

# Leading Through Connections

Insights from the  
Global Chief Executive  
Officer Study

## Travel and Transportation

Seeking more strategic and tailored customer relationships

By Eric Conrad and Steve Peterson

The results of the IBM Global CEO Study 2012 have been compiled, and this year's insights are as compelling as ever. In face-to-face interviews with more than 1,700 CEOs in 64 countries and 18 industries, the global CEO community spoke with a common voice about the three imperatives: Empowering employees through values; engaging customers as individuals; and amplifying innovation with partnerships.

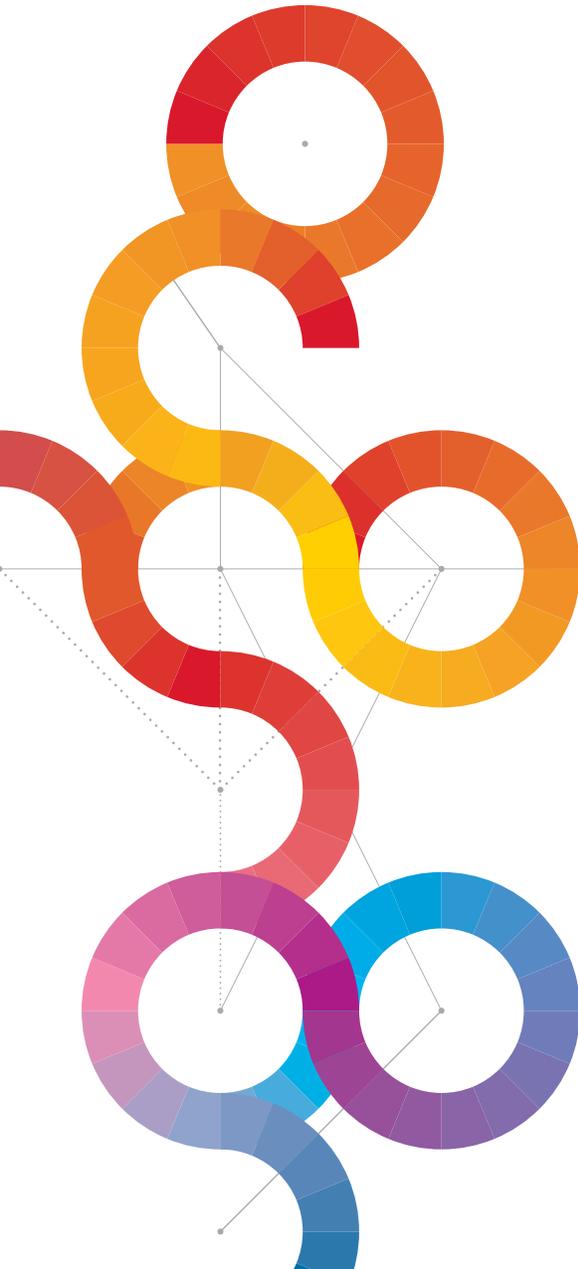
Travel and Transportation (T&T) CEOs amplify important trends that are shaping the industry, several of which were highlighted in our latest IBM industry research, "Travel 2020: The Distribution Dilemma." In both studies we find that consumers crave connectedness more than ever. Fortunately, T&T CEOs report that they are working across the ecosystem not only to provide services that fall beyond their traditional scope of business, but also to collect more and better information about what their customers truly want.

Of the 87 T&T CEOs interviewed for the CEO Study, 73 percent consider improving the understanding of individual customer needs to be among the most important changes needed to meet customer expectations in the next three to five years. To accomplish this objective, T&T CEOs plan to scale back investments in traditional customer engagement mechanisms (such as call centers, face-to-face channels and traditional media) while increasing investments in digital interactions through channel partners, websites and social media.

T&T CEOs were also clear about their plans to leverage partners as a source of innovation. Sixty-seven percent of T&T CEOs interviewed in 2012 plan to partner extensively, compared to only 47 percent who made that same claim in our 2008 CEO study.

To excel in the era of hyper-connected consumers, T&T CEOs share one important objective: they seek to develop more strategic and tailored relationships with customers. Each industry sub-segment translates this objective into a unique set of imperatives, but T&T leaders are unified in their quest to collect and apply as much relevant data on customer preferences as they can in order to continually improve the customer experience.

To reach an IBM industry expert, contact [iibv@us.ibm.com](mailto:iibv@us.ibm.com) and for more information about the IBM CEO Study, please visit [ibm.com/ceostudy](http://ibm.com/ceostudy).





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