

行政院及所屬各機關出國報告

出國類別：出席亞太旅遊協會二〇〇三年元月份理事會

出席亞太旅遊協會二〇〇三年元月份理事會

服務機關：交通部觀光局

出國人：職 稱：副組長

姓 名：劉文越

出國地區：巴林

出國期間：92年元月16日至19日

報告日期：92年3月11日

H9/  
CO9201509

行政院及所屬各機關出國報告提要

出國報告名稱：出席亞太旅遊協會二〇〇三年元月份理事會

頁數 \_\_\_\_\_ 含附件：是否

出國計畫主辦機關/聯絡人/電話

出國人員姓名/服務機關/單位/職稱/電話

劉文越/交通部觀光局/國際組副組長/02-23491611

出國類別：1.考察2.進修3.研究4.實習5.其他

出國期間：92年元月16日至元月19日

出國地區：巴林

報告日期：92年3月11日

分類號/目：H9/觀光

關鍵詞：亞太旅遊協會

(Pacific Asia Travel Association, PATA)

內容摘要：

- 一、PATA 名義上是亞太旅遊協會，但已是全球會員數最多之觀光組織。本局去年在國際觀光宣傳推廣工作計劃，之所以加強對周邊鄰近如日本、港星等國家、地區之推廣，即係接受 PATA 之建議，而事實證明其效果是深遠的，盱衡國際情勢，為打破國際孤立，且配合政府

「觀光客倍增計劃」，與 PATA 之關係確有加強之必要。

二、此次與泰國爭取 2006 年年會籌辦權，泰國觀光局 (TAT)

派遣多位同事到現場發送紀念、邀宴與會出席者，反諸本局囿於預算，只能由劉副組長一人出席，相形之下，左支右絀，大有分身乏術之嘆，誠以為日後要在理事會或年會上爭取活動主辦，應予特案處理，多派同仁參加，一則見習，另則隨時支援。

三、另以往 PATA 在北美地區有「See you in pacific」之特

刊活動，本局雖有意加入，但因受限於 Chinese Taipei，無法以 Taiwan 名義出現在刊物上，惟此次在會議中，我方提出質疑，獲大多數理事們之認可，而大會幹部亦暗示爾後我方或可考慮以 TVA (台灣觀光協會) 民間機構名義刊登廣告，間以 Taiwan, Touch your heart logo 及 CIS 等出現，較不具敏感性，或許亦是一新的出路。

四、當此觀光旅遊蔚為風氣，如何運用與 PATA 關係，進

而為我所用，值得深思，「站起來，走出去」就是明訓。

# 出席亞太旅遊協會二〇〇三年元月份理事會

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## 壹、前言

亞太旅遊協會 (Pacific Asia Travel Association, PATA) 係於 1951 年在夏威夷創立之觀光組織。協會成立之宗旨以促進亞太地區觀光旅遊之發展、提升旅遊品質與價值暨增進會員之利益為主。PATA 總部原設立於美國舊金山，1999 年業務總部 (Operational Headquarters) 移到曼谷，惟行政總部 (Administration Headquarters) 仍在美國，但亦遷到奧克蘭市，另 PATA 太平洋地區分部設於雪梨、亞洲地區分部在新加坡、歐洲地區分部則設於摩納哥。

PATA 會員計分三類，一是政府 / 目的地類 (Government / Destination)；二是航運類 (Carrier)；三是旅行及旅館業者類 (Industry Council)。現有會員涵蓋近一百個政府觀光單位、六十五個航空或郵輪公司及超過二千個以上之旅行業；總計全球有八十個分會，一萬七千多會員，儼然成全球最大之旅遊組織之一。

我國於 1957 年加入 PATA，成為正式政府會員，中華、長榮航空公司為航運類會員，旅行業及旅館業則以參加台北分會（Chapter member）方式入會。台北分會現有會員 45 位，由本局蘇局長成田擔任理事長。

總計我國參加為 PATA 總會會員者計二十三人（單位）。本局賴副局長瑟珍為現任 PATA 理事會之理事。PATA 理事會每年開會三次，分別為元、四月與九月，四月份理事會則與年會併同舉行，本次所參加之活動係在中東之巴林舉辦之理事會，台灣方面出席之代表除本局國際組劉副組長文越外，尚有福樂旅行社總經理張奉文及華航總經理魏幸雄。

## 貳、會議議程及活動

### Meeting Programme

All meetings will take place at the meeting rooms of the Gulf Hotel, unless otherwise stated. Secretariat room is next to the Ballroom on the ground floor of the hotel (below lobby level).

#### Thursday, January 16, 2003

		<u>Meeting Room</u>
1700-1900	Chapter Advisory Group	Al Nowras/Biz Ctr.

#### Friday, January 17, 2003

0830-1730	Registration and Information Desk	Lobby Area
0800-0900	Finance Sub-Committee	Al Nowras/ Biz Ctr.
0900-1200	Vision 2025 Task Force	Awal 1
0900-1200	Education Committee Meeting	Pearl Suite 1
0900-1200	Marketing Committee Meeting	Manama Suite
1030-1100	Coffee Break Hosted by Kanoo Travel	
1200-1330	Lunch Hosted by: Gulf Air	Al Dana 3
1400-1700	PTM Advisory Committee Meeting	Awal 1
1400-1700	Sustainable Tourism Committee Meeting	Manama Suite
1400-1700	Research Committee Meeting	Pearl Suite 1
1400-1700	Executive Committee Meeting	Al Nowras/Biz Ctr.
1530-1600	Coffee Break Hosted by Kanoo Travel	
1900-2000	Cocktail Reception Hosted by Tourism Bureau, Chinese Taipei	Al Dana Pre-Function Room
2000-	Welcome Dinner Hosted by: Dept. of Tourism Affairs Ministry of Information, Kingdom of Bahrain	Al Dana 3, 4 & Terrace

#### Saturday, January 18, 2003

0800-1730	Registration and Information Desk	Ballroom Foyer
0700-0830	Honours Committee	Al Nowras/Biz Ctr.
0830-1030	Board of Directors Meeting-Session I	Awal 2 & 3
1000-1030	Coffee Break Hosted by National Bank of Bahrain	

1030-1200	Government Meeting	Pearl Suite 1
1030-1200	Carrier Meeting	Manama Suite
1100-1300	Industry Council Meeting	Pearl Suite 2
1200-1300	Joint Carrier / Government Meeting	Pearl Suite 1
1300-1400	Lunch Hosted by: Tourism Authority of Thailand	Zahle Restaurant
1430-1800	Board of Directors Meeting-Session II	Awal 2 & 3
1530-1600	Coffee Break Hosted by National Bank of Bahrain	
1900 -	Gala Dinner Hosted by Bahrain Airport & Marketing Promotions	Al Dana 3, 4 & Terrace

**Sunday, January 19, 2003**

0830-1200	Registration and Information Desk	Ballroom Foyer
0800-0900	PAC2003 Programme Committee Meeting	Al Nowras/Biz Ctr.
0800-0900	Nominating Committee	Manama Suite
0900-1030	Joint Management / Committee & Category Chairs Meeting	Awal 1
1030-1200	Board of Directors Meeting-Session III	Awal 2 & 3
1000-1030	Coffee Break Hosted by Association of Bahrain Travel & Tours Agent	
1200-1330	Lunch Hosted by: DHL Worldwide Express	Zahle Restaurant
1400-	Post meeting tours	

/rp  
Last update : January 13, 2003



## 參、會議經過

一、本屆理事會主席由 PATA 會長 Mr. Bo Long 擔任，首先通過上次菲律賓會議之紀錄，同時全體與會理事們對去年底在印尼巴厘島發生爆炸之各國罹難者默哀一分鐘。

二、執行長 Mr. Peter de Jong 發表演說，題目--「Setting the New Agenda for PATA」— Strategies and priorities for the Challenges ahead (為 PATA 建立新時程—面對挑戰的戰略和優先順序)；Mr Peter de Jong 表示面對世局詭譎多變，在旅遊發展上，PATA 應自省：

1.PATA 是否能代表亞太地區繼而擔負起全球旅遊業復甦的大任？

2.PATA 是否應重新考慮和消費者建立更直接的往來關係？

3. PATA 是否應和中國、印度發展更為密切的特殊關係？

Mr. Peter de Jong 並呼籲 PATA 除忠實扮演旅遊業的保護者外，更應將自己定位為旅遊業優越的代言人。

三、John Koldowski 就亞太地區經濟新貌提出報告：

由於美伊開戰在即，相信對世界旅遊有著一定程度的影響，綜合過去一年，世界旅遊業發展可說是持平，如果美伊戰爭不陷入持久泥淖，則世界旅遊可望逐漸復甦。

四、Mr. Peter Semone 就「Vision 2025 Progress Report」

(2025 願景展望報告) 提出問題如下：

PATA 迄今是否符合會員之期望？PATA 能否跨越地理障礙，邁開腳步向區域外發展？PATA 現今政策是否能和未來願景契合？針對 SWOT (優、劣點、機會與威脅分析)，PATA

如何自我界定？PATA 面對未來，如何界定盟友或非盟友？

Mr. Semone 認為 PATA 毫無疑問必能從內向的發展，轉為積極的衝刺特質，在未來世界旅遊發展上執牛耳的地位。渠同時認為 PATA 可以明確簡明界定為 PATA : Making a Difference in Pacific Asia Travel and Tourism : A Membership Association acting as a catalyst for developing the pacific Asia Travel and Tourism Industry.

五、Mr. Peter de jong 主持並通過 2001/2002 會計年度決算報告及 2003/2004 年預算。

六、泰國及中華台北爭取 2006 年年會，透過影片介紹及相關報告後，票決結果由泰國獲得 2006 年會籌辦權。

七、出席政府會員會議：重要結論如下：

1. 針對巴厘島爆炸事件，業已成立危機處理中心，有關 SOP 之細節（標準作業程序），將在 4 月份年會時公布。
2. 建議日後出現巴厘島爆炸事件時，當情勢漸趨平靜之際，地主國應向受難者國家駐地大使提出簡報並作 on-site inspection 藉得以經由大使回報，解除該等國家對人民發出之禁足令，以恢復旅遊生機。

#### 八、其他相關事項

1. 本次理事會並未討論第二屆永續觀光會議（2<sup>nd</sup> PATA Sustainable Tourism Conference & mart 2003）之舉辦地點。據悉 PATA 總部有意將本會議併入以後之 PTM（PATA Travel Mart）。
2. 2007 年年會主辦國，除我國有意願外，另外斯里蘭卡及本屆理事會主辦國巴林亦都表示高度興趣。

3.本屆理事會會議中，有理事建議為了更透明化，PATA 應採納曆年制。(It's recommended that PATA adopt a fiscal year that is based on the calendar year)。

4.為符實需同時節省花費，PATA 理事會議應從每年 3 次改為 2 次，亦即只需每年四月舉行之年會暨理事會及 9 月/10 月理事會暨交易會即可。

上述事項除 2.將在今年九月理事會討論外，其餘 3 項將在四月舉行之年會中進行最後討論。

## 肆、感想與建議

一、PATA 名義上是亞太旅遊協會，但已是全球會員數最多之觀光組織，其所召開之會議，舉辦之活動莫不受人矚目，而其所作之建議與判斷，亦莫不受到各國政府之高度重視。本局去年在國際觀光宣傳推廣工作計劃，之所以加強對周邊鄰近如日本、港、星等國家地區之推廣，即係接受 PATA 之建議，而事實證明其效果是深遠的。故我雖在 1993 年因會議遭改名為 Chinese Taipei，而與 PATA 若即若離，關係冷卻不少，但盱衡國際情勢，為打破國際孤立，且配合政府「觀光客倍增計劃」，與 PATA 之關係確有加強之必要，甚者，PATA 理事會多次強調中國大陸的潛力與崛起，此時此刻，更不容忽視與 PATA 之互動進而爭取奧援，廣結善緣。

二、此次與泰國爭取 2006 年年會籌辦權，但見泰國觀光局 (TAT) 派遣多位同事到現場發送紀念品，

邀宴與會出席者，具見著力甚深，反諸本局囿於預算，只能由劉副組長一人出席，相形之下，左支右絀，大有分身乏術之嘆，誠以為日後要在理事會或年會上爭取活動主辦，應予特案處理，多派同仁參加，一則見習，另則隨時支援，不如此，恐類似活動之爭取，將較以往增加困難度。

三、另以往 PATA 在北美地區有「See you in pacific」之特刊活動，本局雖有意加入，但因受限於 Chinese Taipei，無法以 Taiwan 名義出現在刊物上，惟此次在會議中，我方提出質疑，獲大多數理事們之認可，而大會幹部亦暗示爾後我方或可考慮以 TVA（台灣觀光協會）民間機構名義刊登廣告，間以 Taiwan, Touch your heart logo 及 CIS 等出現，較不具敏感性，或許亦是一新的出路。

四、當此觀光旅遊蔚為風氣，如何運用與 PATA 關係，進而為我所用，值得深思，「站起來，走出去」就是明訓。



**2002/2003  
PATA  
Board and Committees  
Directory**

January 10, 2003

**Pacific Asia Travel Association**



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### Chairman:

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1960	Robert M. Firth*	1985	Cyril C. Herrmann
1960	Sir Leonard Isitt*	1985	Kusa Panyarachun
1961	William F. Quinn	1986	J.G. "Jerry" O'Donnell*
1962	W.C.G. Knowles*	1986	Henry Oh*
1963	HRH Hamengkubuwono IX*	1987	Nari Katgara*
1964	Sir John D. Bates*	1987	John S. Rowe
1965	Chae Kyun Oh	1987	Kiyomi Sugahara
1966	S.N. Chib*	1988	George Howling
1967	John W. Black*	1988	George "Pete" Wimberly*
1967	Sterling R. Newman*	1989	Prabhakar S.J.B. Rana
1968	Capt. A.A. Barlow*	1989	R. Kane Rufe
1968	Walter H. Fei*	1989	Alwin Zecha
1969	Lt. Gen. Chalermchai Charuvastr	1990	Kurt A. Bodmer
1970	Robert S. Austin*	1990	Kenneth L. Chamberlain
1970	N.F. Gouffe*	1990	Chuck Y. Gee
1971	Hon. Roque R. Ablan, Jr.	1991	Joop Ave
1971	Sam N. Mercer*	1991	Dharmnoon Prachuabmoh
1971	William J. Mullahey*	1992	Tunku Iskandar
1971	Maj. H.F. Stanley*	1992	Dr. Jorge Rangel
1972	Robert W. Hemphill*	1993	Paul J. Casey
1972	Khair Johari	1993	Pierre J. Doley
1972	George M. Turner*	1994	Capt. Trevor Haworth
1973	Rudy Choy*	1994	W. Neil Plimmer
1973	Tetsuzo Inumaru*	1995	Terence Hill
1973	Saburo Ohta*	1995	Inder Sharma
1974	Harold M. Denton*	1996	Tan Chee Chye
1974	Nobuo Matsumura*	1997	Seree Wangpaichitr
1974	Marcellinus J. Prajogo	1998	Michael Paulin
1975	John Minehan*	1998	Lakshman Ratnapala
1975	Herbert N. Salyer	1999	Jim T. Moritani
1975	Hon. Frank E. Stewart*	1999	Andrew Drysdale
1976	Hon. Daniel K. Inouye	2000	Jon Hutchison
1976	Hon. L.W. "Bill" Lane, Jr.	2001	Rodney Davies
1976	Melvin B. Lane	2002	Joseph A. McInerney
1976	Matt Lurie		
1976	F. Marvin Plake*		
1976	Warren S. Titus		
1977	John H. Pain		
1978	A.C. "Sammy" Yuan*		
1979	Jwah Kyum Kim*		
1980	Michael H. Alford*		
1980	Jose D. Aspiras*		
1980	C.B. Jain		
1981	William J. Newport*		
1981	Salvador Pena*		
1982	Col. Somchai Hiranyakit		
1982	Matthew A. Ramsden		

\* Denotes deceased

## PATA Honourary Life Members

Honourary Life Membership is awarded each year to the Chairman of the PATA Annual Conference. Honourary Life Members receive the privileges of PATA membership for life. This award is a separate distinction from PATA Life Membership.

Mr. W. Neil Plimmer  
Chairman  
1985 PATA Annual Conference  
Auckland, New Zealand

Tengku Razaleigh Hamzah  
Chairman  
1986 PATA Annual Conference  
Kuala Lumpur, Malaysia

Mr. Shunichi Sumita  
Chairman  
1987 PATA Annual Conference  
Osaka, Japan

Mr. Lim Chin Beng  
Chairman  
1989 PATA Annual Conference  
Singapore

Mr. Douglas E. Fyfe  
Chairman  
1990 PATA Annual Conference  
Vancouver, Canada

Mr. Soesilo Soedarman  
Chairman  
1991 PATA Annual Conference  
Bali, Indonesia

Mr. Eugene Sullivan  
Chairman  
1992 PATA Annual Conference  
Hong Kong

Ms. Barbara Kim Stanton  
Chairman  
1993 PATA Annual Conference  
Honolulu, Hawaii

Mr. Youn-Tai Chi  
Chairman  
1994 PATA Annual Conference  
Seoul, Korea (ROK)

Mr. John Banks  
Chairman  
1995 PATA Annual Conference  
Auckland, New Zealand

Hon. Pongpol Adireksarn  
Chairman  
1996 PATA Annual Conference  
Bangkok, Thailand

Mr. He Guangwei  
Chairman  
1997 PATA Annual Conference  
Beijing, China (PRC)

Ms. Mina T. Gabor  
Chairman  
1998 PATA Annual Conference  
Manila, Philippines

Mr. Tsuguo Iyama  
Chairman  
1999 PATA Annual Conference  
Nagoya, Japan

Mrs. Amy Chan  
Chairman  
2000 PATA Annual Conference  
Hong Kong, China

Hon. Dato' Abdul Kadir bin Sheikh Fadzir  
Chairman  
2001 PATA Annual Conference  
Kuala Lumpur, Malaysia

Mr. Jagmohan  
Chairman  
2002 PATA Annual Conference  
New Delhi, India

## **PACIFIC ASIA TRAVEL ASSOCIATION**

The Pacific Asia Travel Association is the leader of and authority on Pacific Asia travel and tourism. It combines a traditional role of product development and marketing support for destinations, with strategic initiatives for the long-term vitality of the industry. The PATA mission is “ to contribute to the growth, value and quality of travel and tourism to and within the Pacific – Asia area on behalf of its diverse membership”

The Association offers its members a wide range of services including:

- **Human resources development, education and training.**
- **Up-to-date information on industry trends and issues**
- **Professional advisory and planning task forces.**
- **Leadership and programmers on cultural and environmental conservation**
- **Assistance on tourism development and investment policies**
- **Travel trade and destination marketing, promotional and sales opportunities**
- **Enhanced visibility in market places and access to new markets**
- **Forums for networking with leaders of Pacific Asia travel and tourism**

PATA's province, defined in its Charter, embraces half the globe from North America westward across the Pacific to South Asia and from Pole to Pole.

### **Membership :**

Founded in Hawaii in 1951 as a not-for-profit organization, PATA is an 'Association of Leaders for Leaders' with a membership of some 2,000 organizations including governments, air and cruise lines, hotels, tour operators, travel agencies and other tourism related corporations and companies, educational institutions, financial and consultancy services and media.

Augmenting the efforts of PATA is an international network of Chapters in 84 locations, world-wide. Chapters operate projects and programmes relevant to their local communities. The PATA Chapter membership is an unmatched sales force of over 17,000 travel industry professionals, developing and promoting PATA member destinations, products and services.

### **Operations :**

The Association is guided by an international Board of Directors headed by a Chairman elected annually from among major membership categories and supported in the development of policy and plans by advice from several Committees.

PATA programs are operated by an international staff, headed by the President and CEO, with Headquarters in Bangkok and Divisional Offices for the Pacific in Sydney, Asia in Bangkok, the Americas in Oakland and for Europe in Monaco. The staff are assisted with advice and expertise from volunteer specialists and on-site “hands-on” help of Chapter members.

The PATA fiscal year is from July 1 to June 30.

## **OFFICERS OF THE ASSOCIATION**

The PATA Bylaws define the Officers of the Association as the Chairman, Chief Executive Officer, Chairman-Elect and Secretary/Treasurer.

All Officers, except the Chief Executive Officer, are elected by the Board Directors for a one year term and serve, ex-officio, on the Board of Directors with the right to vote. The Chairman is elected annually, in rotation, from among Government, Carrier and Industry membership categories and principal geographic regions of PATA

### **Functions :**

The roles of the Officers are defined in the Bylaws as follows:

#### **Chairman :**

Preside at meetings of the Board of Director, the Executive Committee and meetings of the Association other than the Annual Conference. Appoint Chairs and members of the Advisory Committees and six members of the Executive Committee.

#### **President & Chief Executive Officer :**

Responsible for the general management and control of the business affairs of the Association with power to employ and discharge employees and agents. Submit recommendations regarding budget requirements for approval of members at annual meetings. Shall have power to make and sign contracts and agreements within the approved allocations. Report on Association's activities at the annual meeting. Shall be ex-officio, a member, without vote, of the Board of Directors and of all Committees. Prepares slates of nominees to Advisory Committees.

#### **Chairman-Elect :**

In the absence of Chairman, preside over meetings of the Board of Directors. Whenever possible, succeed to the office of Chairman.

#### **Secretary/Treasurer :**

Officer responsible for overseeing the administration of the Association's financial affairs.

## **PATA EXECUTIVE COMMITTEE**

### **Functions :**

The function, as mandated in the Bylaws, is to “oversee the current affairs of the Association on behalf of the Board Director and implement Board policy in respect of these affairs.” The Committees of the Board of Directors and the Advisory Committees report to the Executive Committee.

The Executive Committee's task, as defined by the Board/ Membership liaison Committee and approved by the Board of Directors and the Annual General Meeting in 1995, is to:

- I. Examine Financial Statements by the Chief Executive Officer for approval and where necessary, make recommendations, in summary, to the Board for action, as appropriate.
- II. Discuss management issues and where necessary, make recommendations to the Board for action, as appropriate.
- III. Stipulate issues for consideration by the Advisory Committees, with requests for recommendations.
- IV. Receive reports of the Advisory Committees, discuss them and where appropriate, present them to the Board
- V. Assess staff, Committee and other recommendations against availability of resources, prioritize them for implementation and recommend action for Board approval, where appropriate.

### **Structure :**

Duly elected Chairman of PATA shall chair the Executive Committee, comprising:

- I. Chairman
- II. President & Chief Executive Officer
- III. Chairman-Elect
- IV. Secretary/Treasurer
- V. Immediate Past Chairman
- VI. Six members of the Board of Directors appointed by the Chairman, to represent:
  - a) the main membership categories and
  - b) principal geographic regions of PATA

### **Term :**

The term of office is one year.

### **Meeting :**

Meetings of the Executive Committee are usually held in September, January and April on the day prior to the Board Meeting.

## **PATA BOARD OF DIRECTORS**

### **Functions :**

The Board of Directors is the governing body of the Pacific Asia Travel Association. Its function, defined in the Bylaws, is "to carry on the activities of the Association between annual meetings." Actions of the Board are reported for approval by the PATA membership at the Annual Conference. The Board of Director elects the Officers of the Association; except the Chief Executive Officer.

The agenda for Board meetings comprise three major items:

- I. Management issues, including financials that require Board approval under the PATA Bylaws. These are previously addressed, in detail, by the Executive Committee and recommended in summary, for Board approval.
- II. Strategic issues affecting PATA and the travel industry. The PATA Officers, in consultation with the Chief Executive Officer, identify these and present them to the Board for discussion in detail, in recognition of Board members' experience and expertise in the field of travel and tourism.
- III. Open Forum on issues identified by Government, Carrier and Industry category groups; or inter-active session with host community, where Board meeting is held.

### **Structure :**

The Board of Directors total not less than 76 but not more than 80 members, comprising:

- a) 25 Government/ Destination representatives.
- b) 25 Carrier representatives
- c) 25 Industry and Associate representatives
- d) 1 Corporate member

### **Term :**

The term of office is two years.

The elected officers-Chairman, Chairman-elect and Secretary Treasurer-are ex-officio members of the Board with the right to vote. The non-elected officer- the Chief Executive Officer member of the Board, without vote. The immediate Past Chairman, the Chairman of the Annual Conference Program Committee serve as observers on the Board, without vote, if they are not currently serving as duty elected members of the Board.

### **Meetings :**

Meetings of the Board of Directors are held four times a year-two of which are in conjunction with the Annual Conference. These meetings are usually slated for September, January and (two in) April, during the Annual Conference.

The September and January meetings are of two half-days each. One meeting in April is in the afternoon prior to the opening of the Conference and the other is during the Conference, briefly, for the election of officers of the Association. Board members are required to attend at least two Board meetings, a year.

## **PATA NOMINATING COMMITTEE**

### **Functions :**

To present to the Executive Committee, a slate of nominees representing PATA Government and Carrier member, for appointment to the Board each year. The slate, when approved by the Board at its January meeting, is submitted to the PATA Annual Conference for endorsement by the PATA membership. In carrying out these responsibilities, the Committee follows the following guidelines:

- I. The organization represented by the nominee shall have met all its financial commitments to PATA.
- II. Consideration is given to equitable representation on the Board, of all PATA geographical regions.
- III. Preference is given to representatives of at least two Government/Carrier organizations which have not been represented on the Board, but have been members of PATA for three years or more.
- IV. The individuals selected for nomination shall have experience in the travel industry and have positions of responsibility in their own organizations, which command respect among travel industry leaders.
- V. The individuals agree to attend the required number of Board meetings each year and shall be present at the PATA Annual Conference.

### **Structure :**

Appointment of Committee and members are made by the PATA Chairman in consultation with the PATA Chief Executive Officer, from among members of the Board of Director.

### **Meetings :**

Meetings of the Nominating Committee are held in conjunction with meetings of the Board of Director twice a year, usually in September and January, on the first morning of the Board meeting. The slate of nominees must be finalized and reported to the Executive Committee for presentation to the Board of Directors at the January Board meeting.

### **Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.



## **PATA HONOURS COMMITTEE**

### **Functions :**

- I. To submit to the Executive Committee recommendations for PATA Life Membership, Awards of Merit, Chapter Awards and Gallery of Legends. All nominees must go through the proper review process by the PATA Honours Committee.
- II. To review, as appropriate, current guidelines governing these Awards and submit recommendations to the Board, if adjustments are warranted.
- III. To meet and act in confidence, to assure there is the widest possible field of qualified candidates, nominees are solicited from PATA members in addition to the Committee's own nominations.

### **Structure :**

Appointment of Committee Chairman and members are made by the PATA Chairman in consultation with PATA Chief Executive Officer and Honours Committee Chairman from among PATA Life Members.

### **Meetings :**

Meetings of the Committee are held in conjunction with meetings of the Board of Directors, twice a year, usually in September and January. Recommendations must be finalized and reported to the Executive Committee for presentation to the Board at the January Board meeting.

### **Awards :**

#### **Life Membership Award**

1. Nominee has been an active member of PATA for at least 15 years.
2. Nominee has been active at various levels of PATA, such as Chapter, Divisional and Board of Director levels.
3. Nominee has exercised leadership by serving as chairperson of principal committees, e.g. advisory councils, divisional steering committees, task forces, PATA workshops and conferences, etc.
4. Nominee has, in most instances, served as a major officer of PATA, such as Chairman or Secretary/ Treasurer.
5. Nominee has been cited for the quality of his/her contribution in terms of time and commitment toward PATA's ideals and goals.
6. As a general rule, except for unusual situations, only one award is given in this category each year.

#### **Honourary Life Membership Award**

1. Automatically awarded to the Host Committee Chairman of the PATA Annual Conference.

### **Merit Award**

1. Nominee has demonstrated long service to the Association.
2. Nominee has made contributions to PATA at the local level, especially at the Chapter Level
3. Nominee has demonstrated leadership by serving in roles such as : Chairman of the Industry Council, Government Category or Carrier Category; member of the Board of Directors; members of a divisional advisory committees or PATA advisory committees.
4. Letters of endorsement from individual's own PATA Chapter and others.
5. Merit awards, as a rule, are considered each year across major membership categories government, carrier and industry

### **Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.

## **PATA ANNUAL CONFERENCE PROGRAMME COMMITTEE**

### **Functions :**

To submit to the Executive Committee, recommendations in respect of the PATA Annual Conference, on the following subjects;

- I. Conference Programme
- II. Conference Speakers
- III. Registration Fees
- IV. Promotion of Attendance

### **Structure :**

The Chairman of the Committee is appointed by the PATA Chairman, from among the members of the Board of Director, representing PATA members in good standing. Committee members are selected in consultation with the PATA Chief Executive Officer on the basis of :

1. Ability to contribute in terms of knowledge of the Annual Conference
2. Ability to attend meetings.

Representatives of the host country and host country carrier, even if they are not members of the Board, may be invited to participate in committee meetings.

### **Meetings :**

Meetings of the Conference Programme Committee are held at the call of the Chair, usually in April during the previous Annual Conference, in June/July and in September. The work of the Committee is expected to be completed at the September meeting, and the PATA staff entrusted with the task of implementing the recommendations. A Progress report is made to January Board meeting.

### **Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.

## **PATA INDUSTRY COUNCIL**

### **Functions :**

- I. To oversee the interests of PATA Industry and Associate members in relation to PATA's goals.
- II. To review and police Industry and Associate membership dues.
- III. To provide Industry and Associate representation on the Board of Director.
- IV. To Provide Industry and Associate representation at voting sessions of the Association. Thus, all Industry Council members are voting members of PATA.

### **Structure :**

- I. The Chairman is elected by the Industry Council, from among its members in good standing, for a term of two Conference years.
- II. The Vice Chairman is similarly elected by the Council for a term of one Conference year, from among members in good standing, from the host country of the next Annual Conference. The Vice Chairman should currently be or have previously been a Council member.
- III. Chapters with 15 or more Industry members select one Council member to serve for a term of three years.
- IV. Chapters with 100 or more Industry members select one additional representative to the Council.
- V. Chapters with five or more Associate Industry members select one member to serve a three year term.
- VI. The above listed nominees, though nominated by Chapters, represent not the Chapters or Chapter members but the PATA members in the Chapter area. Industry and Associate members from Chapter areas with less than the required number of representatives and from areas without Chapters, will be represented by 'at large' representatives. Geographical spread and the ability of the nominees to contribute, are factors in deciding the nomination of such 'at large' representatives.
- VII. The determination as to which Chapter will have representatives on the Council will be made on the basis of their Industry and Associate Industry membership numbers published in the latest PATA membership Directory.
- VIII. The Council shall include six PATA members nominated by PATA Chapters at their Divisional meetings to represent PATA Chapter interests. These shall comprise two from Asia, two from the Americas, one from the Pacific and one from Europe Divisions.
- IX. Basic requirements for selection to the Industry Council include:
  - (a) represent an Industry or Associate Industry member of PATA, in good standing

- (b) must have attended at least one Annual Conference and have a proven interest in PATA
- (c) must indicate ability to attend Council meetings, the PATA Annual Conference and about PATA meetings as representatives of the Council.
- (d) Industry Council Nominating Committee consists of the Industry Council Chairman, Industry Council Immediate Past Chairman, PATA CEO and Industry Council member(s) on the PATA Executive Committee.

- X. A nominating committee of the Industry Council is responsible for reviewing the nominations submitted by Chapters for Council membership and for selecting the 'at large' representatives. This nominating Committee also selects the Council's nominees to the Board, along with proxies. The resulting slate is presented at mid-year meeting of the Council.
- XI. Council members serve a term of three conference years and meet a minimal attendance requirement of one Council meeting per year. Council members shall not be represented by a proxy at a Council meeting.
- XII. The Industry Council is represented on the Board of Director by 25 Council members coming from the Industry and the Associate Industry categories. They are appointed to the Board at each Annual Conference for a term of two Conference years. A person may be appointed as a new member of the Council and as a representative of the Council on the Board of Director at the same time. The Council also selects a slate of 25 proxies, for a term of one year, to substitute for absent representatives of the Council at Board meetings.

**Meetings :**

Two meetings of the Industry Council are held each year, these being:

- I. The mid-year meeting held in conjunction with the Board of Directors meeting in January/ February.
- II. The Annual General Meeting held in conjunction with the PATA Annual Conference in April.

**Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.

## **GOVERNMENT/DESTINATIONS CATEGORY MEETING**

### **Functions :**

- I. To liaise on all aspects of PATA programmes to ensure that these are developed and implemented in a manner consistent with the interests and contributions of Government/Destination members.
- II. To coordinate wherever appropriate, a strong and active involvement of Government/ Destination members in PATA programmes so that these will be of maximum effectiveness to all PATA members.
- III. To promoted the specific interests of Government/Destination members within PATA, in such areas as constitutional change, voting rights and membership dues.
- IV. To coordinate the views of Government/Destination members on the issues discussed by the Board and on recommendations of the PATA Committee.
- V. To discuss, and if agreed, to take action of the matters of common interest to Government/ Destination members.

### **Officers :**

A Chairman and Vice Chairman are appointed each year by majority vote of the representatives of Government/Destination member organizations attending the annual meetings of the Government/Destination members group which takes place at the time of the PATA Annual Conference and at the same location. The Chairman would be elected every year from existing members of the Category who have a year remaining in their tenure on the Board. The Vice Chairman will be elected every year from among those who are Government/Destination members of the incoming Board. A Chairman or Vice Chairman serves for a term of one year. The Vice Chairman's term can be extended by being re-elected through the annual election procedure.

### **Meetings :**

- I. **Annual Meeting**  
Representatives of all Government/Destination members of PATA may participate in the annual meeting, held in conjunction with the Annual Conference. When a vote is taken, there shall not be more than one vote cast by each organization.
- II. **Other Meetings**  
Meetings are also held in conjunction with meetings of the PATA Board of Directors. Such meetings are normally composed of the representatives of the Government/Destination members serving on the PATA Board of Directors and attending that particular Board meeting. However, representatives of other Government/Destination members may attend, if they so wish.

### **Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.

## **CARRIER CATEGORY MEETING**

### **Functions :**

- I. To Liaise on all aspects of PATA programmes to ensure that these are developed and implemented in a manner consistent with the interests and contributions of Carrier members.
- II. To coordinate wherever appropriate, a strong and active involvement of Carrier members in PATA programmes so that these will be of maximum effectiveness to all PATA members.
- III. To promote the specific interests of Carrier members within PATA, in such areas as constitutional change, voting rights and membership dues.
- IV. To coordinate the views of Carrier members on issues discussed by the Board and on the recommendations of the PATA Committees.
- V. To discuss, and if agreed, to take action on any matters of common interest to Carrier members.

### **Officers :**

A Chairman is elected each year during the April meeting by majority vote of Carrier members present and voting. A Vice Chairman is appointed by duly elected Chairman. Chairman and Vice Chairman serve a term of one year.

### **Meetings :**

- I. Annual Meeting  
Representatives of all Carrier members of PATA may participate in the annual meeting, held in conjunction with the Annual Conference. When a vote is taken, there shall not be more than one vote cast by each organization.
- II. Other Meetings  
Meetings are also held in conjunction with meetings of the PATA Board of Directors. Such meetings are normally composed of the representatives of the Carrier members serving on the PATA Board of Directors and attending that particular Board meeting. However, representatives of other Carriers may attend, if they so wish.

### **Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.

## **RESEARCH ADVISORY COMMITTEE**

### **Functions :**

- I. To convey the industry sectors' perspective in the development of research programs.
- II. To ensure the research being proposed benefits the majority of the PATA members.
- III. To provide guidance and assistance in the growth of the Strategic Information Centre.
- IV. To communicate to the Association, local, national, and international issues which affect the industry.
- V. To ensure that policy and issues research programs are created on critical topics to educate governments and the public on the value of tourism to their specific area.

### **Structure :**

Appointment of Committee Chairman and members are made by the PATA Chairman in consultation with PATA Chief Executive Officer from among PATA Members.

The Research Advisory Committee will be a continuing advisory group. The Chairman and the Members will serve for a two-year term. No Chairman or member can serve for more than two consecutive terms. The individual must be inactive on the Committee for a minimum of one term. A term consists of two years. This would not pertain to WTO.

### **Meetings :**

The Committee will meet in conjunction with the January, April and September Board of Directors meetings.

### **Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.



## **MARKETING ADVISORY COMMITTEE**

### **Functions :**

- I. To work with management to produce marketing initiatives to support membership development.
- II. To ensure that current marketing programs are effective.
- III. To provide guidance and assistance in creating new programs that benefit the majority of PATA members.
- IV. To consider all aspects of PATA's activities and business practices from a marketing perspective to ensure the organization adds for members.

### **Structure :**

Appointment of Committee Chairman and members are made by the PATA Chairman in consultation with PATA Chief Executive Officer from among PATA members.

This Committee shall be a continuing advisory group; the Chairman and the members will serve for a two-year term. No Chairman or member can serve for more than two consecutive terms. The individual must then be inactive on the Committee for a minimum of one term. A term consists of two years.

### **Meetings:**

The Committee will meet in conjunction with the January, April and September Board of Director meetings.

### **Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.

## **SUSTAINABLE TOURISM COMMITTEE**

### **Functions :**

- I. To guide the development of a PATA strategy for responsible and sustainable tourism.
- II. To provide a framework that can be used to align PATA's activities in
  - Tourism development (e.g. Green Leaf/Green Globe)
  - Education (e.g. best practices)
  - Communications (e.g. help to define PATA positions on issues)
  - Alliances (i.e. developing relationships with other conservation, preservation and social agencies)
  - Business development
  - Research (e.g. to advance the development of responsible and sustainable tourism practices)

### **Structure :**

The Committee will be made up of members appointed to represent a broad mix of the PATA membership, other associations or organizations involved in responsible and sustainable tourism and individuals who can contribute to a high level of professional expertise to the development of a strategy for responsible and sustainable tourism.

Appointment of Committee Chairman and members are made by the PATA Chairman in consultation with PATA Chief Executive Officer from among PATA members.

This Committee shall be a continuing advisory group; the Chairman and the members will serve for a two-year term. No Chairman or member can serve for more than two consecutive terms. The individual must then be inactive on the Committee for a minimum of one term. A term consists of two years.

Members whose term expires in 2002 will be eligible to extend it for two-2 year term. (4 years) Those with term ending in 2003, will have choice to continue for one-2 year term only.

### **Meetings :**

Meetings will be held when necessary, usually in conjunction with Board Meetings and other PATA events.

### **Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.

## **EDUCATION COMMITTEE**

### **Functions :**

- I. To address ongoing human resource development (HRD) needs of PATA members.
- II. To consider educational opportunities and new HRD initiatives.
- III. To assess the current supply of relevant HRD programs to serve PATA members.
- IV. To evaluate the capabilities of universities within the Pacific Asia region.
- V. To create strategic relationships with prominent institutions in the region and globally.
- VI. To vet education and training programs and proposals requesting sponsorship or alliances with PATA.
- VII. To review and recommend PATA educational recognition schemes, including certification and co-branding possibilities, to promote excellence in tourism HRD programs.
- VIII. To increase educational awareness among PATA members.

### **Structure :**

The Committee will be comprised of PATA members who represent the Association's diversity in terms of geography and category.

Appointment of Committee Chairman and members are made by the PATA Chairman in consultation with PATA Chief Executive Officer from among PATA members.

This Committee shall be a continuing advisory group; the Chairman and the members will serve for a two-year term. No Chairman or member can serve for more than two consecutive terms. The individual must then be inactive on the Committee for a minimum of one term. A term consists of two years.

### **Meetings :**

Meetings will be held when necessary, usually in conjunction with Board Meetings and other PATA events.

### **Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.

## **AD HOC COMMITTEES OR TASK FORCES OF THE BOARD OF DIRECTORS**

**Functions:**

As determined by the Board of Directors.

**Structure :**

Appointment of Committee Chairman and members are made by the PATA Chairman in consultation with PATA Chief Executive Officer from among PATA Members.

**Term :**

It will be for a specific period determined by the PATA Chairman or the Board of Directors.

**Reporting Relationships and Executive Resource :**

The Committee will report to the PATA Board of Directors and provide input to management for PATA's annual plan and work programmes through the Board of Directors.



**PATA Operational Headquarters  
and PATA Asia Division**

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**Board of Directors Meeting**  
**Saturday, January 18, 2003**  
**Gulf Hotel, Bahrain**

**Financial Statements**  
**Agenda Item 9**

FINANCIAL PERFORMANCE SUMMARY  
Month Ended November 30, 2002

On a year-to-year comparative basis, the PATA financial recovery is continuing with improved performance in maximisation of our overall organisational resources. Expenses are down by US\$ 448,000 compared to PATA's financial position in November of 2001. This reflects a concerted effort by management to cut and control costs, while maintaining the uninterrupted delivery of our core membership services. Overall revenue year-to-date is ahead by approx. US\$ 13K.

Looking ahead at the remaining seven months of our current fiscal year, we are confident that we will meet our F/Y 2002/3 Re-Forecast Budget, while still investing in "New Agenda" activities.

**Line Item 4 & 17 Marketing and Promotion Revenue and Expense**

The majority of transactions in this line item take place during the second half of our fiscal year. (Most American and European trade shows take place between January and June)

**Line Item 5 & 18 Annual Conference**

We remain confident that PAC 2003 will generate the projected income of US\$ 200K.

**Line Item 12 Sponsorship Funds**

We expect a revenue shortfall in this line item, which represents revenue from the Premier Partner Programme. Due to budgetary constraints, Interval and Onity have discontinued their Premier Partnership. A recent payment by MasterCard of US\$ 50,000 is not yet represented in this statement. We are pleased to announce that GDS company Abacus has confirmed that it will join the Premier Partner Programme next month.

**Line Item 13 Membership Dues**

Fully Paid Membership dues stand at US\$1.8 million, which is ahead of last F/Y by some US\$ 91K. Management expects to meet, if not exceed, the budgetary target of US\$ 2.0 million for this F/Y.

**Line Items 14-21 Programme Expenses**

Collective programme expenses have been reduced by US\$ 95K, reflecting a concerted effort to maximise resources, while not compromising the quality of membership services.

**Line Items 22-24 Other Expenses**

Collective Other Expenses have been reduced very substantially, again reflecting a concerted effort on the part of management to maximise resources and cut costs.

**Line Item 25 Staff Costs**

Staff costs have been reduced by approximately US\$150,000. These reductions, however, will not continue at the same pace as Management needs to re-staff for several critically important new positions.

**Line Item 27 Travel/Representation**

PATA has been able to realise a US\$38K reduction in Travel and Representation expenses. This is largely due to an assertive policy to have Management's travel, room & board for many speaking engagements sponsored.

Line Item 28

**Communications**

In management's cost reduction schemes, efforts have been made to reduce postage, facsimile and telephone costs and make increased use of electronic communication. This has resulted in significant cost savings.

Line Item 29

**Office Expenses**

We have renegotiated and significantly reduced our freight and courier charges, our stationery and brochure printing and have reduced our bank charges. A conservative purchasing policy is in place.



PACIFIC ASIA TRAVEL ASSOCIATION  
FINANCIAL STATEMENTS  
Month Ended November 30, 2002

	Nov., 02 Actual	Y-T-D Actual	2002-2003 Re-Forecast	Nov., 01 Y-T-D Actual	Variance
<b>REVENUE:</b>					
Program Revenue					
1) Market Research & Information	10,364	68,358	130,000	65,474	2,885
2) Product Development	-	-	22,000	18,849	(18,849)
3) Human Resources Development	-	-	15,000	-	-
4) Marketing & Promotion	12,294	60,196	350,000	46,105	14,092
5) Annual Conference	4,572	30,762	580,000	14,841	15,921
6) PATA Travel Mart	-	-	-	-	-
7) PATA Americas Travel Mart	(2,130)	(7,500)	-	22,582	(30,082)
8) Sustainable Tourism Conf. & Mart	(7,091)	1,705	20,000	-	1,705
<b>Total Program Revenue</b>	<b>18,010</b>	<b>153,522</b>	<b>1,117,000</b>	<b>167,850</b>	<b>(14,329)</b>
Other Revenue					
9) Communications Department	50	50	70,000	-	50
10) Chapters Support	510	19,797	50,000	24,870	(5,073)
11) Interest & Other Revenue	9,761	15,934	30,000	24,566	(8,632)
12) Sponsorship Funds	-	-	200,000	50,000	(50,000)
<b>Total Other Revenue</b>	<b>10,321</b>	<b>35,781</b>	<b>350,000</b>	<b>99,436</b>	<b>(63,655)</b>
Membership Revenue					
13) Membership Dues	94,418	1,883,024	2,000,000	1,791,383	91,641
<b>Total Membership Revenue</b>	<b>94,418</b>	<b>1,883,024</b>	<b>2,000,000</b>	<b>1,791,383</b>	<b>91,641</b>
<b>TOTAL REVENUE</b>	<b>122,749</b>	<b>2,072,327</b>	<b>3,467,000</b>	<b>2,058,669</b>	<b>13,657</b>
<b>EXPENSE:</b>					
Program Expense					
14) Market Research & Information	6,769	44,940	120,000	43,216	1,724
15) Product Development	411	411	10,000	5,435	(5,025)
16) Human Resources Development	-	-	4,000	1	(1)
17) Marketing & Promotion	6,861	37,666	350,000	92,025	(54,360)
18) Annual Conference	2,702	30,579	380,000	27,623	2,956
19) PATA Travel Mart/Singapore	-	-	80,000	11,215	(11,215)
20) PATA Americas Travel Mart	-	-	15,000	35,123	(35,123)
21) Sustainable Tourism Conf. & Travel	625	5,335	15,000	180	5,155
<b>Total Program Expense</b>	<b>17,368</b>	<b>118,930</b>	<b>974,000</b>	<b>214,818</b>	<b>(95,888)</b>
Other Expenditures					
22) Communications Department	-	1,662	60,000	16,948	(15,286)
23) Chapter Support	1,053	25,373	50,000	33,497	(8,124)
24) Sponsorship	-	130	50,000	27,710	(27,580)
<b>Total Other Expenditures</b>	<b>1,053</b>	<b>27,165</b>	<b>160,000</b>	<b>78,155</b>	<b>(50,990)</b>
Administration Expenditures					
25) Staff Costs	140,456	615,570	1,500,000	767,714	(152,144)
26) Occupancy	26,975	93,139	218,000	86,609	6,530
27) Travel/Representation	19,186	56,720	210,000	95,392	(38,672)
28) Communications	9,236	34,862	130,000	79,372	(44,510)
29) Office Expenses	35,651	135,691	330,000	188,863	(53,172)
30) Depreciation	8,746	33,611	115,000	53,400	(19,789)
<b>Total Administration Expenditures</b>	<b>240,249</b>	<b>969,592</b>	<b>2,503,000</b>	<b>1,271,350</b>	<b>(301,758)</b>
<b>TOTAL EXPENSE</b>	<b>258,670</b>	<b>1,115,687</b>	<b>3,637,000</b>	<b>1,564,323</b>	<b>(448,636)</b>
Net Revenue/(Deficit) from operations before membership revenue	(230,339)	(926,385)	(2,170,000)	(1,297,037)	370,652
<b>TOTAL NET REVENUE/(DEFICIT)</b>	<b>\$ (135,921)</b>	<b>\$ 956,639</b>	<b>\$ (170,000.00)</b>	<b>494,346.29</b>	<b>462,293</b>

**PACIFIC ASIA TRAVEL ASSOCIATION  
BALANCE SHEET  
MONTH ENDED NOVEMBER,  
30, 2002**

	<b>Month Ended November, 30</b>
<b>Assets</b>	
Current Assets:	
Cash and Cash Equivalents	944,573.01
Accounts Receivable	111,882.04
Prepaid Expenses	84,162.61
Prepaid Pension Costs	152,740.00
<b>Total Current Assets</b>	<b>1,293,357.66</b>
Property and Equipment:	
Leasehold Improvements	40,065.01
Furniture, Fixture and Equipment	1,086,728.86
Less Accumulated Amortization	(750,340.92)
<b>Total Furniture, Fixture and Equipment</b>	<b>376,452.95</b>
Intangible Assets	
Less Accumulated Amortization	-
<b>Total Intangible Assets</b>	<b>-</b>
Investments	193,265.00
<b>Total Assets</b>	<b>\$ 1,863,075.61</b>
<b>Liabilities and Net Assets</b>	
Current Liabilities	
Accounts Payable	22,057.90
Accrued Liabilities	85,536.64
Member. Dues-PD. in Advance	32,675.65
Unearned Income - Other	42,912.21
Due to (from) PATA Foundation, Inc.	108,985.23
<b>Total Current Liabilities</b>	<b>292,167.63</b>
<b>Net assets</b>	
Unrestricted Net Assets	
Undesignated - General fund	457,228.27
Unrealized Gain/Loss - Investment	-
Excess Revenue over Expenses	935,679.71
<b>Total Net Assets</b>	<b>1,392,907.98</b>
Designated - Sam N. Mercer Education Fund	178,000.00
<b>Total Liabilities and Net Assets</b>	<b>\$ 1,863,075.61</b>

PACIFIC ASIA TRAVEL ASSOCIATION  
BUDGET SUMMARY  
2003-2004

<b>Program Revenue</b>	
Market Research & Information	124,000
Product Development	-
Human Resources Development	-
Marketing & Promotion	400,000
Annual Conference	646,000
PATA Travel Mart	648,000
PATA Americas Travel Mart	-
Sustainable Tourism Conf. & Mart	-
<b>Total Program Revenue</b>	<b>1,818,000</b>
<b>Other Revenue</b>	
Communications Department	72,000
Chapters Support	50,000
Interest & Other Revenue	20,000
Sponsorship Funds	100,000
<b>Total Other Revenue</b>	<b>242,000</b>
<b>Membership Revenue</b>	
Membership Dues	2,100,000
<b>Total Membership Revenue</b>	<b>2,100,000</b>
<b>TOTAL REVENUE</b>	<b>4,160,000</b>
<b>EXPENSE:</b>	
Program Expense	
Market Research & Information	150,000
Product Development	100,000
Human Resources Development	-
Marketing & Promotion	400,000
Annual Conference	388,000
PATA Travel Mart/Singapore	373,000
PATA Americas Travel Mart	-
Sustainable Tourism Conf. & Travel	-
<b>Total Program Expense</b>	<b>1,411,000</b>
Other Expenditures	
Communications Department	48,500
Chapter Support	50,000
Sponsorship	10,000
<b>Total Other Expenditures</b>	<b>108,500</b>
Administration Expenditures	
Staff Costs	1,600,000
Occupancy	233,479
Travel/Representation	200,000
Communications	125,000
Office Expenses	300,000
Depreciation	114,000
<b>Total Administration Expenditures</b>	<b>2,572,479</b>
<b>TOTAL EXPENSE</b>	<b>4,091,979</b>
<b>TOTAL NET REVENUE/(DEFICIT)</b>	<b>\$ 68,021.00</b>

**PACIFIC ASIA TRAVEL ASSOCIATION  
QUARTERLY INVESTMENT PORTFOLIO REPORT  
NOVEMBER 30, 2002**

Merrill Lynch: November 30, 2002

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	<u><b>Total Cost Basis</b></u>
<u><b>Long term investments:</b></u>	
PATA Main Account	429,183.04
PATA Foundation	88,362.23
Sam N. Mercer Education Fund	178,000.00
<hr/>	
Total long term investments Main Investment account - (Pool)	\$695,815.27
<hr/>	
<u><b>Restricted long term investment:</b></u>	
PATA foundation endowment	20,623.00
<hr/>	
Total restricted long term investment	\$20,623.00
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 <b>Grand Total Long Term Investment</b>	 <b>\$716,438,27</b>
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**PACIFIC ASIA TRAVEL ASSOCIATION**  
**AUDITED FINANCIAL STATEMENTS**  
**FOR THE FISCAL YEARS ENDED**  
**JUNE 30, 2002 AND 2001**

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 **Patel &**  
**Associates**  
Certified Public Accountant

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**PACIFIC ASIA TRAVEL ASSOCIATION**

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**INDEPENDENT AUDITOR'S REPORT**

The Board of Directors  
Pacific Asia Travel Association  
Oakland, California

We have audited the accompanying statements of financial position of Pacific Asia Travel Association as of June 30, 2002 and 2001, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of Pacific Asia Travel Association's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with U.S. generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Pacific Asia Travel Association as of June 30, 2002 and 2001, and the results of its operations and its cash flows for the years then ended in conformity with U.S. generally accepted accounting principles.

  
Oakland, California  
August 30, 2002

**PACIFIC ASIA TRAVEL ASSOCIATION  
STATEMENTS OF FINANCIAL POSITION  
JUNE 30, 2002**

	June 30:	
ASSETS	2002	2001
<b>Current Assets</b>		
Cash and cash equivalents	\$ 472,817	487,092
Accounts receivable, net of allowance for doubtful accounts of \$140,700 in 2002 and -0- in 2001	190,695	204,077
Prepaid expenses	234,831	232,329
Total current assets	898,343	923,498
Long term investments (Note 5)	76,596	76,185
Long term investments pledged as collateral (Notes 5 and 8)	123,467	120,099
Total long term investments	200,063	196,284
Furniture, fixtures and equipment	1,030,323	1,135,947
Less: accumulated depreciation	641,729	649,089
Total furniture, fixtures and equipment	388,594	486,858
Intangible assets (Note 7)	75,001	75,001
Less: accumulated amortization	75,001	61,257
Total intangible assets		13,744
<b>TOTAL ASSETS</b>	<b>\$ 1,487,000</b>	<b>1,620,384</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts payable	\$ 28,314	\$ 43,571
Accrued liabilities	89,186	116,971
Membership dues paid in advance	595,863	419,174
Deferred revenue	28,562	14,328
Due to PATA Foundation, Inc.	110,005	66,346
Total current liabilities	851,930	660,390
<b>Net Assets</b>		
Unrestricted net assets		
Undesignated - General fund	457,070	781,994
Designated - Sam N. Mercer Education Fund	178,000	178,000
Total net assets	635,070	959,994
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 1,487,000</b>	<b>\$ 1,620,384</b>

The accompanying notes are an integral part of these financial statements



**PACIFIC ASIA TRAVEL ASSOCIATION  
STATEMENTS OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2002**

	<u>Year Ended June 30:</u>	
	<u>2002</u>	<u>2001</u>
<b>Program Income</b>		
Market research and information	\$ 135,576	\$ 98,498
Product development	32,120	10,566
Human resources development		2,046
Marketing and promotion	234,557	333,237
Annual conference	448,024	633,515
PATA travel mart (Note 6)	350,000	400,000
Pacific Americas Travel Mart (Previously VUSAMART)	6,682	263,401
ACTEM	460	39,679
Total program income	<u>1,207,419</u>	<u>1,780,942</u>
<b>Program Expenditures</b>		
Market research and information	139,391	150,785
Product development	9,572	5,718
Human resources development	1,759	9,895
Marketing and promotion	283,804	322,752
Annual conference	297,234	392,832
PATA travel mart	2,044	5,529
Pacific Americas Travel Mart (Previously VUSAMART)	43,157	179,490
ACTEM	4,963	41,767
Total program expenditures	<u>781,924</u>	<u>1,108,768</u>
Program contribution	<u>425,495</u>	<u>672,174</u>
<b>Other Income</b>		
Communication department	65,837	70,349
Chapters support	31,460	16,474
Interest and other income	29,551	181,673
Sponsorship income	125,000	287,500
Total other income	<u>251,848</u>	<u>555,996</u>
<b>Other Expenditures</b>		
Communication department	68,479	43,326
Chapters support	59,993	38,346
Sponsorship	45,516	57,401
Total other expenditures	<u>173,988</u>	<u>139,073</u>
<b>Fixed Expenditures</b>		
Staff costs	1,878,333	2,002,189
Occupancy	212,468	237,231
Travel/representation	195,758	201,714
Communications	146,533	192,273
Depreciation and amortization	114,362	106,495
Office expenses	571,958	462,028
Total fixed expenditures	<u>3,119,412</u>	<u>3,201,930</u>
Total expenditures	<u>3,293,400</u>	<u>3,341,003</u>
Deficit from operations	<u>(2,616,057)</u>	<u>(2,112,833)</u>
Membership dues	<u>2,291,133</u>	<u>2,156,540</u>
Change in unrestricted net assets	<u>(324,924)</u>	<u>43,707</u>
Unrestricted Net assets, beginning of year	959,994	1,190,082
Prior period adjustments		<u>(273,795)</u>
Unrestricted Net assets, beginning of year as restated	<u>959,994</u>	<u>916,287</u>
Unrestricted Net assets, end of year	<u>\$ 635,070</u>	<u>\$ 959,994</u>

The accompanying notes are an integral part of these financial statements

**PACIFIC ASIA TRAVEL ASSOCIATION**  
**STATEMENTS OF CASH FLOWS**  
**YEAR ENDED JUNE 30, 2002**

	Year Ended June 30:	
	2002	2001
<b>Cash flows from operating activities:</b>		
Change in unrestricted net assets	\$ (324,924)	\$ 43,707
Adjustments to reconcile change in unrestricted net assets to net cash provided/(used) in operating activities:		
Prior period adjustment		(273,795)
Unrealized gain or loss on investments	(3,779)	2,544
Bad debt expense	169,232	
Depreciation and amortization	114,362	106,495
Loss on equipment write off	9,414	
(Increase) decrease in operating assets		
Accounts receivable	(155,850)	232,623
Prepaid expenses	(2,502)	71,805
Increase (decrease) in operating liabilities		
Accounts payable	(15,257)	(11,013)
Accrued liabilities	(27,785)	28,932
Membership dues paid in advance	176,689	95,128
Deferred revenue	14,234	(73,967)
Due to PATA Foundation, Inc.	43,659	38,808
	(2,507)	261,267
<b>Net cash provided/(used) by operating activities</b>		
<b>Cash flows from investing activities:</b>		
Proceeds from sale of investments		234,601
Acquisition of furniture, fixtures and equipment	(11,768)	(113,243)
	(11,768)	121,358
<b>Net cash provided/(used) by investing activities</b>		
<b>Cash flows from financing activities:</b>		
Payments on line of credit		(49,474)
		(49,474)
<b>Net cash provided/(used) by financing activities</b>		
Net Increase/(Decrease) in cash and cash equivalents	(14,275)	333,151
Cash and cash equivalents, beginning of year	487,092	153,941
Cash and cash equivalents, end of year	\$ 472,817	\$ 487,092

The accompanying notes are an integral part of these financial statements

**PACIFIC ASIA TRAVEL ASSOCIATION**  
**NOTES TO FINANCIAL STATEMENTS**  
**YEAR ENDED JUNE 30, 2002**

**NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

*Business of the Association*

Pacific Asia Travel Association (the Association) is a not-for-profit entity organized to encourage and assist in the development of the travel industry throughout the Pacific Asia area.

*Basis of Accounting*

The financial statements of the Association have been prepared on the accrual basis of accounting and accordingly, reflects all significant receivables, payables, and other liabilities.

*Basis of Presentation*

Financial statement presentation follows the recommendations of the Financial Accounting Standard Board in its Statement of Financial Accounting Standards (SFAS) No. 117, Financial Statement of Not-for-Profit Organizations. Under SFAS No. 117, the organization is required to report information regarding its financial position and activities according to three classes of net assets, unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. There were no temporarily or permanently restricted net assets.

*Classes of net assets*

Unrestricted net assets are those net assets of the Association, which are neither permanently restricted nor temporarily restricted by donor-imposed stipulations.

*Concentration of credit risk*

The Association maintains cash balances at various financial institutions totaling \$472,817 at June 30, 2002. Generally, accounts at each institution are insured by the Federal Deposit Insurance Corporation up to \$100,000. At June 30, 2002, uninsured balances totaled \$315,875 before reconciling items.

*Furniture, Fixtures and equipment*

Furniture, fixtures and equipment are stated at cost. Major additions and improvements to furniture, fixtures and equipment are capitalized while repairs and maintenance are charged to expense as incurred. On sale or retirement of furniture, fixtures and equipment, the cost and related accumulated depreciation are removed from the accounts and any resulting gain or loss is taken into income or expense.

The organization has a policy to capitalize fixed assets expenditures in excess of \$500 provided the asset has an estimated useful life in excess of one year from date of acquisition.

Depreciation

Furniture, fixtures and equipment are depreciated on a straight-line basis over their estimated useful lives. For the fiscal years ended June 30, 2002 and 2001, depreciation and amortization expense amounted to \$114,362 and \$106,495 respectively.

Intangible assets

The acquisition cost of intangible assets is capitalized when the Association believes there is a long-term future value.

Amortization

The intangible assets are amortized on a straight-line basis over their estimated useful lives.

Investments

At June 30, 2002 and 2001 investments consist of marketable debt and equity securities and are measured at fair value. Realized and unrealized gains and losses are reflected in the statement of activities and changes in net assets.

Sam N. Mercer Education Fund

This fund is designated for use in the conduct of travel industry education and training programs approved by the Board of Directors of the Association. Interest earned by this fund is credited directly to undesignated net assets.

Statements of Cash Flows

For purpose of the statement of cash flows, the Association considers highly liquid cash investments with original maturities of three months or less when purchased to be cash equivalents.

Use of Estimates

The preparation of financial statements in accordance with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reporting of assets, liabilities, revenues, expenses and related disclosures. Actual results could differ from those estimates.

Pension Curtailment Gain

Due to volatility and high degree of uncertainty of pension valuation, the management did not recognize gain on pension curtailment. Gains are to be recognized when funds are actually received which is after all benefit obligations have been paid to the participants.

**NOTE 2: PENSION PLAN**

The Association has a non-contributory defined benefit pension plan covering all employees meeting the plan's eligibility requirements. The plan provides for a monthly benefit beginning at age 65 equal to 45 percent of average monthly compensation received during the last 60 months of employment with the Association.

It is the Association's policy to fund the plan by contributions that are expected to remain level when expressed as a percentage of the compensation of covered participants. Presently the plan is over funded.

The following sets forth the funded status of the plan:

	<u>2002</u>	<u>2001</u>
Benefit obligation at end of year	\$ 262,215	\$ 1,385,338
Fair value of plan assets at end of year	<u>561,502</u>	<u>2,009,309</u>
Funded status (overfunded)	\$ <u>(299,287)</u>	\$ <u>(623,971)</u>
Prepaid benefit cost recognized in the statement of financial position	\$ <u>152,740</u>	\$ <u>152,740</u>

The following assumptions were used in determining the net periodic benefit cost.

	<u>2002</u>	<u>2001</u>
Discount rate	7.0%	7.0%
Expected return on plan assets	7.0%	7.0%
Rate of compensation increase	5.0%	5.0%
Benefit cost	\$ -	\$ -
Employer contributions	-	-
Plan participants' contributions	-	-
Benefit paid	\$ 1,275,023	\$ 145,057

As of the fiscal year ended June 30, 2001, management of the Association has decided to terminate the plan and currently is engaged in the liquidation and distribution of plan benefits payable to participating employees. It is presently seeking approval of plan termination from the department of treasury, Internal Revenue Service. Accordingly, the prepaid benefit cost amount for the fiscal year ended June 30, 2002 has not been incorporated in the statement of financial position.

In addition, Pacific Asia Travel Association has a non-contributory employee benefit plan under IRC Section 401 K. Under this plan, the employer has no matching or participation obligation. For the fiscal year ended June 30, 2002, the plan assets are invested in long-term mutual funds with a fair market value of \$106,745.

**NOTE 3: INCOME TAXES**

The Association is exempt from federal and state income taxes. However, it is liable for income tax at normal corporate rates on its unrelated business income. The Association had no such income in 2002 and 2001.

**NOTE 4: LEASES**

The Association has various operating lease agreements for its headquarters and divisional offices expiring in various years through August 2005. The leases for office space contain renewal options. Future minimum rental payments due under these leases are as follows:

<u>Year Ended June 30:</u>	
2003	\$ 185,159
2004	174,761
2005	179,363
2006	153,240
Subsequent to 2006	<u>153,240</u>
Total future minimum rental payments	<u>\$ 845,763</u>

Rental expense for these leases and month to month rents were \$212,468 in 2002 and \$237,231 in 2001.

**NOTE 5: INVESTMENTS**

As of June 30, 2002 and 2001 the Association's investments consisted of the following:

	<u>June 30, 2002</u>		
	<u>Carrying Value</u>	<u>Fair Value</u>	<u>Unrealized Gain/(Loss)</u>
Long term investments			
PIMCO Total Return Mutual Fund	\$ 189,956	\$ 195,283	\$ 5,327
Alliance Premier Growth Mutual Fund	<u>6,328</u>	<u>4,780</u>	<u>(1,548)</u>
Total long term investments	<u>\$ 196,284</u>	<u>\$ 200,063</u>	<u>\$ 3,779</u>

	June 30, 2001		
	<u>Carrying Value</u>	<u>Fair Value</u>	<u>Unrealized Gain/(Loss)</u>
Long term investments			
PIMCO Total Return Mutual Fund	\$ 200,008	\$ 189,956	\$ (10,051)
Alliance Premier Growth Mutual Fund	<u>9,141</u>	<u>6,328</u>	<u>(2,813)</u>
Total long term investments	<u>\$ 209,149</u>	<u>\$ 196,284</u>	<u>\$ (12,865)</u>

**NOTE 6: PATA TRAVEL MART**

The PATA Travel Mart was owned and operated by the Association through the 1997 event. The Association entered into an agreement that provides for future events to be operated on a contract basis by an unrelated third party.

Under the agreement, the Association received the guaranteed minimum sum of \$350,000 and \$400,000 included in program income for 2002 and 2001.

**NOTE 7: VUSAMART**

The VUSAMART conference was acquired by the Association on October 15, 1997. The Association's cost of acquiring the conference was \$75,001, which is recorded as an intangible asset and amortized over an estimated useful life of five years.

**NOTE 8: REVOLVING LINE OF CREDIT**

The Association established a \$100,000 revolving line of credit with Merrill Lynch during the fiscal year ended June 30, 2000. The line of credit is secured by mutual fund accounts with a fair value of \$123,467 at June 30, 2002. For the fiscal year ended June 30, 2002, outstanding line of credit balance was zero.

**NOTE 9: BARTER EXCHANGES**

In the normal course of operations, the Association barter memberships in exchange for services. The Association determines the value of barter transactions to be recorded using the amount charged for the memberships exchanged. During 2002, the Association received no bartered services.



**Vision 2025  
Progress Report  
Agenda Item 5**

Prepared for  
**PATA Board of Directors Meeting  
January 18, 2003  
Manama, Bahrain**





## DRAFT REPORT

This draft report of the PATA Vision 2025 Task Force has been prepared by management to reflect a summary of the Task Force discussions. Upon review of this draft submission by the 2025 Task Force members in their final meeting on Friday, January 17, 2003, the report will be presented to the PATA Board of Directors for acceptance at their meeting on Saturday, January 18, 2003 in Manama, Bahrain.

### EVOLUTION OF THE PATA VISION 2025 TASK FORCE

The last reviews of PATA's Strategic direction were undertaken by the **Presidential Task Force Direction 2000** in 1989-90 and the **Chairman's Task Force Review of Direction 2000** in 1996-97.

In 2001, Mr. John Sandford, in his Incoming Chairman's Address at the Malaysia Annual Conference called for the creation of a "Vision PATA" task force: a group asked to take PATA's experience of the last 50 years and to project a view of the look, shape and feel of travel and tourism in the PATA region into the next 25 years. He said of the task force: "We will use the benefits of hindsight and the talent of strategic foresight to identify key issues and opportunities facing PATA and our sector for the next 25 years."

Chairman Sandford formally named the task force **Vision 2025** and proposed a 12-member team soon after the PATA Annual Conference 2001. The **Vision 2025 Task Force** first convened at the Chinese Taipei Board Meeting in September of 2001. Following its first meeting in Chinese Taipei, the Task Force met four additional times in Kuching - Sarawak, New Delhi, Manila and Bahrain.

### MEMBERS OF THE TASK FORCE

The initial members of the Task Force were selected by Chairman Sandford to provide the greatest cross-section of geography and industry segmentation.

**Chairman:**

Mr. John Sandford, Jasons Travel Media Ltd.

**Co-Chairman:**

Mr. Bo Long, Sea Cloud Cruises

**Members:**

Mr. Matthew Brown, The Boeing Company

Mr. William Calderwood, Tourism Tropical North Queensland

Mr. Paul Casey, Hawaiian Airlines/Galaxy Systems

Ms. Clara Chong, Hong Kong Tourism Board

Mr. Renton de Alwis, Ceylon Chamber of Commerce

Ms. Dawn Drew, National Geographic Traveler

Mr. Andrew Drysdale, Hazelton Airlines/ IATA  
Mr. Rabendra Raj Pandey, Everest Express Tours and Travel  
Mr. Charles C.H. Peng, China Airlines  
Mr. Peter Semone, PT Bali Triloka Candra/ Pacific Asia Travel Association  
Mr. Peter Trautmann, Munich International Airport  
Mr. Roger Wheelock, Canadian Tourism Commission

\* Note that some Task Force members subsequent to being appointed, and prior to the completion of this report, changed organisations and are therefore listed as representing two organisations. It should also be noted that Mr. Michael Maple replaced Mr. Matthew Brown as the Boeing Company's representative to the Board during the tenure of the Task Force and was requested by the Chairman to continue to represent the Boeing Company on the Task Force.

### **TASK FORCE TERMS OF REFERENCE**

During the first meeting of the Task Force in Chinese Taipei, it was reported by then CEO, Mr. Joseph A. McInerney, that Direction 2000 had provided the Association with 15 tactical points to follow in the years leading up to 2000. During the early part of his tenure, he had endeavoured to fulfill any outstanding points of Direction 2000, among them the move of the PATA Headquarters to Asia. Mr. McInerney suggested that the 2025 Task Force concentrate on strategic rather than tactical issues facing PATA. This was unanimously agreed upon.

It was further agreed at the initial Chinese Taipei meeting that the primary focus of Task Force plan should be for the next five years, and the vision of 25 years would be a much smaller portion of the Task Force.

It was also agreed that the recommendations of the Task Force should be regarded as a rolling plan, and an annual review by management of the Task Force recommendations was essential.

The Task Force emphasised the importance of a regular revisit of Vision 2025 through the structuring of a 2025 Review Task Force, which would be convened every five years.

By coincidence, the events of the WTC September 11, 2001 tragedy occurred less than a fortnight prior to the Task Force's first meeting and reminded all participants that only one thing remained certain in the new world order AND that was uncertainty. The hope of projecting a 2025 Vision for the Region, Association and Industry had become imminently more complicated by these events and a sharp reminder to hold back on overly ambitious crystal ball forecasts.

### **KEY STRATEGIC AREAS**

The Vision 2025 Task Force agreed on the following strategic issues in a paper tabled by the Chairman some weeks after the first Chinese Taipei meeting. These further supported and focused the overall Task Force terms of reference. They included:

- I. The Role of PATA
  - a. What will be member expectations in the future?
  - b. What services does PATA need to protect, evolve or develop?
  - c. How will this redefined role change the nature of the organisation?
  - d. Is there a need to review our geographic focus in light of the market development trends we identify?
  
- II. The Vision
  - a. Is the current vision and mission relevant for the immediate and long-term future?
  - b. Is the current vision and mission sustainable?
  - c. Does PATA have a unique selling point over competitive organisations?
  
- III. Organisational Structure and Skill Sets
  - a. What are the implications for the organisational structure which the new role and vision may create?
  - b. What new skill sets does PATA need to develop or hire?
  - c. What are the implications for the Board structure?
  - d. What changes need to be made to the member structure and categories?
  
- IV. Competitive Environment
  - a. What will a SWOT analysis identify?
  - b. What changes are needed to address this analysis?
  
- V. Alliances
  - a. With whom should PATA work and cooperate?
  - b. With whom should PATA not cooperate?

## **RECOMMENDATIONS**

The Vision 2025 Task Force recommendations are a distillation of the ideas, concepts and thoughts – at a strategic level – that are seen as shaping a leaner, faster and more focused PATA.

Some basic assumptions are nestled behind these recommendations and provide perspective on how these conclusions were reached. The first of these is that the overall situation for PATA is vastly different today than 50 years ago: we are no longer a “friendly, clubby society”. We are and need to be a “business”.

The shift for PATA has not come about solely because of the crises in the world today. It is a natural progression for an association such as PATA. Part of this progression has seen the creation of many subsections of the industry, so that PATA now has to satisfy the differing needs of a myriad of uniquely positioned entities.

In addition, it is recognised that PATA needs to be more outward focused and that a consumer focus in this day and age is a must. In other words, the organisation as it is structured is out-of-

date; it cannot survive by simply going back into the past and repackaging PATA. PATA needs to be aware of what the members need and want and deliver precisely that. It also needs to become an impetus for the ongoing success and sustainability of the Pacific Asia travel and tourism industry.

The Vision 2025 Task Force believes that the following 15 recommendations will give PATA the ability to function more effectively and ensure a pre-eminent position as the premier travel and tourism membership organisation in the Pacific Asia region.

Finally, it should be reiterated that the recommendations of the Vision 2025 Task force are strategic. The task of tactical implementation of each recommendation will rest squarely on management shoulders, as will measurement and accountability.

1. The Vision Statement, which has served PATA so well over the last few decades, should now be slightly modified to be more energetic, inspirational, memorable, modern and all encompassing. It is recommended that the Vision Statement be simplified to read:

**“PATA: Making a Difference in Pacific Asia Travel and Tourism”**

2. In order for the Mission Statement to more clearly identify how the Vision Statement can be achieved and more closely match the recommended new Vision Statement, the Task Force recommends that the Mission Statement be modified to read:

**“PATA is a membership Association acting as a catalyst for developing the Pacific Asia travel and tourism industry”**

3. In order to clarify the meaning of the PATA acronym to a wider audience, it is recommended that the Vision Statement be incorporated into the logo to highlight PATA’s organisational purpose.



**Making a Difference in  
Pacific Asia Travel and Tourism**

4. In view of the expanded Mission Statement, the Task Force views that PATA cannot act in isolation and must develop good partnerships with organisations outside of PATA's geographic boundaries. To facilitate this, it is recommended that PATA create an Allied Partner Destination category of affiliation with a separate and limited set of entitlements.
5. In light of the recent terrorist events of 9/11 (WTC) and 10/12 (Bali), it is recommended that PATA must be an organisation that is flexible enough to enable it to rapidly address whatever changes come about.
6. Furthermore, it is recommended that PATA should take a greater leadership/advocacy role in defending and growing the Pacific Asia travel and tourism industry.
7. Historically, PATA has played a large role in advising on the development of tourism "hardware", i.e. infrastructure. It is recommended that PATA increase its focus and commitment to the growth and development of tourism "software", i.e. training and education.
8. PATA Committees, Councils and the Board of Directors are the strongest interface between management and membership. Both should become more effective drivers of issues that link to the core objectives of the Association and the Membership. It is recommended that the system of Committees and the Board be reviewed, enhanced and strengthened.
9. A key component to the advocacy role is the generation and dispersal of information. It is recommended that PATA increase the quality, frequency and relevance of its information outputs in the interest of enhancing the prominence of the Association, Industry and the Region. PATA must provide authoritative and credible information on travel and tourism in the Pacific Asia region.
10. Increased financial pressures and competition will continue to challenge businesses and organisations to fulfill their annual subscription and dues obligations to bodies such as PATA. In order to reduce financial burdens of membership, it is recommended that PATA seek additional sources of income to offset its reliance on membership dues.
11. Member retention is driven by an Association's ability to deliver relevant services to its membership. It is recommended that PATA continually monitor and deliver those core values that are seen to be most pertinent to the membership – even if it is at the expense of other service deliveries. See Appendix I.
12. The new millennium is the age of consumer empowerment. It is recommended that the PATA brand grow beyond that of a focused regional industry brand to embrace a larger audience as a consumer brand, thereby enhancing the stature of those companies and organisations that are affiliated with PATA.

13. Furthermore, it is recommended that PATA must take central control of its brand and logo by unifying the chapter network with a common definition and purpose. There must be only ONE PATA. The PATA chapter network must be strengthened through increased support and nurtured through enhanced supervision to support the objectives of PATA at the grassroots level.
14. With the emergence of niche industries within the larger definition of travel and tourism, it is important that an organisation such as PATA maintains relevance to all sectors. It is recommended that PATA remains macro in its definition of the travel and tourism industry and embrace a myriad of traditional and non-traditional niche sectors and travel and tourism industry providers.
15. The Association has grown as a direct result of the PATA Spirit of Volunteerism and its diversity. It is recommended that a greater cross-section of age and gender be included in leading the Association at all levels. This will create a sustainable future for PATA and ensure strength far beyond 2025.