

areas and attractions appeal to which markets; the size and structure of inbound tourism, where it comes from, where it goes to, and what it spends. This information should be distributed regularly throughout the business community and government agencies.

(2) A vastly stepped-up balanced tourism promotion program pointed at the most promising markets, and concentrating on those U.S. points of interest and attractions that have special appeal to such markets.

(3) Cooperation with State and local organizations, banks, and Federal agencies concerned with, or involved in, the financing of transportation facilities, accommodations and special attractions.

(4) Improved handling of foreign travelers. This includes improving operations and services at points of entry and elsewhere, overcoming language barriers, and helping to develop additional and better things for foreign tourists to do, see, and buy.

(5) Assist in or sponsor training facilities for services needed at points visited by foreign tourists.

(6) Coordinate the widespread activities of the Federal Government affecting the international travel business. At the same time, the organization should work with and through State organizations, local or community groups, and trade associations.

In determining the structure of the organization the following should receive consideration:

(1) The travel development program must be based on an extremely close working relationship between Government and private business. The Government has authority over transportation facilities, controls immigration procedures, collects taxes on the travel industry, runs the national parks and forests, administers certain tourist sites, etc. Private industry owns and operates airlines, shipping companies, travel agencies, and hotels. Moreover, it has special skills in travel promotion. Therefore, blending of these facilities and operations, cohesion of public and private interests and a joint use of technical personnel have advantages.

(2) A format in which both the business community and the Government contribute funds and manpower to the overall travel program and organization. An organization with this structure could also generate income from market research and other travel-related studies, from advertising placed in its publications, and from other promotional services.

(3) An organization in which the board of directors would include both public and private representation. If desired, Government could