

STRATEGIC PRIORITIES & RECOMMENDATIONS

Presented by the Executive Board

Skål International World Congress

INTRODUCTION

- Why we have done this strategy
- How it has been achieved.

WHERE ARE WE NOW

- Complex governance.
- Small central staff and volunteer capacity.
- Membership growth vs. Retention tensions.
- Digital barriers.
- Brand clarity and visibility.
- Lack of coordination on events and congresses.
- Lack of clarity around policy and advocacy role.



INTRODUCTION

How we will get there.

“We inherited this great organization from visionaries. It is our responsibility to carry this forward”.

SCENE SETTING

1

Organizational Wide Input & Impact:

The **strategy** will positively impact all parts of Skål International, and therefore has been (& will continue to be) shaped across all areas of this organization.

2

Strategy First. Plan To Follow:

We'll share the strategic direction for feedback, then move to planning for action.

3

Time For Action:

The focus is on delivering measurable results in 2026.

COMMITMENT

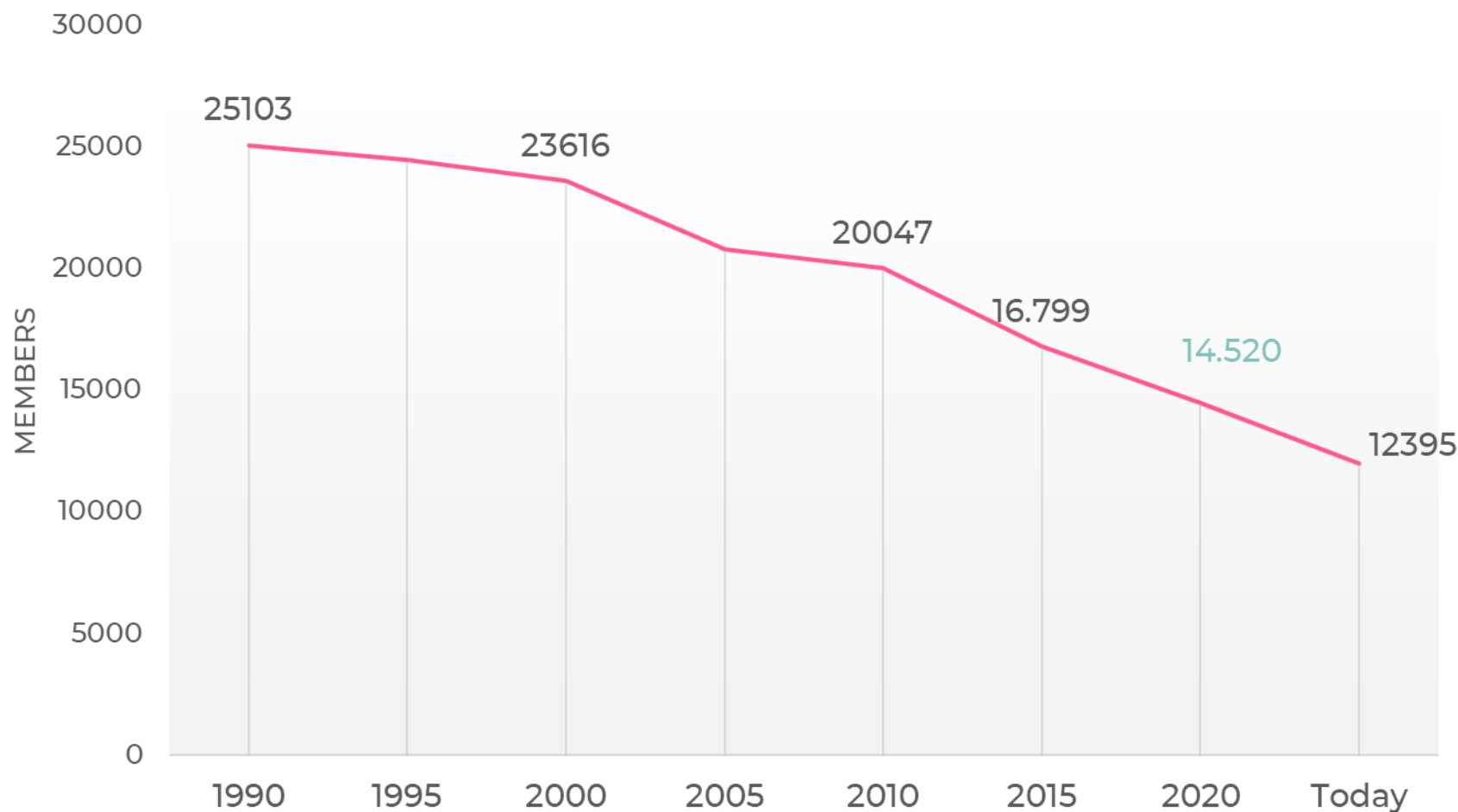
- To get this right, as an Executive Board, we committed to a process that was: data-driven, structured, collaborative, inclusive, progressive, and rigorous.
- To support this, Skål International engaged LINK Strategic Partners, a communications and engagement firm, to facilitate the Executive Board strategy session and convert feedback and ideas into an actionable strategy.

APPROACH

- Input from members and Clubs to their Directors.
- Members survey.
- Review of data; including Bylaws and Statutes.
- Facilitator interviews with Directors and Staff.
- Director meetings with Staff.
- Facilitated dialogue to identify core themes.
- Consolidated output and identified strategic recommendations.

Global Membership Fluctuation

1990 to 17 September 2025



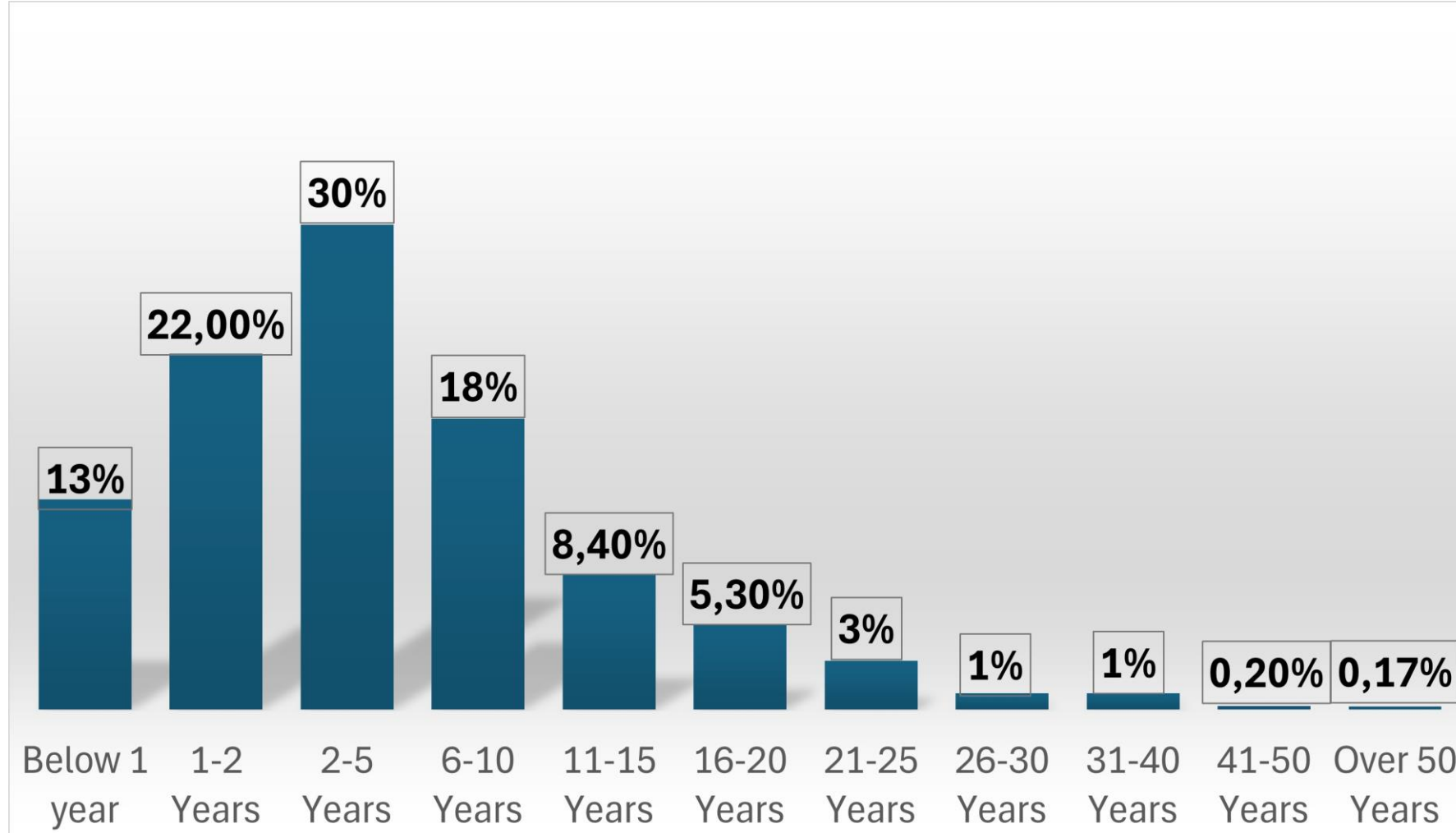
1990 marks the first year for which we have recorded global membership data.



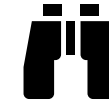
These figures represent net membership and based on the numbers recorded as of 1 January each year.

Membership Duration of Non-Renewing Members

2015 - Sept 2025



Non-payment
Failure to pay dues.

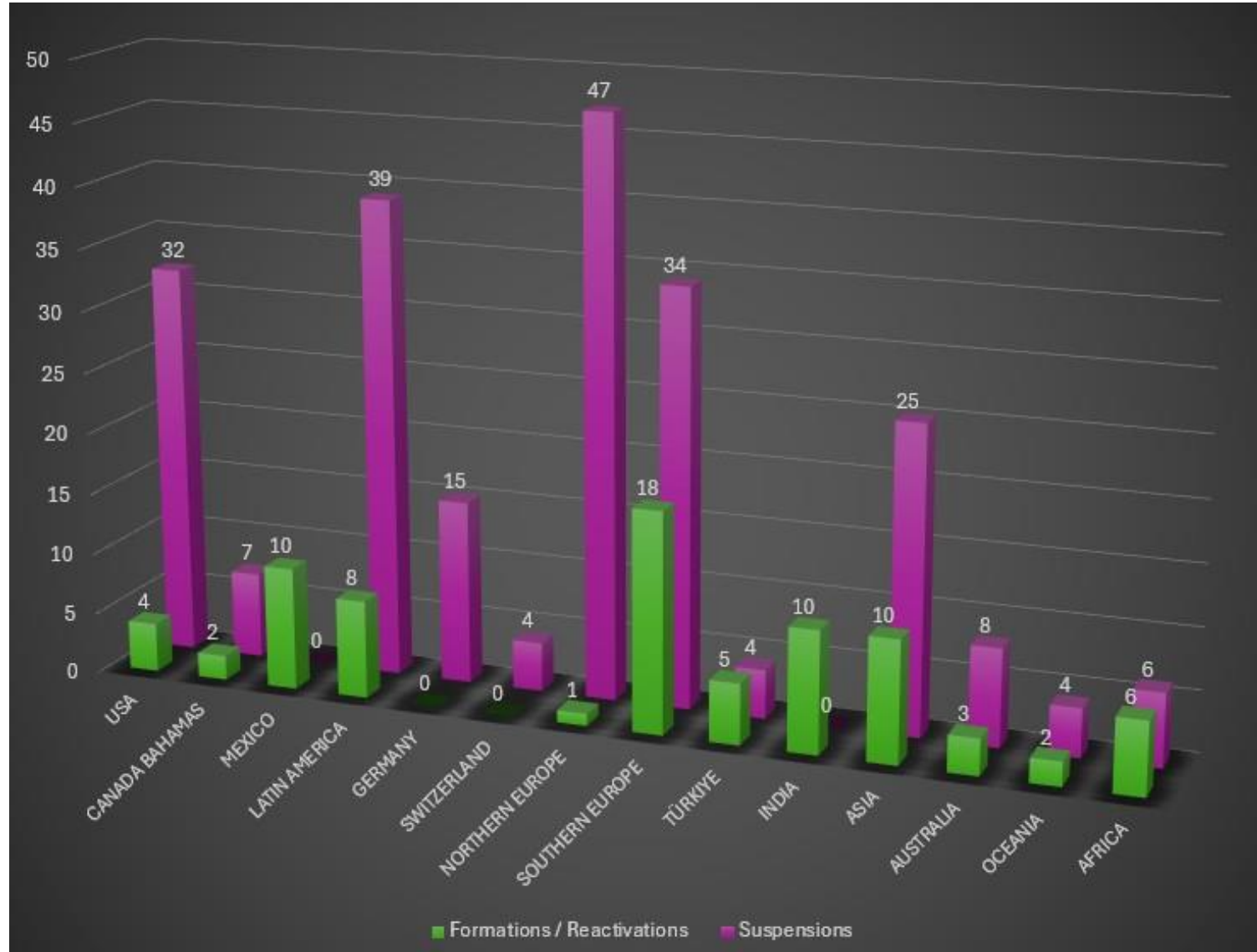


Lack of Interest
Declining engagement and participation in Club activities.



Aging Membership
Lack of younger members joining to replace retiring ones.

Clubs Suspensions and Formations 2010 - Sept 2025



THE PROCESS:

THE PROCESS: DATA

Analyze and cross
reference data from
the last 25 years.

THE PROCESS: SURVEY

Survey to members about
today and tomorrow.

THE PROCESS: STAFF EXPERIENCE

Recollect experience
from the operation.

THE PROCESS: STRATEGIC PLANNING

Think Tank of strategic ideas
and shaping our future.



Main Facts about the Survey

- 864 responses from all Regions.
- 7% Participation.
- 95% confidence with $\pm 5\%$ error.

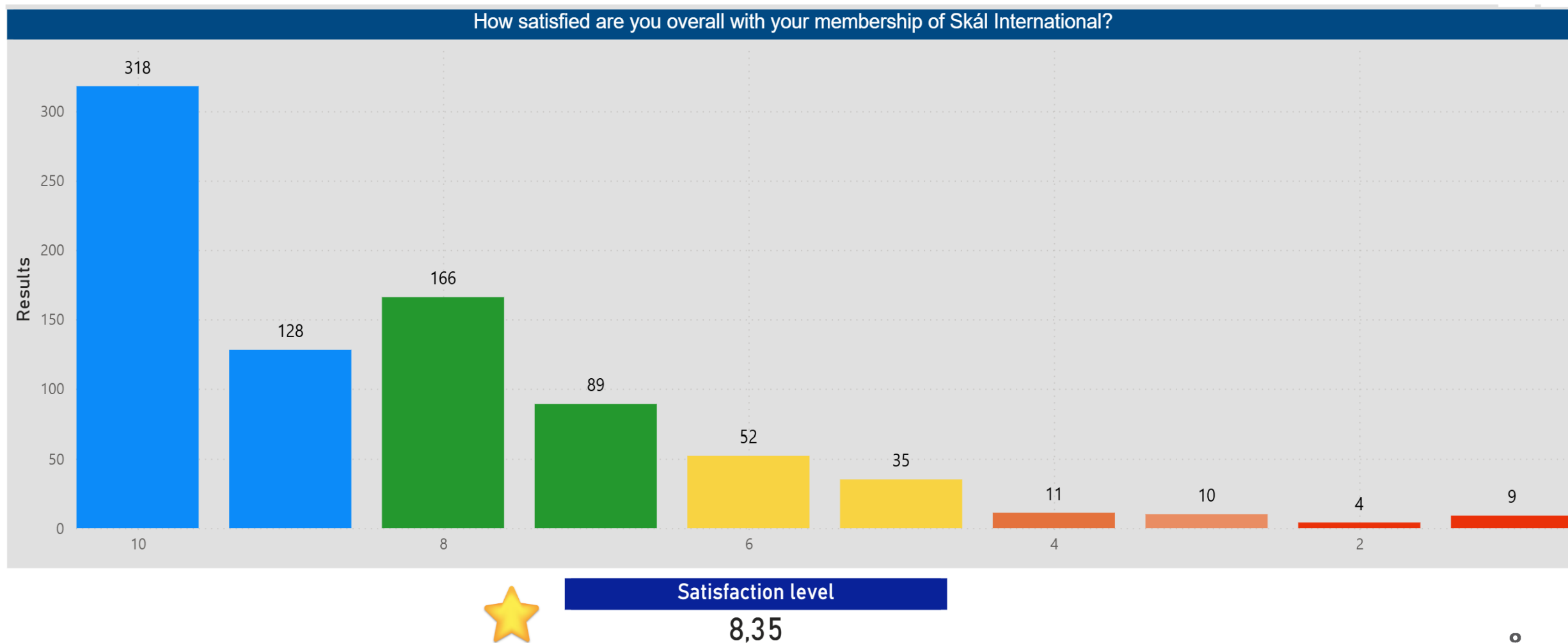


Power BI

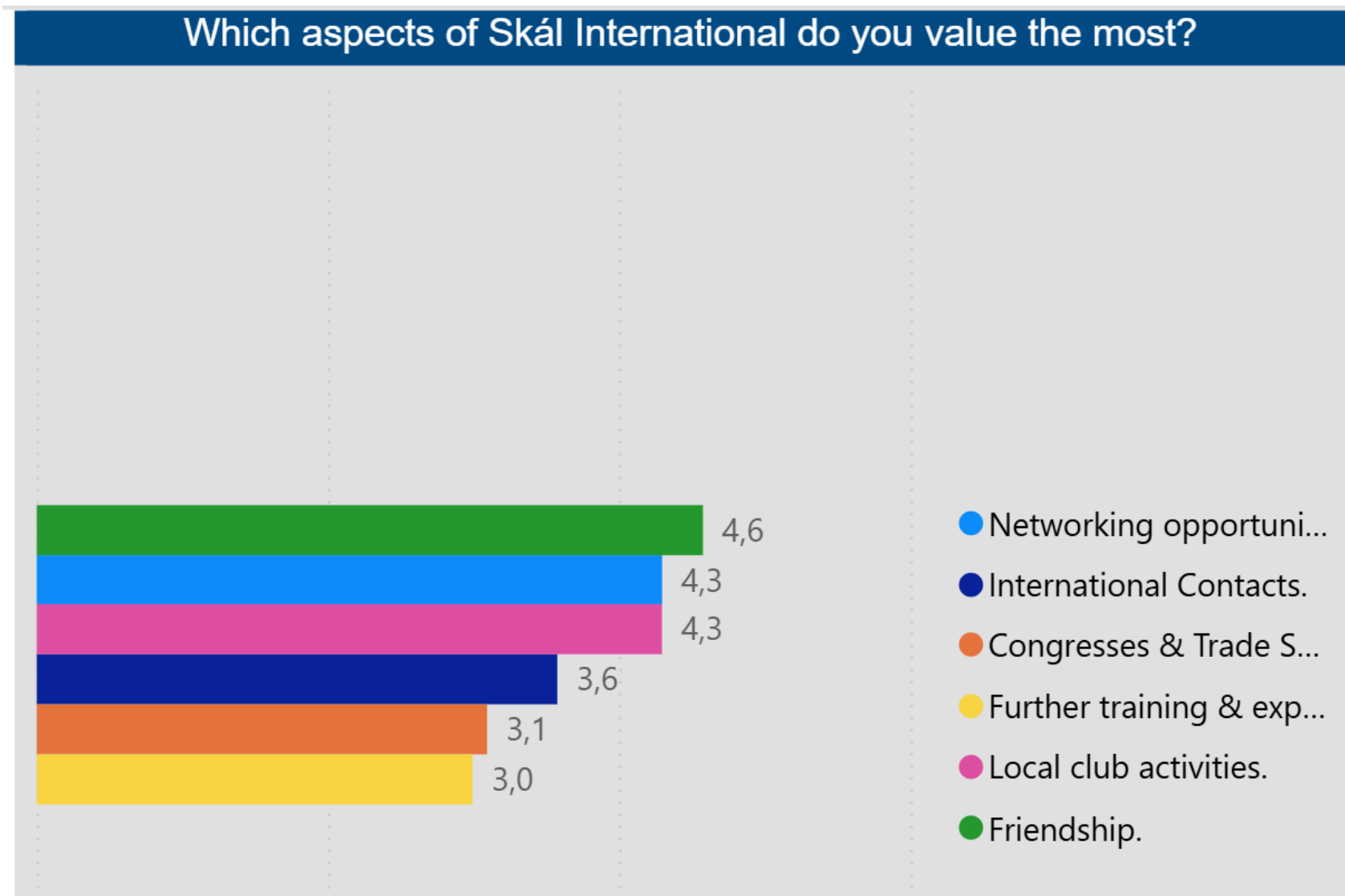


ChatGPT

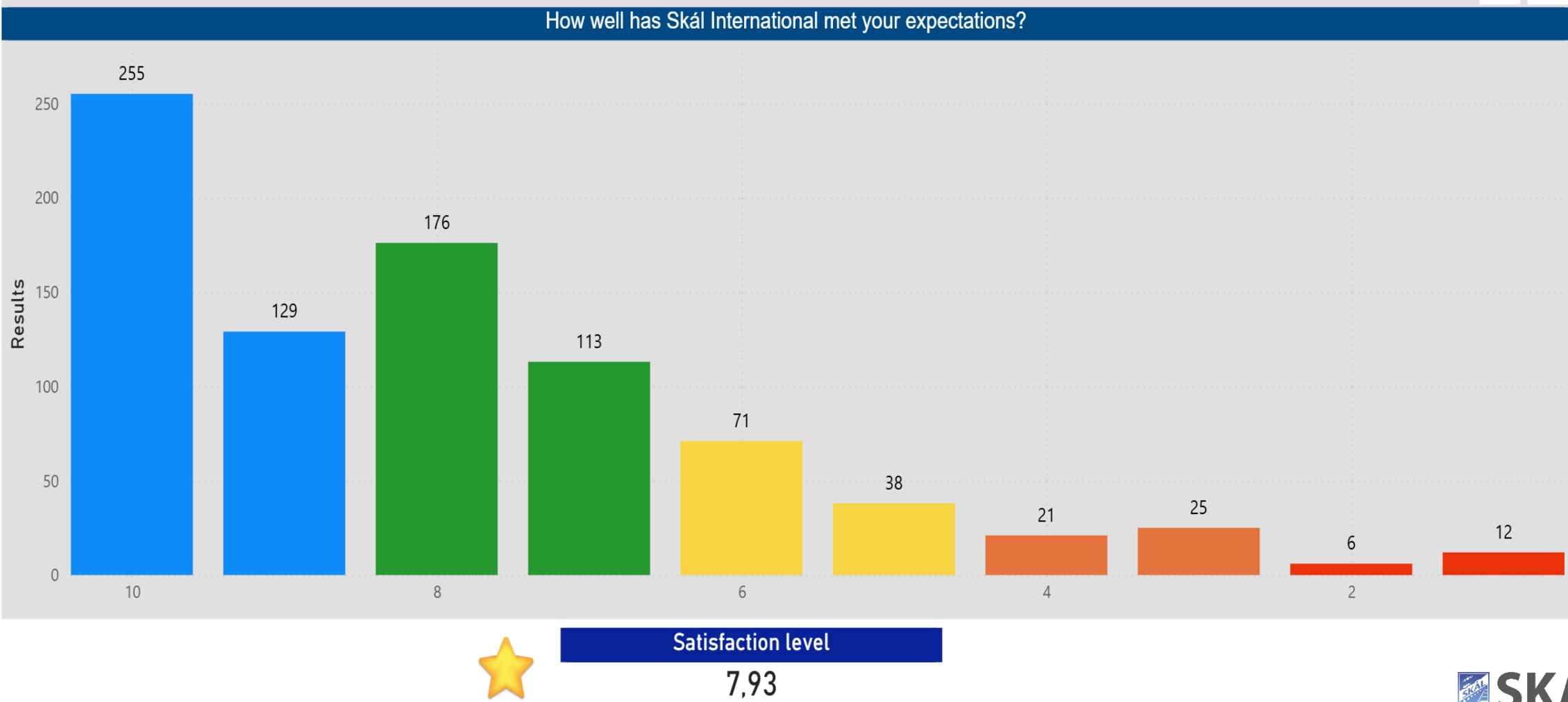
Some of relevant answers I



Some of relevant answers II

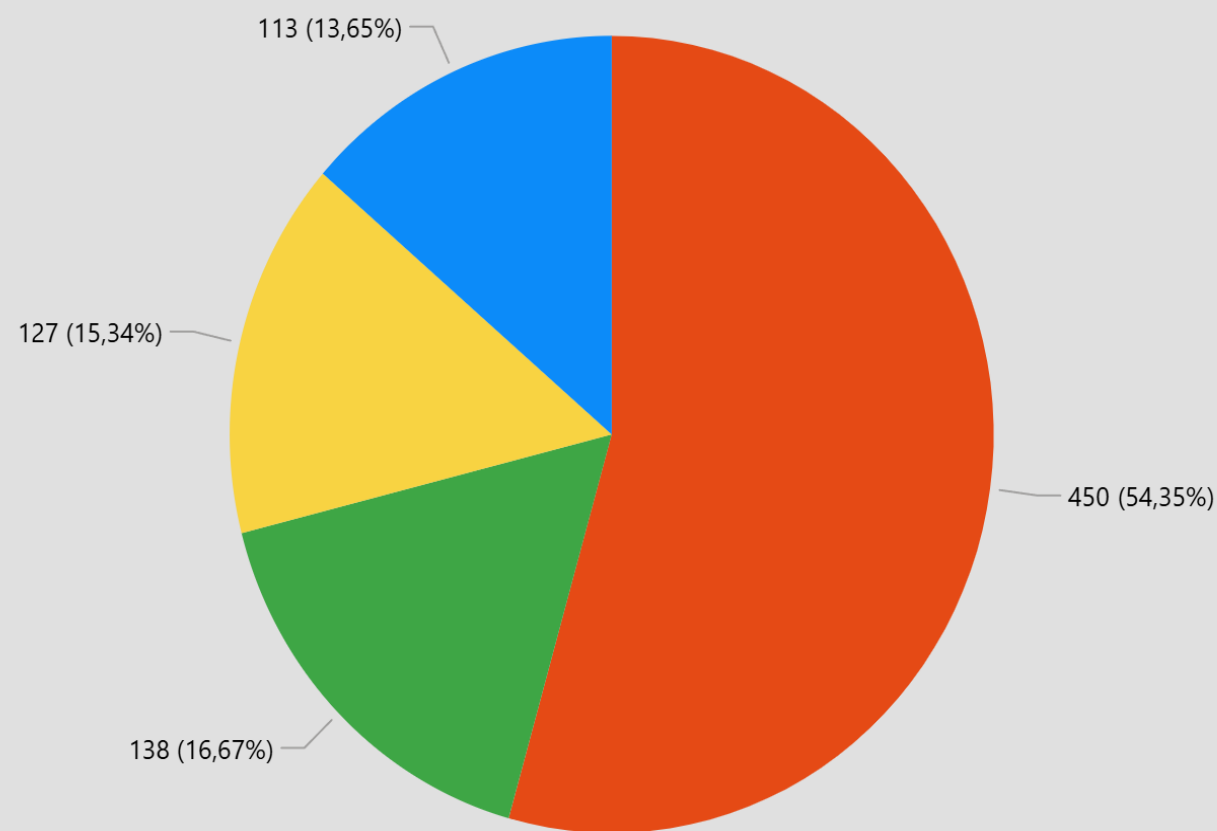


Some of relevant answers III



Some of relevant answers IV

How often have you taken part in international congresses?



MEMBERSHIP SURVEY I

We received feedback from **864 Skålleagues**. What we heard:

- **Membership Value & Experience:** The blend of friendship, trust, business networking, and professional development remains central.
- **Relevance & Adaptability:** Skål International must evolve to reflect today's tourism challenges and actively engage multi-generational professionals.
- **Leadership & Engagement:** Members want visible, active leaders who inspire participation and foster motivation through recognition.

MEMBERSHIP SURVEY II

- **Digital Tools & Accessibility:** Members expect modern, reliable digital platforms , with an enhancement to website and app.
- **Governance & Structure:** Current systems are seen as rigid and bureaucratic, with calls for simplification and agility.
- **Communication & Messaging Clearer:** More consistent communication is needed across countries, alongside stronger external visibility.
- **Events & Participation:** Events should be more affordable, inclusive, and balanced between local activities and global exposure.



STAFF FEEDBACK

- The backbone of Skål International is our loyal team of staff, based at our Head Office in Torremolinos, Málaga, Spain. Together, they represent nearly 100 years of dedicated service to Skål International.
- Drawing on this wealth of experience and their daily insights, they provided extensive feedback highlighting key themes about our organization: what is working well and where improvements can be made.
- This information, provided by the General Secretariat, has been instrumental in guiding strategic decision-making for the future of Skål International.

“We were the first LinkedIn, 90 years ago!”

STAFF KEY THEMES

- Strategic Evolution & Vision.
- Networked Association Model.
- Membership Value & Engagement.
- Governance & Operational Efficiency.
- International Presence & Reputation.
- Digital Tools & Innovation.
- Financial Sustainability & Equity.
- Risks of Over-Decentralization.
- Preserving the Prestige of the Skål International.



LINK STRATEGIC PARTNERS



A strategic
communications,
stakeholder
engagement,
and social impact
consulting firm.

CORE THEMES: OVERVIEW

- I. Leadership
- II. Governance Structures
- III. Membership
- IV. Generational Dynamics
- V. Partnerships & Policy
- VI. Communications & Branding
- VII. Technology
- VIII. Events

I. LEADERSHIP

- Committed central office staff (long tenures).
- Committed volunteer board.
- Define roles, rebalance activities, and streamline decision-making.

1. Roles and Responsibilities and Standard Operating Procedures for Staff and Board.
2. Executive Board to become a Governance Board.
3. Resources to support this transition.
4. Establish office manager role (Secretary).
5. Improved Board prep & decision making.

II. GOVERNANCE STRUCTURE

- Traditions-based organization.
- Complex rules/regulations.
- Uneven understanding & enforcement.
- Preserving legacy & quality vs. hindering flexibility & progress.

6. Streamline the National and Area committee-levels of the organization.
7. Streamline bylaws and statutes.

III. MEMBERSHIP

- Attraction and retention of Clubs and Members.
 - More members vs. the “right” members.
 - The “brand” of Skål International is global. The membership process is local.
8. Have growth and retention criteria for recognition (i.e. Club of the Year).
 9. Embrace & promote desire for true executive-level (“top of house”) membership.
 10. Clarify membership levels & structure to ensure best member experience.
 11. Review twinning models and develop Memorandum of Understanding & marketing plans.

IV. GENERATIONAL DYNAMICS

- Consider legacy vs. evolving membership needs, and redefine what membership means today.
- Social club, professional network, both.

12. Guidance on successful Club models, executive-level, multi-generational.

V. PARTNERSHIPS AND POLICY

- How do we leverage our partnerships?
- Are we a policy/advocacy organization?

Partnerships

13. Explore more new partnerships, including sponsors/strategic partners to offer benefits to our members.
14. Need a plan and strategy that defines ROI of partnering with Skål International. Explore staff resources to support a dedicated focus on partnership development & support.

Policy

15. Be a convener of important policy discussions.
16. Include our pledge against human trafficking in the code of ethics.
17. Incorporate into the Communications Plan and content strategy.

VI. COMMUNICATIONS & BRANDING

- Define & reenergize the brand, marketing, and communications.
- Centralize the “brand value” & tell the best story for the organization.
- Decentralize brand application.

18. Content calendar.
19. Brand standards.
20. Marketing & Communications strategy.
21. Brand review, refresh, & relaunch.

VII. TECHNOLOGY

- Modernize communication & tools.
- Use emerging platforms to boost connection and engagement.

22. Select technology provider and manage contract aggressively (Tech/IT).
23. Improve quality & use of data in the database.
24. Explore staff resources to support a dedicated IT/Tech function.
25. Review Skål App.
26. Create digital business and membership card (and unlock new benefits for members).

VIII. EVENTS

- Reevaluate signature events like Skål International World Congress to ensure they best serve organizational and member goals.

27. Strengthen International's support for World Congress/AGA (including a refresh of how locations are selected).
28. Create "black out dates" around Skål International World Congress to enhance attendance & member collaboration.

ROADMAP FOR THE FUTURE

We will :

- Clarify roles and streamline governance.
- Build capacity through people, partnerships, and resources.
- Deliver member value and grow in a sustainable way.
- Refresh the brand and modernize communications.
- Leverage technology and events for global impact.

NEXT STEPS

We will take all the feedback gathered at the 2025 Skål International World Congress and begin developing a roadmap to turn this into an actionable and **clear plan for our future.**

We will keep you fully informed along the way.

WANT TO KNOW MORE?

Visit our 'Engagement Station' in the Skål International stand at the Convention Centre.

As we work to turn this strategy into a roadmap, we remain committed to a process that is structured, collaborative, inclusive, progressive, and rigorous.

We invite your **feedback** on what you heard here today.

Please scan the **QR code** to provide your input.

Thank you for your interest and engagement!

