# A two-year suggestion program of activities for
# Skal Europe Area Committee

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To the Skal Europe Area Committee, dear Skalleagues!

**I'd like to propose** a two-year program of activities based on my extensive experience in long-tearm strategic business development. Given my background, I suggest a program designed to address a pressing challenge we encounter at Skal.

**The challenge** is twofold: attracting and recruiting new members and adding value for those who visit us once but, regrettably, not a second time.

I will be part of the creation of a more modern and sustainable business model for Skal within the European region, which is vital.

**It's important to note** that while the initial work is centered on **Europe**, the proposed strategies and initiatives are scalable and can be adapted for other regions, making them suitable for a possible global strategic implementation.

**Measuring the activities** is crucial to determine whether our efforts are achieving the desired results and to adjust the strategy if necessary. Here are also some suggestions on how we can measure the success of the mentioned activities:

**By regularly reviewing** these metrics, we can quickly pinpoint which activities are the most successful and where additional efforts or adjustments might be required.

Here's a two-year plan with 10 projects/activities:

## YEAR 1: UNDERSTANDING AND FUNDAMENTAL CHANGE

1. **MARKET ANALYSIS:** Investigate trends in the European tourism industry, customer behaviours, and offerings of competitors. Consider how these trends might be similar or differ in other regions.

METRICS/INDICATORS TO MEASURE OUTCOMES:
- Metric: Frequency of updates about industry trends and competitor analyses.
- Measurement Tool: Periodic reports and benchmarking tools.

2. **EMPATHY MAP SESSIONS:** Use this method to understand the feelings, needs, pains, and desires of existing, and new members in Europe.

METRICS/INDICATORS TO MEASURE OUTCOMES:
Metric: Number of sessions conducted, and insights gathered.
Measurement Tool: Session logs and participant feedback.

3. **TARGET GROUP SEGMENTATION:** Based on the collected data, define different segments of possible "new" members for Skal within Europe.

METRICS/INDICATORS TO MEASURE OUTCOMES:
Metric: Number of identified segments and their size.
Measurement Tool: Market research tools and analysis reports.

4. **REVIEW OF CURRENT BUSINESS MODEL:** Use the Business Model Canvas to map out the current business model in Europe and identify areas for improvement.

METRICS/INDICATORS TO MEASURE OUTCOMES:
Metric: Number of identified areas for improvement.
Measurement Tool: SWOT analysis or similar strategic tools.

5. **SUSTAINABILITY ASSESSMENT:** Conduct an environmental and social sustainability assessment of the current European operation and identify areas of enhancement.

METRICS/INDICATORS TO MEASURE OUTCOMES:
Metric: Number of identified areas for enhancement in sustainability.
Measurement Tool: Sustainability reports and certification standards.

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## YEAR 2: IMPLEMENTATION AND EVALUATION

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1. **NEW VALUE PROPOSITION:** Based on the segmentation and empathy maps, create specific value propositions catering to chosen member segments in Europe.

METRICS/INDICATORS TO MEASURE OUTCOMES:
Metric: Customer response and acceptance of new offerings.
Measurement Tool: Customer surveys and feedback systems.

2. **DIGITAL TRANSFORMATION:** If not already in place for the European market, consider digitizing the booking process, member communication, feedback systems, etc.

METRICS/INDICATORS TO MEASURE OUTCOMES:
Metric: Digital usage statistics, e.g., number of online bookings or usage of digital platforms.
Measurement Tool: Analytics tools like Google Analytics.

3. **SUSTAINABLE PARTNERSHIPS:** Collaborate with European Skal Clubs and organisations to create sustainable experiences for members based on the needs and behaviours they ask for.

METRICS/INDICATORS TO MEASURE OUTCOMES:
Metric: Number of new partnerships and their impact on the business.
Measurement Tool: Partnership agreements and customer feedback regarding these partnerships.

4. **MEMBER ENGAGEMENT PROGRAMME:** Launch programmes or events in Europe that encourage existing members to actively participate and recommend the service to others. In co-operation/creation with Skal clubs in Europe.

METRICS/INDICATORS TO MEASURE OUTCOMES:
Metric: Member participation, new member registration, and member referrals
Measurement Tool: Membership statistics and feedback forms.

5. **DEVELOPMENT AND FEEDBACK:** Implement a system for continuous feedback from members in Europe. Use this feedback for ongoing refinement of the business model.

METRICS/INDICATORS TO MEASURE OUTCOMES:
Metric: Number of feedback points collected and changes made based on feedback
Measurement Tool: Feedback systems and comparisons over time.

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In summary, these initiatives can support Skål Europe in its pursuit to strengthen its position as the central hub for thousands of members and hundreds of clubs across Europe. Utilizing tools like the Business Model Canvas and Empathy Map, Skål Europe can genuinely understand the needs and desires of both current and potential members from the travel and tourism sector in Europe. Skål Europe not only offers a platform for professional development but also for business exchange and social experiences at local, national, and international levels. The scalable nature of Skål Europe's initiatives makes them ideal for further growth in other regions, enhancing the association's global presence.

Thank you for taking the time to consider me as a part of Skål Europe Area Committee. It would be an honor to discuss the possibilities for collaboration further.

Best regards
Stefan Pettersson