



STRATEGIC MANDATE PROPOSAL: FROM THE CLUBS TO SKÅL INTERNATIONAL

A Working Document to Launch a Global Dialogue on
Skål's Future Role and Responsibilities

Abstract

This document presents a strategic mandate proposal from the Clubs to Skål International, aimed at redefining the role, purpose, and accountability of the international level of the organization. It serves as a working basis for open, structured discussion among Clubs worldwide and outlines key expectations in areas such as institutional representation, ESG certification, branding, intercontinental cooperation, technology, and member value creation. Rooted in the principle that Clubs are the true stakeholders of Skål, this mandate invites a transition from symbolic governance to concrete service and global relevance — to be debated, refined, and ratified collectively.

Paolo Bartolozzi
Paolo.bartolozzi@skalroma.org

Executive Summary

A Club-Led Mandate for the Future of Skål International

This strategic mandate, proposed by the Clubs and for the Clubs, outlines a clear and actionable vision for the role of Skål International in the coming years. It redefines SI's purpose as a global enabler, not a top-down administrator, and aligns all international efforts with the practical needs and aspirations of its member Clubs.

Core Objectives

- Restore **credibility through ESG** certification and transparent governance.
 - **Strengthen representation** in global tourism institutions.
 - Provide **international visibility** that adds value to local Clubs.
 - Enable **strategic cooperation** across continents for business development.
 - **Delivering technology and tools** that enhance participation and efficiency.
 - Reinforce Skål as a **platform of ethical, sustainable tourism leadership**.
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Key Strategic Areas

1. Institutional Representation

SI must actively engage with global tourism bodies (e.g. UNWTO, OECD, AU, ASEAN) and report monthly to Clubs on contributions, positions, and outcomes.

2. Global Communication & Branding

Position Skål globally while respecting Club diversity. Focus international communications on visibility, value, and credibility — not bureaucracy.

3. Congress & Trade Shows

Transform the World Congress into a strategic and inclusive event. Secure annual presence at high-level trade shows across all continents, coordinated centrally for Club benefit.

4. ESG Certification & Standards

Obtain ESG certification for SI, then enable Clubs and Committees to follow the same path through voluntary, supported compliance.

5. Empowering Club Growth

Coordinate strategic intercontinental meetings (e.g. Europe–Caribbean, US–Asia), negotiate benefits with monetary value, and deliver tangible outcomes from global initiatives like the Sustainability Awards.

6. Technology & Digital Tools

Ensure all platforms serve strategic goals. Provide secure online voting, membership management, communications, and content sharing in alignment with global needs.

7. Implementation & Oversight

Mandate execution will be distributed across SI structures, reviewed quarterly, and governed by a Club-based oversight group. The mandate is a living framework — designed to evolve with Skål's needs.

This mandate is a **call to action**. It invites Skål International to step into its true role as a platform for representation, service, and global coordination. It affirms that the Clubs are the core of Skål — and that international relevance must be earned by delivering real value.

To be ratified at the next World Congress.

New Strategic Mandate from the Clubs to Skål International

Introduction

The following sections outline a new proposed mandate to be assigned by Skål Clubs to Skål International. This mandate defines expectations, responsibilities, and strategic priorities for the international level of our organization. It reflects the need for Skål International to evolve from a symbolic and administrative center into a functional and transparent global platform that brings value to Clubs.

Section 1: Institutional Representation and Policy Engagement

Objective: Skål International shall act as the official voice and representative of the global Skål community within international and regional organizations that shape tourism policy.

Mandate: Skål International is assigned the following responsibilities:

1. Develop and maintain institutional relations with global and continental organizations involved in tourism policy and governance.
2. Actively seek participation, observer-ship, or formal consultation roles in relevant institutions.
3. Promote the Skål values of ethical tourism, sustainability, and international cooperation.
4. Provide punctual, transparent reporting to Clubs, including:
 - **Monthly updates** specifying engagements, meetings, or contacts
 - Identification of representatives involved and their roles
 - A summary of contributions made or documents submitted
 - Progress toward strategic objectives and expected outcomes

Priority Organizations Include:

Global Organizations

- **UNWTO** (United Nations World Tourism Organization)
- **OECD** (Organisation for Economic Co-operation and Development)
- **WTTC** (World Travel & Tourism Council)
- **ILO** (International Labour Organization)
- **UNEP** (United Nations Environment Programme)
- **ISO** (International Organization for Standardization)

Continental and Regional Bodies

- **DG GROW** (EU Commission – Tourism Unit)
- **African Union Commission** (Tourism Division)

- **ASEAN Tourism Division**
- **UNASUR / CELAC** (Latin American regional cooperation bodies)
- **PATA** (Pacific Asia Travel Association)
- **ICCA** (International Congress and Convention Association)

Expected Outcomes:

- Engagement in at least three recognized tourism policy forums by 2026
- Monthly public reporting to all Clubs, under a clear and accessible format
- Formal partnerships or MoUs with at least two tourism governance organizations

This is only the first section of the broader mandate to be defined by the Clubs. Further sections will address communications, technology, certification, event coordination, and member services.

This mandate is to be proposed, debated, and ratified in consultation with all Clubs, and to be formally presented at the next World Congress.

Section 2: Global Communication, Branding & Visibility

Objective: Skål International shall provide strategic global communication, branding, and visibility that reinforces the organization's credibility, relevance, and appeal—both to the tourism sector and to the wider public.

Mandate: Skål International is expected to:

1. Represent Skål as a unified global brand in all public-facing communications, events, and institutional interactions.
2. Respect and protect the historical identity and local branding of Clubs, recognizing that **diversity is part of the global value.**
3. Develop and maintain core messaging aligned with Skål's ethical and professional values, to be shared across the network.
4. Provide global visibility and institutional communication where national or regional reach is insufficient.

Branding Policy Guidelines:

- Skål International holds the responsibility for the protection and coordination of the Skål brand at global level.
- **Local and historical branding elements used by Clubs shall be recognized and protected.**
- SI must not impose uniformity but rather promote cohesion through shared values, not identical visuals.

Strategic Goals for Representation:

- Establish a regular presence at high-profile global tourism summits (e.g. ITB Berlin, World Travel Market London, UNWTO General Assembly).
- Publish position papers on behalf of the Skål network on key issues such as sustainable tourism, ethics, and post-pandemic recovery.
- Participate in international discussions on digital transformation, ESG, and tourism innovation, bringing Club perspectives.

Sponsor Attractiveness & Strategic Value:

- With an ESG framework in place, Skål International becomes eligible for sponsorships aligned with corporate social responsibility (CSR) values.

- Major companies in tourism, mobility, and digital services may be attracted to a certified, ethical, and professionally structured global network.
- SI must present itself not only as a membership association, but as a curated network of trusted professionals with reach in over 100 countries.

Expected Outcomes:

- Consistent international recognition of the Skål brand and its values
- Measurable visibility in institutional and business tourism channels
- Development of partnerships or sponsorship agreements with leading international brands

Section 3: Congress Organization & International Events

Objective: Skål International shall ensure the organization of a credible, accessible, and strategically relevant World Congress, while also maintaining a visible institutional presence at key international tourism trade events.

Mandate: Skål International is expected to:

1. Organize the annual World Congress in accordance with transparent standards of planning, budgeting, and Club participation.
2. Guarantee affordability by securing **industry-level rates** for participants, including discounted travel and accommodation where possible.
3. Offer diverse formats to ensure both institutional proceedings and member networking are effective and meaningful.
4. Maintain a **yearly presence at major international trade shows** relevant to tourism, to promote the Skål brand and facilitate member networking.

Strategic Focus:

- The World Congress must evolve from being primarily ceremonial to becoming a platform for strategic dialogue, innovation, and global cooperation.
- SI should ensure professional event management, meaningful programming (speakers, workshops), and measurable business value for participants.

Trade Show Representation:

- Skål International shall allocate a dedicated and credible budget each year to participate in **a small selection of high-level international tourism fairs**.
- These must include:
 - **ITB Berlin** (Europe)
 - **FITUR Madrid** (Europe)
 - **Africa Travel Indaba** (Africa)
 - **PATA Travel Mart** (Asia-Pacific)
 - **WTM Latin America** (Latin America)
 - **Arabian Travel Market** (Middle East)

- These stands should be coordinated centrally and made available for Clubs and members to share materials, promote their initiatives, and represent Skål collectively.

Expected Outcomes:

- A respected and well-attended World Congress with balanced participation from all continents
- Increased institutional recognition of Skål within the international tourism community
- Greater visibility and business engagement for Clubs and members at global events

Section 4: ESG Certification & Standards

Objective: Skål International shall establish itself as a globally recognized ethical and sustainable tourism organization by obtaining ESG (Environmental, Social, and Governance) certification and becoming an enabling structure for Clubs and regional bodies to follow the same path.

Mandate: Skål International is expected to:

1. Obtain ESG Certification from an independent and internationally accredited body, covering governance, transparency, ethics, and environmental responsibility.
2. Use the certification process to implement clear standards, procedures, and safeguards that protect the interests of Clubs.
3. Once certified, develop the internal capacity to serve as a certifying or endorsing body for:
 - Clubs
 - National Committees
 - Continental Area Committees
4. Offer a voluntary, low-cost ESG compliance path for Skål entities wishing to adopt the same principles and receive recognition.

Strategic Value of ESG:

- Provides an objective, professional foundation for Skål's reform
- Enables access to partnerships, funding, and sponsors aligned with sustainability goals
- Transforms internal commissions into implementers of measurable standards
- Offers credibility to Clubs when interacting with public institutions, tourism boards, and private stakeholders

Expected Outcomes:

- ESG certification of Skål International by 2026
- Framework and tools created to extend certification services to Clubs and Committees
- At least 25% of active Clubs engaged in ESG pathways by 2028
- Public alignment with global tourism ethics and sustainability agendas

Section 5: Enabling Growth Through Strategic Club Empowerment

Objective: Skål International shall focus on creating the conditions in which Clubs can grow, attract members, and act with local autonomy — by strengthening their global legitimacy, increasing cross-regional cooperation, and amplifying the value of shared initiatives.

Mandate: Skål International is expected to:

1. Remove systemic barriers to Club growth related to governance complexity, internal politics, or lack of visibility.
2. Position the Skål brand as a strategic asset that Clubs can use to open institutional, business, or academic partnerships.
3. Launch a **coordinated calendar of business opportunities** for members, based on a survey of Clubs and market trends. These opportunities may include:
 - European outbound to the Caribbean
 - North American premium travel to Southeast Asia
 - African destinations promoted to European and Middle Eastern agencies
 - Latin American nature tourism to European niche operators
 - Intra-Asian cooperation between developed and emerging tourism markets
4. Provide added value from initiatives such as the **Sustainability Awards** by:
 - Ensuring professional-level international exposure for winners
 - Making all submitted projects publicly accessible to members
 - Creating a searchable online library of sustainable tourism case studies
5. Negotiate at the international level **exclusive partnerships and member benefits with monetary value**, including:
 - Discounts on travel services, insurance, business software, or events
 - Preferential access to international trade shows or tourism platforms
 - Visibility packages for members in international communications or platforms
6. Support innovation through global visibility and institutional alignment rather than through micromanagement.

Strategic Focus:

- SI's role is not to manage Clubs, but to **amplify their credibility, connect their initiatives, and ensure alignment with international standards.**
- Twinning and grassroots collaboration are part of Skal's DNA — Skål International must enable the next step: **structured, strategic cooperation between markets.**

Expected Outcomes:

- Skål becomes a platform for targeted business matchmaking at global scale
- Clubs gain access to high-value case studies, institutional credibility, and networking opportunities
- Member retention and recruitment improve through access to real, international advantages
- Skål membership demonstrates a measurable return on investment

Section 6: Technology & Digital Infrastructure

Objective: Skål International shall maintain and develop digital infrastructure that enables the organization to deliver on its global mandate, support Club activities, and ensure transparency, participation, and efficiency across all levels.

Mandate: Skål International is expected to:

1. Maintain a secure, user-friendly, and GDPR-compliant platform for member data, communication, and collaboration.
2. Ensure that technology directly supports all strategic functions outlined in this mandate, including:
 - Global visibility and communication
 - Membership management and Club development
 - Award submissions and project dissemination
 - Coordination of strategic intercontinental meetings
 - International benefit access and sponsorship integration
3. Provide robust and secure systems to support **democratic participation**, including:
 - Online voting for the Annual General Assembly (AGA)
 - Remote voting procedures during the year to ratify statute or policy changes, particularly as required by ESG compliance

Governance Principles for Technology Use:

- All major IT developments must be aligned with strategic goals and follow transparent budgeting, vendor selection, and member consultation
- Priority must be given to modular, open-source, or easily scalable systems that ensure long-term sustainability
- Any new tools must be tested with real user feedback and introduced with proper onboarding and multilingual support

Expected Outcomes:

- A reliable, flexible digital backbone that empowers Clubs and enhances transparency
- Increased participation in democratic decisions thanks to remote and secure voting tools

- A cohesive system that reduces fragmentation and reinforces the international scope of Skål

Section 7: Implementation and Ongoing Oversight

Purpose: This mandate represents a collective and forward-looking directive from Skål Clubs to Skål International. To transform these principles into practice, a clear framework for implementation, monitoring, and adaptation is necessary.

Mandate Execution:

1. Each section of this mandate shall be assigned to specific structures within Skål International, such as the Executive Board, Standing Committees, and designated task forces.
2. A detailed implementation roadmap, with deliverables and responsible parties, shall be published within three months of mandate ratification.
3. Progress shall be reviewed at regular intervals by a **Club-Mandate Oversight Group**, composed of representatives from all Areas.

Club Involvement:

- Clubs must be informed of the status of implementation through **quarterly updates**.
- Any adjustments to the roadmap must be communicated clearly and openly.
- Clubs retain the right to propose amendments, initiate reviews, and submit new priorities as needed.

Voting and Ratification:

- This mandate shall be presented at the next World Congress for formal ratification.
- Voting may be held in person or remotely, in accordance with transparent procedures and inclusive access.

Living Document: This mandate is not static. It is intended as a living framework that evolves with the organization. Relevance, effectiveness, and member value must remain its guiding principles.