

SOUTH PACIFIC TOURISM ORGANISATION

MEMBERSHIP STUDY

**ALISE FAULALO-STUNNENBERG
MAY 2001**

CONTENTS	Page
LIST OF ABBREVIATIONS	
1. EXECUTIVE SUMMARY	4
2. INTRODUCTION	7
3. BACKGROUND OF THE MEMBERSHIP STUDY	8
3.1 A service organisation	8
3.2 A membership study	8
3.3 A new approach	8
3.4 The National Tourist Offices (NTOs) relationship	8
4. METHODOLOGY	9
5. REVIEW OF CURRENT MEMBERSHIP ACTIVITIES, BENEFITS, AND FEES STRUCTURE	10
5.1 Marketing & Membership Services Division	10
5.2 Human Resources Development Division	16
5.3 Research & Development Division	17
5.4 Membership Fees Structure-Tourism Industry Members	18
6. EXPECTED SERVICES	21
6.1 Introduction	21
6.2 Expected Services from Marketing & Membership	22
6.3 Expected Services from Human Resource Development	22
6.4 Expected Services from Research & Development	22
6.5 Membership	22
7. CORPORATE SPONSORSHIP	23
8. STRATEGIC PLAN: 2001 - 2003	25
9. SHORT TERM SALES ACTION PLAN	28
10. DEVELOPMENT OF DATABASE OF POTENTIAL MEMBERS	30
APPENDICES:	31
APPENDIX I: Terms Of Reference	I
APPENDIX II: Existing Fees Structure for SPTO Training For 2000-2001	III
APPENDIX III: People Contacted for the Study	IV
APPENDIX IV: Reference material	VI
APPENDIX V: Sample Questionnaire/ E mail	VII
APPENDIX VI: Acknowledgements	IX

APPENDIX VII:	Current Fees Structure for TIMs	X
APPENDIX VIII:	HRD: Regional Training Programme for 1999 & 2000	XI
APPENDIX IX :	Membership Fees for Similar Organisations	XII
APPENDIX X :	Corporate Sponsorship Sample Proposal	XIV
APPENDIX XI :	Sales Techniques for SPTO Staff	XVI

ABBREVIATIONS AND ACRONYMS

AMEX	American Express
ASTA	American Society of Travel Agents
AusAID	Australian Agency for International Development
CEO	Chief Executive Officer
F\$/FJD	Fijian Dollar
HRD	Human Resource Development
NGOs	Non-government Organisations
NTO	National Tourist Office
MMS	Marketing & Membership Services
MICE	Meetings, Incentive travel, Conferences & Events
NZODA	New Zealand Official Development Assistance
PATA	Pacific Asia Travel Association
PITC	Pacific International Travel Company
PR	Public Relations
RPC	Regional Planning Committee
R & D	Research & Development
SPANTO	South Pacific Association of National Tourist Offices
SPTO	South Pacific Tourism Organisation
SVB	Samoa Visitors Bureau
TCSP	Tourism Council of the South Pacific
TIM	Tourism Industry Member
USA	United States of America
UK	United Kingdom

1. EXECUTIVE SUMMARY

Introduction

The Membership Study was conducted between November 2000 and January 2001, and arose out of the need for SPTO to develop further and establish key marketing support activities, which will assist in its move towards sustainability. These activities are the development of an increased membership base, corporate sponsorship and the development of SPTO Chapters in the source markets.

This report presents the results of a full review of the existing membership activities, benefits, and membership fees structure. Through personal and written interviews, and focus group discussions with industry personnel within the region and in selected source markets, the report identifies those services that are expected from SPTO. Based on these the report offers recommendations and plans that would assist SPTO in its strive towards sustainability through an increased membership base.

SPTO is a service organization, which relies on membership contributions for its revenue and should therefore seek to provide services that would satisfy the needs of its members. Clearly, the only way for any service organization to remain sustainable is by having a large membership base.

Overview

SPTO has been providing services, despite the fact that there has never been a membership study conducted before now, to find out what types of services and benefits the members and prospective members want. Ultimately, SPTO needs to adopt a more market-led approach in acquiring and maintaining its membership base. The study revealed that there is a lack of awareness of SPTO's role, and the activities and benefits it provides for its members, both in the region and the source markets,

A review of the current activities provided by the three divisions of SPTO is the basis for the recommendations provided, and summarized below:

Marketing & Membership Services Division

The coordination of the two International Travel Fairs (ITB-Berlin and WTM-London) should be continued, but the cost of the villages should be renegotiated to more affordable rates and priced to the participants at cost-recovery levels. Roadshows, according to the study are productive and profitable and SPTO should look at coordinating these in source markets that would be more affordable such as New Zealand and Australia, and in the long-haul markets as pre- and post- of ITB and WTM. The Weekly Updates are extremely useful and popular, and should be used to create more awareness of SPTO and a means of attracting more members. The new website is more user-friendly; however, it should also be used as a means of generating income for SPTO. The current promotional material should be reproduced more economically and used not only as a marketing tool for the region as a tourist destination, but also to promote and market SPTO and the advantages of being a member. The division must always be conscious of its dual role; marketing the region and the organisation, and ensure that this is reflected in all its printed material and work programmes. The recommended membership fees structure is in line with the activities that SPTO is currently offering however should be reviewed after one year and adjusted as needed.

Human Resource Development Division

The training programme conducted by SPTO is the most used activity in terms of the number of participants. Mostly the smaller countries and operators, and those countries whose tourism product is not as developed use training. The biggest problem with the training programme

however, is the lack of frequency, outdated curriculum and in terms of financial returns to SPTO, has not been profitable. This activity is a strong attraction for members and capable of generating significant income for SPTO, and according to those interviewed for the study, continuous training and upgrading of services are essential to the success of their operations. The report recommends for SPTO to use a pool of contracted trainers offering a wider range of skills, and giving SPTO the ability to increase the frequency of the training programmes. Alternatively, SPTO could upgrade the current curriculum and the skills of the existing trainers; however, the frequency would remain a problem unless SPTO employs more trainers. Failure to rectify the problems as mentioned may result in a decrease in the demand for SPTO's training programme.

Research & Development Division

This division has been without a manager for some time now, and that has caused the problems of the resource materials being out of date and short of supply. The resource materials have not been effectively used or aggressively sold to generate income for SPTO. Those interviewed for the study expressed the significance of the reports produced by this division in their decision-making, and timely distribution is important.

The services expected as revealed through the interviews, while resulted in a few genuine 'new' services, the majority of the interviewees listed services that already existed. The misconception that SPTO is a Fijian organisation can be diffused by constantly highlighting the fact that SPTO is a regional organisation in all its promotional and printed material, and whenever possible. A majority of the interviewees felt that lobbying the regional governments for more airline accessibility and environmental issues is crucial and is an activity that SPTO should undertake. A large number of those interviewed felt that it was important for SPTO to have a presence in New Zealand and Australian since those are the top source markets for the region. Crisis Management, Tourism Awareness, and Marketing Techniques were important areas that could be discussed and taught through series of workshops, which SPTO can coordinate. Other expected services were the development of a database of meetings and conference facilities in the region for the overseas MICE market, and the coordination of attachments between countries and tourism operators within the region.

This report identifies potential corporate sponsors, and suggests a procedure that SPTO can use as a guideline. Due to the complicated nature of Sponsorship, the selling of Corporate Sponsorship should be a separate brief. It requires the attention and involvement of the CEO, Chairman, and board members.

The study also looked at the feasibility of establishing SPTO Chapters in the source markets, and offered the following opinion:

While SPTO Chapters would be an excellent method for galvanizing agencies and agents who specialize or want to concentrate on selling the South Pacific, I believe it is premature. SPTO should establish itself in the source markets first, gain awareness and a reputation for being proactive and promptly responsive, and then try to establish chapters. Obtaining and managing a volunteer base of chapters takes a considerable amount of time and coddling to get the chapters established, surviving the first years and finally to be productive.

However, an option, which can be part of the long-term strategic plans, is for SPTO to work with the South Pacific Association of National Tourist Offices (SPANTO) in New Zealand. SPANTO comprise the 'branches' of the various National Tourist Offices of the SPTO

member countries, so that in essence they are extensions of SPTO existing NTO members, and a coalition of the two organisations makes sense. Financially, it would be the most cost-effective way for SPTO to try out this chapter-like arrangement. Concurrently, the exercise would create more awareness of SPTO through contacts with SPANTO's existing database and ongoing promotional and educational programmes.

Conclusion

Four areas are crucial to the success of SPTO's move towards sustainability: (i) the lack of awareness of SPTO and its role and activities within the region and in the source markets; (ii) the need for SPTO to operate its activities on a more profitable basis; (iii) the need to upgrade the services and products that it offers to its members; and (iv) the need for a closer working partnership between SPTO and the NTOs of the member countries.

Aggressive awareness campaigns are pivotal to the success of any future membership drives as recommended by this report.

Providing targeted quality services and activities to satisfy the needs of the members should be the focus and ultimate goal of SPTO, so that there should be constant reviewing and upgrading of the services and products they offer.

SPTO needs to be more commercially minded, and ensure that all future activities they offer are on a cost-recovery basis, with the actual cost of running SPTO being a main factor in the pricing process; therefore, it is important that the Finance Manager is involved.

Finally, the NTOs have a responsibility and duty to make SPTO a success; therefore, they have a vital role to play in making certain that sustainability is achieved.

2. INTRODUCTION

The South Pacific Tourism Organization (SPTO) is an inter-governmental organization that was formally established in 1986 whose primary role is to promote regional cooperation in the development and promotion of tourism in the region. It was originally called the Tourism Council of the South Pacific (TCSP) until 1998 when the board approved the name change to reflect a less official flavour to it, and also to make the organisation appear less bureaucratic and to be involving more private sector. The new name would be friendlier, and featuring the South Pacific in front of the name of the organization would create immediate recognition of its linkage with the region.

Historically, SPTO has largely relied on the National Tourism Offices (NTOs) to be the prime communication link with the private sector in each member country. However, SPTO realized the need to involve the private sector more in its decision-making framework, and in 1999 six members of the private sector were elected on to the Board of Directors of SPTO

Prior to 1994 when the first four private sector members joined SPTO, the funding of SPTO and its work programmes had been strictly through membership contributions from the thirteen member countries and the European Union. Since then SPTO has been engaged in increasing more members from the private sector.

In 1996 a Commercial Division was established for the purpose of developing membership, and as a result of an Organisational Review conducted in 1998, the Commercial Division was merged with the Marketing & Communications Division to become what is now the Marketing & Membership Division. Thus, the Division combines two roles: marketing the South Pacific as a tourism destination to the outside world, and marketing the services of the organization within the region.

As of January 2001, SPTO's membership comprises thirteen member countries: American Samoa, Cook Islands, Fiji, Kiribati, New Caledonia, Niue, Papua New Guinea, Samoa, Solomon Islands, Tahiti, Tonga, Vanuatu, Tuvalu, and seventy-one tourism industry members.

3. BACKGROUND OF THE MEMBERSHIP STUDY

3.1 A Service Organization

SPTO is a service organization, which relies on membership contributions for its revenue and should therefore seek to provide services that would satisfy the needs of its members. There are economies of scale, which SPTO can offer its members: working together is better than working alone.

Clearly, the only way for any service organization to remain sustainable is by having a large membership base. However, underpinning the success of a membership drive is the immediate need for SPTO to launch an extensive Awareness Campaign. There must be awareness of SPTO first, before it attempts to lure members, and this study clearly shows that there is still a tremendous lack of awareness of SPTO and its role, both in the region and in the source markets. Determining the members' needs has been recommended in previous reports, published between 1995 and 1998.

3.2 A Membership Study

The membership study came out of the need for SPTO to increase its membership base in order to remain financially sustainable. This need became even more evident with the pending ceasing of funding from the European Union.

SPTO has been providing services, despite the fact that there has never been a membership study conducted prior to now, to find out what types of services and benefits the members and prospective members want.

3.3 A New Approach

Ultimately, SPTO needs to adopt a more market-led approach in acquiring and maintaining its membership base. Providing targeted quality services and activities to satisfy the needs of the members should be the focus and ultimate goal of the organization. The price of membership therefore becomes secondary if the services and products are of the quality that meets the expectation of the customers or members.

3.4 The NTO Relationship

One of the key areas that need to be addressed is the relationship between SPTO and the NTOs. In many respects, the NTOs have been seen more or less to be SPTO representatives in the member countries, in the sense that they made available SPTO member benefits to their local tourism industry members. While this may have helped build their own relationships with their industry members, it has cannibalized SPTO's services because prospective SPTO members feel that they can get these benefits through the NTOs at no extra cost. As a result, the distinction between SPTO and the NTOs, and the benefits each provides, is becoming increasingly blurred. Few organizations and companies feel the need to join SPTO if they are already receiving most, if not all, of the benefits through the NTOs. It is therefore crucial to clarify the relationship between SPTO and the NTOs, and define the exact role of SPTO to avoid confusion in the minds of the region's tourism industry members. The NTOs have a responsibility and duty to make SPTO a success; therefore, they have a vital role to play in making certain that sustainability is achieved.

4. METHODOLOGY

The findings are based on qualitative in-depth personal interviews, focus group discussions, questionnaires via email, and with a sample representing 81 businesses and organizations from selected member countries and source markets. A total of fourteen days were spent in conducting the interviews and focus group discussions, with the interviews lasting 20 to 45 minutes, and focus group discussions lasting up to two hours.

In deciding on who should be interviewed, the NTOs of the member countries that were visited were asked to recommend the key members of their tourism industries. A list was compiled from these recommendations, plus those who have participated in the SPTO HRD training programmes, and the International Travel Fairs. The selected participants from within the region represented a wide cross section of the region's tourism industry, which included Hoteliers, Inbound Tour Operators, Airline Representatives, NTO Directors and representatives, Tour and Sightseeing Operators, Dive Operators, Rental Car Operators, Tourism Ministry Officials, Non-government Organizations (NGOs), Hospitality Training School Managers, and Tourism Consultants.

From the source markets, comments were sought from Wholesalers & Tour Operators, Media, and Public Relations Representatives, who engage in selling and promoting tourism in the South Pacific region, PATA, NTO Overseas Marketing Representatives, and Airline Representatives. Due to time and budget constraints, most of these participants were sent questionnaires via email.

All the interviews and Focus Group discussions were taped, with the exception of Vanuatu and Australia where the comments were noted by hand. The comments were then transcribed onto floppy diskettes.

Following is the schedule of interviews, the number of days they took, and the questionnaires that were sent via email:

Country	No. Of people Interviewed	No. Of Emails	No. Of Days for Interviews
Cook Islands	5	-	2
Samoa	17	-	3
Tahiti	7	-	2
Vanuatu	15	-	3
Australia	3	6	2
New Zealand	3	4	2
USA	-	10	-
UK	-	5	-
Germany	-	5	-

5. REVIEW OF CURRENT MEMBERSHIP ACTIVITIES BENEFITS, AND FEES STRUCTURE

This chapter reviews the current activities provided by the three divisions of SPTO as shown below, and the current membership fees structure. For each activity SPTO offers, the report provides a review based on the feedback from the interviews for the study, and data provided by SPTO, followed by recommendations.

5.1 Marketing & Membership Services Division (MMS)

5.1.1 International Travel Fairs

The MMS division coordinates participation at annual international travel fairs, which include ITB-Berlin, WTM-London, BIT-Milan, DEMA-USA, Holiday and Travel Shows-Australia. The division was responsible for the allocation of trading spaces within the South Pacific Village at the fairs, arranging discounted airfares, and securing accommodation for the participants. Over the years, the European Union (EU) narrowed the funding down to a select few, increasing the cost of participation for the individual members.

ITB-Berlin and WTM-London had been the most popular and significant ones, mostly because Germany and the UK have been the top visitor source markets for the region. The review therefore concentrates on these two travel fairs.

SPTO was only able to provide estimates for the ITB and WTM Travel Fairs, as shown in Tables 1 & 2 below, except for those in Table 2: WTM 2000 for the “Pub,” which are actual figures.

(a) ITB - Berlin

Table 1 – ITB Berlin

ITB-Berlin	1996	1997	1998	1999	2000
Total Cost	\$ 282,890	\$ 353,779	\$ 208,967	\$ 341,557	\$ 322,427
EU Funding	\$ 282,890	\$ 353,779	\$ 99,467	\$ 210,000	\$ 210,000
Total Revenue from Fees and Space	\$ 75,500	\$ 107,111	\$ 214,818	\$ 151,410	\$ 116,901
Estimated Surplus(Deficit) with Funding	\$ 75,500	\$ 107,111	\$ 105,318	\$ 19,853	\$ 4,474
Estimated Surplus(Deficit) without Funding	\$ (207,390)	\$ (246,668)	\$ 5,851	\$ (190,147)	\$ (205,526)
Number of participants	122	101	106	105	110
Total Area (m ²)	382	310	351	351	351

Source: Marketing & Membership Services Division, SPTO

Review

ITB was fully funded for 1996 and 1997, and partially funded in 1999 and 2000, however funding received for ITB 1998 was residual from the previous year. Table 1 shows estimated surplus for the period 1996 to 2000.

The years 1996 and 1997 were fully funded therefore all the revenue received from the participants during these years is shown as estimated surplus. With the funding, SPTO was able to offer space to the participants at either no or reduced costs.

Participation at ITB has remained constant over the past five years, averaging 109 participants per year. According to those interviewed for the study, ITB is more profitable than WTM, because they consider Germany their top visitor source market in Europe. This is obvious from the difference in the number of participants at the two travel fairs.

Recommendations

Continue to coordinate the ITB travel fair, and structure the fees at profitable levels, or at least at break-even.

(b) WTM – London

Table 2 – WTM London

	1996	1997	1998	1999	2000* “Pub”
Total Cost	\$ 350,834	\$ 299,902	\$ 435,765	\$ 341,000	\$ 96,484
EU Funding	\$ 350,834	\$ 299,902	\$0	\$ 210,000	\$ 58,000
Total Revenue from Fees and Space	\$ 66,360	\$ 48,695	\$166,266	\$ 127,367	\$ 47,880
Estimated Surplus (Deficit) with Funding	\$ 66,360	\$ 48,695	\$ (269,499)	\$ (3,633)	\$ 9,396
Estimated Surplus (Deficit) without Funding	\$ (284,474)	\$ (251,207)	\$ (269,499)	\$ (213,633)	\$ (48,604)
Number of participants	88	76	84	68	12
Total Area (m ²)	229	229	229	312	12 Tables

Source: Marketing & Membership Services Division, SPTO

*Figures shown are Actual

Review

Like ITB, WTM 1996 and 1997 were fully funded, 1999 and 2000 were partially funded, while 1998 received no funding. According to the divisional manager, they were unable to secure funding for WTM 1998 within the deadline, as they were undergoing restructuring.

In 2000, SPTO changed the venue of the South Pacific Village to an area above a Pub located near the main WTM venue of Earls Court, called the “Tournament Pub”. This space was co-shared by SPTO and Air New Zealand, who had been using it for the past years for private meetings and an entertainment venue for their clients during WTM. By locating at this new venue, there was no South Pacific Village at Earls Court, and the islands were split with Fiji and Tahiti having their own trading areas in Earls Court, and SPTO with some of the smaller countries (Samoa, Cook Islands, and Tonga) at the Pub.

While the “Pub” in 2000 was not the ideal situation and not favored by most of those interviewed, it secured an actual surplus to SPTO, even with the minimum amount of funding. WTM clearly cannot be offered at the normal venue without full funding.

Participation at the main WTM Earls Court venue had declined, and according to the interviewees for the study, WTM has not been as cost effective for them, compared to ITB. This is also obvious from the number of participants at the two travel fairs.

Recommendations

Offer WTM only if there is funding available, otherwise discontinue this travel fair unless it can be provided at a profit or at least break-even.

5.1.2 Roadshows

These are promotional seminars organized by SPTO, with overseas travel industry members, usually conducted at three to five cities. With the exception of the USA and Canada Roadshows, which were stand-alones, the rest are either pre or post Roadshows of the major international travel fairs in London (WTM), Milan (BIT), and Berlin (ITB). The Roadshows target the tour wholesalers and retail travel agencies who specialize in the South Pacific region.

Table 3 - Roadshows

	1996 - PATA Go Between Europe	1996 - ACTA Trade Show - Canada	1996-Falls Seminar North America	1997-Post ITB	1997-Falls Seminar North America
Total Cost	\$ 12,484	\$ 8,065	\$ 46,019	\$ 16,864	\$ 30,464
EU Funding	\$ 12,484	\$ 8,065	\$ 46,019	\$ 16,864	\$ 30,464
Total Revenue From Fees and Space	\$ 20,815	\$ 4,008	\$ 12,575	\$ 5,950	\$ 4,520
Surplus/(Deficit) with Funding	\$ 20,815	\$ 4,008	\$ 12,575	\$ 5,950	\$ 4,520
Surplus/(Deficit) without Funding	\$ 8,331	\$ (4,057)	\$ (33,444)	\$ (10,914)	\$ (25,944)

Source: Marketing & Membership Services Division, SPTO

Review

The Roadshows were all funded and revenue received for participation fees and spaces are shown as surplus. Without funding all the Roadshows except for the 1996 PATA Go Between in Europe incurred losses.

The members favour the Roadshows because they feel that they are more productive than the travel fairs, because they are able to network on a more one-to-one basis with the travel agents and tour wholesalers. Travel fairs by contrast, are open to both the travel industry and the consumers with not as much opportunity for personal networking.

Those interviewed for the study felt that they would benefit from more Roadshows, and would prefer them to be conducted in Australia, New Zealand, North America, and Europe.

Recommendations

Coordinate Roadshows in selected source markets only if it can be done at a profit, or at least break-even. Seek the cooperation of the airlines and tour wholesalers to help with the costs, and assistance from members who have coordinated Roadshows, like Island Hopper Vacations and Rosie's Tours.

5.1.3 Weekly Updates

These are weekly newsletters that are sent out via fax and email, to members free of charge, and are available by subscription for F\$20 a year to non-members. The Weekly Updates provide news of events happening both within the region and outside, which are of interest and use to the members and subscribers.

Review

The Weekly Updates are well received and regarded as being very useful, however those interviewed for the study felt that they need to include more information on the activities of SPTO besides providing regional and international tourism news.

The Updates are an excellent medium for communication between SPTO and its members and prospective members. Because they are sent out each week, they also become excellent tools for reminders of upcoming events, and a potential vehicle for soliciting members and generating more awareness of SPTO. The costs of emailing and faxing the Updates are minimal compared to the returns of increased awareness and the attraction of new members.

Recommendations

Continue sending these out regularly but include more SPTO activities. Include the following links in future emailed Weekly Updates: “email this to a friend” and “membership in SPTO,” as they are potential means for creating more awareness of SPTO, and getting new members. Eliminate the F\$20 fee and send it FREE to current and potential members.

5.1.4 Tourism Magazine

This is a glossy four-colour quarterly tourism magazine, which is sent to members free of charge. Similar to other tourism magazines, the SPTO Tourism Magazine includes feature articles on selected SPTO destinations and personalities, and a calendar of activities in the thirteen SPTO member countries for the period of the publication. A message from the SPTO Chief Executive is usually included, in which he relates current events and happenings at SPTO and within the region.

Review

The Tourism Magazine is published free of charge to SPTO by a local company, however they keep all proceeds received from advertisers. SPTO pays them F\$9,000 per quarter, or F\$36,000 per year, for mailing the magazine to a list provided by SPTO. It is provided free of charge to the members and is sold by subscription to non-members for F\$30 within the region and US\$30 outside the region.

The magazine lists all the SPTO Tourism Industry Members (TIMs) and the member countries. Some of the feature articles in the magazine are very interesting and the magazine itself makes an attractive coffee table piece.

It is unclear how much control SPTO has over the actual production and contents of the magazine, and while it specifically says that it is “the magazine of the South Pacific Tourism Organisation,” only one member of the SPTO management/staff seems to be involved with the magazine. It is interesting to note that the publishing company utilizes the magazine to solicit more advertisers to this magazine, and subscribers to other publications that they produce, yet SPTO either has no advertisement for membership in some issues, or an outdated one in other issues.

A majority of those interviewed for the study had either never seen the magazine, or have only seen it a few times. Those who have seen it felt that the information was out of date by the time they saw it, and that it seemed very much a Fijian magazine. An interview with the publisher revealed that the database that is provided to them for mailing is out of date and has not been revised for some time.

Recommendations

Is the information in the magazine already available in other SPTO outlets like the Weekly Updates and the website? If not, can they be included there. However, are these enough reasons to justify the expense, or can it be reproduced in a less expensive format?

Recommend revisiting the objective of the magazine, and if SPTO feels justified in continuing with it, then negotiate with the publisher to pay for all the cost of producing the magazine, including mailing, so that there is no cost at all to SPTO. Trim and update the mailing list immediately, and ensure that every issue includes an attractive and appealing “invitation to join SPTO.” Do not list the SPTO members anymore because this would conflict with the benefits received in the recommended membership fees structure.

5.1.5 Website

SPTO hosts a website, which is an umbrella for all the member countries’ websites. Visitors to the website can access the member country sites through hyper-links, and are able to obtain general information on the region. Information on SPTO and its activities is available on the website, and the members can access and purchase reports and collateral through the online shop in the Members Only section.

Review

The new website is attractive and contains a lot of useful information. A review of the SPTO Online Shop found it not to be very user-friendly and the purchasing process confusing. One of the benefits for being a member of SPTO is the opportunity to advertise on the website at discounted rates; however, the site does not seem to have provision for this. The list of SPTO members is under the section titled About SPTO, and requires several entries before it is found. The same list of names is also included in their respective member countries’ Destination Guide page, but does not indicate that they are SPTO members. This might be a concern for those members who join SPTO for this particular benefit.

Recommendations

Make the shopping online more user-friendly and the steps easier to follow. Offer advertising opportunities to the members and use the website to generate extra income by selling banner ad spaces. Look into other income generating areas, e.g. a free amazon.com hyper-link from the SPTO website pays a commission for leads that end up with a purchase, etc. Make the “SPTO Members” section more easily accessible, and indicate in the Destination Guide pages that the names listed are SPTO members. Update the website on a regular basis, and the division has a staff member allocated for this purpose. Create links only to the sites of those who pay the Full Membership fees to be consistent with the recommended Membership Fees Structure.

5.1.6 South Pacific Tourism Conference

The first South Pacific Tourism Conference was held in Tahiti in 1997, and is scheduled for every two years. The conference is coordinated by SPTO, and the hosting is rotated amongst the member countries. The conference was established to promote the region, and provide a forum for learning and networking for the tourism industry members from within the region and the source markets. Top speakers are invited from around the world to share their insights and ideas on tourism issues.

Review

There have only been two conferences thus far, with the third coming up in September 2001. Participants at past conferences, and those interviewed felt that the conference is a great idea as it is the only opportunity to meet and share ideas with their counterparts and the SPTO management. A

contractor is hired to coordinate the conference, for the twelve months leading up to it. A Regional Planning Committee (RPC) comprising the conference coordinator, the SPTO Chief Executive and management, and selected members of the Host Country Organising Committee. The RPC is responsible for setting the programme, selecting the speakers, seeking sponsors, and ensuring that the conference is run profitably and within the guidelines set forth by SPTO.

There are no clear financial records of the 1997 conference, however previous discussions with the Chief Executive at the time revealed that there was a loss but the amount was unknown. SPTO contributed an estimated F\$90,000 towards the coordination of the 1997 conference, and F\$80,000 to the 1999 conference. The 1999 conference showed a profit of just under F\$4,000. SPTO has allocated F\$40,000 to the 2001. Both the 1999 and the 2001 conferences operate on the basis that all registration fees collected are kept by SPTO for the coordination costs, while all expenses incurred on site are met by the host country. SPTO and the organising committee are seeking Sponsors and funding from donor agencies to help subsidise the costs of coordinating the 2001 conference.

Recommendations

Continue the conference with strategies to make it one of SPTO’s main fund raising activities through the aggressive selling of Sponsors. Explore the possibility of including a tourism exchange as part of the conference. This would (i) create more opportunities for the members to sell and promote their products, (ii) add viability for members and buyers in the source markets to attend, and (iii) increase attendance leading to increased revenue.

5.1.7 Training Manuals/Videos/CD-ROMs

These are produced for the use of tour wholesalers in the source markets, travel agents, media, and everyone engaged in the promotion of the region. The Training Manuals are distributed free of charge while the Videos and CD-ROMs are sold at F\$35 each. The production of these materials had been totally funded.

Table 4: Sale of Training Manuals, Videos, and CD-ROMs

Year	Sales
1996	\$ 75.00
1997	\$ 0
1998	\$ 0
1999	\$ 3,312.00
2000	\$ 2,330.00

Source: Administration & Finance, SPTO

Review

The latest versions of these collateral materials were produced in 1999, and the majority of the sales incurred during that year and the following year. Those interviewed in the source markets felt that these were useful as they provide the necessary information needed for the production of their brochures and promotional material. This material is available for sale from the SPTO’s online shop.

Recommendations

Continue the production of these materials at the most cost-effective rates. The resale prices should be competitive, but enough to cover all production costs plus a small markup to realize a profit.

5.2 Human Resources Development Division

5.2.1 Training Programmes

SPTO has been conducting training programmes in the member countries on various aspects of the tourism and hospitality industry. The courses range from Food & Housekeeping, to Front office & Skills for Pacific Supervisors, to Tour Guiding and Tourism Awareness.

Table 5 – Training Programmes

Membership Activity: Providing Training Programmes				
Year	No. of Participants	Participation Fees Collected	Avg. fee per participant	Countries Visited
1996	586	\$ 8,232.00	\$ 14.00	Kiribati, Niue, Solomon Islands, Tonga, Tuvalu, Samoa
1997	563	\$ 9,316.00	\$ 17.00	Kiribati, Solomon Islands, Vanuatu, Samoa
1998	564	\$ 2,888.00	\$ 5.00	Kiribati, PNG, Solomon Islands, Tonga, Vanuatu, Samoa
1999	661	\$ 2,576.00	\$ 4.00	Kiribati, PNG, Solomon Islands, Tuvalu, Vanuatu, Samoa
2000	542	\$ 2,800.00	\$ 5.00	Kiribati, PNG, Solomon Islands, Vanuatu

Source: Human Resource & Development Division, SPTO

Review

The training programmes are coordinated by the NTO who request them on behalf of their industry members. The participation fees are collected either by the NTOs who in turn remit them to SPTO, or by the trainers at the time of the training. Three full time trainers spend an average of three weeks in each country, teaching an average of 44 courses per year. Training has only been offered once a year in each of the countries visited, with the exception of Samoa who paid for extra training in 1997.

Training is regarded as one of the most important and needed service that is provided by SPTO. However, those interviewed felt that once a year was not enough, and that the courses needed to be updated, and the curriculum should be broader to include more advance ones.

The number of participants has remained constant at an average of 583 participants per year for the five-year period in review, while the fees collected dropped from an average of \$14 per participant in 1996 to \$5 per participant in 2000. Similarly, the total fees collected dropped from \$8,232.00 in 1996 to \$2,800 in 2000. This indicates that either SPTO had subsidized the cost, or had not collected all the fees. The salaries for the three trainers totaling F\$74,931 per year, plus travel costs have been fully funded by the European Union, however this will cease in mid-2001. Appendix II shows the current Fees Structure for Training in 2000-2001, and Appendix VIII shows the schedule of training programmes that was performed during 1999 and 2000.

It is obvious from the information in Table 5 that mostly the smaller and least developed member countries have utilized the training programmes. Fiji and the Cook Islands have training centers that their industry members utilize. Some of the members interviewed in the Cook Islands were not aware of the SPTO training. Similarly, the interviewees in Tahiti were not aware of the SPTO training programmes but were concerned that the language barrier might be a deterrent factor. However, they felt that their industry could benefit from SPTO's Tourism Awareness training course, especially at the grassroots level. The Director of Samoa's newly establish Tourism & Hospitality School felt that while their programme offers an alternate career choice to graduating high school leavers, SPTO's on-site and continuous training programme would complement theirs.

The most common courses taught were the Basic and Intermediate Levels in Food & Beverage, Food Production, Housekeeping, and Front Office.

Recommendations

As no future funding has been indicated for the training programmes, SPTO must ensure that all future training programmes are priced at cost-recovery levels, and that strict measures are put in place for collecting the fees. To satisfy the needs of the members for frequent training, and a broader curriculum with more advanced courses, SPTO should act as a facilitator only, and use contracted trainers on an as-need basis. This would enable SPTO to access a broader selection of trainers providing a wider variety of skills and expertise, the availability to provide frequent training, and the possibility of expanding training to the French-speaking member countries. Advertise the training programs aggressively, even in those countries that have training centers. Should SPTO decide to retain the current trainers, they will need to invest in some professional development programmes for them.

5.3 Research & Development Division

Reports and Publications

The Research & Development Division compiles reports such as arrival statistics, market research, tourism development studies, visitor surveys, feasibility studies and planning reports. SPTO provides the arrival statistics free of charge to all SPTO members, while the rest of the reports are available at discounted rates to the members.

Table 6 –Sale of SPTO Reports & Publications

Year	Sales
1996	\$ 690.00
1997	\$ 0.00
1998	\$ 0.00
1999	\$ 35.00
2000	\$ 0.00

Source: SPTO Finance & Administration Division

Review

An inventory of the existing reports discovered that the majority of the publications were published between 1987 and 1995. While some of them might still provide valid information for research purposes, the majority of the publications need to be updated. This probably explains the reason for almost no sales during the last four years of the period in review.

The arrival statistics reports comprise of information that is gathered from the member countries and compiled into a regional report. The last arrival statistics report that was prepared by SPTO was for the fourth quarter of 2000. Funding was provided for the compilation and production of all the reports that are currently in stock.

Those interviewed expressed the importance of the reports for planning their marketing and development activities. They felt that these should be provided on a regular basis, and prepared in a format that would be easy to understand. Except for the arrival statistics reports, most of the interviewees were not aware of the other publications offered by SPTO.

Recommendations

Take an immediate detailed inventory of the publications and verify their validity. Assuming that there will be no funding available for the production of future reports, ensure that these are produced as economically as possible, and priced at cost-recovery. Offer the arrival statistics reports free of charge to members and non-members, as these are the most requested reports and can be reproduced and distributed at very little cost. Other reports such as Development Studies, Marketing Plans, Visitor Surveys, and different types of research usually involve higher costs to prepare and produce. Therefore, SPTO should sell these at discount rates to the members, and full price to non-members.

5.4 Membership Fees Structure – Tourism Industry Members (TIMs)

SPTO membership comprises of the National Tourist Offices (NTOs) of the thirteen member countries and the private sector Tourism Industry Members (TIMs). The review has focused specifically on the fees structure for the TIMs, for the period of 1996 to 2000.

Although the TIMs programme started in 1996 with the establishment of the Commercial Division for the development of membership, a membership drive did not get underway until 1997, and the number of TIMs and revenue received were not available until 1998 and onwards.

Table 7 – TIMS: Actual Paid Members & Revenue Received

Year	Total No. Of Members	Full Fee Paid Members	Partial Fee Paid Members	Total Revenue
1998	56	55 (98%)	1 (2%)	F\$27,700
1999	71	67 (94%)	4 (6%)	F\$34,225
2000	62	58 (94%)	4 (6%)	F\$29,820

Source: Marketing & Membership Services Division, SPTO

Review

When the TIMs programme was first initiated in 1996, a membership fee of F\$500 was imposed based on the services and benefits received. At the request of smaller operators, this was later changed to two levels, F\$500 for Full Membership, and F\$200 for Partial Membership, which had no entitlements to discounts at travel fairs. However, the partial members were still able to participate at the travel fairs at the same rates as the Full Members.

In 1999, Membership merged with the Marketing division, which then revised the fees structure based on the ability of the members to pay (Refer to Appendix IV). The levels were set according to type of business, number of employees, and number of rooms in the case of providers of accommodation, etc., and all members received the same benefits.

In the interviews, the participants felt that this new structure was too confusing, the fees were too high especially for those who were required to pay in US dollars, and the benefits of membership were not clearly shown. Everyone felt that there was a need for SPTO, and would join if they were more clear of the value of being a member.

The new fees structure was never fully implemented, and consequently, the TIMs continued paying the original two-level fees of F\$500 for Full Membership and F\$200 for Partial Membership. The figures in Table 7 indicate that the majority of the TIMs opted for the Full Membership.

F\$15,450 in TIMs fees charged to credit cards was not collected because SPTO did not have the facilities to process credit card payments before 2001. This has since been resolved.

There had been no membership drive or awareness campaign since 1997, to apprise members and prospective members of the TIMs programme, the activities of SPTO, and the benefits of being a member. This could have contributed to the low number of current private sector members.

During the interviews, it was clear that prospective members would not join an organisation if they were not aware of its services and benefits. It is therefore imperative that SPTO implements ongoing awareness campaigns in conjunction with membership drives.

Recommendations

Implement the recommended TIMs Membership Fees Structure 2001 as shown in Table 8, for a period of 12 months, after which time a review should be done and the fees revised as necessary. This new fees structure uses only one currency, the Fijian dollar, and is based on the premise that the price of each membership level is justified with the appropriate benefits offered. The fees are competitive with those charged by similar organisations such as PATA and ASTA (See Appendix IX). As it is SPTO's intention to seek Corporate Sponsorship, one of the important attractions for sponsors is the opportunity to reach a large membership base. Therefore, the fees are set at affordable levels to attract as many members as possible. Conduct aggressive promotion and awareness of the new fees structure, benefits and overall activities of SPTO.

Table 8 – Recommended TIMs Fees Structure for 2001

TYPES OF MEMBERSHIP	FEE	BENEFITS
<p><u>BASIC MEMBERSHIP</u></p> <ul style="list-style-type: none"> • TIM in SPTO member countries • TIM in Micronesia, Australia, New Zealand • TIM in countries other than above 	<p>FJD 250</p> <p>FJD 350</p> <p>FJD 450</p>	<ul style="list-style-type: none"> • Name listing on website • Receive Weekly Updates • Preferential member rates for SPTO Research and Statistical Reports • Preferential member rates for Trade Fairs, Training, Conferences, Workshops, Road shows, and other SPTO coordinated activities
<p><u>STANDARD MEMBERSHIP</u></p> <ul style="list-style-type: none"> • TIM in SPTO member countries • TIM in Micronesia, Australia, New Zealand • TIM in countries other than above 	<p>FJD 450</p> <p>FJD 550</p> <p>FJD 650</p>	<p><i>Same as Basic...plus</i></p> <ul style="list-style-type: none"> • Name and contact listing on SPTO website • Access to Overseas market Reps' user pay activities • Coded Access to Members Only information center on the website • Free access to SPTO's mailing list database
<p><u>FULL MEMBERSHIP</u></p> <ul style="list-style-type: none"> • TIM in SPTO member countries • TIM in Micronesia, Australia, New Zealand • TIM in countries other than above 	<p>FJD 600</p> <p>FJD 700</p> <p>FJD 800</p>	<p><i>Same as Standard...plus</i></p> <ul style="list-style-type: none"> • Name listing with full company contact information on SPTO website • Free access to SPTO's database for Meetings, Conferences, Incentive Travel & Events (MICE) in the region • Preferential member rates for banner ads on SPTO website • Preferential member rates to advertise in any SPTO commercial publication • Preferred Delegate special networking reception at SPTO's bi-annual Conference

6. EXPECTED SERVICES

6.1 Introduction

The following expected services are based on the responses received from those who were interviewed personally, participated in the focus group discussions, and responded to the emailed questionnaires.

It is important here to include reactions from the interviewees on two very crucial areas, the awareness level and role of SPTO, because they are contributing factors to their views of the services expected from SPTO.

(i) *The awareness level of SPTO in the region and source markets*

- ◆ The larger countries and operators know of SPTO mostly through the trade fairs, while the smaller countries and operators know of SPTO mostly through the training programmes
- ◆ There is a perception that because SPTO is located in Fiji and employs mostly Fijian nationals, SPTO is therefore an organization for Fiji

Recommendations

- ◆ *Launch an extensive awareness campaign*
- ◆ *Highlight the fact that SPTO is a regional organisation in all promotional and printed material*
- ◆ *Highlight the regionalism of the SPTO staff and board members*

(ii) *The expected role of SPTO*

- ◆ To act as the coordinating body for the development and the promotion of tourism in the region
- ◆ To lobby governments through the ministers, for more airline accessibility, and environmental issues
- ◆ To provide long-term strategic plans for development in the region, taking into consideration the adverse effects of mass tourism
- ◆ To provide networking opportunities, not just in the region, but also in the source markets
- ◆ To work more with similar organizations like PATA and tap into their resources for joint marketing and training

Recommendations

- ◆ *Consider lobbying governments for more airline accessibility and environmental issues by the Chief Executive and the Board Directors*
- ◆ *Establish long-term strategic plans for development in the region, and ensure that they are publicized amongst the members*
- ◆ *Highlight the conference as a networking opportunity*
- ◆ *Establish closer working relationships with PATA, especially in the areas of marketing and training*

6.2 Expected Services from Marketing and Membership

- ◆ SPTO should organize consumer shows
- ◆ SPTO should coordinate workshops on marketing techniques
- ◆ SPTO should have a presence in the New Zealand and Australian markets because they are the top visitor source markets for the region
- ◆ SPTO needs to promote the Meetings, Incentive travel, Conferences and Events (MICE) market in the region

Recommendations

- ◆ *Consumer shows should only be considered if they can be provided completely on a cost-recovery basis*
- ◆ *Organise marketing workshops on a cost-recovery basis*
- ◆ *Establish a presence in the New Zealand and Australian markets by working together with SPANTO in New Zealand and the existing NTOs in Australia*
- ◆ *Establish a database of meeting and conference facilities and promote them to the overseas MICE market*

6.3. Expected Services from Human Resource Development

- ◆ In light of the recent crises in Fiji and the Solomon Islands, SPTO should provide workshops on Crisis Management
- ◆ Tourism Awareness programmes should be part of the training curriculum
- ◆ SPTO should coordinate attachment programmes between tourism operators

Recommendations

- ◆ *Include crisis management and tourism awareness in the training curriculum*
- ◆ *Coordinate attachment programmes between the various tourism operators on the basis that all costs are borne by the parties involved*

6.4. Expected Services from Research & Development

- ◆ SPTO should provide reports on trends and market research

Recommendations

- ◆ *Until there is a manager for this division, SPTO should consider contracting out some of the reports that the members need, and selling them to recover all costs involved.*

6.5 Membership

- ◆ All the participants felt that there is a need for SPTO, and would join if they were aware of the activities and the value in the services and benefits that SPTO offers
- ◆ The joining process should be made easy and convenient to the members

Recommendations

- ◆ *While recent efforts have boosted the awareness of SPTO and its activities, continuous efforts to highlight the services and benefits for being a member in all promotional materials and mediums, is important to maintain the momentum*
- ◆ *Ensure that all forms of payment are accepted, including credit cards*

7. CORPORATE SPONSORSHIP

7.1 Why sponsor?

Sponsorship decisions today are made under more scrutiny and financial risk than ever before. There is continual pressure to show tangible return on investment of the dollars involved, making it imperative that corporations make sponsorship decisions grounded in strategic principles that are measured against their established objectives. Corporate sponsors look for maximum return on their investment, so that the bottom line is: Is the amount spent on a sponsorship worthwhile for the company?

Some companies participate in cause-related marketing, a form of sponsorship that links a firm and its products or services to a group's social mission. For example, a company might develop a line of conservation-oriented products, with a percentage of sales going directly to a conservation organization. Generally, even the most active sponsors rarely spend more than 10 percent of their marketing budget on sponsorship, and when they do choose an event or organization to sponsor it is one in which the company or corporation believes.

7.2 Developing a Corporate Sponsorship Sales Kit

The following steps are recommended as a guideline for developing a Corporate Sponsorship Sales Kit, and in the acquisition of Corporate Sponsors.

- (i) Conduct research on industries using the following criteria:
 - ◆ An affiliation with the tourism industry – direct or indirectly
 - ◆ Select businesses who are located, or conduct their business in the region
 - ◆ Their financial capacity and likelihood to be a corporate sponsor
 - ◆ What their objectives are and whether or not they have sponsored any events, charities, and service organizations. If so, what are their reasons?
- (ii) Identify potential corporate sponsors from Step (i). The following list is indicative but not exhaustive, and suggests some of the companies that are doing business throughout the region and have direct and indirect affiliations with the tourism industry:
 - ◆ Airlines – Air New Zealand, Qantas, Ansett Airlines, Air Pacific, Air Tahiti Nui, Polynesian Airlines, Solomon Airlines, Royal Tonga, and Air Vanuatu.
 - ◆ Hotel corporations – Bass Hotels, Sheratons, Outrigger Hotels
 - ◆ Banking and Financial institutions – ANZ Bank, Westpac, Bank of Hawaii
 - ◆ Insurance companies – AON Risk, Colonial Insurance
 - ◆ Credit card companies – AMEX, Visa, MasterCard
 - ◆ Oil companies – Shell, Mobil Oil, and BP
 - ◆ Film companies – Kodak, Fuji
 - ◆ Liquor companies – Carlton Beer, Vailima Breweries
- (iii) Based on the findings in Step (ii), identify which areas of SPTO's work programme, or projects that SPTO has implemented or plan to implement, which matches the goals and objectives of the targeted sponsors.
- (iv) Identify the SPTO benefits of sponsorship that would appeal to the 'charitable sense' of the targeted sponsor. These include the environment, education, cultural and heritage preservation, and humanitarian causes. These can be decided from the findings in Step (iii).

- (v) From all the information that has been gathered from Steps (i) to (iv), determine the different levels of sponsorship and the dollar amount for each level. The following Sponsorship fees are suggestions only, and should be revised according to the needs of SPTO and the prospective sponsor at the time the actual proposal is prepared:
- ◆ Gold Corporate Sponsor: FJD \$50,000 per year
 - ◆ Silver Corporate Sponsor: FJD \$30,000 per year
 - ◆ Bronze Corporate Sponsor: FJD \$20,000 per year
- (vi) Compile a Sponsorship Sales Kit to include the following:
- ◆ A cover letter of introduction asking for their Sponsorship, including an *offer of exclusivity* - they would be the only company of its type to be offered this sponsorship opportunity
 - ◆ One page background on SPTO, including future objectives of the organization, highlighting those that would appeal to the targeted sponsor
 - ◆ One page summary of current members and composition by type of business or organization, e.g. number of hotels, tour wholesalers, governments, etc., and plans for membership drives and who the targeted potential members are
 - ◆ An outline of SPTO's Strategic Plans – the potential sponsor would want to know what SPTO's plans are for growth
 - ◆ An outline of SPTO Work Programme (from Step iii)
 - ◆ List of benefits or 'appeals' (from Step iv) and correlating levels of sponsorship (from Step v)
 - ◆ One Copy of a SPTO publication that would be of interest to the targeted sponsor, e.g. a bank might be interested in a Development Plan indicating tourism developments that are being recommended or planned in the region, or a company championing environmental causes would want to see an Environmental Impact Study, or training programmes in environmental protection or ecotourism, etc.
 - ◆ A sample plaque that can be displayed in their place of business, identifying them as a sponsor, e.g. **“Gold Corporate Sponsor of SPTO – proud supporter of tourism in the South Pacific region”**. The plaque should include the logos of SPTO and the Sponsor and the year of sponsorship.

Recommendation

Target sponsorship for specific activities and work programmes. The CEO, Chairman, and board members should be responsible for selling to the top-level sponsors.

8. STRATEGIC PLAN: 2001 – 2003

Activity	2001	2002	2003	Estimated Cost
Management				
Awareness Campaign	Plan and implement between May and September	Evaluate the process, make necessary adjustments and continue campaign at reduced intensity	Evaluate the process, make necessary adjustments and continue campaign at reduced intensity	2001 - \$40,000 2002 - \$20,000 2003 - \$20,000
Marketing & Membership Division				
Membership Fees Structure	Develop, adopt, and promote	Revise and make necessary adjustments	Evaluate the process	N/A
Member database	Develop	Increase and update	Increase and update	N/A
Weekly Updates	Revise to include recommendations	Revise and make necessary changes	Revise and make necessary changes	N/A
Website	Revise to include recommendations, and update weekly	Revise and make necessary changes, and update the technology	Revise and make necessary changes, and update the technology	SPTO core budget
Membership drive	Finalise kit and implement drive between June and February	Evaluate the process and continue the membership drive	Evaluate the process and continue the membership drive	2001 - \$20,000 2002 - \$40,000 2003 - \$40,000
Corporate Sponsorship	Identify potential sponsors and plan the drive between July and February	Implement a Corporate Sponsorship drive to be executed by the CEO and Board members	Evaluate the process and continue the drive	2001 – N/A 2002 - \$20,000 2003 - \$20,000
SPTO Chapters	Initiate discussions with SPANTO on possibility of SPTO Chapter in New Zealand	Establish more concrete arrangements and feasibility of the Chapters	Evaluate the success of the membership drives, then decide on the feasibility of establishing SPTO Chapters	N/A
Roadshows	Determine the demand and needs of members and plan Roadshows accordingly	Implement Roadshows	Review the costs and revise as necessary	User-pay

Activity	2001	2002	2003	Estimated Cost
MICE Market	Develop a database for the overseas MICE market	Search for potential customers in the MICE market, and market the database	Review the process, update the database, and continue promoting to the MICE market	2002 - \$10,000 2003 - \$10,000 *User-pay to defray above costs
SPTO Conference	Coordinate the conference	Review the 2001 conference and begin planning for the 2003 conference by October	Coordinate the 2003 Conference	2003 - \$40,000
Promotional Material (Tourism Magazine, Travel Planner, Video, CD-Roms)	Review, update, and aggressively market through website, updates and other mediums	Update and renegotiate production costs. Replenish supply as needed and continue aggressive selling	Update and renegotiate production costs. Replenish supply as needed and continue aggressive selling	MMS budget supplemented by proceeds of sales
Human Resource Development Division				
Training Programme	Update and revise the training programme to include the recommendations Implement training programmes Conduct evaluation at the end of each training session	Review & implement training programmes Conduct ongoing surveys on members' training needs, when in the field. Conduct evaluation at the end of each training session	Review & implement training programmes Conduct ongoing surveys on members' training needs, when in the field. Conduct evaluation at the end of each training session	User-pay plus funding agencies
Training Fees and Payment Policies	Set up strict collection policies for payment of all training programmes Revise course fees structure to ensure cost-recovery	Enforce strict payment collection policies	Update and review course fees Enforce strict payment collection policies	N/A
Workshops	Develop workshop programme based on recommendations, such as Crisis Management and Marketing	Implement the workshops. Collect feedback on possible new workshops	Develop and implement new workshops. Review the process and make necessary adjustments	User-pay and funding agencies

Activity	2001	2002	2003	Estimated Cost
Training Manuals	Update, revise and price at cost-recovery levels.	Replenish stock and adjust the prices as needed Aggressively promote and sell the manuals	Replenish stock and adjust the prices as needed Aggressively promote and sell the manuals	2001- \$20,000 2002 - \$5,000 2003 - \$5,000 Sales proceeds to defray above costs
Training Techniques	Evaluate the training techniques of the trainers	Evaluate the training techniques of the trainers, and attend professional development courses	Evaluate and review the training techniques of the trainers	2002 - \$25,000 Funding can be sought from the EU, NZODA and AusAID
Research & Development Division				
Resource material	Take inventory, update all resource material, and produce current ones. Re-price them to be cost recovering. Promote and sell them	Take inventory of all resource material and ensure that they remain current. Replenish as needed Promote and sell them	Take inventory of all resource material and ensure that they remain current. Replenish as needed Promote and sell them	2001 - \$10,000 2002 - \$5,000 2003 - \$5,000 Sales proceeds to defray above costs.
CEO & SPTO Board of Directors				
Lobbying	Develop lobbying strategy	Implement lobbying with governments	Evaluate the process and continue as needed	2002 - \$30,000 2003 - \$15,000
Corporate Sponsorship	(See MMS Division)	Implement a Corporate Sponsorship drive to be executed by the CEO and Board members	Evaluate the process and continue the drive	(See MMS Division)

9. SHORT TERM SALES ACTION PLAN: APRIL 2001 – MARCH 2002

Activity	Time Frame	Estimated Cost (FJD\$)	Funding Source
<u>Management</u>			
◆ Plan & Implement Awareness Campaign	May-September	40,000	SPTO
<u>Marketing & Membership Services Division</u>			
◆ Develop & Adopt new Membership Fees Structure	Immediately	N/A	
◆ Develop database of potential members	Immediately	N/A	
◆ Review Weekly Updates	Immediately	N/A	
◆ Review & update website	Weekly	N/A	
◆ Implement Membership Drive	June-February	20,000	SPTO
◆ Plan for Corporate Sponsorship drive & Identify potential Sponsors	July-February	N/A	
◆ Initiate discussions with SPANTO Regarding SPTO Chapter in New Zealand	August-January	N/A	
◆ Coordinate WTM/Pub 2001	June-September	N/A	User-pay
◆ Coordinate ITB 2002	September-February	N/A	User-pay
◆ Plan & Implement Roadshows	October & February	N/A	User-pay
◆ Develop database for overseas MICE market	August-February	10,000	User-pay
◆ Review 2001 Conference & Plan 2003 Conference	October-February	N/A	
◆ Review promotional material (Tourism Magazine, CD-Roms, Videos, Travel Planner) and Revise as necessary	Immediately & Ongoing	N/A	

Activity	Time Frame	Estimated Cost (FJD\$)	Funding Source
<u>Human Resource Development Division</u>			
♦ Review and update members' Training needs; revise existing Training curriculum; and revise Training fees	May-July	N/A	
♦ Set up strict payment policies For Training programmes	Immediately	N/A	
♦ Develop and organise marketing And crisis management Workshops for the members	February & March	50,000	EU NZODA AusAID
♦ Update training manuals & Revise pricing	Immediately	N/A	
♦ Upgrade training techniques For trainers	August-September	25,000	EU NZODA AusAID
<u>Research & Development Division</u>			
♦ Update resource material	May-August	25,000	NZODA
♦ Promote and sell resource material In all available mediums	September & onwards	N/A	
<u>Chief Executive & SPTO Board of Directors</u>			
♦ Develop a lobbying strategy	Immediately	N/A	
♦ Implement lobbying with governments	May-September	30,000	SPTO
<u>Consultant</u>			
♦ Implement training on Membership Sales Techniques for SPTO staff (Refer to Appendix XI for Programme detail)	Immediately	N/A	

10. DEVELOPMENT OF DATABASE OF POTENTIAL MEMBERS

A database of potential members or customers is one of the most valuable assets of any company or organisation. Constant reviewing and updating of the database is therefore crucial, and having the right equipment, programme, and personnel dedicated to the development and updating of the database is equally important.

Review

One of the benefits that SPTO can offer its potential members and sponsors is a solid database that is current and reliable. A review of the existing databases discovered that there is no central database, but several, with each division having their own. The review also revealed that the information such as addresses, or company contact personnel, is not current, and in some cases the companies or organisations no longer exist.

SPTO has been a member of PATA for a number of years, yet PATA is not a SPTO member. SPTO has assisted the Pacific Travel Fact File by providing contacts with the member countries in order to sell advertisement space, yet they are not a member of SPTO. There is a large number of industry members within the region who have participated in the international travel fairs, workshops, and training programmes offered by SPTO, who are not members. These are just a few examples of potential members who are already familiar with SPTO, and would most likely join if asked.

Recommendations

- *Compile a list of potential members from contacts and sources who are already familiar with SPTO using the suggested list below, the Pacific Travel Fact File, and the NTOs*
- *Consolidate and update the existing databases*
- *Assign a staff member who is trained in database technology to manage the database, and ensure that it is updated on a regular basis*

Suggested list for the database of potential members

- Airlines – all regional domestic and international carriers
- Accommodation providers within the region – resorts, hotels, motels, backpackers, home stays
- Inbound Tour Operators within the region
- Tours and Activity Providers within the region – ecotourism, diving, surfing, cultural activities, tournament fishing, whale watching, soft adventures
- Tour Wholesalers in the source markets who specialize in the South Pacific
- Financial institutions within the region – ANZ Bank, Westpac, Colonial Bank, etc.
- Oil Companies – Mobil, Shell, BP, etc.
- Telecommunication companies within the region
- Rental car companies within the region – Hertz, Avis, Budget, etc.
- Educational institutions within the region – the University of the South Pacific (USP), Fiji National Training Center, Samoa Polytechnic, etc.
- Insurance Companies within the region
- Cruise Lines – P&O Lines (Australia), Princess Lines (New Zealand), and local cruise companies located within the region
- Regional organisations - Forum Secretariat, South Pacific Regional Environmental Programme (SPREP), Secretariat of the Pacific Community (SPC), South Pacific Applied Geoscience Commission (SOPAC)
- Other organisations – Pacific Asia Travel Association (PATA), Association of South Pacific Airlines (ASPA)

APPENDICES

APPENDIX I: TERMS OF REFERENCE: CONSULTANT TO ADVISE ON MEMBERSHIP SERVICES

Introduction

SPTO needs to develop further and establish key marketing support activities, which will assist it in its move towards sustainability. These activities are the development of an increased membership base, corporate sponsorship and the development of SPTO Chapters in all our source markets. These activities are inter-linked and are fundamental to the organisation's future.

SPTO has been involved in these activities in the past but has encountered problems such as rapid technology development; focus on other activities, funding constraints and administrative delays. Furthermore, the above activities have been subjects of much discussion but no proper study has been given to them and their further development.

It is therefore pertinent that a consultant is hired to conduct a full review of each activity and provide a strategic short-term action plan, covering the next three years for each activity.

The consultant shall execute the study in accordance with the terms of reference set out below:

1. To undertake a full review of the existing membership activities benefits and fees structure and provide recommendations on their future development.
2. To identify, through consultations with senior industry personnel within the region, the services they expect from SPTO.
3. To identify potential corporate sponsors and/to develop a sponsorship sales 'kit' and 'presentation outline' for use by SPTO.
4. To produce, as a result of the above review and consultations, an overall strategic action plan, which will guide the future development of membership services and benefits as well as corporate sponsorship, drives. This strategic plan should assist SPTO in its move towards sustainability.
5. To develop a short-term sales plan of action to be implemented by SPTO and to provide training in membership sales techniques for SPTO staff.
6. To advise on the development of a database of potential members within the region and elsewhere.

Scope and duration of the study

The study will in the main be undertaken at SPTO's head office albeit travel to some member countries may be required.

The duration of this study will be for six weeks.

Methodology

The Consultant, working closely with the Manager Marketing & Membership Services Division, shall consult all existing data, files and documents relevant to Membership issues, corporate sponsorship and the development of SPTO Chapters and may consult with similar organisations overseas in the preparation of his/her recommendations.

The Manager Marketing & Membership Services will make available all records relevant to the study and will assist in communications with selected overseas organisations as required.

Outputs

The study is intended to yield the following outputs:

1. A summary report on the existing membership benefits, revenue and efficiency.
2. A strategic plan covering recommendations for the next 1-3 years' activities, including targeted projects.
3. A short-term sales plan of action, together with training in membership sales techniques and corporate sponsorship acquisition.
4. A database of potential members and a similar list of potential corporate sponsors.

Reports

The consultant shall submit the following reports:

1. A draft final report incorporating the required outputs, within six weeks of commissioning the study, for approval by SPTO.
2. A final report, incorporating comments from SPTO within two weeks of the receipt of such comments.

Comments on the draft final report will be communicated to the consultant within two weeks of submission of the draft final report. Two copies of the reports will be submitted to SPTO, Suva, Fiji Islands.

In addition, a copy of the final report shall be submitted to SPTO in 'Microsoft Word' on a diskette.

APPENDIX II:

Existing Fees Structure For SPTO Training For 2000-2001

Course No.	Workshop	Daily Rate	Weekly Rate	No. Of Hours
1	Basic Level	F\$	F\$	
1.1	Basic Food & Beverage	10.00	65.00	30
1.2	Basic Food Production	10.00	50.00	20
1.3	Basic Housekeeping	10.00	50.00	20
1.4	Basic Front Office	10.00	50.00	20
2	Intermediate Level			
2.1	Food & Beverage Operation	15.00	75.00	35
2.2	Kitchen Operation	15.00	75.00	35
2.3	Housekeeping Operation	15.00	75.00	35
2.4	Front Office Operation	15.00	75.00	35
3	Advanced Level			
3.1	Train the Trainer	20.00	100.00	35
3.2	Skills for Pacific Supervisors	20.00	100.00	35
3.3	Management of Small Tourist Establishment	20.00	100.00	35
4	Travel & Tourism			
4.1	Basic Tour Guiding	15.00	75.00	20
4.2	Advanced Tour Guiding	20.00	100.00	30
4.3	Tourist Information	20.00	60.00	20
5	Tourism Awareness			
5.1	Tourism Awareness-Students x 1 Day	10.00	30.00	8-10
5.2	Tourism Awareness-Teachers x3 Days	10.00	30.00	21
5.3	Tourism Awareness-General x 2 Days	10.00	30.00	15

Source: SPTO HRD Division

Note: Minimum number per course is 15; maximum number per course is 20.

APPENDIX III: PEOPLE CONTACTED FOR THE STUDY

Personal interviews and focus groups

Cook Islands

Mr. Chris Wong, Chief Executive, Cook Island Tourism Organisation
Mr. Robert Skews, Managing Director, Island Hopper Vacations
General Manager, Tipani Tours
Dorice Reid, Owner, Little Polynesia
General Manager, Edgewater Hotel

Samoa

Mrs. Fu'a Hazelman, General Manager, Samoa Visitors Bureau
Mr. Avalogo Ripley, Manager Training & Education, Samoa Visitors Bureau
Mr. Fasitau Ula, Marketing Officer, Samoa Visitors Bureau
Mr. Ricky McFall, Manager Air New Zealand, Samoa
Mrs. Joyce Scanlan, Director Hospitality Training Center, Samoa Polytechnic
Mr. Leota Laki Sio, Director, Small Business Enterprise Center
Ms. Sose Annandale, General Manager, Sinaiei Reef Resort
Mr. Joe Annandale, Managing Director, Sinaiei Reef Resort
Mr. Roger Christman, Managing Director, Pacific Quest Divers
Ms. Sue Cuff, General Manager, Island Hopper Vacations, Samoa
Mr. Steve Brown, Managing Director, Ecotour Samoa
Mr. Alailima Nuualiitia, Insel Fehmarn Hotel
Ms. Vai Toomalatai, Janes Tours
Ms. Tiare Devoe, Janes Tours
Ms. Sulu Malifa, Oceania Travel & Tours
Ms. Jodi Jackson, Safua Hotel
Ms. Cherele Jackson, Safua Hotel

Tahiti

Mrs. Brigitte Vanizette, Chief Executive, Tahiti Tourisme
Ms. Sophie Bessou, Tahiti Nui Travel
Mr. Jean-Marc Mocellin, General Manager, Beachcomber Parkroyal Tahiti
Ms. Tekura, Tekura Tahiti Tours
Ms. Diana Chinchoi Jacquet, General Manager, Tahiti Tours
Ms. Jeannine Bishop, Ecolog-Tahiti Events Consultancy

Vanuatu

Mrs. Linda Kalpoi, General Manager, Tourism Office
Mr. Joseph Laloyer, Director Marketing & Sales, Air Vanuatu
Mr. Ken Harris, General Manager, Lelagon Parkroyal Hotel
Mr. Paul Vira, Manager, Adventure Centre
Mr. David Martens, General Manager, Le Meridien Hotel
Ms. Annie Niatu, Manager, Island Safaris
Mr. Sydney Grace, General Manager, Melanesian Hotel
Ms. Angela Miller, Adventures in Paradise
Mr. Owen Drew, Manager, Coongoola Cruise
Mrs. Mary Jane Dinh, Owner, Santos Hotel
Mr. Gabriel Bani, Director, NTDO
Mr. Mike Crawford, Hideaway Resort
Mr. Barry Kalmet, Tamaso Aliat Wi Tours
Mr. Richard Graham, Manager, Iririki Island Resort

Australia

Mr. Edmund von Heiderbrandt, Marketing Representative, SVB Australia

Mr. Siva Subramaniam, Chief Executive, PITC

Mr. Chan Wicks, Regional Manager Australia, Polynesian Airlines

New Zealand

Mr. Dave Bamford, Tourism Resource Consultants

Mr. David Vaeafe, Marketing Representative, SVB New Zealand & Chairman SPANTO

Mr. Francis Mortimer, Inbound Tourism Manager, Air New Zealand

Contacts via email

Australia

Ms. Sharon Hannaford, Director, PATA Pacific Division

Adventure World

Chess Tours

Atoll Travel

Hideaway Holidays

Orient Pacific

Pacific Unlimited

New Zealand

ASPAC Vacations

Go International

Gulliver's Travel

Travel Arrangements

USA

Ms. Kathleen Dunlap, Stevens, Dunlap & Skinner Int'l, Representative for Niue & Samoa in North America

Sunspots Int'l, Oregon

Maupintour, Kansas

Brendan Tours, California

Newmans Vacations, California

Jetset Tours, California

J & O Holidays, California

Inta-Aussie, California

Expanding Horizons, California

Germany

Adventure Holidays

Airtours International

Aqua Mountain Travel

Art of Travel

Austravel

United Kingdom

Port Philip Group, London

Port Philip Group, Manchester

APPENDIX IV REFERENCE MATERIAL

- TCSP into the Next Century – Ideas and Proposals, December 1995
- Moving Towards Sustainability, February 1996
- TCSP: A Blueprint for the Future, March 1997
- TCSP Sustainability, July 1997
- South Pacific Regional Tourism Marketing Plan 1998-2002, June 1998
- Private Sector Consultations – Assessing the Private Sector Tourism Development, Priorities of the TCSP Member Countries, September 1998
- Organisational Review, September 1998

APPENDIX V: SAMPLE QUESTIONNAIRE/EMAIL

- (i) Questionnaire used during personal interviews and focus group meetings. This was used strictly as a guide for discussions.

SPTO MEMBERSHIP STUDY

DATE
NAME
ORGANISATION
TYPE OF BUSINESS/ORGANISATION
TITLE
FAX

COUNTRY
EMAIL

1. MEMBER OF SPTO: YES NO

2. NEVER HEARD OF IT

2. HOW USEFUL ARE THE SERVICES CURRENTLY OFFERED BY SPTO?

	Extremely Useful	Useful	Not Useful	Don't Need	Didn't Know
(i) Monthly Newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Quarterly Magazine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iii) Tourism Conference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iv) Website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(v) Overseas Market Reps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(vi) Training Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(vii) International Trade Shows:					
WTM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ITB	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DEMA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(viii) International Roadshows					
(ix) Reports:					
Statistics					
Research Reports					
(x) Workshops					
(xi) Collateral:					
Calendars of Events					
CD-Rom					
Promotional Video					

3. What other services would you expect from SPTO?

4. What Benefits should you receive as a member?

5. Do you see a need for an organization like SPTO?

6. How much would you be willing to pay as an annual fee for a membership in SPTO?

7. What organizations do you currently belong to?

(ii) Questionnaire sent via email to industry members in the source markets

1. Is there enough awareness of SPTO in your area, and if not, how can SPTO make itself more known?
2. In what context are you aware of SPTO?
3. How effective do you feel SPTO is as an organization?
4. What areas do you feel SPTO can make itself more effective in your area?
5. As a membership organisation, what types of services do you feel SPTO should offer to its members?
6. How do you feel about SPTO setting up chapters in your area?
7. Would you prefer joining SPTO via a local chapter, or directly to head office?
8. What value do you see in your company/organisation being a member of SPTO?
9. Would you join SPTO?
10. Any other comments

APPENDIX VI

ACKNOWLEDGEMENTS

I would like to express my appreciation to the management and staff of SPTO for their assistance in the preparation of the Membership Study.

I would also like to thank the following people for their kind assistance with my travel arrangements, and in securing appointments for me in such short notice, and during such a busy time of the year.

- Mr. Chris Wong, Chief Executive, Cook Island Tourism Organization, Cook Islands, and his staff
- Mrs. Linda Kalpoi, General Manager, Tourism Office, Vanuatu, and her staff
- Mr. Joseph Laloyer, Director of Sales & Marketing, Air Vanuatu, Vanuatu
- Mr. Avalogo Ripley, Manager, Education & Training, Samoa Visitors Bureau, Samoa
- Mr. Fasitau Ula, Marketing Officer, Samoa Visitors Bureau, Samoa
- Ms Sophie Bessou, Tahiti Nui Travel, Tahiti
- Mr. Edmund von Heiderbrandt, Marketing Representative, Samoa Visitors Bureau, Australia

APPENDIX VII : Current Fees Structure for Tourism Industry Members (TIMs)

Table VIIa –Membership Fees 1999-2000

	Regional Fees (Companies registered within the region)	International Fees (Companies registered overseas)
Airlines		
International Airline-service outside and with the region		F\$2,500
Regional Airline-service the region and domestic		F\$1,500
Domestic Airline-service domestic sectors only		F\$ 750
Cruise		
Local Cruise Line	F\$750	US\$1,000
International Cruise Line	F\$1,500	US\$2,000
Car Rental Companies	F\$200	US\$1,000
Travel Trade		
Inbound Tour Operator		
10 and more employees	F\$1,000	
5-9 employees	F\$750	
1-4 employees	F\$200	
Wholesalers & Travel Agents (Overseas)		US\$1,000
Public Relations Companies/ Media, Designing, & Advertising Agencies		
	F\$500	US\$1,000
Accommodations		
Hotel Chains & Resorts	F\$1,000	US\$1,500
Other Accommodation		
More than 200 rooms	F\$1,000	US\$1,500
100-199 rooms	F\$750	US\$1,000
21-99 rooms	F\$500	US\$750
20 and less rooms	F\$300	US\$500
Activities		
Diving, Yachting, Fishing, Surfing, Helicopters/Scenic tours, Horses, Sailing & Yacht Charters	F\$300	US\$500
Allied Members		
Financial Institutions		
Accountants & Banks	F\$500	US\$1,000
Other Businesses & Individuals		
Shops, Restaurants, Contractors, etc.	F\$200	US\$500
Duty Free	F\$750	US\$1,000
Associations/Organisations/ Incentive Travel Associations		
	F\$500	US\$500
Universities & Educational Institutions		
	F\$200	US\$200

Source: SPTO Membership & Marketing Services Division

APPENDIX VIII

HUMAN RESOURCES AND TRAINING DIVISION

REGIONAL TRAINING PROGRAMME FOR 1999 & 2000

1. Year 1999

NO	COUNTRY	DATE
1	Solomon Island	04 - 12 February 1999
2	Rabaul (PNG)	13 - 23 July 1999
3	Vanuatu	17 - 28 August 1999
4	Samoa	04 - 21 October 1999
5	Vanuatu	08 - 19 November 1999

2. Year 2000

NO	COUNTRY	DATE
1	Solomon Island	14 - 25 February 2000
2	Rabaul (PNG)	25 Feb - 18 March 2000
3	Christmas Island, Kiribati	24 August – 06 September 2000
4	Vanuatu	27 Sept - 12 Oct 2000
5	Vanuatu	13 Nov - 06 December 2000

APPENDIX IX

MEMBERSHIP FEES FOR SIMILAR ORGANISATIONS

1. PATA

Established in 1951, PATA's membership comprises 41 national governments, over 60 state and local tourism bodies, 66 airlines and cruise lines, and some 2,000 travel industry companies. Its Chapter membership includes 17,000 travel professionals in 84 PATA chapters located through the world.

PATA was not forthcoming in providing the full list of membership fees; however, they were only able to provide the following list of fees and benefits for their Associate category. There is a one-time US\$150 processing fee required with each application.

General membership: US\$700 annually

Description: Accounting firms, advertising agencies, aircraft manufactures, architectural firms, audio/visual and film companies, banks, catering services, companies providing marketing tools and services, consultants, distribution organisations, foundations, investment and finance companies, public relations firms, research firms, restaurants, sales promotion organisations, tourism development organisations, tourist shops, trade show organisations and other tourism related organisations that are located in or outside the Pacific Asia area, provided the applicant organisation does not qualify under the Corporate or Head Office membership categories. If located outside of the Pacific Asia area, the company must have an interest in promoting travel to the Pacific Asia area.

Education: US\$500 annually

Description: Educational and training organisations including the suppliers of course materials and visual aids

Media: US\$700 annually

Description: Publications, media organisations and media representative organisations.

Branch Offices: US\$500 annually

Description: Branch offices of PATA members in the Associate Members category that are located in the same country.

Benefits for the Associate Category

- ◆ PATA *expands members' business prospects* by providing access to companies that need the kind of products and services associate members can supply
- ◆ PATA supply their members with the most modern of *competitive advantages*—only PATA members are eligible for free hyperlinks to their Web sites from PATAnet (www.pata.org), which is continually accessed by both industry and consumers alike.
- ◆ PATA provides *cost-effective showcases* for member products through PATA conferences, travel marts, trade shows, seminars, chapter forums and highly focused advertising opportunities.
- ◆ *Recognised internationally* for nearly 50 years as the leader of and authority on Pacific Asia travel and tourism. PATA's mission is "to enhance the growth, value and quality of Pacific Asia travel and tourism for the benefit of the membership of PATA."
- ◆ PATA members can *reach hundreds of industry/consumer media* by distributing new product information through the monthly PATA "What's New in Pacific" press release. In addition, only

members are eligible to use PATA' press kit distribution services and media interview opportunities at major PATA events.

- ◆ Knowing the importance of *preservation* in the Pacific Asia region, PATA also has an Office of Environment & Culture that gives its members access to information and provides the means for its members to show their concern and support
- ◆ PATA's Strategic Information Centre (SIC) provides *timely data, vital for business planning*
- ◆ PATA members have *24-hour access* to current publications and market trend information through the "Members Only" section of the PATA Web site
- ◆ The SIC provides *access to quality market intelligence* that would be impractical for PATA members to gather independently

2. ASTA

Founded in 1931, ASTA is the world's oldest, largest and most prestigious travel trade association with over 26,000 members in over 170 countries. Below are only a few of the membership fees that ASTA was able to provide:

Allied Membership

Allied Supplier-US\$465 and Allied Associates (employer of Supplier)-US\$85

Description: Travel supplier in the business of providing products, services or information sold or used by travel agencies.

Active Membership

Travel Agencies-US\$365 and Travel Agents (employees of Travel Agencies)-US\$85

Description: An owner or manager of a travel agency located in the United States (or one of its territories), and agency has an ARC, IATAN appointment or holds \$1 million in Errors & Omissions insurance

Benefits

- ◆ Free listing on ASTAnet, ASTA's on-line service to the Internet where consumers and travel agents look to find the nearest ASTA members in their area
- ◆ ASTA Logo – consumers and travel agents alike, look for the ASTA logo, because they know that members of ASTA are reputable companies. They adhere to ASTA's strong Code of Ethics and Bylaws
- ◆ Receive 2,000 free mailing labels of U.S. ASTA member travel agents
- ◆ Free listing in ASTA's World Membership Directory and have access to over 26,000 travel professionals contact names, addresses and phone numbers to build a marketing database
- ◆ Attend ASTA meetings, conventions, and trade shows and the opportunity to exhibit at ASTA member rates
- ◆ Free subscription to ASTA publications – ASTA's monthly Agency Management Magazine, and monthly Dateline ASTA newsletter
- ◆ Direct access to advice and information from ASTA's staff of industry experts
- ◆ Expert industry and government affairs representation
- ◆ Exclusive members only profit enhancing programs
- ◆ Become a certified expert on specialty travel through ASTA's Niche-Market Certification programs
- ◆ Exclusive members-only discounts on essential business products and services through ASTA Marketing Services, Inc.

APPENDIX X

CORPORATE SPONSORSHIP SAMPLE PROPOSAL



SPONSORSHIP OPPORTUNITIES

We are offering your organization an **exclusive** opportunity to **increase your client base and networking capabilities** in the fastest growing industry in the South Pacific region.

The South Pacific Tourism Organisation (SPTO) membership comprises thirteen island nations in the region, all of whom rely on tourism as their number one foreign income earner. They are American Samoa, Cook Islands, Fiji, Kiribati, New Caledonia, Niue, Papua New Guinea, Samoa, Solomon Islands, French Polynesia, Tonga, Tuvalu, and Vanuatu.

We have recently opened membership in SPTO to the private sector of the tourism industry, and our aggressive membership drives will see significant increase in our membership base.

Research showed that SPTO is needed to coordinate the marketing activities of our members in order to promote the region as a viable and alluring tourist destination. We also believe that a high quality of service in the hospitality and tourism industry is vital to the overall attractiveness of our region. We therefore place very strong emphasis on training in all areas of our industry, and have been providing this for the past ten years throughout the region.

MAKE SPTO WORK FOR YOU!

- ◆ **One-to-one marketing:** interact directly with customers and prospects through our database
- ◆ **Brand awareness:** increase your product's visibility both on-site and through ads on our events promotions
- ◆ **Sampling:** put your products in your prospect's hands
- ◆ **Promotional offers:** distribute coupons, create sweepstakes or contests, etc., to maximize your return
- ◆ **Database building:** integrate promotional elements that provide demographic and buying behavior information
- ◆ **Goodwill:** enhance your perception in the region by partnering with a dynamic organization in the most dynamic industry in the region

OUR GOALS

- ◆ Understand your business objectives and build strategies tailored to fit your needs
- ◆ Be available throughout the period of sponsorship to ensure your expectations are met – and exceeded
- ◆ Provide a comprehensive sponsor audit following the period of sponsorship to demonstrate our ability to deliver a strong return on your investment

JOIN A GROWING ORGANISATION

Choose from the following options:

- ◆ **Gold Corporate Sponsor: FJD \$50,000 per year**

Entitles you to naming rights on all printed material, weekly newsletter, workshop and training material, conference and meetings printed material, Web site page with hyper-link to Sponsor's site.

- ◆ **Silver Corporate Sponsor: FJD \$30,000 per year**

Entitles you to naming rights on all workshops and training material, conference and meetings printed material, Web site page with hyper-link to Sponsor's site.

- ◆ **Bronze Corporate Sponsor: FJD \$20,000 per year**

Entitles you to naming rights on all conference and meetings printed material, Web site page with hyper-link to Sponsor's site.

APPENDIX XI

SALES TECHNIQUES FOR SPTO STAFF

Venue: SPTO Board Room
Dates: To be determined
Duration: 2 Days
Who should attend: Membership Officer, Marketing Officer, Office Receptionist, Trainers, and all other staff who deal with members of the public.

Course Outline

- ◆ **Introduction to Selling**
- ◆ **Psychology of Selling**
- ◆ **Attitude and Selling**
- ◆ **Selling Mistakes**
- ◆ **Selling Tactics**
- ◆ **Telephone Opportunities**
- ◆ **Time Management and Selling**

Note: there will a short session on ‘Writing a Winning E-mail Newsletter.’