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WHO OWNS THE CARIBBEAN TOURIST?

The Battle for Tourism Value

A research report for senior public- and private-sector travel and tourism stakeholders

30 JULY 2026

EXECUTIVE PERSPECTIVE

The Caribbean can get the tourist and still lose the tourism economy

A visitor can spend a week in the Caribbean while the most durable commercial relationship remains elsewhere. The destination supplies the landscape, hospitality and experience. An external ecosystem may supply the recommendation, conduct the conversation, arrange the booking and retain the insight needed to sell the next trip. The economic question is therefore larger than arrivals: **who can reach that visitor again, and who learns from the relationship?**

The Caribbean recorded an estimated **35 million international stayover visits in 2025**. At that scale, even modest improvements in retained customer value matter. More visitors do not automatically give local businesses stronger access to demand or better intelligence about it. [1]

Expedia and Airbnb organise major travel marketplaces; Amadeus supplies distribution and travel technology; OpenAI and Google, through ChatGPT and Gemini, are shaping conversational discovery. Their roles differ, but they can concentrate access to the traveller, customer intelligence and influence over future choices outside the region. This report calls that exposure **algorithmic leakage**: a strategic diagnosis, rather than a measured Caribbean accounting category.

AI increases the stakes by making relevant recommendations and personalised dialogue possible at scale. Travellers are adopting these tools faster than many small tourism businesses can integrate them. The resulting gap can strengthen intermediary dependence unless destinations and enterprises build their own ability to be found, communicate and learn.

Retain more of the relationship. Retain more of the value.

Leve Global’s 3D Framework connects Discovery, Dialogue and Data so that destinations and businesses can strengthen direct customer relationships, improve decisions and capture more tourism value.

The practical response is to use global distribution while building locally governed customer assets. Leve Global combines tourism strategy, market intelligence and digital implementation to make that possible. Being Estate Villas illustrates the enterprise opportunity; Grenada’s VEMS modernisation illustrates the destination intelligence opportunity. These examples lead into the final section, which sets out the 3D offer and the outcomes it is designed to improve.

Revised edition: 13 October 2026. Original title and cover retained. Public sources were checked for this edition; periods and evidence limits are identified beside the findings.

READING THE REPORT

From the leak to the bridge

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This report is written for ministers, tourism authorities, destination leaders and tourism enterprises. It follows the presentation’s progression from invisible leakage to the adoption gap and the bridge to stronger local customer relationships. The final section translates that argument into Leve Global’s integrated service offer.

The decision for destination leaders

How much of the traveller relationship will your destination retain after the visitor leaves?

THE FIRM

About Leve Global

Leve Global is an international consultancy working across tourism, trade, sustainability and digital transformation. Formerly Tourism Intelligence International, the firm brings more than thirty years of experience to helping governments, destinations, development institutions and businesses make informed decisions, strengthen competitiveness and create greater local value. Its work combines market intelligence and stakeholder consultation with policy, strategy, implementation planning and practical business support. [12]

Tourism experience across the world

Leve Global's portfolio includes tourism strategy work for Singapore and Abu Dhabi; responsible tourism policy development in South Africa; tourism marketing strategies for Mozambique and Malawi; and support for Peruvian tourism SMEs seeking access to the German market. Its experience also includes evaluation of the Indian Ocean tourism programme covering Comoros, Madagascar, Mauritius, Réunion and Seychelles, tourism policy work in Lesotho and investment promotion support in East Africa. [12]

Deep Caribbean knowledge

Regional assignments include the CARICOM and CARIFORUM tourism services strategy, Dominica's tourism policy and master planning, Montserrat's sustainable tourism strategy, responsible tourism development on Saint Lucia's south-east coast and tourism strategy work for Saint Kitts and Nevis. This work connects international market understanding with the realities of small economies, local enterprises, communities and climate exposure. [12]

Trade and sustainability

The firm's experience includes national export strategy assignments in Jamaica and Mozambique, export diagnostics and market development in The Gambia, and branding, packaging and market access support in Grenada. Its approach links tourism with agriculture, creative industries and local suppliers, alongside climate resilience, community participation and environmental stewardship. [12]

Digital transformation with a commercial purpose

Leve Global's work includes Pure Grenada's destination website and mobile application, the Exceptional Caribbean digital platform and the Suriname Investment and Trade Agency's digital transformation assignment. Its 3D Framework brings strategic and digital expertise together so that better visibility, communication and intelligence can translate into bookings, repeat demand and stronger customer relationships. [12]

www.leve-global.com | Corporate experience and project portfolio as documented in the supplied report.

THE AUTHOR

About the Author - Kevon Wilson

Kevon Wilson is Chief Operating Officer and Senior Strategist at Leve Global. He brings more than twenty years of experience in policy development, strategic planning, market research and tourism analysis, with assignments in nearly twenty countries. His work connects evidence about markets and customers with the decisions that governments, destinations and businesses need to make. [12]

His consulting experience spans the Caribbean and Africa, including Mozambique, Malawi, The Gambia, Jamaica, Grenada, Montserrat, Dominica, Saint Lucia, Saint Kitts and Nevis, the Cayman Islands, and Trinidad and Tobago. Assignments have included tourism strategies, destination marketing and communications, national export strategies, sector diagnostics, value chain analysis and stakeholder engagement. Recent work includes sector analysis for Saint Lucia's national development planning, multi-sector studies for the Development Bank of Jamaica, and export diagnostics and market development in The Gambia. [12]

Wilson has co-authored tourism and market intelligence publications including *Big Data - Delivering the Big Picture to Drive Competitiveness*, *Travel and Tourism's Top Ten Emerging Markets*, *The Paradigm Shift in Travel and Tourism*, and studies of American, British and German travel markets. He has presented on market intelligence, big data and marketing at World Travel Market in London and ITB Berlin. At SOTIC 2026 in Guyana, his presentation on AI and algorithmic leakage prompted participants to call him "The Data Guy", a title he embraces wholeheartedly. [12][13]

His digital transformation work includes digital marketing strategy, customer research, AI integration roadmaps, knowledge bases, automated guest communication and lead generation systems for tourism enterprises. He is also the founder and Lead Strategist of Kaiso AI Consulting Agency, supporting SMEs with practical applications of AI. This combination of research and implementation informs the 3D approach presented in this report. [12]

Wilson holds a B.Sc. (Honours) in Management, with a minor in Finance, from the University of the West Indies. His professional development includes customer and user experience analysis, market validation and AI for business. His focus is on helping Caribbean organisations understand demand, build stronger direct relationships and retain more of the value created by tourism. [12]

Contact: kwilson@leve-global.com | Profile retained from the supplied report, which cites his 2026 Policy and Strategic Planning CV.

1 THE INVISIBLE LEAKAGE

The visible leak is only part of the story

Tourism leaders are familiar with the import bill. Purchasing goods abroad reduces the visitor spending that circulates through local producers. The presentation illustrates ten physical categories in the tourism supply chain. [13]

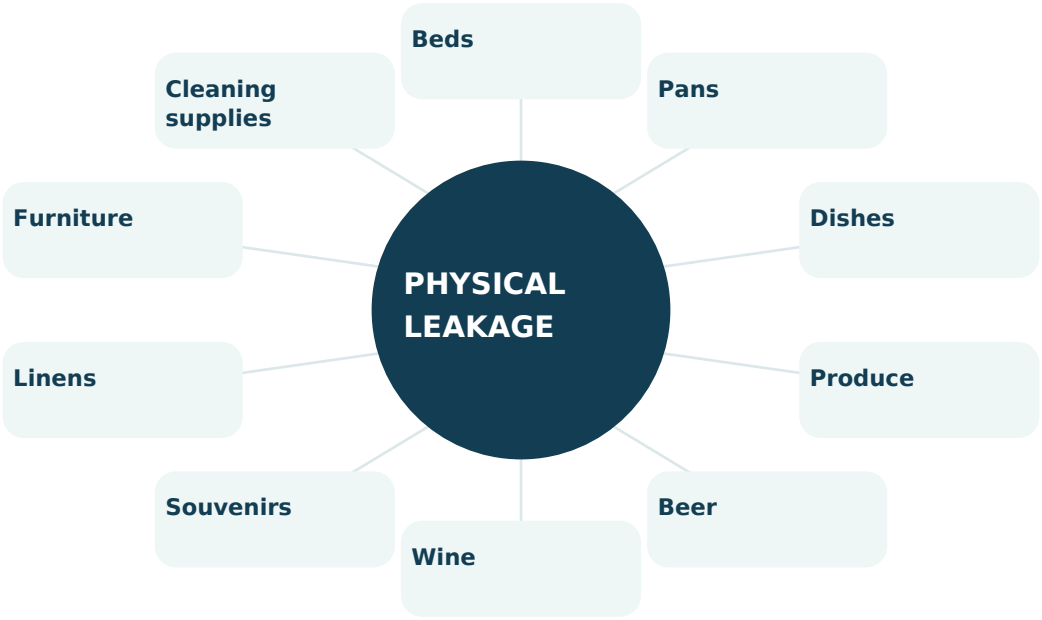


Figure 1. Ten illustrative physical leakage categories. Redrawn from the supplied presentation. Categories are illustrative, not measured shares or an exhaustive list. [13]

Import substitution, local sourcing and stronger supplier linkages remain central to tourism development. The customer relationship adds another dimension. A destination can improve local procurement and still depend on external firms to deliver demand, control access to visitor intelligence and bring the next guest back.

This second leak is harder to see in an arrivals table. It concerns who can influence the choice before a visit, sustain the conversation during it, and initiate the next purchase afterwards. It creates an exposure that continues even when the room, meal or excursion is supplied entirely within the Caribbean.

The value lasts longer than the visit

The immediate sale has a price. The ability to understand and serve the same customer again has continuing commercial value.

1 THE INVISIBLE LEAKAGE

The Caribbean hosts the visitor. The ecosystem keeps the connection.

The Caribbean often “borrows” the tourist for the duration of the stay. The visitor experiences local hospitality, but may remain inside the intermediary’s account, messaging system, recommendation engine and loyalty environment. The next holiday can begin there, even when the traveller loved the destination.

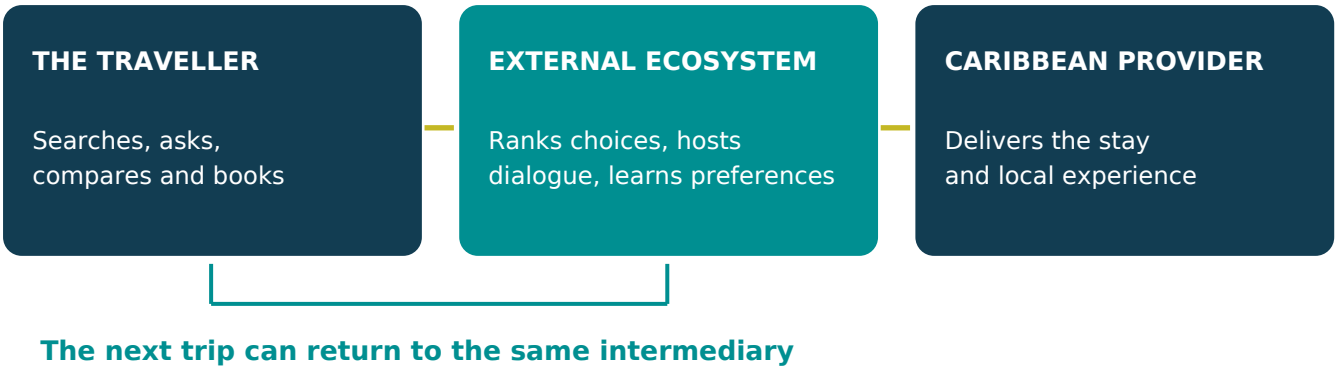


Figure 2. The customer relationship can outlast the locally delivered experience. Conceptual model: Leve Global analysis based on the supplied presentation; not a quantified flow of revenue. [13]

Discovery creates influence over choice

The system that answers the initial question helps determine which destinations, villas and experiences are considered. Providers absent from the shortlist may never receive an enquiry. A traveller’s need can be interpreted through platform rankings and recommendation systems before a local business has a chance to explain its offer.

Dialogue builds trust and reveals intent

Questions about dates, family needs, dietary preferences, transport and budget reveal valuable context. When those conversations remain inside an external ecosystem, the supplier may receive only the information needed to deliver the booked service. The intermediary has a broader view across trips and products.

Data makes the next interaction more valuable

Past searches, enquiries and bookings can support more relevant recommendations and repeat engagement. The strategic exposure is the unequal ability to learn from these interactions and act on them. **Algorithmic leakage** describes this concentration of customer insight, access and recommendation power outside the destination.

There is no comprehensive, verified Caribbean estimate of algorithmic leakage in the reviewed sources. This report treats it as an analytical framework and proposes measurable business and destination indicators in the concluding section.

1 THE INVISIBLE LEAKAGE

Different firms. Reinforcing points of influence.

External companies do not all perform the same function. A credible response begins by recognising where each layer affects customer access, transactions or intelligence.

Layer and examples	Influence on the relationship
Travel marketplaces **Expedia, Airbnb**	Aggregate offers and organise booking journeys. Accounts, messages and repeat engagement can keep the traveller within the platform.
Travel distribution and technology **Amadeus**	Connect travel providers with sellers and support personalised offers and travel operations. Influence often works through infrastructure and partners.
Conversational discovery **OpenAI / ChatGPT, Google / Gemini**	Interpret questions and generate recommendations. Their role in discovery can precede a visit to a destination website or booking channel.

US$119.6bn

Expedia Group global gross bookings, 2025 [3]

484m

Amadeus travel agency air bookings, 2025 [4]

These are global activity measures, not Caribbean revenue losses. Expedia's gross bookings are transaction value, not its revenue. Amadeus bookings are transaction counts, not unique tourists.

For a small destination or villa, recreating this scale would divert resources from more achievable gains. The commercial opportunity is to use distribution intelligently while developing stronger direct visibility, communication and customer intelligence.

Airbnb makes the access issue concrete. Its policy confines pre-booking communication to the platform and restricts marketing use of guest contacts and solicitation of off-platform repeat bookings. Some communication after booking is permitted, including guest-requested alternative channels. The strategic point is constrained control over the relationship, rather than a complete absence of contact. [5]

The ecosystem interpretation is Leve Global analysis. Amadeus is a technology and distribution provider; OpenAI and Google are not classified here as OTAs.

2 THE GAP

AI is moving faster than tourism organisations can adapt

AI adoption is changing the route to the traveller. Language models make it possible to ask a detailed question, receive a tailored answer and refine a shortlist in conversation. Established travel companies can combine these interactions with large inventories, customer accounts and accumulated market intelligence.

1 million

ChatGPT users within five days of launch [6]

100 million

Users within two months of launch [6]

OpenAI reports these early adoption milestones for ChatGPT. They illustrate the speed at which a new interface can gain an audience. They do not measure travel use or Caribbean business readiness. [6]

Mass customisation increases the stakes

A large ecosystem can respond to highly specific needs at scale. A small provider can still compete for the relationship by being relevant, responsive and able to continue a useful conversation.

Consider a traveller seeking a quiet Tobago villa, suitable for a couple, with local food experiences and convenient airport transfers. A generic property description is less useful than a clear answer to that combination of needs. AI can make such questions normal rather than exceptional.

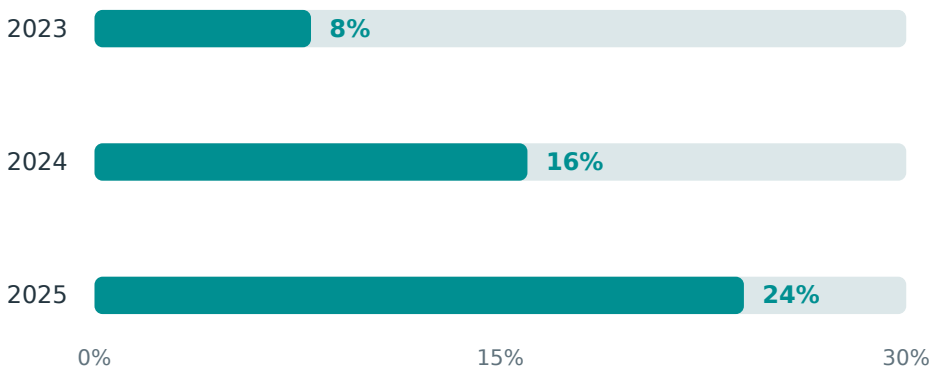
The gap is therefore about organisational capability. Using a public chatbot occasionally is different from making the destination’s information reliable, joining up communication and learning from enquiries and visitor behaviour. The capability gap can become a customer-value leak when the external intermediary can do these things and local organisations cannot.

Evidence note: early adoption milestones describe a general-purpose tool. Tourism use and business capability are assessed separately in the following pages. [6]

2 THE GAP

Travellers are already changing how they plan

Figure 3. Planned generative AI use for U.S. holiday travel



Source: Deloitte 2025 Holiday Travel Survey. Separate annual survey waves; 2025 research surveyed 3,896 Americans, including 2,099 qualifying holiday travellers. The measure reflects reported travel-planning intentions, not audited use. [7]

Deloitte's series shows the reported share tripling from 8% to 24% in two years. It is an adoption signal from a major Caribbean source market, not a forecast of how many Caribbean visitors will use generative AI. [7]

67%

Had used AI in some aspect of travel [8]

89%

Wanted AI in future travel planning [8]

Booking.com's 2025 survey covered 37,325 respondents across 33 markets. Its broader definition of travel AI differs from Deloitte's generative AI measure, so the two percentages should not be compared as if they describe the same behaviour. [8]

For destination leaders, the implication is practical: useful local information must be accessible wherever travellers ask questions. The relationship opportunity begins before a booking, when a visitor is still choosing what to do and where to stay.

Distinctive culture, local knowledge and smaller providers need to remain visible in conversational recommendations. The bridge is reliable information connected to a useful direct conversation.

2 THE GAP

Small firms and tourism-linked sectors lag behind

Figure 4. AI use by enterprise size in OECD evidence

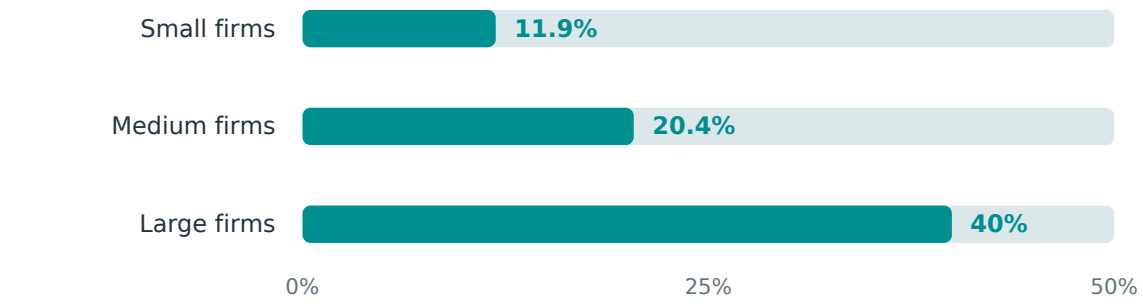
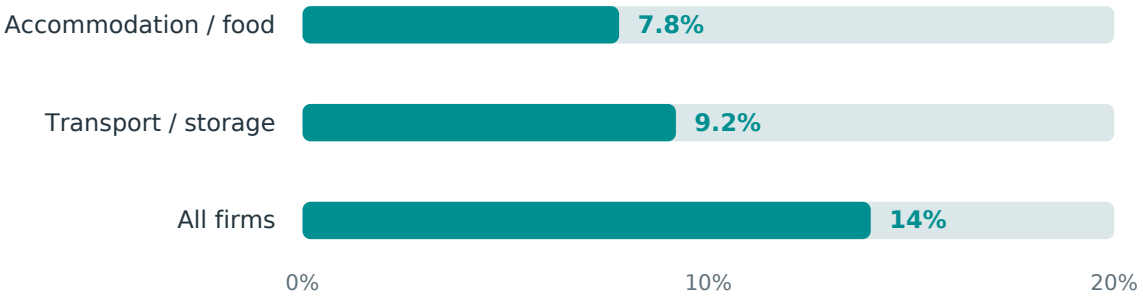


Figure 5. Tourism-linked sectors and the economy-wide average



Source: OECD, AI Adoption by Small and Medium-sized Enterprises (2025). Enterprises with 10+ employees; small = 10-49, medium = 50-249, large = 250+. Size data: 2024 or latest available year. Sector figures: 2024. Country coverage and definitions vary. These are not Caribbean adoption rates. [9]

Large firms are more than three times as likely as small firms to use AI in the OECD evidence. Accommodation and food services, and transport and storage, sit below the economy-wide benchmark. These findings point to a structural capability gap. [9]

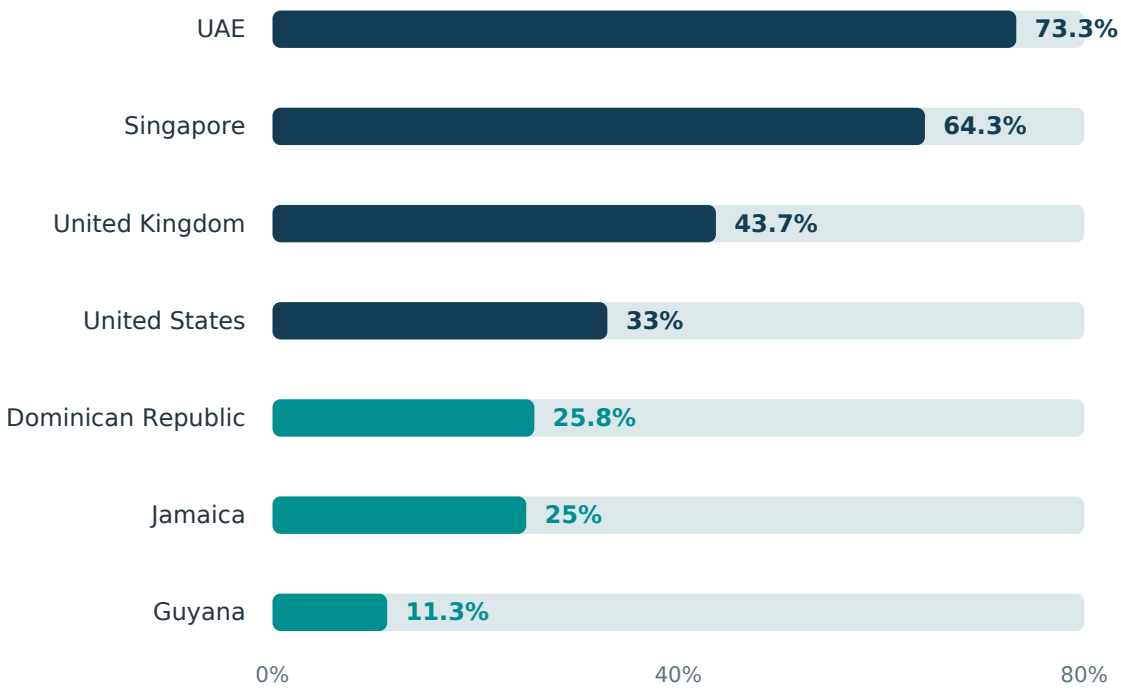
The World Bank's 2022 tourism guidance describes more than 85% of Caribbean tourism businesses as small and under-capitalised. This is contextual evidence, rather than a new 2026 census. [2]

For governments, a strategy that depends on every small operator finding its own specialist team will leave many behind. Coordinated destination support can make visibility, guest communication and actionable intelligence more accessible to villas, guesthouses, guides and community businesses.

2 THE GAP

Caribbean readiness is uneven

Figure 6. Estimated generative AI use among working-age people



Source: Microsoft Global AI Diffusion, Q2 2026. Selected economies, not a complete Caribbean ranking. Estimates cover people aged 15-64 and derive from adjusted, anonymised Microsoft telemetry. They measure individual generative AI use, not enterprise adoption or tourism readiness. [10]

The selected country figures show a substantial gap between some Caribbean economies and leading adopters. They also show variation within the region. A single label such as “the Caribbean is behind” can conceal important differences. [10]

Population use and institutional capability are different. A destination may have many people using AI while its tourism authority still relies on fragmented records. A property may use AI for captions without connecting enquiries to bookings or learning from repeat guests.

Readiness must be tested at the point of value

Can travellers find local providers? Can those providers sustain a useful conversation? Can the destination turn its data into a decision?

Country estimates provide context. A destination-specific diagnosis is needed to assess the tourism sector’s customer relationships and institutional capability. [10]

2 THE GAP

Mind the gap to mind the leak

The presentation brings four signals together: rapid traveller uptake, slower SME adoption, weaker adoption in tourism-linked sectors and uneven Caribbean readiness. Together, they explain why closing the AI gap should be part of a strategy for retaining customer value. [13]

Journey stage	Where external influence can build	Local value opportunity
Inspiration and discovery	Recommendations and rankings shape the shortlist.	Help distinctive local offers enter the choice set.
Planning and enquiry	Conversation reveals intent, needs and preferences.	Provide helpful local dialogue and a clear next action.
Booking	The account and transaction create a platform relationship.	Develop efficient direct routes alongside distribution.
During the visit	Apps and assistants guide spending and activities.	Connect guests to suitable local experiences and service.
After the visit	The ecosystem can initiate the next purchase.	Sustain permitted relationships and learn from feedback.

Table 1. Customer-value exposure across the traveller journey. Leve Global conceptual synthesis of the presentation and original report. This is a diagnostic, not an estimate of market shares. [12,13]

AI should support the people who deliver Caribbean hospitality. Speed is useful when it makes room for thoughtful service and a timely human response. A visitor with a complex request, complaint or uncertainty needs someone accountable, with the context to help.

The region can participate in global technology without surrendering every customer touchpoint. The next task is to strengthen the information, relationships and intelligence that remain under local governance. That is the bridge from the gap to the 3D Framework.

3 THE BRIDGE

Every era has had an entry ticket to the customer

The presentation charts a change in the route to market: websites, social media and now reliable information that can support AI-generated answers and recommendations. [13]

Route to market	What provides access	What the traveller encounters
Internet era	An accessible website with relevant information.	Search results and links to explore.
Social media era	An active profile, useful posts and audience engagement.	Feeds, recommendations and conversations.
AI era	Accurate, trusted information that can support specific answers.	Conversational recommendations and paths to purchase.

Figure 7. The route to the customer evolves. These channels overlap; the AI era does not eliminate websites, search or social media. Adapted from the supplied presentation. [13]

Be online. Be understood. Be recommended.

Being online creates the possibility of discovery. Being understood means that the offer is clear enough for a person or system to recognise whether it meets a need. Being recommended brings that offer into the traveller's consideration. The commercial objective is to connect consideration to an enquiry or booking.

SEO supports search visibility. AEO, or answer engine optimisation, and GEO, or generative engine optimisation, describe efforts to improve representation in answers and generative recommendations. Google confirms that established SEO fundamentals remain relevant to its AI search features and that no special AI markup guarantees inclusion. [11]

Visibility is the beginning of the relationship

A useful recommendation should lead to a useful conversation. A useful conversation should have a clear route to action.

Leve Global connects visibility and booking routes with continuing dialogue and useful intelligence for the destination and its stakeholders.

3 THE BRIDGE

Build four strategic assets that remain useful locally

The original report's readiness analysis provides a useful complement to the deck. A destination needs durable assets that support its businesses and institutions, rather than a collection of disconnected AI experiments. [12]

Strategic asset	What the destination gains
Authoritative information	A reliable account of local places, providers, culture and experiences that can support search, recommendations and visitor assistance.
Direct relationship capability	The ability to answer enquiries, continue permitted communication and connect visitors efficiently with local businesses.
Decision intelligence	Visitor and market insight that helps improve investment, marketing, service quality and local economic participation.
Institutional capability	People, responsibilities and governance that keep information current, protect trust and translate evidence into action.

A practical level of maturity

The report's maturity ladder moves from fragmented activity to enabled use, integration, responsible management and adaptive learning. Its central lesson is that integration and measurement matter more than the number of tools purchased. These are analytical stages, not a ranking of Caribbean destinations. [12]

For a tourism authority, stronger maturity can mean decisions based on current visitor spending and motivations, backed by clear institutional responsibility. For a small property, it can mean consistent responses, a functioning direct booking route and a usable record of permitted customer relationships.

The examples that follow show both levels of opportunity. At Being Estate Villas, Leve Global has worked on retaining dialogue and strengthening repeat relationships. In Grenada, the work is focused on modernising visitor intelligence so that data becomes more useful to public and private decision makers.

The practical priority is to strengthen these assets together, so that improved visibility can lead to useful dialogue and locally actionable intelligence.

EVIDENCE BASE

Sources and evidence notes

Numbered citations identify the source of data or a documented claim. Interpretation, conceptual diagrams and the 3D Framework are Leve Global analysis. Public web sources were checked on 13 October 2026. Figures retain their original reporting periods.

[1] Caribbean Tourism Organization (2026). Caribbean Tourism Shows Resilient Growth Amid Global Headwinds in 2025. Estimated 2025 stayover visits.
Open primary source

[2] World Bank (2022). Blue Tourism in Islands and Small Tourism-Dependent Coastal States: Tools and Recovery Strategies. Page 47, tourism enterprise capacity.
Open primary source

[3] Expedia Group (2026). Fourth Quarter and Full Year 2025 Results. Global gross bookings of US$119.590 billion in 2025.
Open primary source

[4] Amadeus (2026). Global Report 2025. Air Distribution: approximately 484 million travel agency air bookings in 2025.
Open primary source

[5] Airbnb (n.d.). Off-Platform and Fee Transparency Policy. Communication, contact use and off-platform booking restrictions; checked for this edition.
Open primary source

[6] OpenAI (2025). OpenAI’s New Economic Analysis, 22 July. Early ChatGPT adoption milestones. Company-reported figures.
Open primary source

Reading the evidence

Global platform activity is not a Caribbean loss estimate. Surveys indicate reported behaviour or intent. Conceptual models describe a mechanism; they do not quantify it.

EVIDENCE BASE

Sources and evidence notes continued

[7] Deloitte (2025). 2025 Holiday Travel Survey press release, 12 November. U.S. survey: 8%, 16% and 24% travel-planning series.
Open primary source

[8] Booking.com (2025). The Global AI Sentiment Report, 23 July. Online research: 37,325 people, 33 markets, April-May 2025. Company-sponsored survey.
Open primary source

[9] OECD (2025). AI Adoption by Small and Medium-sized Enterprises. Size and sector adoption evidence, pages 10-13.
Open primary source

[10] Microsoft AI Economy Institute (2026). Global AI Diffusion: Q2 2026 Trends and Insights. Population estimates and country tables, pages 12-16.
Open primary source

[11] Google Search Central (n.d.). AI Features and Your Website. Eligibility, SEO fundamentals and content guidance; checked for this edition.
Open primary source

Supplied materials and case evidence

[12] Leve Global / Kevon Wilson (2026). *Who Owns the Caribbean Tourist? The Battle for Tourism Value.* Supplied 62-page revised report. Source for retained profiles, the readiness analysis and the 3D Framework. Its firm profile cites the company experience table and project portfolio; its author profile cites Wilson's 2026 CV.

[13] Kevon Wilson / Leve Global (2026). Supplied 18-page SOTIC presentation, *Who Owns the Caribbean's Tourists? AI, Customer Intelligence and the New Battle for Tourism Value.* Source for the revised storyline, the physical leakage illustration and the two application examples.

[14] Leve Global / Grenada Tourism Authority (2026). *Grenada VEMS Survey Methodology - V2mb-comments.* Supplied methodology with stakeholder survey findings and proposed programme design. The survey is purposive, with 17 targeted respondents; some questions have 16 responses. It is not representative of all Grenadian tourism businesses.

[15] Kevon Wilson / BEV management (2026). Operational account supplied for this revision: multichannel AI dialogue, guest contact and automated communication, and an observed uptick in direct repeat bookings from guests first acquired through OTAs. No baseline, time series or quantified uplift was supplied; the outcome is management-reported.

Case evidence boundaries: BEV outcomes are management-reported. Grenada outputs are programme objectives. Optional services are not presented as live. Public sources [1]-[11] have clickable links above.

4 LEVE GLOBAL IN PRACTICE / EXAMPLE 1

Being Estate Villas: One AI brain. A continuing guest conversation.

At Being Estate Villas in Tobago, the opportunity was to keep a prospective guest's dialogue connected across the places where enquiries arrive. A visitor asking on Instagram should receive the same reliable account of the property as someone using the website or WhatsApp. [13][15]

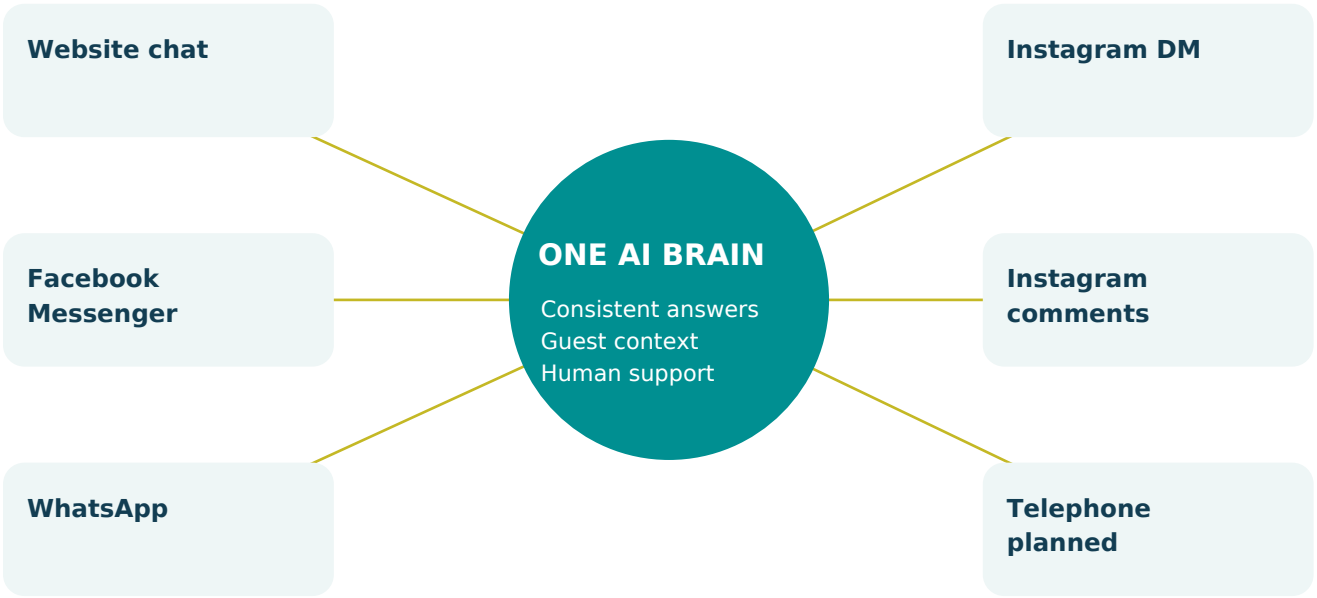


Figure 8. BEV's shared AI communication concept, redrawn from the presentation. Telephone is identified as a planned extension; it is not presented as live. [13,15]

Leve Global developed an AI "brain" to support responses across website chat, Instagram direct messages and comments, Facebook Messenger and WhatsApp. The aim is one consistent source of guest-facing knowledge and a coherent conversation, with human support when a request needs attention. [13][15]

The value extends beyond answering the first question. Prospective guest details, including email addresses where permission is available, can become a continuing relationship rather than a lost enquiry. Relevant automated follow-up keeps the conversation active, supports conversion and reduces the chance that interest disappears between channels. [15]

What the property gains

BEV can speak in its own voice, sustain dialogue and retain useful customer context while guests decide whether, when and how to book.

4 LEVE GLOBAL IN PRACTICE / EXAMPLE 1

From an enquiry to a repeat relationship

BEV's management account describes confirmed bookings entering an automated guest communication programme. The relationship continues through preparation for the stay and guest service, with relevant ongoing contact where permission and channel rights support it. This gives the property a way to remain useful after the initial purchase. [15]

The opportunity with guests first acquired through OTAs

For Airbnb-origin guests, management describes collecting guest details at check-in and establishing direct service communication. The strategic aim is for the property's hospitality and relationship to remain meaningful after the platform-generated stay. **BEV reports an uptick in direct repeat bookings from guests initially acquired through OTA channels.** [15]

The first booking is only the beginning

A stronger connection with the property creates an opportunity for the relationship to continue after departure, so that the next visit can build on the hospitality of the first.

This is a practical illustration of relationship value: the first booking may arrive through an intermediary, while the guest develops an enduring connection with the place and the people who hosted them. Leve Global's role is to make that connection easier to sustain through consistent dialogue and usable customer information.

Service contact and marketing rights are different

Airbnb restricts marketing use of guest contacts and solicitation of off-platform repeat bookings; guest-requested alternative communication after booking is permitted subject to its policy. Details collected at check-in should not automatically be treated as newsletter permission or a contractual right to market. The relationship programme must distinguish service records from marketing permissions and channel rights. [5][15]

For destination leaders, the lesson reaches beyond a single villa. Supporting this kind of capability among local operators can strengthen the destination's ability to turn an enjoyable first stay into a continuing customer relationship. The practical programme must reflect each channel's rights and the traveller's choices.

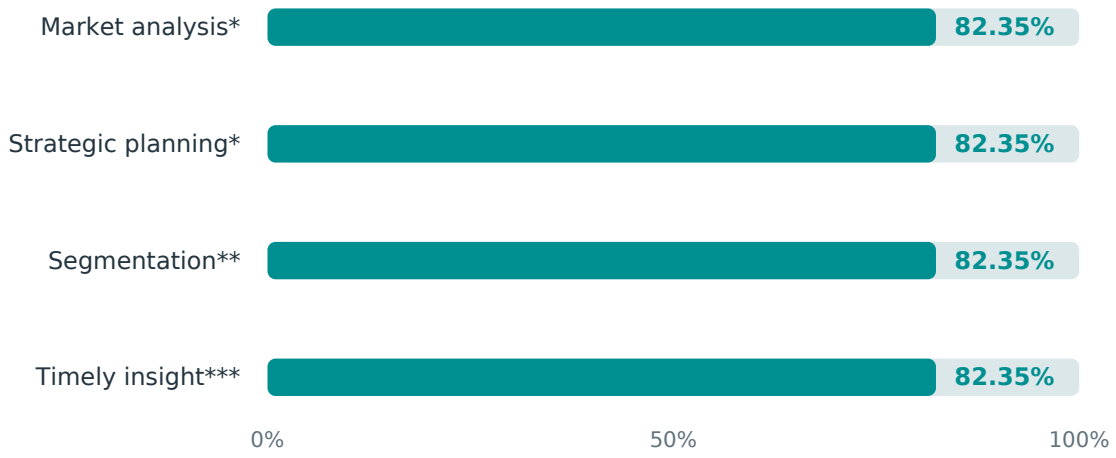
Case boundary: enterprise-level example supplied by Leve Global and BEV management. No booking uplift or commission saving has been independently measured for this report. [13,15]

4 LEVE GLOBAL IN PRACTICE / EXAMPLE 2

Grenada: Making visitor data useful for decisions

Leve Global is helping Grenada modernise its Visitor Expenditure and Motivation Survey, or VEMS, so that the destination can understand its visitors more effectively and make better decisions. The ambition is to move from collecting and publishing figures to producing intelligence that government and tourism businesses can use. [13][14]

Figure 9. Stakeholder priorities for modernised visitor intelligence



Source: supplied Grenada VEMS methodology. Each shown result is 14 of 17 targeted respondents (82.35%). *Rated “Most Important”; **rated “Very Important”; ***combined “Critical” and “Very Important”. Categories are distinct questions, not one combined score. Purposive stakeholder survey, not a population estimate. [14]

The findings show a coherent demand for market understanding, strategic planning, segmentation and timely information. They support a destination intelligence offer that goes beyond counting arrivals. [14]

The modernisation is designed to give decision makers a clearer view of visitor motivations, expenditure, satisfaction and the differences between markets and segments. These are the signals needed to judge where marketing is working, where service improvements matter and where local businesses have room to capture more spending. [14]

The value for Grenada

A stronger evidence base for deciding which visitors to attract, which experiences to develop and where to intervene to improve tourism value.

4 LEVE GLOBAL IN PRACTICE / EXAMPLE 2

From visitor intelligence to destination action

The Grenada work combines survey modernisation, visitor engagement, data quality and decision reporting around the decisions the destination needs to make. [14]

What Leve Global is helping strengthen	What leaders can use it to decide
Visitor understanding	Which source markets and visitor segments offer the strongest fit for the destination's ambitions.
Expenditure intelligence	Where spending occurs and where product or local supplier opportunities deserve attention.
Experience and satisfaction insight	Which parts of the visit need improvement and which strengths should shape the destination's offer.
Decision dashboards and reporting	Where performance is changing and which issues need a timely management response.
Trust and institutional ownership	How research can remain credible and useful to public and private stakeholders.

Trust is part of the assignment. In the methodology's data-sharing question, 13 of 16 respondents, or 81.25%, identified privacy and confidentiality concerns. The programme must deliver useful intelligence while respecting the purposes for which visitors and partners contribute information. [14]

The visitor engagement concept also treats feedback as a relationship with the destination. Grenada can demonstrate that it listens and responds, rather than simply requesting information. The intended result is better participation and a more useful evidence base; completed improvements and economic impact are not claimed here. [14]

Two scales. One commercial purpose.

BEV demonstrates continuing guest dialogue. Grenada demonstrates destination intelligence. Together they show how the 3D Framework connects local relationships to decisions and value.

Programme objectives from the supplied methodology; technical implementation is not disclosed. [14]

5 THE CONCLUDING FRAMEWORK

Leve Global 3D Framework for Capturing Customer Value

A practical way for destinations and governments to retain more of the relationship and tourism value.

Leve Global's 3D Framework gives destinations greater influence over how local offers are discovered, how visitors are served in conversation and how intelligence guides decisions. It connects these priorities in one client-facing programme. [12][15]

Dimension	The question for the leader	The intended value
Discovery	Can the right traveller find and understand our offer?	More relevant consideration, enquiries and direct demand.
Dialogue	Can we sustain a useful relationship through the journey?	Better conversion, guest service and opportunities for repeat engagement.
Data	Can we learn from the journey and use that insight?	Stronger decisions, more relevant offers and greater retained customer value.

Discovery brings the destination or business into consideration. Dialogue turns consideration into trust, action and a continuing connection. Data makes each stage more informed. The value grows when insight from an enquiry, stay or return visit improves the next discovery and conversation.

The client receives an integrated programme

Leve Global connects maps visibility, booking pathways, guest communication, visitor research and decision dashboards around the client's priorities.

This is a framework for tourism value, not a promise that every guest will book directly. Distribution partners remain useful. The objective is to increase the share of customer knowledge, communication capability and commercial benefit that the destination and its businesses can retain.

Methodological basis: Leve Global's 3D Framework as described in the original report and the author's brief. Benefits are programme objectives, not independently evaluated guarantees. [12,15]

5 THE CONCLUDING FRAMEWORK / D1

Discovery: Win a place in the traveller’s consideration

A destination can invest heavily in promotion while individual villas, guides, restaurants and community experiences remain difficult to find or poorly represented. Discovery addresses that gap. The aim is for suitable visitors to encounter an accurate, compelling local offer and a clear route to enquire or book.

What Leve Global can deliver

Leve Global can assess destination and stakeholder visibility across search, maps, social channels and AI-mediated recommendations, then lead a prioritised improvement programme. The work can bring Google Maps and business profile optimisation, destination content, SEO, AEO and GEO into a single market strategy. Booking routes are considered alongside visibility so that greater interest can produce action. [12]

For tourism authorities, this creates an opportunity to improve the discoverability of the destination’s wider offer, including smaller providers. For operators, it means clearer representation of what makes the property or experience suitable for a particular traveller. Relevant local demand matters more than a large volume of untargeted attention.

The destination outcome

The destination’s information becomes more reliable and useful; local businesses are easier to consider; and visitors can move efficiently from interest to a qualified enquiry or booking. Local culture, experiences and enterprise participation can be represented more accurately in the route to market.

What leaders should measure

Relevant search and maps visibility, qualified direct enquiries, use of local booking routes and attributable bookings. AI references are a visibility signal; commercial outcomes require separate measurement.

The BEV example shows why discovery needs dialogue. A traveller who finds a property should be able to ask a useful question immediately. A destination referral should bring the visitor closer to a suitable provider, with minimal friction.

AI-generated inclusion cannot be guaranteed. Google’s official guidance reinforces established SEO and accurate information rather than a special markup requirement. [11] The service scope above describes Leve Global’s offer, not a technical implementation recipe. [12]

5 THE CONCLUDING FRAMEWORK / D2

Dialogue: Keep the conversation and earn the next interaction

A customer relationship develops through useful interactions. An unanswered enquiry, a contradictory response or an abrupt handoff can lose a booking. A thoughtful answer can create trust long before a visitor arrives. Dialogue gives destinations and businesses a stronger ability to remain part of that conversation.

What Leve Global can deliver

Leve Global can design and coordinate AI-assisted communication across a client's approved channels, supported by reliable knowledge and human accountability. The offer includes enquiry continuity, follow-up, guest communication and relationship development through the stages before, during and after a visit. The BEV example illustrates the value of a consistent voice across multiple channels. [12][13][15]

For a destination, dialogue can help visitors understand the offer and connect with local providers. For an operator, it can improve the handling of genuine interest and strengthen service after booking. Neither journey should make a visitor repeat information unnecessarily or create registration barriers before useful information or a booking route is available.

The destination outcome

Visitors receive more helpful responses and clearer next steps. Local businesses have more opportunity to convert enquiries, deliver better service and sustain permitted relationships. The destination can remain useful through recommendations, information and relevant ongoing engagement.

What leaders should measure

Response quality and speed, enquiry-to-booking conversion, successful human support, guest satisfaction and permitted ongoing relationship rates.

Communication remains governed by the traveller's preferences, the purpose of contact and the rights attached to each channel. A service message and a marketing invitation are different. Guest hospitality should create trust that the communication programme respects.

Leve Global's contribution is integrated relationship capability. The design preserves appropriate human involvement and reviews channel rights before expanding communication. [12]

5 THE CONCLUDING FRAMEWORK / D3

Data: Turn customer insight into stronger decisions

A booking total records a transaction. Visitor intelligence can explain who chose the destination, what mattered to them, how they spent and what might bring them back. Data connects the journey to decisions about markets, products, service and local economic participation.

What Leve Global can deliver

Leve Global can strengthen customer and destination intelligence, modernise visitor expenditure and motivation surveys, and produce decision dashboards that help leaders act. The work can connect agreed information from discovery, enquiries, bookings, the visit and feedback into a more coherent account of demand. It builds on the firm's market research, tourism strategy and digital implementation experience. [12][14]

For an enterprise, the question is how knowledge of its own customer journey can improve service, conversion and repeat value. For a government or tourism authority, the question is how visitor evidence can improve promotion, investment, destination management and opportunities for local businesses. Grenada's VEMS programme illustrates the destination application.

The destination outcome

Decision makers can distinguish markets and segments, understand expenditure and experience, and identify where action is needed. A tourism strategy becomes more responsive when its decisions are informed by usable, credible evidence rather than arrivals alone.

What leaders should measure

Information quality and timeliness, useful segmentation, decisions informed by visitor evidence, and changes in visitor value and local enterprise participation.

Locally governed intelligence does not require the tourism authority to take possession of every property's customer list. Businesses retain their relationships; destinations develop their own visitor engagement and research assets. Agreed sharing can provide collective insight while respecting the different purposes and rights involved.

Customer relationship ownership in this report means practical access, decision rights and permitted ongoing engagement. It does not imply ownership of people or unrestricted use of their personal information.

5 THE CONCLUDING FRAMEWORK / INTEGRATED DELIVERY

Capture more value from the relationships you help create

The commercial strength of the 3D Framework is the connection between its parts. Leve Global aligns visibility, customer communication and intelligence around the client's tourism objectives, so that interest can become a booking and evidence can become action.

One accountable delivery relationship

Leve Global leads strategy, delivery coordination and evaluation, with specialist capabilities integrated into one accountable programme. The scope can connect maps visibility, booking improvements, customer communication, visitor research and decision dashboards. [12]

A focused initial programme addresses the most valuable points of friction, using existing systems where appropriate. Search performance and repeat bookings require suitable observation periods.

Commercial and destination measures	What improvement should demonstrate
Direct booking share and repeat booking rate	Stronger permitted customer access and less dependence for the next sale.
Net contribution after distribution and programme costs	Commercial benefit after the costs of acquiring and serving demand.
Visitor expenditure and local referrals	More opportunity for value to circulate through local businesses.
Decision use and stakeholder participation	Intelligence that changes action and includes the wider destination.

Agreed baselines and consistent definitions make results reviewable. The test is greater retained value and a stronger ability to understand and serve the customer over time.

Begin the conversation with Leve Global

Discuss your destination's priorities for retaining customer value.

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