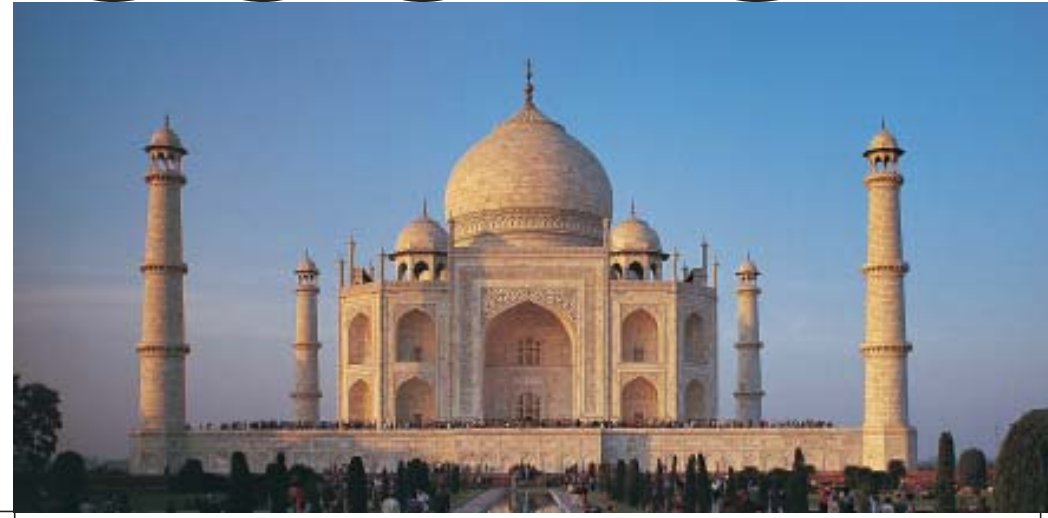


THE AGRA RETREAT
A REPORT

WORLD TRAVEL & TOURISM COUNCIL



| | | | | |
|--|--|--|--|---|
| CHAIRMAN: Sir Ian Prosser Chairman Six Continents PLC | Jonathan Tech Chairman & CEO Loeox Hotels | Laurence Geller Chairman & CEO Strategic Hotel Capital | David Monggou Vice President CIBC World Markets | Ian Swain Chairman & CEO Swain Travel Services Inc |
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| Jean-Marc Espaloux Chairman of Management Board & CEO Accor S.A. | GLOBAL MEMBERS: Akbar Al Baker CEO Qatar Airways | Phillip Haan Executive VP International Sales & Information Services Northwest Airlines | John M Noel President & CEO Travel Guard International | José Antonio Izón President & CEO Amadeus Global Travel Distribution |
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| EXECUTIVE COMMITTEE: Peter Armstrong President & CEO Rocky Mountaineer Railtours | Ted Balestreri Chairman & CEO Canary Row Company | Stephen Holmes Chairman & CEO, Hospitality Division Cendant Corporation | Dionisio Pestana Chairman Group Pestana | Tjeer de Vries Deputy Managing Director Mondial Assistance S.A. |
| Phillippe Bouyguignon Chairman and CEO Club Med/Mediterranée | Henrik Bartl Head of Specialized Property Finance Aareal Bank AG | Raimund Hoesch President & CEO Messe Berlin GmbH | Stefan Pichler Chairman & CEO Thomas Cook AG | Jürgen Weber Chairman Lufthansa German Airlines TAP - Air Portugal |
| Stephen Bollenbach President & CEO Hilton Hotels Corporation | Dieter Huckestein President, Hotel Operations Owned & Managed Hilton Hotels Corporation | Fernando Pinto Chief Executive Officer TAP - Air Portugal | David Rockliffe Chief Executive Hogg Robinson | HONORARY MEMBERS: Lord Marshall of Knightsbridge Chairman British Airways plc |
| Sebastián Escarrer Vice Chairman Sol Meliá | Paul Blackney President & CEO Waldman | Dieter Hoesch President & CEO Hilti | Jay Ranula Chairman & CEO EuroDisney S.C.A. | Sir Frank Moore, AO Chairman Taylor Byrne Tourism Group |
| Edouard Etedgui Managing Director Mandarin Oriental Hotel Group | Richard Brown Chairman & CEO Eurostar | Clive Jacobs Chairman & CEO Holiday Autos Group | Kurt Ritter President & CEO Rezidor SAS Hospitality | Frank Okon Chairman of the Board The Hertz Corporation |
| Maurice Flanagan Group Managing Director Emirates | Regis Bulot President Relais & Châteaux | Nuno Trigo do Jordão President & CEO Sousa Turismo Gestao Services | Carl Rodeman Chairman Universal Media | Gérard Pélisson Co-Chairman, Supervisory Board Accor S.A. |
| Bernard D. Frelat President & CEO Rail Europe Group Inc | Marilyn Carlson Nelson Chairman & CEO Carlson Companies, Inc | Sil Kerzner Chairman Kerzner International Ltd | Teresa Santos Managing Director Group Espirito Santo | Tommaso Zanotto President TZ Associates Ltd |
| Michael Frenzel Chairman TUI AG | Alan Cathcart Deputy Chairman Avis Europe Plc | Nigel Knowles Managing Partner DLA | Robert Schander President & CEO MasterCard International | CHAIRMAN EMERITUS: James D. Robinson III General Partner RRE Ventures |
| David House Group President, Global Network and Establishment Services American Express Company | Li Gary Chawwood Founder, Chairman & CEO Unglobe Travel (International) Inc | Craig Koch President & CEO The Hertz Corporation | Bruno Schöpfer CEO Movenpick Group | IMMEDIATE PAST CHAIRMEN: Harvey Golub Retired Chairman & CEO American Express Co WTTC Chairman (1996 - 2001) |
| Richard R. Kelley Chairman Outrigger Enterprises, Inc | Cheong Choong Kong Deputy Chairman & CEO Singapore Airlines | Krishna Kumar Managing Director The Taj Group of Hotels | Per Setterberg CEO Global Refund Holdings A.B. | Robert H. Burns Chairman Robert H Burns Holdings Limited WTTC Chairman (1994 - 1996) |
| Geoffrey J.W Kent Chairman & CEO Abercrombie & Kent | Jennie Chau President & COO Raffles International Ltd | Hans Lerch President & CEO Kuoni Travel Holding Ltd | Mr Eric Speck Executive Vice President Group President, Travel Marketing & Distribution Sabre Holdings Corporation | PRESIDENT: Jean-Claude Baumgarten |
| J.W. Marriott, Jr. Chairman & CEO Marriott International, Inc | Dinesh Dhamija Chairman & CEO ebookers plc | Fabio Mantegazza Chairman AVRO Plc | Barry Stemlicht Chairman & CEO Starwood Hotels & Resorts Worldwide, Inc | |
| David Michlek Chief Executive Hilton Group | Lloyd Dorfman Chairman & Chief Executive Travelx plc | Paolo Mantegazza President & CEO Globus & Cosmos Inc | Ron Stringfellow Partner Executive Chairman Southern Sun Group | |
| P.R. S. Oberoi Chief Executive The Oberoi Group | Ron Eddington Chief Executive British Airways plc | Manuel Martin Partner CyberDodo Productions Ltd | Sultan Ahmed Bin Sulayem Executive Chairman The Palm Project | |
| Henry Silverman Chairman & CEO Cendant Corporation | William H. Friesell Chairman Diners Club International | Isoo Matsuhashi Chairman of the Board JTB Corp | Lalit Suri Chairman & Managing Director Bluarat Hotels Ltd | <i>As of November 2002</i> |

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1

SECTION

Introduction

Introduction

THE WORLD TRAVEL & TOURISM COUNCIL (WTTC) IS THE FORUM FOR GLOBAL BUSINESS LEADERS IN TRAVEL & TOURISM COMPRISING THE PRESIDENTS, CHAIRMEN AND CHIEF EXECUTIVES OF 100 OF THE WORLD'S FOREMOST COMPANIES. IT IS THE ONLY BODY REPRESENTING THE PRIVATE SECTOR IN ALL PARTS OF THE TRAVEL & TOURISM INDUSTRY WORLDWIDE.

WTTC was set-up in 1990 when a small group of chief executives, under the leadership of Jim Robinson III of American Express, created a global body to represent the broad-ranging interests of the Travel & Tourism industry.

Travel & Tourism is one of the world's most important and fastest growing economic sectors, generating quality jobs and substantial wealth for economies around the globe. WTTC's mission is to work with the private sector to make governments aware of the full potential of our industry.

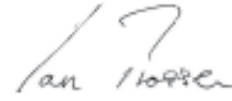
In 1998, noting that the council had already proven its ability at the global level, WTTC's Executive Committee conceived the idea of Regional Initiatives. These initiatives focus on countries that have huge potential for tourism development, but that lack the framework or resources needed to achieve this. By focusing on a few, carefully selected destinations, a business case can be aimed at convincing governments to make Travel & Tourism a key priority.

The decision to launch a Regional Initiative for India was taken in response to a recommendation from one of our Executive

Committee Members, Mr P.R.S. Oberoi, who believed that there was an opportunity for WTTC to help India develop a new approach to tourism, thereby boosting earnings and employment.

According to WTTC research India's Travel & Tourism Industry currently generates employment for 23.7 million people, or around 5.6 per cent of total employment. As an illustration of the potential for jobs, if India were capable of generating the same level of Travel & Tourism employment as the European Union average, a further 25 million jobs would be created.

The global dynamic performance of Travel & Tourism shows a clear opportunity for growth in India during the next decade. The objective of the India Initiative is to work with the private and public sectors to maximize this potential. I hope that this report will give a clear idea of the barriers that we seek to overcome in order to achieve this objective.



SIR IAN PROSSER

Chairman
Six Continents PLC

Chairman
World Travel & Tourism Council

President's Foreword

IN FEBRUARY 2000 THE WORLD TRAVEL & TOURISM COUNCIL (WTTC) LAUNCHED THE INDIA INITIATIVE. THE PURPOSE OF THIS INITIATIVE IS TO RAISE AWARENESS OF THE CRUCIAL ROLE THAT TRAVEL & TOURISM PLAYS IN THE INDIAN ECONOMY – IN TERMS OF ITS ECONOMIC IMPACT, ITS POTENTIAL FOR JOBS AND ITS RESPONSIBILITY TO THE ENVIRONMENT.

With the support and experience of our Members, all of whom are key players from the industry, and with the leadership and commitment of our Secretary General, we have been able to form an experienced and influential team. The strength of this team lies in the fact that it unites every sector of the Travel & Tourism industry and allows us to speak with a unified voice, rising above our everyday personal business agendas and pulling together for one cause.

Over the first two years of the Programme we identified and pursued our priorities, the details of which can be found in our Manifesto which was released in February 2000. For a thorough analysis of Travel & Tourism in India, please refer to our reports – *India: The Tourism Imperative* and *India: The Impact of Travel & Tourism on Jobs and the Economy – 2002*, which are available through the WTTC Website - www.wttc.org.

Having identified our goals, we set about spreading our message to the Government of India, the State Governments and the media. Now, in the third year of the Initiative, and with the intention of getting down to the fundamentals, we have entered a new phase and launched a series of high-level 'Retreats' involving all the major stakeholders in India's Travel & Tourism industry.

This report details the findings of the first Retreat - held in Agra from 23rd-25th August 2002.

This event attracted 90 influential delegates and provided an opportunity to interact with the people who make and influence policy. With senior Members of India's Parliament and Government, leaders from the Indian tourism industry, international experts on crisis management and key media from the region, the purpose of this unique public-private sector event was to identify the key weaknesses in India's tourism product and to find workable solutions to address these issues.

I hope that this report will demonstrate our commitment to Travel & Tourism. India has an amazing and diverse tourism product. Developed in the right way, the Travel & Tourism industry can provide an important tool for tackling some of the economic, social and environmental challenges facing India today.



JEAN-CLAUDE BAUMGARTEN
President
World Travel & Tourism Council

The WTTC India Initiative: Who Makes It Happen?

WTTC is a non-profit making organization committed to making Travel & Tourism work for everybody. Our task would not be possible without the backing of our Members, all of whom have made a commitment to work with us to overcome the barriers to tourism growth. The WTTC India Initiative is backed by twenty-six of India's key players from some of the world's most influential Travel & Tourism Companies.

Mr. Vikram Madhok
Managing Director
Abercrombie & Kent India

Mr. K. Roy Paul, IAS
Chairman
Air India Ltd

Mr. Ankur Bhatia
Managing Director
Amadeus India

Mr. Harsh Neotia
Managing Director
Ambuja Cement Eastern Ltd

Mr. K.L. Muralidhara
Country Manager
American Express

Ms. Priya Paul
President
The Apeejay Surrendra Group

Mr. Shiv Kumar Jatia
Managing Director
Asian Hotels Ltd

Mr. Alun Cathcart*
Non-Executive Chairman
Avis Europe

Mr. Lalit Suri*
Chairman & Managing Director
Bharat Hotels Ltd

Mr. Peter Kerkar
Managing Director
Cox & Kings India Ltd

Mr. Maurice Flanagan, CBE*
Group Managing Director Emirates

Maharana Arvind Singh Mewar
Chairman
Historic Resort Hotels Ltd

Mr. Sunil Arora
Chairman & Managing Director
Indian Airlines

Mr. S.S.H. Rehman
Managing Director
ITC Hotels Ltd

Mr. Naresh Goyal
Chairman & Managing Director
Jet Airways

Mr. Vivek Nair
Vice Chairman & Managing Director
Hotel Leelaventure Ltd

Maharaja Gaj Singh of Jodhpur
Chairman
Maharaja Heritage Resorts

Mr. P.R.S. Oberoi*
Chairman
The Oberoi Group

Mr. Hugh Hamilton Andrews
Advisor
PGF Nomura

Mr. Arjun Sharma
Managing Director
Select Holidays Resorts

Mr. Himmat Anand
Chief Operating Officer
(Inbound) Sita World Travel

Mr. Daniel Desbaillets
Chief Executive Officer
Six Continents Hotels

Mr. R.K. Krishna Kumar*
Managing Director
The Taj Group of Hotels

Mr. Ashwini Kakkar
CEO & Managing Director
Thomas Cook India Ltd

Mr. Adi J. Katgara
Director
Travel Corporation (I) Ltd

Capt. Uttam Bose
Chief Executive Officer
Sahara Airlines Ltd

* Also Global Members



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SECTION

The Agra Retreat



The Delegates

MEMBERS OF PARLIAMENT

Mr. Ashwani Kumar
Mr. Margaret Alva
Mr. Amar Singh
Mr. Mani Shankar Aiyar
Mr. Dineshbhai Trivedi
Mr. Prithviraj Chavan
Mr. B. Panda
Dr. Nitish Sengupta

MEDIA

Mr. M.J. Akbar
Editor-in-Chief &
Managing Director
Asian Age
Mr. Satish Jacob
Deputy Chief
BBC
Mr. T.N. Ninan
Editor in Chief
Business Standard
Mr. Rohit Bansal
Resident Editor
Financial Express
Mr. Shekhar Gupta
Editor-in-Chief
Indian Express

Mr. Karan Thapar
President
Infotainment Television Pvt
Mr. Vinod Mehta
Editor
Outlook Magazine
Mr. Chandan Mitra
Editor-in-Chief
The Pioneer

Mr. Rabindra Seth
Freelance Journalist
Mr. Dilip Cherian
Consulting Partner
Perfect Relations
Mr. Vikram Chandra
Senior Editor
NDTV

Mrs. Naazneen Karmali
Editor
Business India

Mrs. Bachi Karkaria
Group Editorial Director
Mid-Day Multimedia

OPINION MAKER

Mr. S.K. Misra
Vice Chairman
Intach

GOVERNMENT OF INDIA

Mr. Jagmohan
Union Minister for
Tourism & Culture

Mr. Vinod Khanna
Minister of State for
Tourism & Culture

Mr. Shripad Y. Naik
Minister of State for Civil Aviation

Mr. Ajay Singh
Minister of Tourism & Culture
Madhya Pradesh

Mr. N.K. Singh
Member Planning Commission

Mr. Kanwal Sibal
Foreign Secretary
Ministry of External Affairs

Ms. Rati Vinay Jha
Secretary Tourism

Mr. V.K. Duggal
Director General of Tourism

Mr. Amitabh Kant
Joint Secretary Tourism

Mr. K. Roy Paul
Secretary
Ministry of Civil Aviation

Mr. Joy Bandekar
Officer on Special Duty with the
Minister for State for Civil Aviation

INTERNATIONAL SPEAKERS & SPECIAL GUESTS

Mr. Renton de Alwis
Secretary General & CEO
Ceylon Chamber of Commerce

Mr. Feisol Hashim
Chairman
International Relations &
Marketing Indonesia Tourism
Council & Indonesia Tourism
Promotion Board

Mr. Alwin Zecha
Executive Chairman
Pacific Leisure

Mr. Peter de Jong
President & CEO
Pacific Asia Travel Association

Mr. Bernard D. Frelat
President & CEO
Rail Europe Group Inc

Mr. Mark Orwoll
Managing Editor
Travel & Leisure

H.E. Dr. Taleb Rifai
Minister of Tourism & Antiquities
Government of Jordan

Mr. Habeeb Habash
Assistant Secretary General
Tourism Affairs
Ministry of Tourism, Jordan

Mr. Hesham Al-Abbadi
Director of the Minister's Office
Ministry of Tourism, Jordan
Mr. Gunnar Brandberg
Vice President, Sales & Marketing
Hilton Hotels Corporation

Mr. Leonard Menezes
Hilton Hotels (India)

WTTC INDIA – MEMBERS

Mr. Vikram Madhok
Managing Director
Abercrombie & Kent

Mr. V.K. Verma
Commercial Director
Air India

Mr. P.K. Sinha
Resident Director
Air India

Mr. Ankur Bhatia
Managing Director
Amadeus India

Mrs. Radha Bhatia
Director
Amadeus India

Mr. Harsh Neotia
Managing Director
Ambuja Cement Eastern Ltd

Mr. Roneep Sangha
Business Manager
Travel Related Services
American Express

Ms. Priya Paul
President
Apeejay Surrendra Hotels

Mr. Shiv Kumar Jatia
Managing Director
Asian Hotels Ltd

Mr. Lalit Suri
Chairman & Managing Director
Bharat Hotels Ltd

Mr. L.P. Singh
Chief Operating Officer (Leisure)
Cox & Kings India Ltd

Mr. Anil Goyal
Commercial Director
Indian Airlines

Mr. Tony Tayeh
Head of Planning
International & Industrial Affairs
Emirates

Maharaja Gaj Singh of Jodhpur
Chairman
Maharaja Heritage Resorts

Maharana Arvind Singh Mewar
Chairman
Historic Resorts Hotels

Mr. Satish Shenoy
CEO
IL & FS

Mr. S.S.H. Rehman
Managing Director
ITC Hotels

Mr. Nakul Anand
Executive Director Hotel Operations
ITC Hotels

Mr. Saroj. K. Datta
Executive Director
Jet Airways

Ms. Nandini Verma
Vice President Corporate Affairs &
Public Relations
Jet Airways

Mr. P.R.S. Oberoi
Chairman
The Oberoi Group

Mrs. Ragini Chopra
Vice President
Business Development &
Corporate Communications
The Oberoi Group

Mr. Sanjay Rai
Vice President Corporate
Sales & Marketing
The Oberoi Group

Mr. R.K. Krishna Kumar
Managing Director
The Taj Group of Hotels

Mr. Ajoy Misra
Senior Vice President Sales &
Marketing
The Taj Group of Hotels

Mr. D.K. Beri
Vice President Business &
Corporate Affairs
The Taj Group of Hotels

Mr. Adi J. Katgara
Director
Travel Corporation (I) Pvt

Mr. Arjun Sharma
Managing Director
Select Holiday Resorts

Mr. Inder Sharma
Chairman
Select Holiday Resorts

Mr. Himmat Anand
CEO
Sita World Travel

Mr. Ashwini Kakkar
CEO & Managing Director
Thomas Cook India Ltd

Capt. Uttam Bose
Chief Executive Officer
Sahara Airlines Ltd
Mr. Alok Sharma
Vice President
Sahara Airlines Ltd

WTTC TEAM

Mr. Jean-Claude Baumgarten
President

Mr. Yogesh Chandra
Secretary General
WTTC India

Ms. Marianne Thompson-Hill
Director

Ms. Joanne Fox-Mills
Executive Assistant
WTTC

Ms. Ritu Chatrath
Executive Assistant
WTTC India

CONSULTANT

Mr. Suhel Seth
CEO
Equus Advertising Company

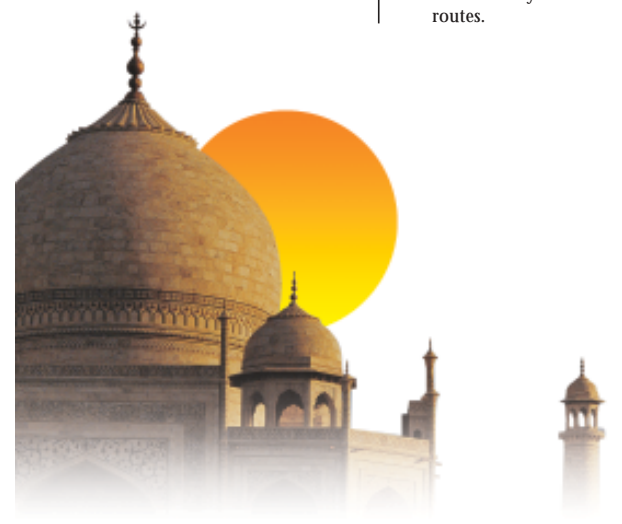
Creating Pressure Groups to Highlight Tourism

The Working Group
Maharana Arvind Singh Mewar
Ms. Margaret Alva, MP
Mr. Satish Jacob
Ms. Bacchi Karkaria
Mr. Dineshbhai Trivedi, MP
Mr. Mani Shankar Aiyar, MP

Rapporteur
Ms. Priya Paul

- Recommendations**
- Government should establish an apex body at the national level called the National Tourism Board to implement every aspect of tourism, particularly its development, promotion and marketing.
 - The proposed National Tourism Board should be a broad-based organization with representation from all segments and classes of industry.
 - In order to generate awareness of the importance of Travel & Tourism there should be regular interface between the Industry and Parliament, Government and the Media. Such interface, which should be facilitated by timely flow of information, would help

- project the issues relating to tourism at the appropriate national level.
- The Foreign Correspondents Club should be activated to correct the negative image of India and give prominence to India's wealth in Tourism.



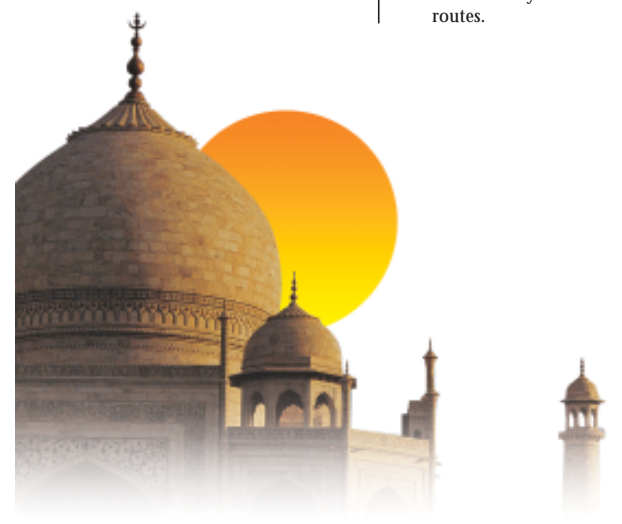
The Impact of Aviation on Tourism

The Working Group
Mr. P.R.S. Oberoi
Mr. Tony Tayeh
Mr. Anil Goyal
Mr. V.K. Verma
Mr. P.K. Sinha
Ms. Radha Bhatia
Mr. Shekhar Gupta
Mr. P. Chavan
Capt. Uttam Bose
Mr. Alok Sinha
Mr. Himmat Anand

Rapporteur
Ms. Nandini Verma

- Recommendations**
- The Ministry of Civil Aviation needs to concentrate on the infrastructure in aviation, leaving Air India and India Airlines to function in a more autonomous manner.
 - Privatization of the National Carrier should be expedited.
 - Privatization of airports, particularly in the four metros, should be accelerated on a time bound programme.
 - India's bilateral aviation policies need to be positive and forward looking.
 - Private Airlines should be allowed to fly on international routes.

- Unrestricted access to foreign airlines where Indian carriers have the same facility.
- An independent immigration cadre should be created and staffed by persons who would be more tourism and passenger friendly.



Creating a Brand Image for India

The Working Group

Ms. Rati Vinay Jha
Mr. Amar Singh, MP
Mr. Adi Katgara
Mr. Dilip Cherian
Ms. Nazneen Karmali

Rapporteurs

Ms. Ragini Chopra
Mr. Nakul Anand

Recommendations

- Over and beyond advertising on tourism related campaigns, there is a need to establish a brand image for India.
- A Destination India Inc. Group should be established, led by the industry and supported by the government, media and other stake holders.
- Such a group could be modelled on the established *Experience India Society*, creating a consistent and credible brand image for India, which is necessary to encourage investment and tourism.
- A Cabinet Committee on Tourism should be set-up under the chairmanship of the Prime Minister to look at all aspects of policy formulation and implementation in the Travel & Tourism sector.

Task

Approach Industry Chambers to establish:

- A strategy.
- A methodology for funding.
- A master plan for research, marketing, communications and PR.

The Working Group

Mr. N. K. Singh
Dr. Nitish Sengupta, MP
Mr. Karan Thapar
Mr. Lenny Menezes
Mr. Vivek Nair
Mr. Rohit Bansal

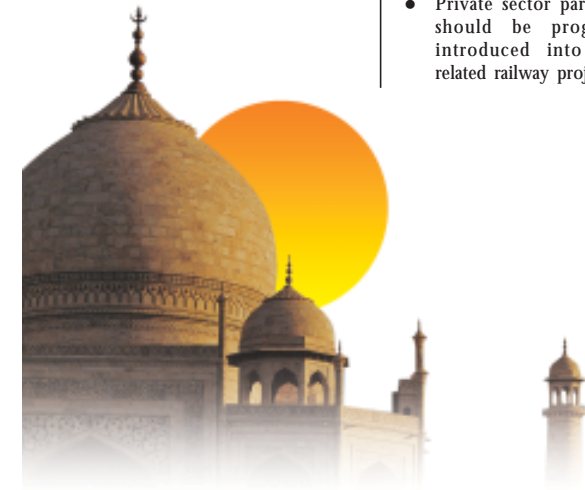
Rapporteurs

Mr. Ajoy Misra
Mr. Arjun Sharma

The Infrastructure Imperative

Recommendations

- Elements of the tourism industry including hotels, airlines and other appropriate tourism related activities should be included in the definition of infrastructure in the Income Tax Act 1961.
- Airport infrastructure urgently needs attention and the only possible solution would be to privatize the airports, in particular the gateway airports.
- Key tourism destinations must receive highest priority for integrated development and should be considered as special economic zones for fiscal and infrastructure support.
- Private sector participation should be progressively introduced into tourism related railway projects.
- There should be an integrated development plan to exploit the 6,000 km of India's coast line through Cruise Tourism.
- All existing hill stations should be covered by intensive urban / town planning to check over crowding and despoliation.
- Six more hill stations should be created to promote domestic tourism.



Tourism– Intelligent Taxation

The Working Group

Mr. Lalit Suri
Mr. Shiv Kumar Jatia
Mr. Vikram Chandra
Mr. V.K. Duggal
Mr. B. Panda

Rapporteur

Mr. Sanjay Rai

Recommendations

- Hotel and transport tax in India is extremely high, especially when comparing India to other tourism destinations around the world. Consequently India – for both the domestic and the international tourist – has become a high cost destination. This is reflected in the annual figures that show 3.8 million Indians holidaying abroad while only 2.6 million tourists visit India.
- The Government needs to recognize that the lowering of taxes does not necessarily mean a lowering of revenue. Examples that support this argument can be found in New York, Goa, Maharashtra and Karnataka.
- Intelligent taxation would spur growth leading to multiplier effects.
- Luxury tax should be reduced to 6 per cent on actual room rate throughout the country.
- Hotel Expenditure Tax should be abolished so that the burden of taxation of hotel services are kept to the minimum.
- Sales tax on food, beverages and liquor should be fixed at 8% throughout the country.
- Service tax on hotels should be abolished.

- Abolish expenditure tax on room revenue and instead tax on actual tariff.
- Prevent states from imposing high incidents of sales tax on Aviation Turbine Fuel.

Action Plan

- Finance Minister should call a meeting of all state Finance Ministers to discuss Travel & Tourism taxation for achieving rationalization, simplicity and uniformity.
- Members of Parliament should take up issues of high taxation on Travel & Tourism in their Standing Committee and State Governments.
- The Ministry of Tourism should be asked to prepare a paper of taxation on tourism and the comparative position in neighbouring countries as an exercise to explore to what extent tax is making India an expensive tourism destination.
- Aviation Turbine fuel should be declared exempt from State Taxation by labeling it a declared good.

Tourism and The Visa Regime

The Working Group

Mr. Kanwal Sibal
Mr. R. Dev Burman
Mr. Inder Sharma
Mr. Vinod Mehta
Mr. Rabindra Seth
Mr. Amitabh Kant

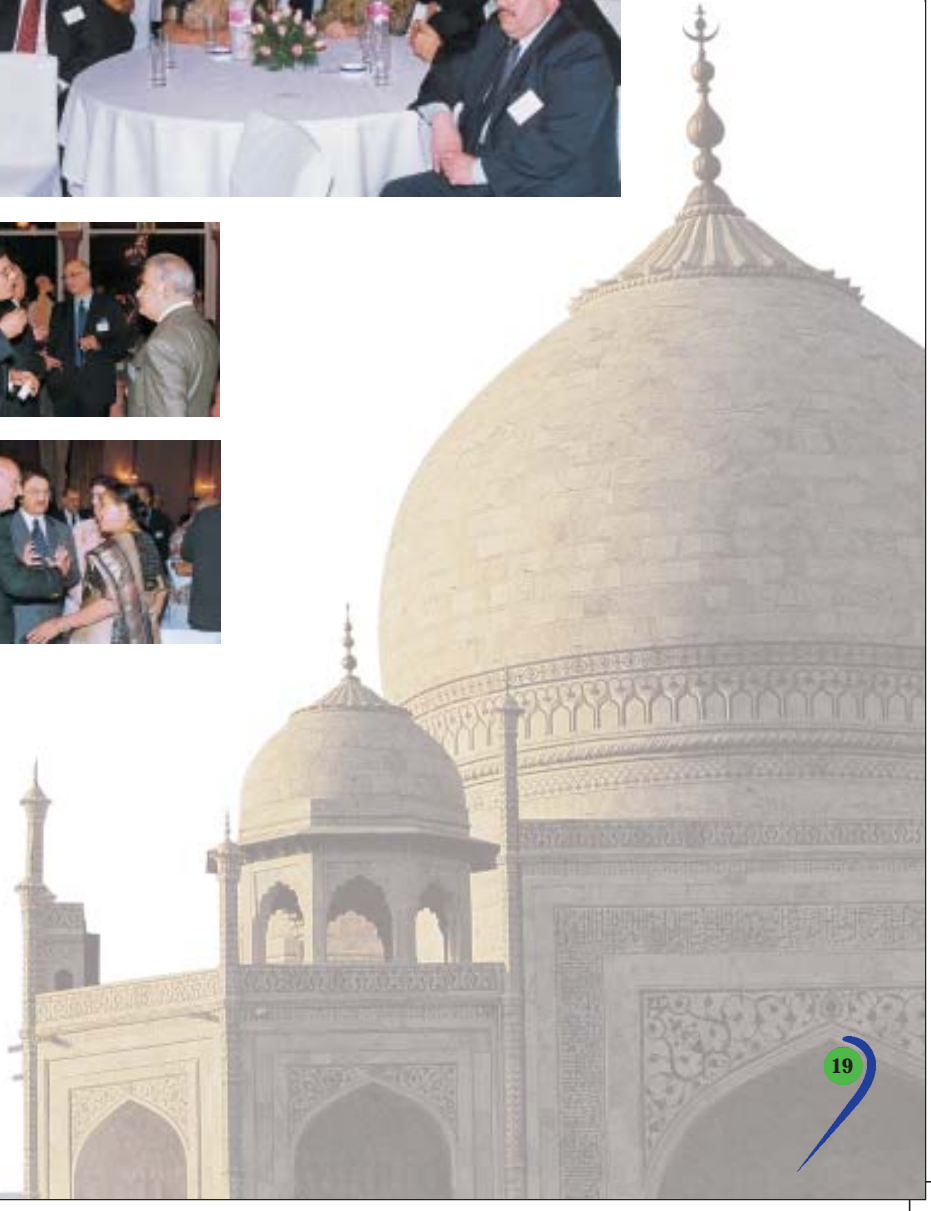
Rapporteurs

Mr. Ashwini Kakkar
Mr. D.K. Beri

Recommendations

- Visas on arrival for 16 consensus countries to be implemented by December 2002.
- Additional countries to be reviewed in consultation with Ministries of Home / External Affairs by March 2003.
- 72 hrs visa dispensations to be exercised by airport officials consistently in all cases as per laid down criteria.
- Establish a high speed checkout system for Indians returning home as this would help to decongest the immigration queues.

- Embassies / Consulates abroad to ensure issuance of visas within one working day. Staff strength in key source markets to be reviewed / enhanced.
- There must be tourism friendly cadres manning the immigration counters.



R. K. Krishna Kumar Managing Director The Taj Group of Hotels

The prime objective of the WTTC is to generate awareness of the importance of Tourism in creating wealth, employment and business opportunities. We have to work on policy and opinion makers at the Centre and in the States to adopt tourism friendly regimes. The Retreat was a step in this direction and many more are needed to drive the message home.

N. K. Singh Member Planning Commission

...I myself found the interaction at the Retreat candid and constructive.

Without candour, the provocation to brush problems under the carpet would be compelling and hence unproductive.

Thank you very much for giving me the opportunity to participate at the Retreat and for an interaction which I found rewarding. The World Travel and Tourism Council is using the space available for change with imagination and innovation.

Ashwini Kakkar CEO & MD Thomas Cook

...The coming together of leading luminaries from the political arena, civil service, infrastructure owners, operators, opinion leaders and the Press augurs well for the future of travel and tourism in India.

V. K. Duggal Director General of Tourism Ministry of Tourism

...Reiterate that we are all working for the common objective of growth in global tourism as a vehicle for world peace and understanding, economic progress and poverty alleviation. Our

support to the initiatives of WTTC in this regard would therefore always be there in full measure.

Rohit Bansal Indian Express

...Without doubt one of the best organized, productive, and graciously hosted meetings on the national scene. The WTTC India Initiative has brought out the tourism imperative in a significant way.

S. K. Misra Vice Chairman Intach

...The WTTC is to be complimented for organizing the Retreat at Agra.

The initiative taken to project the issues and problems being faced by the tourism sector before a group of eminent Parliamentarians and Media personalities is a step in the right direction.

Adi J. Katgara Director, Travel Corporation of India

The efforts of WTTC to bring the Government, Members of Parliament, Tourism Ministry, Press, TV and the Tourism industry together for discussions was rewarding. I believe that this is the first time that such an event has taken place and this is thanks to WTTC.

Nandini Verma Vice President - Corporate Affairs & Public Relations Jet Airways

...The end result was super and thankfully we met our objective.

...It is always a pleasure to contribute to the efforts of the WTTC India Initiative

Tony M. Tayeh Head of Planning, International & Industry Affairs, Emirates

...I enjoyed the Retreat immensely and found it very stimulating and thought provoking.

All to the credit of the WTTC-India Initiative's Secretary General and his small but extremely dedicated team. With the WTTC-India Initiative around, I am more optimistic about the future of aviation and tourism in India.

Mani Shankar Aiyar Member of Parliament

We must work towards synergizing domestic and foreign tourism and prioritizing investment in infrastructure and other facilities, keeping in mind the domestic/foreign ratio in terms of both numbers and economic spin-off.

Dr. Nitish Sengupta Member of Parliament

... I must commend the quiet efficiency with which it was organized, the manner in which you managed to get a cross section of parliamentarians, high officials of the government and tourism professionals and the meticulous manner in which the programme was planned enabling fruitful discussion on outstanding issues.

Satish Jacob BBC

...It was great to be with so many senior officials, CEO's MP's and fellow journalists for a weekend.

I am sorry to have remained a silent listener most of the time, but I got to know a great deal about the problems facing Indian tourism.

Vikram Madhok Managing Director Abercrombie & Kent

The Retreat gave the participants a platform to deliberate and bring to the fore contentious issues related to the development of Travel & Tourism within India.

Overall, the objective as laid out, was accomplished at Agra and we look forward to a follow-up Retreat to carry the message forward.

Rathi Vinay Jha Secretary Ministry of Tourism

The World Travel and Tourism Council had organized an "INDIA INITIATIVE RETREAT" at Amarvilas, Agra. The event brought together participants from the industry, Government, Members of Parliament and Travel media from India as well as abroad. The interaction was lively and constructive.

Above all the Retreat brought out an opportunity for very frank and open discussion on issues relating to tourism and its future in India.

It would be worthwhile making this an annual exercise to introspect and plan for the future.

Mark Orwoll Managing Editor Travel and Leisure

Before one can suggest solutions, one must identify the problems. The WTTC Agra Retreat clearly

succeeded in that regard. It provided a forum in which the challenges faced by Indian tourism were forcefully outlined by a diverse group of experts. And yes, potential solutions were also given an airing.

S.S.H. Rehman Managing Director ITC

The Agra Retreat was a good beginning for spreading greater awareness of tourism's potential in the country's socio-economic development among such sections of society as Parliamentarians and Editors.

Rabindra Seth Freelance Journalist

The call for a cabinet committee on tourism headed by the Prime Minister and the enthusiastic support from Parliamentarians brings into focus the imperative of putting the sector on the national agenda. If implemented, this will certainly smooth matters at the Union level. WTTC at the second Retreat early next year, should suggest a mechanism for federal-state cooperation and coordination. Association of MPs and Editors with the cause of tourism is worthy of emulation by the sector's various associations.

Lalit Suri Chairman & Managing Director - Bharat Hotels & President - Hotel Association of India & Global Member - WTTC Worldwide

To drive India's tourism product dynamically forward, it is imperative that all sectors associated with the industry, understand each other's point of view. The Agra Retreat by WTTC, was a pioneering effort in this regard...

...I compliment WTTC on this initiative and look forward to the next Retreat, planned for early 2003.

K. Roy Paul Secretary, Government of India, Ministry of Aviation

I regret that I could not spend more time at the Retreat because of other commitments and therefore could not avail of the opportunity to clarify some of these issues. Nevertheless I did consider my limited exposure a rewarding experience and I hope WTTC will repeat this exercise next year also.

Alwin Zecha Executive Chairman Pacific Leisure

Kudos to WTTC for having conceived and convened such a high calibre and timely retreat.

Exposing national policy makers to the truths of Travel & Tourism is an imperative the private sector in many countries has neglected far too long! I would like to suggest a similar WTTC event for Indonesia as soon as possible.

Vinod Khanna Minister of State for Tourism and Culture Government of India

The India Initiative of World Travel & Tourism Council is a significant step towards tackling the barriers that impede the growth of tourism in India, which can provide mass employment and facilitate socio-economic development, and welcomes the efforts of the India Initiative to bring diverse interest groups on a common platform.

I earnestly hope that the India Initiative of World Travel and Tourism Council will answer the need of all stakeholders in the Tourism Sector.

P.R.S. Oberoi The Oberoi Group Patron, The WTTC India Initiative and Global Member - WTTC Worldwide

Our most important achievement was to have made many allies through the Retreat. The WTTC is now seen as a symbol of unity to promote Travel & Tourism...

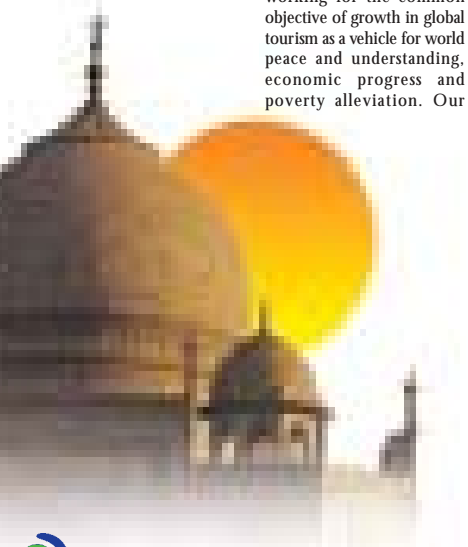
...The next Retreat should have persistent focus on two or three priority areas.

Inder Sharma Chairman Select Holidays

...Professionally excellent, efficient organization and documentation. ...The foreign speakers and their presentations were most meaningful... Mr N. K. Singh made up for the lack of other ministerial response.

Radha Bhatia Director Indian Subcontinent (Amadeus India)

...The event was indeed a big success. ...There could be no other forum than WTTC, which could identify the problems and suggest measures to make India as a preferred destination for all tourists.



Travel Talk (28 August 2002)

Parliament, select leaders of the media was not invited, representatives of the industry and members of the council congregated. Terming it as a great step in WTTC India initiative, Jean-Claude Baumgarten, president, WTTC said, "To give action to our India initiative, we brought all stakeholders together to get their priorities right and act together and to create a common call on tourism."

Business Line (27 August 2002)

"Each unit will act as a facilitator in the industry and the industry will act as a facilitator for the government. This can be resolved with mutual approach between the industry and the government. The States would assist in the process of the Centre for the promotion of tourism."

The Financial Express (28 August 2002)

IN AGRA Talk of a truly out-of-the-box government-industry partnership. Or even an important component of building "brand India". But then look at it as just how the wheels of government work. Oberoi Hotels wants to adopt the toilets of the Indira Gandhi International Airport (IGIA),

Travel Trend Today (30 August 2002)

Connectivity remains critical to inbound tourism. This must indeed be the most critical issue that confronts a balanced growth for travel and tourism opportunities in the country.

The Hindustan Times (1 September 2002)

OUR CORPORATE BUREAU New Delhi, Aug 30 Destination India stands out as a national makeover plan, sectoral experts gathered by the World Travel and Tourism Council (WTTC) India Initiative

The Economic Times (22 August 2002)

IT by millions of job losses and a slump in demand. The world tourism should start recovering by the end of the year. The global recession has caused further losses which are necessary to boost tourism? Honestly, without a concrete outcome the should-ers said on Tuesday.

Rajasthan Patrika (27 August 2002)

नये पर पुर: स्थिति का नये संकल्प के साथ आगत में 'ब्लैड टैप एण्ड टुरिज्म कॉमिस्स' की तीन दिवसीय संगोष्ठी रविवार को सम्पन्न हो गई। सम्पन्न सत्र में पर्यटन राज्यमंत्री विवेक चन्दा ने उद्घरण राज्यमंत्री

OUR CORPORATE BUREAU

On the last day Amar Singh publicly promised to push the interests of the tourism industry. It was an unexpected announcement which won a huge round of applause. To be fair there were a few raised eyebrows and wry smiles but I think he would be a terrific sport.

Council seeks more facilities for tourism

THE WORLD Travel and Tourism Council has sought more facilities for growth of tourism, including reduction of taxes and granting of visa. The three-day retreat of the council which ended here last night stressed on the need for better infrastructure with regard to tourism.

The Pioneer (27 August 2002)

जगरण भूते, पूर्व दिल्ली में 'ब्लैड टैप एण्ड टुरिज्म कॉमिस्स' का फेसल किया है। इसमें उत्तरप्रदेश व उत्तरांचल में संस्कृतिक विरासत वाले कई केंद्रों के साथ साथ देश भर के चालीस केंद्र चुने गए हैं। पर्यटन व संस्कृति मंत्री जगरण भूते ने मुंबई के उत्तरप्रदेश में कायम, दिल्ली

New Delhi: The domestic hotel industry has joined hands with

World Travel and Tourism Council (WTTC) to promote India as an attractive destination. WTTC secretary general Yogesh Chandra said: "WTTC has identified India as one of the fastest growing countries in terms of tourism demand. However, the government has an extremely low investments in travel and tourism industry."

The Financial Express (27 August 2002)

Inter-ministerial committee on state representation are presently bogged down. So, no less than a summit-level meeting of his ministers for this national affairs, civil aviation, tourism, surface power, and home affairs, WTTC have said. The India Initiative was held at Agartala - was attended by senior bureaucrats, and senior media personalities. Presenting the draft to the media, WTTC

The Financial Express (27 August 2002)

WTTC India Initiative gives competing demands in the

The Group Photograph



Sitting : Margaret Alva MP, P.R.S. Oberoi, Lalit Suri, Shripad Y. Naik, Jean Claude-Baumgarten, Vinod Khanna, Amar Singh MP, Rati Vinay Jha, Prithviraj Chavan MP, B. Panda MP, Bachi Karkaria, Naazneen Karmali

2nd Row : Radha Bhatia, N.K. Singh, Vivek Nair, Mani Shankar Aiyar MP, Suhel Seth, Kanwal Sibal, Nitish Sengupta MP, Rabindra Seth, Dineshbhai Trivedi MP, Dilip Cherian, S.K. Misra, Amitabh Kant, Capt. Uttam Bose, Mark Orwoll, Rahul Dev Burman, Ajoy Misra, Ragini Chopra, Marianne Thompson-Hill, Yogesh Chandra

3rd Row : Anil Goyal, P.K. Misra, Alok Sharma, Maharana Arvind Singh Mewar, V.K. Duggal, Satish Jacob, Ashwani Kakkar, Sekhar Gupta

4th Row : V.K. Verma, Adi J. Katgara, Ritu Chatrath, Tony Tayeh, Joanne Fox-Mills, Sanjay Rai, Vikram Madhok, Dr. Taleb Rifai, Roneep Sangha, Ankur Bhatia, Himmat Anand, Rohit Bansal, Vikram Chandra, Niranjana Alva



The Goa Retreat

THE AGRA RETREAT WAS THE FIRST TIME IN INDIA THAT A TWO-DAY PERIOD HAS BEEN DEDICATED TO INTERACTION BETWEEN THE PRIVATE SECTOR AND THE PEOPLE WHO MAKE AND INFLUENCE POLICY. THE WTTC INDIA INITIATIVE WOULD LIKE TO THANK EVERYBODY INVOLVED FOR DEVOTING THEIR TIME TO DISCUSSING WITH US THE FUTURE OF TRAVEL & TOURISM IN INDIA.

We are particularly grateful to Mr. P.R.S. Oberoi for his hospitality at the spectacular Amarvilas in Agra.

The purpose of this report is to provide a comprehensive record of the Conclusions and Recommendations that were made in Agra. Travel & Tourism plays a crucial role in India's economy and yet it is clear that the industry's potential is still a long way from being fully tapped.

Our suggestions are intended to develop positive measures to help unlock the country's Travel & Tourism potential. We believe that there is a need to create a public-private sector Advisory Board to the Prime Minister's Cabinet and we sincerely hope that they will agree to this recommendation.

The second Retreat will be held in Goa and on that occasion we hope to take our discussions

one step further. Goa has been chosen as the venue for our next meeting because, like Agra, it is a compelling "must-see" for anyone who wishes to visit India. The Retreat will be hosted by Mr R.K. Krishna Kumar from 14th-16th February at the Taj Exotica Hotel.

As was the case in Agra, we would expect this Retreat to be joined by some of India's finest minds. Together we will work on the recommendations that were made in Agra, the follow-up since then and our objectives for the future. We hope that we can count on your support.

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