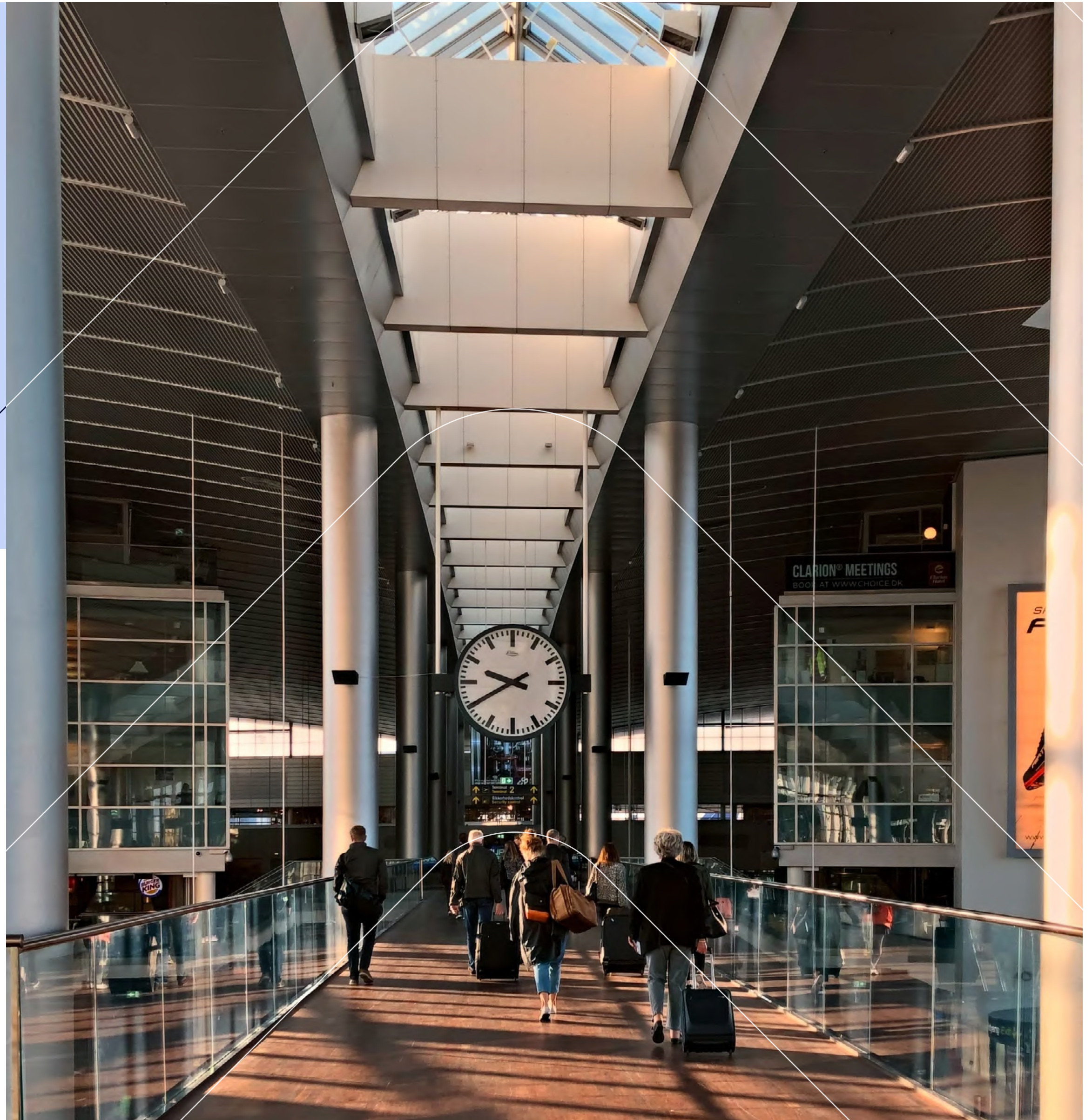
# Managing Disruption

## Different meanings to different audiences

The word 'disruption' has multiple interpretations – and each of them brings a nuanced difference to how it's perceived, understood, and responded to.

## 'Disruption'

→ is a word travelers don't want to hear. It brings mental images of lengthy queues at check-in or people sleeping at the airport as they wait for their flight to depart. Travelers see and experience delays or operational issues in ways heavily reliant on the media narrative (planes routinely leaving on time isn't a news story, after all).





Issues of this kind come in many forms – and often outside the control of those in the travel industry. They might be environmental (such as a weather event); industrial (such as general strike action); incidental (such as a passenger falling ill); or it may be technical disruption in terms of faulty equipment.

However, we also need to factor in known, predictable disruption that can be planned for and acted upon to minimize impact. Here we might consider how transformation itself can bring a positive disruptive element as siloed systems, technologies and services are put to pasture and new tools are brought in to replace them. It's not simply plug-and-play.

Finally, we also need to consider the regulatory side of disruption. New compliance mandates will demand changes and upgrades in operations – with a greater or lesser degree of disruption at every step. When we consider the scale to which data underpins the entire travel ecosystem, the impact of new storage, privacy, security or collaboration regulations brings fresh challenges.

Let's look at these.



## Reactive transformation

It's a fact of life that things go wrong – and with such a vast ecosystem as travel and hospitality there are naturally going to be more pressure points where problems occur. Moreover, you'd be hard pushed to find a global industry more at the mercy of the weather than travel and hospitality.

At the point of delivery or rather moment of truth, the traveler needs reassurance and confidence that the problem is being dealt with. They need to know that they're still getting to where they need to be (albeit later than planned).

It's in this instance that customer service becomes business (and reputationally) critical. Anxieties, emotions, and tensions are heightened – predominantly due to a combination of uncertainty of what's going on and pressure on the purpose of the trip happening in the right place at the right time.



## Having ‘someone’ to talk to

In times of distress, travelers need answers. Historically, these demands fell predominantly on either staff at the airport or those in a call center. But crowds swell around the former and lines are held on the latter.

The introduction of chatbots changed the game in this regard - initially solving straightforward decision-tree based questions, and now increasingly sophisticated solutions able to parse natural language. These are, to all intents and purposes to those using them, as good as the real thing. Again, provided the traveler has the right information and knows the situation, they’re going to be calmer.

Amadeus is working with partners across the industry to pioneer new approaches to customer interaction and support. Importantly, where these solutions are automating enquiries and answering known responses, these are freeing up time for airport staff or customer support centers to speak with those who want a real person to talk to.

This need could be demographic (different generations will have different levels of trust and confidence in AI chatbots), or it could simply be a matter of preference and level of complexity.



Regardless, if most of the customer service enquiries are easily anticipated, frequently asked questions, then handling these with Agentic AI frees up customer service teams to handle more complex and in-person enquiries.



## Preparing for disruption

Ensuring that the right information and systems are in place (and at the touch of a button), is critical to guarantee that disruption is negated as much as is possible, irrespective of the cause.

This is another area where AI is coming to the fore. It's able to meticulously plan potential situations and prepare teams and individuals regarding their role should these arise.

Virtual Reality is already proving a success in this regard. It's allowing remote teams to diagnose in-the-field with the support of centralized experts. This means deploying solutions doesn't need to wait until the specialist is on-site.

Equally, fixing identified problems can be done remotely. Digital twins and virtual replicas of equipment and systems enable experts to visualize data, identify problems, and then subsequently guide on-site personnel through repairs.



## Proactive disruption

Technological change doesn't happen overnight – especially when we look at the current tech-driven seismic shifts taking place. Transforming isn't a one step process, but instead an ongoing process of constant evolution as an organization strives to meet customer needs and leverage emerging technological solutions.

However, crucially when we look at how these changes are being made and prioritized, there's been a redistribution of power when it comes to technology in business.

In the last few years, the way businesses are treating IT has flipped on its head. Technology is now a strategic business consideration – it's no longer seen as a cost center, which was one of the first heads on the chopping block when it came to budget adjustments.

Technology is crucial to ensure any business (or industry) is able to transform and tackle today's problems.

With this perception shift has come an acceptance that to transform you need to disrupt. The challenge is doing so with the least impact possible.



# Transforming innovation with AI

The benefits of generative AI (Gen AI) are being seen internally within those companies pioneering the face of travel for the customer. Air France-KLM Group is one such company. It is using large language models (LLMs), to rapidly accelerate the time it takes to bring products to market.

“You can very quickly develop a prototype and even technically scale it, and it’s relatively simple for developers. The cost of development is not huge, so the time to market from a technology perspective is really fast.”

**Pierre-Olivier Bandet**  
CIO,  
Air France-KLM

**AIRFRANCE KLM**

Through being able to road test solutions at pace, Gen AI can scenario plan and test feasibility sooner, better. It is also allowing its developer teams to scale prototypes at unprecedented speed – and in doing

so bringing the time-to-market down to a fraction of what it was previously.

The benefits of this are huge. It’s reducing the cost of IT development teams in being able to use the same expertise, skills and knowledge faster than before – freeing up headspace to think about the prompts which will get the answers to the problems they’re trying to solve.

## Disruption for compliance

Few industries operate across as many borders, jurisdictions and regulatory frameworks as travel and hospitality. This makes compliance a uniquely tangled challenge.

The sector must constantly navigate a complex landscape of legal, financial and data obligations that make compliance far more than just a checkbox exercise. Every booking, boarding pass, and baggage claim adds yet another data point about the customer – one which also needs sharing with either the right authorities or simply the right operational partners to ensure travel is smooth and stress-free.

Keeping pace with the ever-changing legislative and regulatory landscape brings its own disruption as companies have to understand, for example, how to change processes or store data. But it’s change nonetheless.

And in an industry built on trust, mobility and data, getting compliance wrong simply isn’t an option.







## A sustainable balance

In addition, beyond the governance side, we have to consider how the increasing use of Gen AI and Agentic AI is putting demands on energy and water supplies. In this regard the reporting side of compliance needs focus to ensure reported data is accurate, targets are reached, and operations aren't hit with significant penalties or fines.

This use of AI does, however, bring a conundrum to the table when it comes to reporting and sustainability. Yes, the increased use of Gen AI will consume orders of magnitude more energy than the systems it is replacing. But the processes it's taking over are, as a result, being rapidly sped up by significant orders of magnitude.

If you remove slow, laggard processes with fast, automated ones, then there's likely a net gain in productivity. Having the right technologies in place – and being able to efficiently upgrade them accordingly – can therefore reasonably be expected to create savings and drive down carbon impact.

## Tackling silos

Ultimately, disruption can be sourced back to a lack of interconnectivity or silos – something which a cohesive infrastructure tackles head on.

This need for the common currency has to sit at the core of how technology is transforming the travel and hospitality industries. Consistency in platforms and infrastructure can address potential interoperability issues and in doing so create consistent, reliable, and ultimately expectation-meeting solutions for the traveler. The industry ignores this mandate at its peril.

“Disruption can often occur because something in the operational chain is not performing as expected. The reason why it propagates or snowballs is because then other functions are not well aware of what's happening and carry on as normal without responding to the imminent challenge.

“By aligning processes and sharing data – what we call working on a common currency – we can share collective decisions and head off disruption before it happens.”

**Pierre-Olivier Bandet**  
CIO,  
Air France-KLM

**AIRFRANCE KLM**





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