

行政院及所屬各機關出國報告  
(出國類別：其他)

出席亞太旅行協會二〇〇四年第五十三屆  
年會暨理事會報告書

服務機關：交通部觀光局

出國人員：蘇局長成田

劉副組長文越

游科員文正

出國地區：韓國濟州島

出國期間：93年4月16日至22日

報告日期：93年4月26日

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行政院及所屬各機關出國報告提要

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出國計畫主辦機關：交通部觀光局

出國人員姓名/服務機關/單位/職稱/電話

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分類號/目：

關鍵詞：

內容摘要：本次 PATA 第五十三屆年會暨理事會議，理事會中主要討論議題在於整合會員計畫（主要目的在於要求分會會員申請成為總部會員）所需進行暨擬採行措施包括簡化目前會員之分類暨收費標準、簡化產業暨協會分類會員、引入新的會員權益如降低年會註冊費、調整參加旅遊交易會時攤位暨參加人員收費標準、提供世界級個別量身剪裁之策略情報、增加會員於 PATA 相關刊物資訊之曝光率、引入會員推薦會員之誘因等。2004 年 9 月份曼谷旅遊交易會將首度引入 2005 Drive 計畫，設置特別攤位提供新會員權益暨簽署新會員。另外則對於 2003 年底前 6 個月之財務報表暨相關活動完成會計審計作業；至最主要之工作係我國成功地爭取 PATA2007 年年會暨理事會在台舉辦。



# 出席亞太旅行協會二〇〇四年第五十三屆 年會暨理事會報告書

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## 壹、前言

亞太旅行協會（Pacific Asia Travel Association, PATA）係於一九五一年在夏威夷創立的觀光組織。經過五〇年的發展，目前已成為全球擁有一七,〇〇〇多個會員，及八一個分會的最大旅遊組織。每年在不同會員國家舉行一次年會，理事會原每四個月開會一次，開會地點亦分別在不同地點舉行。但為節省會員時間及開銷，自二〇〇三年起改為二次，即第一次改於四月份年會期間時合併舉行，另一次則於年度旅遊交易會（PATA Travel Mart）時合併辦理。

PATA 之會員分三大類，即政府/目的地類、航運類及旅行與旅館等業者類，成員包括政府觀光組織、航空公司、郵輪、旅行業、旅館業、旅遊雜誌、媒體、旅遊顧問公司等。我國除觀光局外計有中華航空、長榮航空及旅遊業者等共二十三個機構加入總會會員。另外亦成立「亞太旅行協會中華民國分會」（PATA Chinese Taipei Chapter），會員數四八個。

PATA 理事共有七六位，我國會員擔任常務理事者有觀光局蘇成田局長、華航魏總經理幸雄、長榮林總經理寶水暨福樂旅行社張奉文董事長等四位。

本次 PATA 第五十三屆年會在二〇〇四年四月十八日至二十二日於韓國濟州島之 International Convention Center, ICC Jeju 召開，理事會議則於四月十六日至十八日於濟州島本屆年會總部旅館之 The Shilla Jeju Hotel 召開。理事會議除理事會成員代表出席外，尚有觀察員、各理事隨同人員、終生會員等人參加會議，由於本屆主辦國韓國國內出席人士踴躍，以致此次年會出席狀況盛況空前。我國與會者除本局蘇局長成田率領相關業務同仁外，另請亞太旅行協會中華民國分會成員（台北市政府康參事炳政、中華航空公司客運處劉乃珩處長、長榮航空公司國際事務處陳有玉協理、中信大飯店黃董事長炳彰、福樂旅行社董事長張奉文、台北國際會議中心副主任藍淑琪暨小人國主題遊樂區朱董事長鍾宏等）暨本局駐漢城辦事處王主任等二人合計二十五人，組團參加 PATA 二〇〇四年濟州島年會，以展現我國積極爭取主辦二〇〇七年年會之誠意，並壯大我國聲勢。謹將與會情形報告如后。

## 貳、與會行程

四月十六日（五）下午 17:30 搭遠航 EF308 班機前往濟州島

四月十七日（六）上午 參加理事會會議，中午並由本局設宴款待 PATA 理事會成員。

下午 繼續參加理事會會議；並就次日擬於理事會議中我國擬競標爭取主辦二〇〇七年年會之報告內容進行檢視暨修改。

四月十八日（日）全日 參加 PATA 理事會。

中午 參加 The Shilla Jeju Hotel 宴請參加本屆 PATA 年會理事會成員午宴。

下午 於本日理事會 Session III 中，就我國爭取主辦二〇〇七年 PATA 年會主辦權，向理事會成員進行簡報暨播放 DVD 影帶，在大會主席菲律賓觀光部長 Richard Gordon 等友我人士之支持下，順利爭取主辦權。

晚上 出席韓國 Host Committee “Welcome to Korea” 設宴款待參加本屆年會全體代表。

四月十九日（一）上午 參加本屆 PATA 年會開幕式，瞭解大



會運作程序暨觀賞韓國 Host

Committee 安排之表演節目。

中午 出席本屆 PATA Gold Awards  
Presentation 暨澳門觀光局之午宴  
款待。

下午 繼續參加 PATA 年會議程；晚間則率團  
出席本年度「PATA 之夜」晚會。

四月二〇日（二）上午 與德國 Frosch Touristik GmbH (FTI)

代表 Mrs. Heike Closset 等晤談在德國推  
廣前往台灣觀光之構想與作法。

下午 參加第三十五屆國際 SKAL（順風社）  
年會晚宴暨 CNN's Cocktail Party，與與  
會人員洽商觀光推廣之策略暨加強台  
灣行銷等交換意見。

四月二十一日（三）上午 與 Mr. Chris Cramer, Managing

Director, CNN International 晤談台灣  
觀光年相關資訊等暨在 CNN 推廣台  
灣觀光之構想與作法。

下午 參加本屆 PATA 年會閉幕式。

四月二十二日（四）參加本屆年會主辦單位安排之半日會  
後旅遊行程，晚間搭乘遠航 EF307 班  
機返國。

## 參、會議經過

四月十六日下午召開執行委員會議。

四月十七日上午主要議程集中於 PATA 各次級委員會（榮譽、教育、行銷、永續觀光、研究暨永續觀光委員會）分別召開會議；當日中午由本局於 The Shilla Jeju Hotel 飯店宴請參加本屆 PATA 年會理事會成員，尋求渠等於次日舉行之理事會議中支持我國申辦二〇〇七年 PATA 第五十六屆年會；當日下午則同時召開政府/目的地、航空公司、旅遊產業等會議；並就次日擬於理事會議中我國擬競標爭取主辦二〇〇七年年會簡報內容進行檢視暨修改。

四月十八日正式召開理事會議，上午召開第一次會議，會議係由菲律賓觀光部部長兼 PATA 理事會主席 Richard J. Gordon 主持，渠除致詞歡迎各位與會代表外，主要報告內容側重於二〇〇三年 PATA 10 月份新加坡理事會議之記錄確認；接著由 PATA 秘書長 Peter de Jong 針對所獲採認二〇〇三年十月份新加坡 PATA 理事會會議紀錄所應採取之具體行動提出說明，並由各相關人士發表演說暨本屆年會計畫委員會主席新加坡籍 Tan Chee Chye 就籌辦情形提出說明；下午則繼續召開理事會第二次會議，會議同樣由菲律賓觀光部部

長兼 PATA 理事會主席 Richard J. Gordon 主持，下午會議主要討論議題在於整合會員 (Integrated Membership Project) 計畫 (主要目的在於要求分會會員申請成為總部會員) 所需進行暨擬採行之措施，列舉如下：簡化目前會員之分類暨收費標準、簡化產業暨協會分類會員、引入新的會員權益如降低年會註冊費、調整參加旅遊交易會時攤位暨參加人員收費標準、提供世界級個別量身剪裁之策略情報、增加會員於 PATA 相關刊物資訊之曝光率、引入會員推薦會員之誘因等。二〇〇四年九月份曼谷旅遊交易會將首度引入二〇〇五 Drive 計畫，設置特別攤位提供新會員權益暨簽署新會員。另外則對於二〇〇三年底前六個月之財務報表暨相關活動完成會計審計作業；接著召開之理事會第三次會議，則由本局就爭取二〇〇七年 PATA 第五十六屆年會進行簡報，首先介紹我國代表團所有成員後，本局說明中華台北申辦旨揭年會純粹基於推廣發展觀光考量，並無任何政治意圖，懇請與會理事會成員代表全力支持；接著播放介紹台灣觀光發展暨自然美景之八分鐘 DVD 光碟，播映畢大會主席菲律賓觀光部長 Richard Gordon 探詢與會理事會成員意見，時中國大陸國家旅遊局駐漢城辦事處主任薛亞平發言，渠表示鑒於目前兩岸

關係緊張，渠反對由中華台北PATA二〇〇七年年會。渠續表示，如中華台北獲得主辦權，將損及中國與PATA之友好關係云云；繼大陸代表發言後，大會主席說明，渠與與會代表均瞭解中國大陸之立場，惟強調PATA本身係屬非政治性之觀光旅遊組織，另外亦有與會其他理事會成員發言指出，中華台北作為PATA成員之一，且依據正常程序提出競標PATA二〇〇七年年會，若因政治因素干擾，恐將影響其他會員以後爭取主辦年會之意願。嗣經主席再徵詢與會各會員是否附議由我國舉辦旨揭年會，並獲新加坡、泰國等國與會代表舉手支持，遂由我國順利取得PATA二〇〇七年年會主辦權；接著針對由二〇〇四年九月二十二日至二十四日於曼谷舉行之PATA旅遊交易會籌辦情形進行報告。

四月十九日上午係本屆PATA年會正式開幕，韓國本屆年會Host Committee在大會運作之程序上，處處可見其細膩與周詳之處，在觀賞所安排之表演節目中，朝鮮民族之強悍性與鮮豔多樣化之服飾，節奏明快、動作整齊劃一之鼓舞表演等，均博得與會各國代表之一致好評與掌聲；本日晚間率團出席之本年度「PATA之夜」晚會，係每屆PATA年會盛事之一。依據慣例，此晚會內容係提供與會各會員代表就促進

觀光暨相關業務，交換經驗之良好時機，參與者均係觀光旅遊業人員重要人士，對於國際旅遊業之發展深具影響力，出席前述晚會，對於本局推動發展國際觀光取得相關經驗頗有助益，亦能間接協助業者取得相關經驗傳授與交流之良機。

四月二〇日上午除參加年會議程外，另安排與德國 Frosch Touristik GmbH (FTI) 代表 Mrs. Heike Closset 等兩人晤談在德國推廣前往台灣觀光之構想與作法；本日中午由韓國京畿道政府設宴款待與會代表，渠趁年會之便向各國與會代表介紹「二〇〇五年韓國京畿道（類似我國省政府編制）觀光年」之行銷宣傳作法，頗值學習；本日晚間參加第三十五屆國際 SKAL (順風社) 年會晚宴暨 CNN's Cocktail Party，與與會人員洽商觀光推廣之策略暨加強台灣行銷等交換意見，並伺機爭取 SKAL 年會在台舉辦之可行性。

四月二十一日上午與 Mr. Chris Cramer, Managing Director, CNN International 晤談台灣觀光年相關資訊等暨在 CNN 推廣台灣觀光之構想與作法，之後前往 ICC Jeju 會場參加年會閉幕式，表演之韓國天使合唱團暨另一深具特色之民族舞蹈，同樣令人印象深刻，頗有見賢思齊之感。

四月二十二日上午參加本屆年會主辦單位安排半日旅

遊行程後結束此次大會所有行程，晚間搭乘遠航 EF307 班機返國。

## 肆、感想與建議

### 一、感想

- (一) PATA 是目前最活躍的國際觀光組織，向為各會員國及業界會員所重視，協會之秘書處亦一直致力推動亞太地區之觀光發展。總部於二〇〇〇年遷至曼谷，並於二〇〇二年新任秘書長 Peter de Jong 上任後，協會之作為另有一番興革，包括理事會次數由一年三次改為二次，PATA 旅遊交易會收回自辦並每年在不同國家舉行（原委由英國 Reed 公司承辦，並原訂自二〇〇一年至二〇〇六年期間，固定在新加坡舉行，惟舉辦三年後，即因出席狀況欠佳，故二〇〇四年九月將改至泰國舉辦，二〇〇五年將於馬來西亞舉辦），辦理鳳凰計畫（Phoenix Project）復甦 SARS 後亞太地區之觀光，及推動延宕數年之 See you in Pacific Asia 計畫等，新任秘書長積極推動亞太觀光業務之作為獲得理事會之肯定。
- (二) 新任秘書長 Peter de Jong 上任後，PATA 秘書處對處理我國用 Taiwan 名稱參與 PATA 之觀光宣傳計畫，已

有相當正面之作法，目前在鳳凰計畫、See you in Pacific Asia 計畫中均已同意我國使用 Taiwan 之名稱。對多年來，我國一直爭取將會員名稱 Chinese Taipei 與旅遊地名稱 Taiwan 分開考量的努力總算有了一些成果。

(三) 本屆 PATA 二〇〇四年年會已順利於於二〇〇四年四月十八-二十二日在韓國濟州島之國際會展中心舉行，會議之主題是”Tourism is Everybody’s Business”，韓國主辦單位在整體行程之安排諸如旅館訂定、優惠機票之提供、轉機之安排、通關禮遇、會議前後免費旅遊行程暨付費行程之安排、開閉幕表演活動、旅館至會議中心接駁車輛之安排、Keynote Speaker 之洽邀暨尋求年會期間午、晚宴之贊助等，均展現其急欲擺脫開發中國家之刻板印象，並邁入為已開發國家之林之強烈企圖心。的確，自從一九八八年漢城奧運、二〇〇二年日韓合辦世界盃足球賽，復以最近韓劇盛行，在國內、甚至於東亞，「韓流」已成為流行之代名詞，經由一連串之策略運用，韓國已成功地將自己行銷至全世界。

## 二、建議

- (一) 舉凡辦理大型國際會議展，各主辦國莫不動員大量人力、物力，務期順利圓滿，需相關各單位協調配合無間始換來之不易成果。活動期間，上至機票優惠提供，旅館的折扣，pre-tour/post-tour 安排，及交通運輸、各項展示空間、時間等之安排，環環相扣在在需要高度智慧，中間不可有誤，不僅考驗主辦單位之決心與能力，其間更能測出主辦單位能否有效運用資源高度整合，以呈現最佳狀態，贏得口碑，俾為日後類似活動之爭取奠定良好契機。事實上爭取到活動之舉辦本身就是商機，不僅帶動周邊相關產業連動，增加就業人口，更因吸引國外參展者製造創匯條件。

以此次會議主辦單位為例，韓國主辦單位之用心，與國家整體之進步，人民所展現出對於與會代表之友善等，在在贏得各國代表之讚揚與欣賞，頗值得我國針對主辦二〇〇七年年會 PATA 第五十六屆年會而即將成立之 Chinese Taipei Host Committee 學習；依據慣例，我國需於二〇〇六年 PATA 第五十五屆年會於泰國舉辦閉幕式當日，與 PATA 總部正式簽約接受



委託辦理二〇〇七年 PATA 第五十六屆年會，並需安排表演節目報告籌備辦理情形，當日則需另設晚宴款待全體與會代表，以象徵 PATA 薪火相傳之特色；在表演節目之安排上，如何突顯出台灣文化之融合性與獨特性，需要及早規劃未雨綢繆。

(二) 發展會展產業 (MICE, Meetings, Incentives, Conventions, Exhibitions) 是行政院推動「挑戰二〇〇八一國家發展重點計畫」之「觀光客倍增計畫」的重要子計畫之一，主要目的係著眼於吸引參加國際會議及展覽之「商務型」旅客。依據統計數據顯示，該類型觀光客所創造的觀光消費是一般觀光客的四倍。由於會展產業，可帶動飯店、旅館、餐飲、交通、娛樂等周邊產業之發展，潛在商機誘人。從全球主要展覽服務業發達國家或地區（德國、香港、新加坡等）及在此領域新興後進國家（如韓國、馬來西亞、中國大陸等）均積極發展 MICE 之情形，可見世界各國莫不致力於以將發展 MICE 定為策略產業之一。

目前國內有關會議展覽業務部分分屬經濟部商業司（負責國內展覽業務推廣）與本局，惟另依據前

述「挑戰二〇〇八一—國家發展重點計畫」第五項計畫發展會展產業計畫，本局主要業務係負責五.五.二「研擬獎勵機制」（目前本局除已訂定「交通部觀光局推動國際會議暨獎勵旅遊來台舉辦獎助要點」）及五.五.三「專業人才養成制度」（已分別於北、中、南、東部各地辦理 PCO 訓練講習，目前正持續辦理中）。

至於業者最為關切事項應為如何向會展主辦單位提供競標爭取主辦權乙節，由於官方機構缺乏民營機構之機動與彈性應變能力，故國外若干城市均設有專責爭取國際會議之民營機構「會議局」；在國內，目前除台北國際會議中心（TICC）外，另亦有「中華國際會議展覽協會」等機構，未來觀光局可藉由出面召開協調會，邀請航空、旅館業者與主辦單位與會，協調相關業者提供最優惠價格，以利業者爭取國際會議。且施政重點應以扶持此等半官方或民間機構以更積極而有效率地方式，爭取國際會議來台舉辦。

事實上，為配合觀光客倍增計畫，發展會議產業已列為本局重要目標。惟面對快速變遷之時代，絕不能固步自封，實亟需有突破之觀念及作法，始能面對

變局，此方面，有賴各相關部會突破本位主義攜手合作外，亦可藉由加強與國際會展組織之聯絡，如 ICCA 一請其繼續派員來台指導，與國際同軌，此實為當務之急。

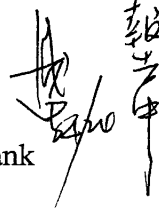
(三) 本屆 PATA 年會主辦國韓國，本與我國同列亞洲四小龍之一，惟目前之整體國力，早已超越我國，具主辦世界性會議之展覽館與會議中心亦分布於境內各主要大城市；反觀我國目前具備辦理 PATA 年會之地點僅台北國際會議中心一地，未來為爭取更多國際性會議來台舉辦，實應考慮及早規劃興建專業會展中心，以建構具吸引力與競爭力的國際會議展覽環境、開發豐富的潛在商機、增加我國的曝光率，並提昇國際地位與形象。

## Opening Remarks

**Luncheon, BOD Meeting, 53rd PATA Annual Conference**



**Camellia Hall, Shilla Cheju Hotel**

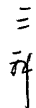


I would like first to welcome you all here for today's luncheon and thank the PATA Secretariat for giving us this opportunity to host this event.

Next, let me introduce the tourism industry representatives that have come to Jeju from Taiwan to join me in expressing a hearty welcome to the Board of Directors to hold the 2007 PATA annual conference in Taiwan.

The theme of this year's conference is "Tourism is Everybody's Business." In coming to Jeju to bid for the chance to host the 2007 conference, the Chinese Taipei delegation is putting this theme into action. In fact, in 2000, when our government designated tourism as a strategic industry in the 21st century, "Tourism is Everybody's Business" became a strategy for industry promotion. We hope that each government agency, business and person in Taiwan can play the roles of a "Good Assistant", "Good Promoter", and "Good Host" to help promote the development of our tourism sector. I am confident that if each person plays his role in tourism development, we will enjoy even greater success in our tourism promotion work.

To better strengthen out tourism development, two years ago, my government initiated a program aimed at doubling the number of inbound tourists to five million by the year 2008. In order to facilitate this process, we have designated 2004 as "Visit Taiwan Year". We realize that it will not be easy to achieve this ambitious goal. But we have launched a full-scale international promotional campaign and expect this effort to bear fruit soon.



Already, we have enjoyed much success. Nonetheless, we feel we can go further still by playing an even more active role in the international

tourism industry. Hosting the 2007 PATA annual conference would give Chinese Taipei a great opportunity to fulfill this role. We therefore hope that you will all support Chinese Taipei's bid to host the 2007 annual conference. Taiwan is known as "Ilha Formosa"—the beautiful island, and indeed it is sure to prove one of the most beautiful and successful venues for this important meeting.

I look forward to the chance of welcoming you all to Taiwan in 2007 with a hearty "Naruwan!", the traditional word of greeting in Taiwan.

Now, may I propose a toast before we start our meal.

Thank you

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**PATA Board of Directors – Summary of Actions  
(the 2<sup>nd</sup> meeting since the 52nd Annual Conference)  
Sunday April 18, 2004 – Jeju, Korea**

**Addendum:**

- ▶ **Approved the Minutes of the Board Meeting held in Singapore in October, 2003.**
- ▶ **Received and approved the report from the Executive Committee held on April 16th, 2004**
- ▶ **Reviewed and approved following PATA's plans for the year 2004-2005 :**
  - **Plan to simplify categories and fees in Industry and Associate Categories**
  - **Membership Drive Plan**
  - **Chapter Integration Plan, as amended and minuted**
- ▶ **Reviewed and approved the Financial Statements and Auditor's Report for the mini fiscal year July – December, 2003.**
- ▶ **Received report on Asia Pacific – State of Play.**
- ▶ **Approved the recommendation from the Management and the Executive Committee to select Chinese Taipei as the venue for PATA's Annual Conference in the year 2007.**

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/rp  
April 20, 2003



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**Agenda**  
**PATA Government/Destination Committee Meeting**  
**1330-1630, Saturday April 17, 2004**  
**Halla Hall 3, Shilla Cheju Hotel**  
**Jeju**

**Introduction**

It is important that PATA Government/Destination Committee (and all Committee) discussions in Jeju are aligned to PATA's strategic goals. On April 18, 2004, PATA President and CEO, Mr. Peter de Jong, will introduce PATA's new Strategic Plan to the Board.

The Plan's key elements are:-

- Increased member value
- Increased membership and financial stability (PATA will launch a major membership drive in 2005)
- Strengthening the PATA Brand
- PATA to become a global leader and advocate for Asia Pacific travel and tourism

The PATA Government/Destination Committee will discuss key points of the proposed Strategic Plan in agenda items 3 & 4 below

**AGENDA**

- 1) Chairman's Welcome
- 2) Adoption of Minutes
- 3) Action on minutes: At the last meeting in Singapore, the committee reaffirmed its support for PATA's advocacy role and rank-ordered key issues, with reputation management heading the list. Three examples for discussion:
  - ✓ 3.1 The Pacific Asia Coalition for Tourism (PACT) (Mike Yates)
  - ✓ 3.2 Bird flu (Mike Yates/<sup>✓</sup>Ken Scott)
  - ✓ 3.3 PATA UK Chapter initiative on <sup>travel</sup>advisories (Tim Robinson)
- 4) Supporting PATA's New Strategic Agenda  
The Government committee is invited to advise PATA executive staff on specific aspects of Peter de Jong's proposed Strategic Plan:-

→\

Strategic Plan: Strategy No. 1:

*"Leverage PATA's reputation as a leader in the provision of industry intelligence and the analysis of relevant issues."*

*Tactic: "Identify and articulate position statements on key issues impacting membership sectors and draw on the expertise of the Board, membership and chapters."*

- 4.1 What specific subjects or position statements would the Committee suggest – for example, European and North American countries' advisory responses to Madrid attacks, irresponsible media reporting, visa policies, tourism taxation, aviation restrictions, other?
- 4.2 Brainstorm and come up with draft position statements reflecting the interests of the government sector
- 4.3 What other areas can PATA add value to the government sector?

Strategic Plan: Strategy No. 2

*"Create and manage world-class events"*

*Tactic: Make the annual conference a must-attend event for top level public and private sector management by increasing its strategic relevance*

- 4.4 How can PATA make the PATA Annual Conference a 'must-attend' event for top level public and private sector management including CEOs and tourism ministers? Programme content? Format? Timing? Duration? Business/pleasure balance?
  - 4.5 If Government Committee members aren't going to PATA Annual Conference, which conferences shows are they attending and why?
  - 4.6 How can we better market PATA Travel Mart to get stronger industry support and participation?
  - 4.7 If Government Committee members aren't going to PATA Travel Mart, which trade shows are they attending and why?
- 5) Are there any other areas that PATA can add value to Government members?
- 6) Any other business



**Board of Directors Meeting  
Sunday, April 18, 2004  
Halla Hall, Shilla Cheju Hotel  
Jeju Island, Korea (ROK)**



**(UPDATED) AGENDA**

**1000-1200 : Board of Directors Meeting – Session I**

1. Welcome and Call to Order - Mr. Richard J. Gordon, Chairman
  - ✓ 1.1 Introductions
  - ✓ 1.2 Adoption of Agenda
2. Minutes
  - ✓ 2.1 Approval of the Minutes of October 4-5, 2003  
Mr. Richard J. Gordon, Chairman
  - ✓ 2.2 Action on the Minutes  
Mr. Peter de Jong, President & CEO
3. ✓ "Total Tourism : An idea whose time has come"  
Opening Remarks  
Mr. Peter de Jong, President & CEO
4. ✓ Asia Pacific : The State of Play  
Mr. John Koldowski, M.D.- Strategic Intelligence Centre
5. Membership Drive Plan and Chapter Integration Plan  
✓ Mr. Peter Semone, Vice President-Development ←
6. ✓ Preview of PAC2004 Highlights  
Mr. Tan Chee Chye, PAC2004 Programme Committee Chairman  
Ms. Sheila Leong, M.D. - Events

**1330-1530 : Board of Directors Meeting – Session II**

7. Management
  - ✓ 7.1 Executive Committee Report – Mr. Richard J. Gordon, Chairman
  - ✓ 7.2 Announcement of 2004/2005 Executive Committee Members  
Mr. Peter de Jong, President & CEO
  - ✓ 7.3 Strategic Plan 2004-2005 – Mr. Peter de Jong, President & CEO
  - 7.4 Discussion and Adoption of
    - (a) Proposed Membership Drive Plan
    - (b) Proposed Chapter Integration PlanMr. Peter de Jong, President & CEO
  - 7.5 Changes on the Board – Mr. Peter de Jong, President & CEO
8. Financials : Mr. Brian Deeson, Secretary/Treasurer
  - 8.1 Financial Performance Summary
  - 8.2 Draft Audited Financial Statements, July-December, 2003
  - 8.3 Approved Budget 2004 (in revised format)
  - 8.4 Jul-Dec. 2003 and Jan-Dec.2004 Balance Sheets



## **BOARD OF DIRECTORS MEETING**

**SUNDAY, APRIL 18, 2004  
SHILLA CHEJU HOTEL  
JEJU ISLAND, KOREA (ROK)**

### **FINANCIAL STATEMENT AGENDA NO.8**

PRESENTED BY:  
MR. BRIAN DEESON, SECRETARY/TREASURER

	<u>Page</u>
8.1 Financial Performance Summary	1-2
8.2 Draft Audited Financial Statement, July-Dec, 2003	3-13

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April 5, 2004

**FINANCIAL PERFORMANCE SUMMARY**  
**Fiscal Year July – December, 2003**

PATA closed the mini fiscal year 2003 with a positive result of USD 39,145 which is the surplus from the total revenue of USD1,914,569 against the total expenses of USD 1,875,424.

Please note the following line items :

**3 & 20 ) Projects :**

Revenue consisted of funds from Project Phoenix and funds from the Ministry of Culture and Tourism – Korea, earmarked for specific PATA research projects. The balance of USD 73,206 is carried forward for the ongoing Reputation Management and Public Relations campaign to support PATA members and PATA research initiatives.

**7 & 24 ) PATA Travel Mart :**

PATA Travel Mart 2003 held in Singapore last October generated net income of USD 213,745 which was USD 13,745 higher than budgeted.

**17 ) Total Revenue :**

The actual total revenues of USD 127,989 were higher than projected. This was mainly due to collection of the membership dues amounting to USD 124,525. The additional USD 20,059 was obtained from the Asian Development Bank (ADB) in support of the Mekong Tourism Forum (year 2003).

**26 & 31) Total Programme Expenses and Other Expenditures :**

PATA performed in line with the total actual expenses of USD 750,773 compared with the budgeted amount of USD 737,500. The main variance came from the purchase of additional data for our Strategic Intelligence Centre (SIC).

**40 ) Total Administration Expenditures :**

The overall administration expenditures were higher than budgeted of USD 171,724. Devaluation of the US dollar, under-budgeted payroll tax obligation and temporary staff cost were the main causes. The variance for the office expenses came mainly from the writing off of "non-collectible accounts receivable" from the previous period (USD 18,000) and also the devaluation of fixed assets of USD 17,671.

In the newly introduced financial report format beginning from the year 2004, all variances can be identified more clearly.

Bangkok  
April 7, 2004

PACIFIC ASIA TRAVEL ASSOCIATION  
FINANCIAL STATEMENTS  
Comparison Budget

4/7/2004

(USD)

		A Audited (draft) Jul - Dec'03 6 mth	B Budget Jul - Dec'03 6 mth	(A-B) Variance
	<b>REVENUE :</b>			
	<b>Program Revenue</b>			
1)	Research & Intelligence (SIC)	42,172	5,000	-37,172
2)	Marketing & Promotion	63,400	70,000	6,600
3)	Projects	365,259	347,800	-17,459
4)	Education & Training			0
5)	Communications		8,000	8,000
6)	Annual conference			0
7)	PATA Travel Mart	526,103	550,000	23,897
8)	Mekong Tourism Forum	20,059		-20,059
				0
9)	<b>Total Program Revenue</b>	<b>1,016,993</b>	<b>980,800</b>	<b>-36,193</b>
	<b>Other Revenue</b>			
10)	Premier Partners	41,667	60,000	18,333
11)	Allied Partners			0
12)	Chapters Support	2,439	5,000	2,561
13)	Interest & Other Revenue	28,945	40,780	11,835
				0
14)	<b>Total Other Revenue</b>	<b>73,051</b>	<b>105,780</b>	<b>32,729</b>
	<b>Membership Revenue</b>			
15)	Membership Dues	824,525	700,000	-124,525
16)	<b>Total Membership Revenue</b>	<b>824,525</b>	<b>700,000</b>	<b>-124,525</b>
17)	<b>TOTAL REVENUE</b>	<b>1,914,569</b>	<b>1,786,580</b>	<b>-127,989</b>
	<b>EXPENSE :</b>			
	<b>Program Expense</b>			
18)	Research & Intelligence (SIC)	71,050	15,000	-56,050
19)	Marketing & Promotion	37,318	60,000	22,682
20)	Projects	292,053	300,000	7,947
21)	Education & Training	6,300		-6,300
22)	Communications	20,658	5,000	-15,658
23)	Annual conference			0
24)	PATA Travel Mart	312,358	350,000	37,642
25)	Mekong Tourism Forum			0
				0
26)	<b>Total Program Expense</b>	<b>739,737</b>	<b>730,000</b>	<b>-9,737</b>
	<b>Other Expenditures</b>			
27)	Premier Partners	661	2,500	1,839
28)	Allied Partners			0
29)	Chapters Support	10,375	5,000	-5,375
30)	Interest & Other Revenue			0
				0
31)	<b>Total Other Expenditures</b>	<b>11,036</b>	<b>7,500</b>	<b>-3,536</b>
	<b>Administration Expenditures</b>			
32)	Staff Costs	686,829	602,200	-84,629
33)	Travel/ Representation	66,616	60,000	-6,616
34)	Occupancy & maintenance	115,390	105,000	-10,390
35)	Communications	36,892	36,000	-892
36)	EDP cost	15,253	12,000	-3,253
37)	Professional fees	57,328	44,400	-12,928
38)	Office Expenses	104,239	63,600	-40,639
39)	Depreciation	42,104	43,000	896
40)	<b>Total Administration Expenditures</b>	<b>1,124,651</b>	<b>966,200</b>	<b>-158,451</b>
41)	<b>TOTAL EXPENSE</b>	<b>1,875,424</b>	<b>1,703,700</b>	<b>-171,724</b>
42)	<b>Net Revenue /(Deficit) from operations before membership revenue</b>	<b>-785,380</b>	<b>-617,120</b>	<b>168,260</b>
43)	<b>TOTAL NET REVENUE / (DEFICIT)</b>	<b>39,145</b>	<b>82,880</b>	<b>43,735</b>

# Draft

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**PACIFIC ASIA TRAVEL ASSOCIATION**

**AUDITED FINANCIAL STATEMENTS**

**FOR THE SIX MONTHS ENDED  
DECEMBER 31, 2003**

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# Draft

## PACIFIC ASIA TRAVEL ASSOCIATION

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Notes to Financial Statements	9-13

# Draft

## INDEPENDENT AUDITOR'S REPORT

The Board of Directors  
Pacific Asia Travel Association  
Oakland, California

We have audited the accompanying statement of financial position of Pacific Asia Travel Association as of December 31, 2003, and the related statements of activities and cash flows for the six month period then ended. These financial statements are the responsibility of Pacific Asia Travel Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Pacific Asia Travel Association as of December 31, 2003, and the changes in its net assets and its cash flows for the six month period then ended in conformity with accounting principles generally accepted in the United States of America.

Oakland, California  
March 12, 2004

**PACIFIC ASIA TRAVEL ASSOCIATION  
STATEMENT OF FINANCIAL POSITION  
DECEMBER 31, 2003**

<b>Assets</b>	
<b>Current assets</b>	
Cash and cash equivalents	\$ 1,287,227
Accounts receivable	110,684
Prepaid expenses	<u>143,806</u>
Total current assets	<u>1,541,717</u>
Long term investments (Note 5)	45,781
Long term investments pledged as collateral (Notes 5 and 8)	<u>155,541</u>
Total long term investments	<u>201,322</u>
Furniture, fixtures and equipment	1,138,218
Less: accumulated depreciation	<u>848,187</u>
Total furniture, fixtures and equipment	<u>290,031</u>
Intangible assets (Note 7)	75,001
Less: accumulated amortization	<u>75,001</u>
Total intangible assets	<u>          </u>
<b>Total assets</b>	<b>\$ <u>2,033,070</u></b>
<b>Liabilities and net assets</b>	
<b>Current liabilities</b>	
Accounts payable	\$ 48,823
Accrued liabilities	43,593
Membership dues paid in advance	1,000,983
Deferred revenue	170,458
Due to PATA Foundation, Inc.	<u>157,203</u>
Total current liabilities	<u>1,421,060</u>
<b>Net assets</b>	
Unrestricted net assets	
Undesignated - general fund	433,510
Designated - Sam N. Mercer Education Fund	<u>178,500</u>
Total net assets	<u>612,010</u>
<b>Total liabilities and net assets</b>	<b>\$ <u>2,033,070</u></b>

Draft

The accompanying notes are an integral part of these financial statements



**PACIFIC ASIA TRAVEL ASSOCIATION -  
STATEMENT OF ACTIVITIES  
FOR THE SIX MONTH PERIOD ENDED DECEMBER 31, 2003**

<b>Program Income</b>	
Market research and information	\$ 42,172
Product development	347,760
Marketing and promotion	83,459
PATA travel mart (Note 6)	<u>526,103</u>
Total program income	<u>999,494</u>
<b>Program expenditures</b>	
Market research and information	67,142
Product development	266,573
Human resources development	6,300
Marketing and promotion	44,154
PATA travel mart	<u>312,358</u>
Total program expenditures	<u>696,527</u>
<b>Program contribution</b>	<u>302,967</u>
<b>Other Income</b>	
Chapter support	2,439
Interest and other income	28,445
Sponsorship income	41,667
Contribution for Sam Mercer Fund	500
Special Fund - Ministry of Culture and Tourism-Korea	<u>17,499</u>
Total other income	<u>90,550</u>
<b>Other Expenditures</b>	
Communication department	1,745
Chapter support	10,375
Sponsorship	662
Unrealized loss on long-term investments	4,474
Special Fund - Ministry of Culture and Tourism - Korea	<u>17,499</u>
Total other expenditures	<u>34,755</u>
<b>Fixed Expenditures</b>	
Staff costs	662,504
Consulting fees	35,326
Occupancy	115,390
Travel/representation	66,616
Communications	36,892
Depreciation	42,103
General and office expenses	<u>185,312</u>
Total fixed expenditures	<u>1,144,142</u>
Total expenditures	<u>1,178,897</u>
Deficit from operations	(785,380)
Membership dues	<u>824,525</u>
Change in unrestricted net assets	39,145
Unrestricted Net assets, beginning of year	<u>572,865</u>
Unrestricted Net assets, end of year	<u>\$ 612,010</u>

**Draft**

The accompanying notes are an integral part of these financial statements

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**PACIFIC ASIA TRAVEL ASSOCIATION  
STATEMENT OF CASH FLOWS  
FOR THE SIX MONTH PERIOD ENDED DECEMBER 31, 2003**

<b>Cash flows from operating activities:</b>	
Change in unrestricted net assets	\$ 39,145
<b>Adjustments to reconcile change in unrestricted net assets to net cash provided by operating activities:</b>	
Unrealized loss on investments	4,474
Depreciation	42,103
Loss on impairment of fine arts	17,671
<b>(Increase) decrease in operating assets</b>	
Accounts receivable	51,132
Prepaid expenses	2,634
<b>Increase (decrease) in operating liabilities</b>	
Accounts payable	(86,599)
Accrued liabilities	(23,538)
Membership dues paid in advance	962,155
Deferred revenue	(202,780)
Due to PATA Foundation, Inc.	3,852
	<u>810,249</u>
<b>Net cash provided by operating activities</b>	
<b>Cash flows from investing activities:</b>	
Acquisition of furniture, fixtures and equipment	<u>(9,355)</u>
	<u>(9,355)</u>
<b>Net cash used by investing activities</b>	
Net increase in cash and cash equivalents	800,894
Cash and cash equivalents, beginning of year	<u>486,333</u>
Cash and cash equivalents, end of year	<u>\$ 1,287,227</u>

**Draft**

The accompanying notes are an integral part of these financial statements

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PACIFIC ASIA TRAVEL ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE SIX MONTH PERIOD ENDED DECEMBER 31, 2003

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

**Business of the Association**

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

**Basis of accounting**

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

**Basis of presentation**

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

**Classes of net assets**

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

**Concentration of credit risk**

The Association maintains cash balances at various financial institutions totaling \$1,287,227 at December 31, 2003. Generally, accounts at each institution are insured by the Federal Deposit Insurance Corporation up to \$100,000. At December 31, 2003, uninsured balances totaled \$1,138,111 for 2003 before reconciling items. Additionally funds maintained in foreign financial institutions amounting to \$54,690 are not insured.

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## Furniture, fixtures and equipment

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

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

## Membership dues and deferred revenue

Membership dues are recognized as revenue in the applicable membership period. Any unearned dues are included in dues paid in advance at the end of each accounting period. Any unearned amounts received for PATA Travel Mart, World Travel Mart and other special events offered by the Association are recorded as deferred revenue.

## Depreciation

Furniture, fixtures and equipment are depreciated on a straight-line basis over their estimated useful lives. For the six months ended December 31, 2003, depreciation expense amounted to \$42,103.

## Intangible assets

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

## Amortization

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

## Investments

At December 31, 2003 investments consist of marketable debt and equity securities and are measured at fair value. Realized and unrealized gains and losses are reflected in the statement of activities and changes in net assets.

## Sam N. Mercer Education Fund

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

## Statement of cash flows

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

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## Use of estimates

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

### NOTE 2: PENSION PLAN

The Association has a non-contributory employee benefit plan under IRC Section 401 K. Under this plan, the employer has no matching or participation obligation. For the six months ended December 31, 2003, the plan assets are invested in long-term mutual funds with a fair market value of \$112,993.

### NOTE 3: INCOME TAXES

The Association is exempt from federal and state income taxes. However, it is liable for income tax at normal corporate rates on its unrelated business income. The Association had no such income in 2003.

### NOTE 4: LEASES

The Association leases office space under an operating lease agreement expiring on July 31, 2007.

Minimum future rental payments under noncancelable operating lease having remaining terms in excess of one year as of December 31, 2003 for each of the next four years and in the aggregate are:

<u>Year Ended December 31:</u>	
2004	\$ 104,049
2005	91,922
2006	75,454
2007	<u>43,205</u>
Total future minimum rental payments	\$ <u>314,630</u>

Rental expense for the period was \$51,852.

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**NOTE 5: INVESTMENTS**

As of December 31, 2003 the Association's investments consisted of the following:

	<u>Carrying Value</u>	<u>Fair Value</u>	<u>Unrealized Gain/(Loss)</u>
Long term investments			
PIMCO Total Return Mutual Fund	\$ 201,712	\$ 196,754	\$ (4,958)
Alliance Bernstein Premier Growth Fund	4,084	4,568	484
Total long term investments	<u>\$ 205,796</u>	<u>\$ 201,322</u>	<u>\$ (4,474)</u>

**NOTE 6: PATA TRAVEL MART**

During the current year, the Association held an event, PATA Travel Mart, in October 2003, in Singapore.

**NOTE 7: PACIFIC AMERICAS TRAVEL MART (PATM) - PREVIOUSLY VUSAMART**

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

**NOTE 8: REVOLVING LINE OF CREDIT**

The Association established a \$100,000 revolving line of credit with Merrill Lynch approved by Merrill Lynch on May 22, 2003. The line of credit is secured by mutual fund accounts with a fair value of \$155,541 at December 31, 2003. For the six month period ended December 31, 2003, outstanding line of credit balance was zero.

**NOTE 9: BARTER EXCHANGES**

In the normal course of operations, the Association barter memberships in exchange for services. The Association determines the value of barter transactions to be recorded using the amount charged for the memberships exchanged. During 2003, the Association received no bartered services.

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**NOTE 10: APPRAISAL OF FINE ARTS**

The Association had received an unrestricted contribution of fine arts (paintings) with an estimated fair value of \$39,171. During the period under audit, the paintings were appraised at \$21,500.

**NOTE 11: CHANGE IN ACCOUNTING PERIOD**

The Association changed its accounting period from a June 30 year end to a December 31 year end. The short period financial statements are for six months ending December 31, 2003.

## Resolutions for Board Approval

April 18, 2004

### ✓ Resolution 1 :

#### Adoption of the simplified categories for Associate and Industry members

It is hereby proposed that the PATA Board of Directors approves the below new categories for Associate and Industry membership for the primary purpose of streamlining and simplifying these Industry categories.

The following category changes require Board approval :

##### Associate

Education		
General	<i>all to become</i>	<u>Associate</u>
Media		

##### Hotel Industry Property

Level I		
Level II	<i>all to become</i>	<u>Industry</u>
Level III		
Level IV		

##### Industry Services

Level I		
Level II	<i>all to become</i>	<u>Industry</u>
Level III		

Industry Corporate	<i>to become</i>	<u>Corporate</u>
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##### Industry Hotel Head Office

Level I		
Level II	<i>to become</i>	<u>Corporate</u>
Level III		
Level IV		

<i>Newly Created</i>	<u>Corporate Affiliate</u>
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## Resolution 2 :

### Adoption of the simplified fees for Associate and Industry Categories

It is hereby proposed that the PATA Board of Directors approves the below new fees for the Associate and Industry membership categories for the primary purpose of streamlining and simplifying these fees.

The following membership fee changes require Board approval (all expressed in US\$):

#### Associate

Education	500		
General	700	<i>all to become</i>	<u>1,000</u> <del>500</del>
Media	700		

#### Hotel Industry Property

Level I	1,500		
Level II	1,000	<i>all to become</i>	<u>1,000</u>
Level III	650		
Level IV	500		

#### Industry Services

Level I	1,500		
Level II	1,000	<i>all to become</i>	<u>1,000</u>
Level III	500		

#### Industry Corporate

5,500	<i>to become</i>	<u>4,000</u>
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#### Industry Hotel Head Office

Level I	3,500		
Level II	3,000	<i>to become</i>	<u>4,000</u>
Level III	2,500		
Level IV	1,500		

Corporate Affiliate	<i>to be priced at</i>	<u>500</u>
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### Resolution 3 :

#### Adoption of the 'Chapters Integration Plan'

It is hereby proposed that the PATA Board of Directors approves the 'PATA Chapters Integration Plan', as outlined on pages 40 and 41 of the 'Chapters Integration Plan' Document, viz. a three year compliance plan, commencing in 2004 and to be completed in 2007. *With the following amendment*

— that management, in consultation with the immediate past and current industry council chairs, define an additional category and fee structure for retail travel agencies in Europe and the Americas

Resolution 4:

That in .



## **BOARD OF DIRECTORS MEETING**

**SUNDAY, APRIL 18, 2004  
SHILLA CHEJU HOTEL  
JEJU ISLAND, KOREA (ROK)**

### **AGENDA NO.5**

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Membership Drive Plan	3-12
Chapter Integration Plan	13-20

April 7, 2004

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MEMORANDUM



April 5th, 2004

To : PATA Board of Directors

From : PATA President & CEO

Re. : 'Chapter Integration, Membership Value and Growth : Inextricably Linked'

Dear Members of the Board,

Many of you will remember our discussions in Bahrain in January 2003, when we adopted 'The New Agenda for PATA', a ten-point strategic agenda for PATA's future, which was subsequently ratified at the 2003 Annual Conference in Bali.

~~Several projects have been completed and excellent progress is being made on the other priorities which were set out in that document. A few initiatives are on-going.~~

Most notably, our on-going efforts have focused on advocacy issues, and our commitment to 'protect, position and promote' our industry in the Asia Pacific region. The SARS crisis produced PATA's 'Project Phoenix' as a response, while the recent threat of Avian Flu was effectively countered by PATA's strategic communications efforts with global media companies, the World Health Organisation and other stakeholders.

Other strategic directions are being successfully pursued. They include our YTP development : nearly 100 young tourism professionals have now formally affiliated with PATA. Very recently we launched our 'Allied Partner' programme for tourist boards outside the PATA region : the first such tourism organisations have now joined our association. We are laying the groundwork for a strong, pro-active relationship with the tourism authorities and industries in China and India, the 'locomotives' which will pull the Asia Pacific 'tourism train' into a promising future. Our PATA Travel Mart is poised for significant growth as we implement our 'on the road again' concept : PTM 2004 arrives in Bangkok on September 22.

One important strategic priority, however, has remained elusive : how to strengthen, support and empower our Chapters, and how to integrate their members into the organisational fabric of PATA. We have given this much thought in recent months.

We believe this integration can only be achieved if we implement the recommendations of the Washington Resource Group (WRG), which the PATA Board approved in 2001.

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*However, we are convinced that this can only be accomplished successfully if we can present a serious, significant and sound 'value proposition' which compells chapter members who are not members of our international association to join PATA.*

*This requires us to re-think and re-position our 'member benefits package'. This, in turn, leads us to re-think our Industry membership categories and their membership fee structure.*

*It is precisely in the Industry category that we find the majority of chapter members who are not full members of PATA. It is essential, therefore, that we design a compelling set of benefits to convince and convert these chapter members to join PATA.*

In the attached two documents we set out, for the first time, a comprehensive 'Chapter Integration Plan' and a related proposal for 'Simplified Categories and Fees' which recognise the need for PATA to present an attractive and persuasive 'benefits package' to our industry members.

Its implementation hinges on your adoption of our proposal to re-cast the PATA Industry categories, benefits and fees. If adopted, we believe it will enable us, over the coming three years, to work positively and productively with all Chapters towards compliance with the original, board-approved WRG recommendations. Your support of these proposals has another critically important consequence : it allows us, for the first time, to recruit new PATA members with a transparent and cost-effective member benefit plan.

Needless to say, we are very enthusiastic about these proposals. We view them as critically important to achieving our principal objective, as outlined in Strategy # 1 of our proposed 'Strategic Plan 2004/2005', which we sent you in soft copy earlier : ***'Improve the way PATA services existing members and engages prospective members.'*** (you will receive your hard copy of the 'Strategic Plan 2004/2005' in Jeju as part of your Conference Working Papers)

I regret having to send you so much 'required reading' on relatively short notice (hard copies will be available, of course, in Jeju). These very specific proposals only 'came together' after we completed our 'Strategic Plan 2004/2005' during the recent post-Avian Flu weeks. We look forward to your input and your suggestions to further improve and refine these new directions.

We have heard it all too often : "What are the tangible benefits of PATA membership ? What do I really get for my membership fee ?" Here is our answer : 'PATA offers a true value-for-money proposition which is affordable for any serious, bona-fide operator in Pacific Asia travel & tourism".

I hope you agree.



Peter de Jong,  
President & CEO

## PATA Membership Drive : Simplified Categories and Fees

(In support of the PATA Business Plan 2004/2005)

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Board Approval is sought for two important elements of this Plan. They will be highlighted in each case.

### Objective

Steadily rebuild PATA Membership to 1500 by end 2005.

### Strategy

There will be four main focus areas:

1. Convert Chapters to PATA membership
2. Secure new members
3. Re-sign past members
4. Retain existing members

The key to success is the enhancement of membership value. PATA will identify tangible benefits, with a quantifiable dollar value, and package and market them in a compelling way. This will include:

- More inclusive benefits and fewer user pays services
- Simplified member categories and fee structures
- New pricing policy

This is not to say that intangible benefits, such as networking opportunities and PATA's advocacy role, are not of value. They are vital to our continued success, and critical to our Level 1 Government, Carrier and Corporate members.

Growth in membership will come mostly from the Industry Category and from the fast-growing Asian Region. There will be some growth in the Carriers category, with the expansion of routes throughout the region and the growth of low-cost carriers, and in the Government category at a regional level, as new destinations are developed. Both categories are critical in terms of sustaining revenue.

### Membership Targets

2004 BUDGET			2005 TARGET		
CATEGORY	MEMBERS	REVENUE	CATEGORY	MEMBERS	REVENUE
GOVERNMENT	75	750,000	GOVERNMENT	90	800,000
CARRIERS	40	330,000	CARRIERS	45	370,000
SERVICES	470	335,000	INDUSTRY	1,075	1,075,000
HOTELS	225	230,000			
ASSOCIATE	180	110,000	ASSOCIATE	200	200,000
CORPORATE	10	45,000	CORPORATE	40	160,000
			CORPORATE AFFILIATE	50	25,000
<b>TOTAL</b>	<b>1,000</b>	<b>1,800,000</b>		<b>1,500</b>	<b>2,630,000</b>

REGION	2004 BUDGET		2005 TARGET	
	MEMBERS	REVENUE	MEMBERS	REVENUE
ASIA	685	1,327,000	1,106	1,938,895
PACIFIC	105	250,000	131	365,278
AMERICAS	115	150,000	144	219,166
EUROPE	80	64,000	100	93,511
MIDDLE EAST	15	9,000	19	13,150
TOTAL	1,000	1,800,000	1,500	2,630,000

## Key Tactics

### 1. Chapter Integration

Convert an estimated 2,000 Chapter members to PATA membership over three years. Given most would become Industry members, the expected revenue gain could be very considerable. Details in the Chapter Integration Plan.

**DECISION REQUIRED: Board Approval of Chapter Integration Plan (see separate document).**

### 2. Simplification of Industry & Associate Categories

#### Current Situation

Our sales efforts are being hampered by an overly complex matrix of member categories and levels, particularly within the Industry segment. As a result, prospective members are being asked to provide information they might regard as commercially sensitive or be tempted to manipulate to reduce their fee.

Our goal is to create a simpler, more transparent process, which will dramatically improve our ability to sell new memberships.

There are currently four different Industry Categories (based on the 2004 Budget) as follows:

	MEMBERS	REVENUE (USD)	AV VALUE (USD)
Industry Services	470	335,000	713
Industry Hotel	225	230,000	1,022
Associate	180	110,000	611
Industry Corporate	10	45,000	4,500

Across these categories there is a mixed bag of flat fees and tiered pricing structures based on income levels and, for hotel members, room stocks.

For example, here are some of the current fee criteria:

Fee for Industry Corporate: flat rate of 5,500 USD

Fees for Industry Hotels: Head Office

<u>Rooms</u>	<u>Fee (USD)</u>
> 75,000	3,500
50 – 75,000	3,000
25 – 50,000	2,500
< 25,000	1,500

Fees for Industry Hotels: Individual Properties

<u>Rooms</u>	<u>Fee (USD)</u>
> 500	1,500
250 – 500	1,000
100 – 250	650
< 100	500

Fees for Industry Services

<u>Income (USD)</u>	<u>Fee (USD)</u>
> 1m	1,500
500K – 1m	1,000
< 500K	500

There are separate levels for travel agencies, equipment operators, internet companies, meeting and incentive operators, travel trade associations, representatives, sight-seeing operators, tourist attractions and wholesale tour operators.

New Model:

Simplified Categories

- Rename "Industry Corporate" as "Corporate"
- Merge "Industry Services" and "Industry Hotels" into one category called "Industry"
- Move "Industry Hotels: Head Office" into "Corporate"

Simplified Fee Structure

- \$1000 flat fee for all Industry and Associate members
- \$4000 flat fee for all Corporate members

Corporates encouraged to on-sell membership

- Create a Corporate Affiliate category with a fee of \$500 (50% of Industry fee). This will create a potential win-win scenario whereby Corporates (eg major hotel chains) are seen to be adding value to their membership, while PATA gains new members.

PATA



There is no intention to change Government or Carrier Categories.

Outcome:

Of the 885 members in these categories, 589 will pay more, 169 will pay less and 127 will pay the same.

Assuming there is no attrition of members, the new fee structure would generate an extra \$228,000 in revenue for PATA.

The members hardest hit by the changes are:

- Head Office Hotel level 4 (<25,000 rooms): increase from \$1500 to \$4000 as a Corporate member. We will offer them new benefits worth \$6,114. (Size of risk: There are 30 members in this category, paying \$45,000)
- Travel Agency level 3 (< \$500K): increase from \$500 to \$1000 as Industry member. We will offer them new benefits worth \$2,180. (Size of Risk: 118 members, paying \$59,000)
- Wholesale Tour Operator level 3: increase from \$500 to \$1000 as Industry member. As above. (Size of risk: 103 members, paying \$51,500)

It's worth noting that in all cases, members will be offered new benefits worth considerably more than any increase in their fee.

**DECISION REQUIRED: Board Approval of Simplified Categories and Fees**

### 3. Introduce New Member Benefits

PATA is examining ways to offer members a range of new inclusive benefits.

We would like to share management thinking on these new benefits and possible models for their application.

The benefits would be offered at three levels: Gold, Silver and Bronze. They would apply to Member Categories as shown:

BENEFIT	CATEGORY
Gold	Govt Level 1, Carrier Level 1, Corporate
Silver	Govt Level 2, Carrier Level 2
Bronze	Govt Level 3, Industry, Associate

a) Reduced Conference fee

Situation for 2004 Conference

DELEGATE CATEGORIES	FEE (USD)	EST. PAYING DELEGATES	ESTIMATED REVENUE
Members	700	230	161,000
Member spouses	350	120	42,000
YTP	99	30	2,970
Chapter members	800	100	80,000
Chapter spouses	440	30	13,200
Non-members	1,050	50	52,500
Non-member spouses	530	20	10,600
Members – local	450	180	81,000
Member spouses – local	300	30	9,000
Non-members – local	550	10	5,500
<b>TOTAL</b>		<b>800</b>	<b>457,770</b>

New Model:

For the 2005 Conference in Macau, PATA would offer members the opportunity to register for a non-refundable, administration fee of only \$250.

This benefit would vary as follows:

- Gold First delegate at \$250, second and additional delegates at \$200 each
- Silver First 2 delegates at \$250 each, third and additional delegates at \$200 each
- Bronze First 3 delegates at \$250 each, fourth and additional delegates at \$200

To be eligible, members must have fully paid their membership dues for 2005.

The \$250 fee would also apply to members' spouses. Fees for YTPs would remain unchanged at \$99.

Chapter members and non-members would be charged a fee of \$1200, with spouses at \$600. Local registrants would be charged \$500.

Outcome:

This initiative is dependent on PATA fulfilling one of the strategies in the 2004/05 Business Plan to make the Conference a "must-attend" event for travel and tourism industry management in the region.

In this way, the reduced fee should spur a significant increase in attendance at the Macau Conference, in turn, creating improved sponsorship opportunities.

The higher fee for Chapter members and non-members would provide a meaningful incentive for them to sign on as members. The differential in price would be \$950 – only just less than the cost of an Industry membership.

Based on estimated registrations for the 2004 conference (shown above), the lower fee for members (excluding any change for other delegates) would have meant a drop in revenue of about \$125,000.

However, this new benefit, along with others, would be a major boost to our new membership drive. We would need to recruit only 125 new Industry members – less than a third of our target of 380 – to recover this shortfall.

If a significant number of current Conference-going Chapter members and non-members sign up as members to access the cheaper Conference fee, there would inevitably be a further reduction in Conference revenues.

However this would be offset by increased membership fees, which is our primary goal, and more delegates attending the conference.

#### b) Better Member Proposition for the Mart

##### Current Situation

PATA Mart 2003 in Singapore heralded a revitalisation of the event, which will now rotate through Asia Pacific cities. Currently, the Mart offers good value, with costs less than half those of major European shows, such as ITB, and comparable with Asian regional shows such as ATF.

Our major objective is to broaden the gap between the cost of participation for members and non-members.

##### Seller costs for 2004 Mart

	MEMBER (USD)	NON-MEMBER (USD)
Standard Booth	1,650	1,950
First delegate	460	550
Second delegate	400	490

##### New Model for 2005

PATA would offer members the opportunity to bring one delegate free of charge and subsequent delegates at \$400 per person.

	MEMBER (USD)	NON-MEMBER (USD)
Standard Booth	1,650	1,950
First delegate	Free of charge	550
Second delegate*	400	490

(\*Additional delegates at \$400 a head)

The cost for a member seller taking a booth and bringing one delegate would fall by 22 per cent from \$2,100 to \$1,650. The cost for a member taking a booth and bringing two delegates would fall by 18 per cent from \$2,510 to \$2,050.

This would be a standard benefit across all categories – Gold, Silver and Bronze.

Outcome:

This initiative would significantly widen the gap between member and non-member costs at PATA Mart and give further cause for non-members to sign up.

The difference would be \$880, not far short of the \$1000 fee for Industry membership. Furthermore, sellers might be encouraged to bring more delegates.

At PATA Travel Mart 2003, 164 member sellers took booths, with an average of two delegates, generating revenue of \$399,403. The reduced fee for members would have resulted in a reduction of \$75,440. However, we would need to attract only 36 additional sellers (each bringing two delegates) to cover this amount.

### c) World-class, individually-tailored Strategic Intelligence

Current Situation

Level 1 Government and Carrier members and Level 1 and 2 Corporate members receive the core products from PATA's Strategic Intelligence Centre (SIC) free of charge. All other members pay a special rate, discounted by up to

50 per cent from the sale price to non-members. For example, the Annual Statistics Report is sold to members for \$250 and to non-members for \$350.

New Model

Not only would SIC continue to produce world-class intelligence reports, it would work even harder to ensure these reports focus on issues of critical importance to members. With some products, such as the highly-regarded MasterIndex of Travel (produced jointly with MasterCard), reports would be tailored to specific destinations.

From 2005, all members would receive three core products – Issues & Trends, Compass Magazine and access to online data – worth \$350 a year, for free.

On top of this, members would get the following added value:

- Gold: 7 products (shown in the table below), worth \$2,284, free of charge.
- Silver: 2 products, worth \$625, free of charge, plus discounts worth up to \$1,489 on 5 other products.
- Bronze: discounts worth up to \$1,039 on 7 products.

The products and benefits are shown as follows...

PRODUCT	PRICE (USD)	GOLD	SILVER	BRONZE
• Issues & Trends (x12)	150	Free	Free	Free
• Compass Magazine (x6)	30	Free	Free	Free
• Access to online statistics	150	Free	Free	Free
• Annual Statistical Report	350	Free	Free	250
• Quarterly Stat. Report (x4)	275	Free	Free	200
• Forecasts	499	Free	350	350
• MasterIndex of Travel (x2)	180	Free	120	120
• Russia Outbound Study	350	Free	175	175
• Korea Outbound Study	200	Free	100	100
• North Korea Taskforce	100	Free	50	50
<b>TOTAL COST</b>	<b>2,284</b>	<b>0</b>	<b>795</b>	<b>1,245</b>
<b>TOTAL SAVINGS</b>		<b>2,284</b>	<b>1,489</b>	<b>1,039</b>

d) Exposure through PATA Events, publications and communications

Current Situation

PATA currently offers limited opportunities for member brand and product exposure at the annual Conference and Mart, and within its various publications.

New Model

PATA would offer a comprehensive range of opportunities, including:

- Brand / Product exposure in a revamped "What's New in Asia Pacific" e-bulletin and/or web-page within PATA.org.
- Inclusion in the Tourism Communicators Database, which comprises the PR / Communications Managers of PATA members and ensures a constant flow of news and marketing intelligence
- Advertising opportunities within key SIC publications and PATA's online communications
- Increased sponsorship opportunities at the Mart and Conference, particularly as delegate numbers increase.

PATA would continue to offer member brand and product recognition through the Gold Awards.

e) Member-get-member incentive deals

PATA would implement a simple but effective "member-get-member" scheme for 2005. Members who demonstrate they sign up new members would be eligible for prizes such as a free booth at PATA Mart or free Conference registration.

Winners would also be recognised for their efforts at a ceremony during the Conference.

### Summary of New Benefits

<b>GOLD BENEFITS</b>	<b>MEMBER PRICE USD</b>	<b>ACTUAL PRICE USD</b>	<b>SAVING USD</b>
PAC Macau – 3 delegates	650	3,600	2,950
PTM Kuala Lumpur – 1 booth, 2 delegates	2,110	2,990	880
10 Intelligence products	Free	2,284	2,284
<b>TOTAL</b>	<b>2,760</b>	<b>8,874</b>	<b>6,114</b>

<b>SILVER BENEFITS</b>	<b>MEMBER PRICE USD</b>	<b>ACTUAL PRICE USD</b>	<b>SAVING USD</b>
PAC Macau – 2 delegates	500	2,400	1,900
PTM Kuala Lumpur – 1 booth, 2 delegates	2,110	2,990	880
5 Intelligence products	Free	955	955
<b>TOTAL</b>	<b>2,610</b>	<b>6,345</b>	<b>3,735</b>

<b>BRONZE BENEFITS</b>	<b>MEMBER PRICE USD</b>	<b>ACTUAL PRICE USD</b>	<b>SAVING USD</b>
PAC Macau – 1 delegate	250	1,200	950
PTM Kuala Lumpur – 1 booth, 2 delegates	2,110	2,990	880
3 Intelligence products	Free	350	350
<b>TOTAL</b>	<b>2,360</b>	<b>4,540</b>	<b>2,180</b>

For each of the above, we would also highlight other significant benefits, including:

- Brand and product exposure opportunities
- Member networking and business referral opportunities
- PATA's increased focus on advocacy on key issues impacting travel and tourism in the region.

By introducing these benefits, PATA management believes it can achieve the aggressive membership targets identified at the start of this plan. These targets are exclusive of Allied Partners and Premier Partners.

The new benefits will also be critical to the success of the Chapter Integration Plan.

### **Launch of 2005 Drive**

The 2005 Membership Drive will be launched in September 2004 at the PATA Mart in Bangkok, Thailand. A dedicated zone (in the style of the Project Phoenix zone at the Singapore Mart) will be built to promote new member benefits and sign up new members.

A wide range of promotional collateral, including multi-media sales kits, will be developed in time for the launch, for use by PATA's membership sales staff in the regional offices and in Bangkok.

**Timing is of the essence. Production of collateral materials will begin in May. Board Approval of the Chapter Integration Plan and the Simplification of Categories & Fees at the Jeju Board Meeting will ensure that we stay on schedule for the September Launch.**

Peter de Jong  
President & CEO, PATA  
April, 2004

## CHAPTERS INTEGRATION PLAN

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Since its inception over 40 years ago, the Pacific Asia Travel Association's system of Chapters has been a powerful global grassroots distribution vehicle. Few would dispute that the PATA Chapters have enabled the organisation to build an enviable presence and network stretching far beyond what its membership and budget would have permitted otherwise.

Throughout the 70's and 80's, the PATA Chapters were one of Asia Pacific's most influential travel distribution systems, with the ability to round up major buyers of regional travel and tourism product in all the critical source markets of the world. Many National Tourism Organisations (NTOs) and industry leaders capitalised on this unique promotional outlet, particularly in Europe and the Americas where chapters frequently supported and co-hosted destination road shows and other marketing initiatives.

The 1990's and the new millennium brought about enormous change in technology, communications and business practices. Over time, the impressive distribution system represented by PATA Chapters has been eroded and usurped by more powerful industry and consumer direct channels – the world wide web not least of all.

Within this new global paradigm, PATA has not found an adequate way to support and nourish its relationship with its Chapters. Not only has PATA had to change course and find innovative ways to flourish in the internet age, but equally so, PATA Chapters have been forced to rethink how they operate and bring value to their membership: and in many cases these organisational changes have not been in tandem.

Chapters have grown independently within the framework of PATA to embrace not only the values and virtues of PATA, but also the character of its membership and geographic location. Perhaps this is one of the underlying difficulties in addressing the need for change within the PATA Chapters. There is no prototypical chapter, and hence there is no plan for dealing with them in a way that can easily accommodate all in a rational, equitable and affordable manner.

Today, PATA Chapters range from those that are in full compliance with PATA rules and who are supportive of PATA's mission to those that have entirely drifted off into separate entities with little consideration or concern for PATA's overarching objectives. Many others fall somewhere in between these two extremes.

A cohesive relationship between PATA and its Chapters is important to a healthy organisational future. In order for PATA to become a global leader in Asia Pacific, in order for the Association to maintain financial solvency, and in order to



deliver tangible value to its members, PATA aims to resolve and strengthen the PATA/Chapter relationship.

The 2004/2005 Strategic Plan takes into consideration the ever-changing business environment and has challenged us to rethink the core objectives of PATA. Article VI of the Association's Bylaws, suggests that chapters exist "to assist in the fulfilment of the objectives of the Association". Just as the Association's objectives have been fine-tuned to meet new and emerging challenges of Asia Pacific travel and tourism, so too must the relationship between PATA and its chapters. The Chapters Integration Plan is a proposed way forward with this important relationship.

#### **CHAPTER HISTORY**

The PATA Chapter concept was formally adopted at a PATA Executive Committee meeting held in Tokyo, Japan on August 27, 1957. Subsequently, the guidelines for the establishment of PATA Chapters were formulated and adopted by the 10th PATA Annual Conference in Honolulu in January 1961. The resolution reasoned that *'there is a great need to obtain uniformity and combined action by PATA members in pursuing their National policies within the framework of PATA, and to bring together PATA members for this purpose as and when required'*. Later that year, the first officially recognised PATA Chapters were launched in New Zealand and Hong Kong.

These two original Chapters were known as 'Area Chapters' because they were located in the PATA tourism receiving areas. Another type of Chapter known as 'Promotional Chapters' came into being in 1962 for the 'promotion' of visitors from tourism generating markets of the Americas and Europe to the Pacific Asia Area. The first of these 'Promotional Chapters' was inaugurated in New York in 1962, followed by a Chapter in London. The 'Area' and 'Promotional' distinction was dropped in 1979 as a result of the recognition of the emerging potential for intra-regional travel between the increasingly affluent countries of the PATA region – Asia Pacific as not only a destination but also a supporting source market.

In 1991, with the move toward two-way tourism, the rules governing chapters in the Americas and Europe were further liberalised when non-PATA members were allowed to join as chapter-only members.

In our view, the inclusion of non-PATA members into the chapters had the impact of diluting the value of membership in PATA itself as many of the same privileges and services of PATA were made accessible to all chapter members.

## ORIGINAL OBJECTIVES OF PATA CHAPTERS

The original objectives of PATA Chapters complement the objectives of PATA. They were:

1. To foster a close working relationship among PATA members and between all travel industry representatives.
2. To provide forums for the development, promotion and sale of PATA destinations and products of PATA members.
3. To promote travel industry professionalism and skills through education and training.
4. To express the unified voice of the travel industry in local communities and obtain combined action in pursuing national and local tourism policies within the framework of PATA.
5. To implement or assist in the conduct of specific PATA projects.

## CHAPTER RESPONSIBILITIES

From the onset, Chapters were always meant to be an extension of PATA. PATA membership and Chapter membership have always been considered two different entities; membership in one does not imply membership in the other.

However, the privilege of holding the PATA franchise in an area came with certain responsibilities which were meant to ensure the maintenance of PATA's brand equity. These responsibilities include:

1. Each Chapter should at all times maintain a membership of at least 15 PATA member organisations or individuals representing 15 different PATA members. *This was later reduced to a minimum of 10 PATA members.*
2. Strict adherence to Brand and Logo usage rules
3. Only PATA members may serve as Chapter Chairperson and Vice-Chairperson.
4. A regular flow of information between PATA Chapters and PATA must be maintained, including submission of: Minutes of all Meetings, Roster of Chapter Officers, Executive Committee and Members.

It was always envisaged that as long as Chapters remained in compliance with the above responsibilities, they would serve as a powerful extension of PATA.

## THE WASHINGTON RESOURCE GROUP REPORT (WRGR)

By 1998, serious flaws were emerging in the Chapter network. Chapters were failing to meet their commitments in terms of maintaining necessary membership

levels, using the PATA logo and communicating with PATA Headquarters. As a result of this lack of compliance on the part of many Chapters, PATA's brand equity, membership levels, revenues and overall effectiveness were being jeopardised. This emerging crisis resonated at the Board level, at headquarters, in the regional offices and throughout the membership.

In response, PATA commissioned the Washington Resource Group, Inc. (WRG) to undertake a study of the relationship between PATA and its Chapters. The outcome of this study, the final version of which was resolved by the Board of Directors in Chinese Taipei in September 2001, suggested (inter alia) the following:

1. That membership levels in Europe and Americas Chapters require a minimum of 50% membership of PATA; and
2. That PATA membership levels in Asia and Pacific Chapters require 100% membership of PATA.

These membership levels were to be achieved over several years with full compliance by most Chapters meant for June 2003. Those chapters in developing areas were given a two year extension on compliance to June 2005.

#### **CHAPTER STATUS REPORT 2004**

With leadership changes and transitions occurring in late 2001 and early 2002, the Chapters were not monitored for compliance to the above stated WRG Recommendations and the maladies of the Chapter system continued much as they had prior to the commissioning of the WRG.

At the 2002 PATA Annual Conference in New Delhi, India, incoming Chairman Mr. Bo W. Long set high on his agenda a resolution to the lingering Chapters issue. Chairman Long formed a Chapter's Advisory Committee whose deliberations took place during several meetings of the Board of Directors, Manila (Sept 02) and Bahrain (Jan 03). The Advisory Committee re-established an understanding of the role of Chapters within the framework of PATA. These included: roles in education, advocacy, public relations, and membership development.

By January 2004, the beginning of PATA's new fiscal year, Chapter inventory stood at 70 worldwide, with an estimated 7,000 members. Of the PATA Chapters, only a handful was in compliance with the pre-WRG criteria of membership levels and necessary communication with PATA: none were in compliance with the WRG membership criteria.

**Basic Chapter Criteria**

<b>Criteria</b>	<b>Compliance</b>	<b>Non-Compliance</b>
Chairperson and Vice Chairperson Full PATA Members	29	41
10 Full PATA Members	28	42
Submit Membership Roster to PATA HQ	14	56
Submit Meeting Minutes to PATA HQ	14	56

Of the 70 Chapters, only two were in full compliance with these criteria. Twenty-six (37 percent) were in compliance with none of the above criteria. The below chart shows the level of fulfilment of the basic chapter criteria among the 70 chapters:

<b>Number of Criteria Fulfilled</b>	<b>Number of Chapters in Level of Compliance</b>	<b>Percentage of Chapters</b>
Zero Criteria Fulfilled	26	37 percent
One Criteria Fulfilled	14	20 percent
Two Criteria Fulfilled	21	30 percent
Three Criteria Fulfilled	7	10 percent
All Criteria Fulfilled	2	3 percent

**A PROPOSED WAY FORWARD**

With respect to past experiences and efforts to integrate PATA and its Chapters, a Chapters Integration Plan has now been devised as a way forward on this critical PATA issue. It is a plan for strengthening the PATA brand and growing membership. The plan is comprised of value propositions and benefits that will enable Chapters to more easily entice their members to convert to PATA membership. And perhaps most importantly, it is a plan to bring greater cohesion between PATA and its Chapter network.

The proposed Chapters Integration Plan is complementary to two other important initiatives: the 2004/05 Strategic Plan and the 2005 Membership Drive Plan. Collectively, these documents set out the road map for PATA growth over the next three years.

### **THE 2004/05 STRATEGIC PLAN**

The PATA 2004/05 Strategic Plan sets out to achieve a number of elements that are viewed as integral to the structural and financial health of the organisation. Among them:

- To Increase demonstrable Membership Value to PATA Members;
- To Increase Membership to 1,500 by 2005; and
- To Strengthen the PATA Brand in order to position PATA as a Global Leader and Advocate for Asia Pacific Travel and Tourism

An improved relationship with the Chapters will enhance PATA's success in achieving the objectives of the 2004/05 Strategic Plan.

### **THE CHAPTERS INTEGRATION PLAN**

The Chapters Integration Plan proposes a three-year programme that will commence at the PAC 2004 in Jeju, Korea. The programme calls for a phased conversion of PATA Chapter members to PATA membership.

In year one, Chapters will be required to fulfil the longstanding membership and communications criteria for Chapters as shown below.

#### **Year One April 2004 – April 2005**

- |  |
|--|
| <ul style="list-style-type: none"><li>• Mandatory PATA membership for Chairperson and Vice Chairperson</li><li>• A Minimum of 10 Full PATA Members in Each Chapter</li><li>• Membership Roster must be submitted to PATA</li><li>• Minutes of All Meetings must be submitted to PATA</li></ul> |
|--|

In year two, minimum full PATA membership will be increased to 50 percent of Chapter membership. This is seen as a critical step in the realignment of membership requirements set forth in the WRG Report. All communication criteria will remain the same.

#### **Year Two April 2005 – April 2006**

- |  |
|--|
| <ul style="list-style-type: none"><li>• Mandatory PATA membership for Chairperson and Vice Chairperson</li><li>• A Minimum 50 percent of Chapter must be Full PATA Members</li><li>• Membership Roster must be submitted to PATA</li><li>• Minutes of All Meetings must be submitted to PATA</li></ul> |
|--|

Finally, in year three, we seek to accomplish the objective of full PATA membership throughout the PATA Chapters by April 2007. Whereas, the original WRG recommendations aimed at a 50 percent membership rate in the Americas

and Europe Chapters, the Chapters Integration Plan seeks to fully integrate Chapter members into PATA. This is supported by the compelling value propositions that over three years should entice any organisation that is seriously engaged in Asia Pacific travel and tourism to join as a full PATA member.

**Year Three  
April 2006 – April 2007**

- Mandatory PATA membership for Chairperson and Vice Chairperson
- 100 percent of Chapter must be Full PATA Members
- Membership Roster must be submitted to PATA
- Minutes of All Meetings must be submitted to PATA

In all other ways, Chapters will continue to operate as they have and will remain a powerful grassroots element of PATA's efforts in advocacy, education and marketing. Membership in PATA is organisational, not individual. Therefore, as long as a person is an employee or student of a PATA member organisation, they will qualify for Chapter membership.

The final compliance assessment of the Chapters Integration Plan is proposed to fall under the mandate of the PATA Board of Directors. PATA management will provide the Board of Directors with an annual update of those Chapters that are and are not in compliance with the criteria set forth in the Chapters Integration Plan. The Board of Directors will in turn determine whether a Chapter should be discontinued or granted an extension for compliance. Only after resolution by the Board will the management undertake action to physically remove a PATA Chapter from our roster.

**VALUE PROPOSITIONS FOR MEMBERSHIP GROWTH**

Chapters are not expected to perform membership conversion alone. A plan for the simplification of membership categories and fees, particularly in the industry sector, will facilitate the selling of membership to Chapter-only members. More importantly, however, is a set of benefits and incentives that will help inspire membership growth, including:

- A PAC member registration fee of US\$250.-, which represents a US\$950.- (80 percent) discount off the US\$1,200 published rate.
- Preferential member rates for PTM, including waiving first seller delegate fees.
- Greater access to key Strategic Intelligence; and
- Member-get-Member Incentives

By introducing the above, PATA management believes it can orchestrate conversion from Chapter-only to PATA membership and thereby fulfil membership growth targets and re-establish the power of the PATA brand.

### **CONCLUSION**

The Chapters Integration Plan aims to remove the longstanding discomfort that exists between PATA and its Chapters by bringing greater clarity to the relationship. By curtailing any negative energy and collectively seeking a positive way forward, we have the opportunity to build a bright future for the organisation and its myriad of stakeholders. Together we can make everyone that connects with PATA be and become a first class citizen.

The Chapters Integration Plan aims to proactively engage the Chapters in becoming a part of our success. With a formula for greater equity and value for money, we can become a powerful and singular voice for travel and tourism in Asia Pacific.

April 5, 2004  
Bangkok, Thailand.

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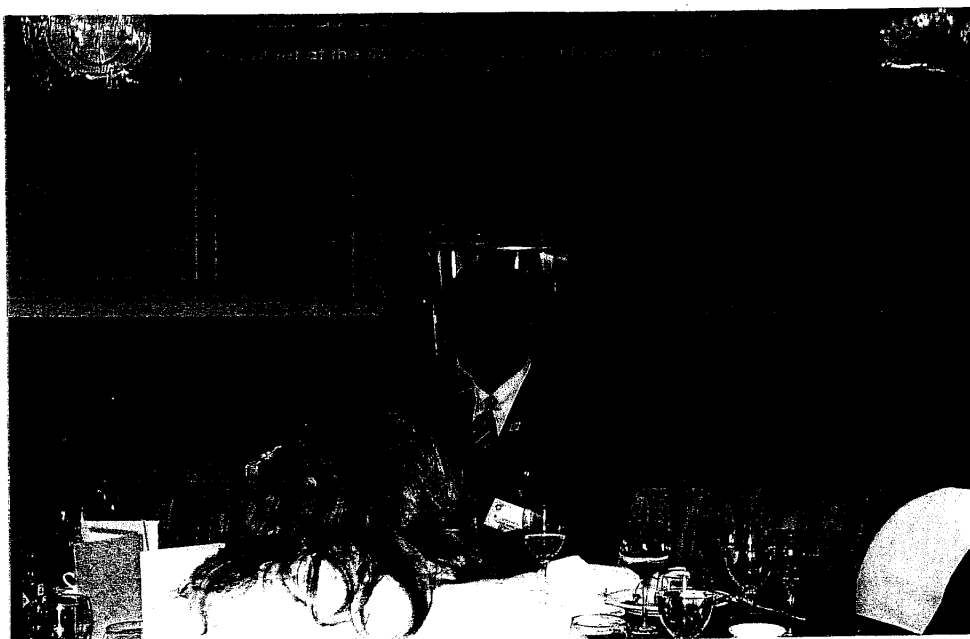
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參加二〇〇四年PATA第五十三屆年會暨理事會重要活動收錄照片



本局午宴款待PATA理事會成員蘇局長致詞

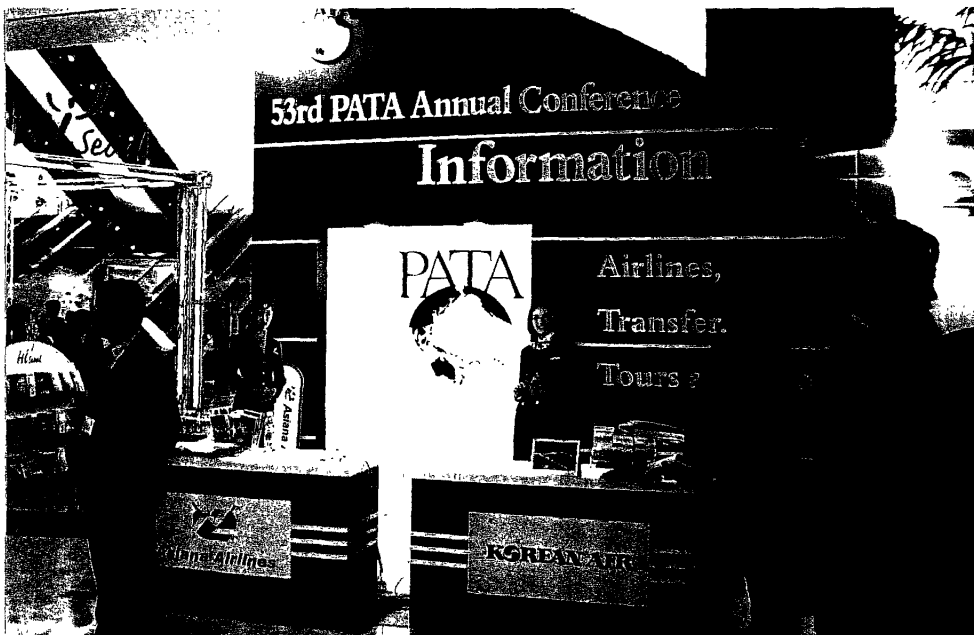


本局午宴款待PATA理事會成員秘書長Peter de Jong致詞

參加二〇〇四年 PATA 第五十三屆年會暨理事會重要活動收錄照片



本局取得 PATA 2007 年第五十六屆年會主辦權後  
與秘書長 Peter de Jong 合影



第五十三屆 PATA 年會會場佈置一

參加二〇〇四年 PATA 第五十三屆年會暨理事會重要活動收錄照片



第五十三屆 PATA 年會官式開幕表演節目一



第五十三屆 PATA 年會官式開幕表演節目二

參加二〇〇四年 PATA 第五十三屆年會暨理事會重要活動收錄照片

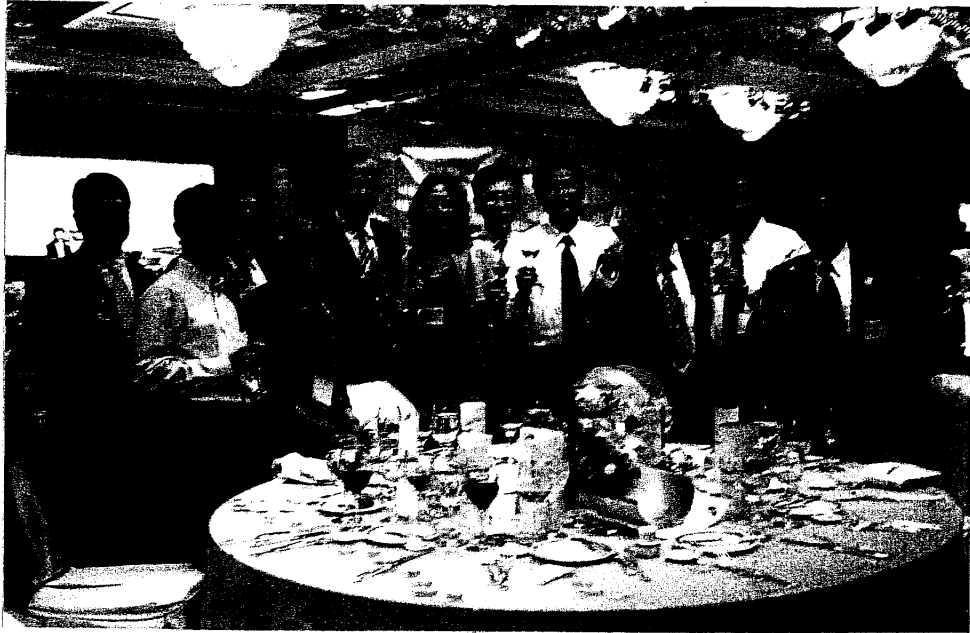


第五十三屆 PATA 年會會場佈置二

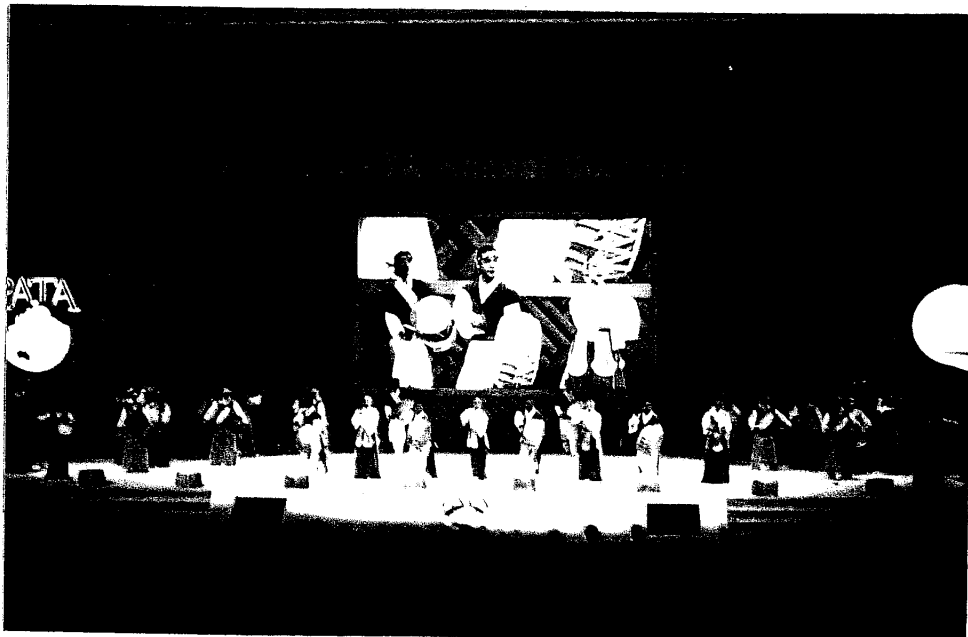


第五十三屆 PATA 年會  
開幕式秘書長 Peter de Jong 致詞

參加二〇〇四年 PATA 第五十三屆年會暨理事會重要活動收錄照片



「PATA 之夜」晚會



第五十三屆 PATA 年會官式閉幕表演節目

參加二〇〇四年PATA第五十三屆年會暨理事會重要活動收錄照片



PATA Foundation Silent Auction



與德國Frosch Touristik GmbH (FTI) Mrs. Heike Closset 晤談後合影