



- 一、企業列報財務報表，從事盈餘管理之動機及方法為何？請分別詳述之。(20%)
- 二、何謂盈餘反應係數 (Earning Response Coefficient)？請詳細解說之。又一企業若出現連續多年虧損，其股價受何種因素影響？(你的答案須列出所依據的理論)(15%)
- 三、何謂自由現金流量 (Free Cash Flow)？若一企業自由現金流量非常充沛，宣告進行減資程序，請問其股價反應將為上漲？或下跌？或不受影響？請詳申其理。(15%)
- 四、資訊不對稱會產生哪兩種後果？試以會計資訊不對稱各舉一例說明之。(25%)
- 五、李四獨資開設一家泡沫紅茶店，但因對泡沫紅茶店的經營不內行且分身乏術，因此聘請張三為店長負責經營，李四一方面覺得「用人不疑，疑人不用」；一方面又覺得「人心不古」，不知如何是好。李四是你的死黨，知道你是會計專家，特來向你請教如何解決他和張三的利害衝突。
試作：(1)分析本個案的代理關係。
(2)代理理論的基本假設(Assumption)為何？
(3)本個案可能衍生之代理成本為何？
(4)會計在解決代理問題所扮演的角色為何？ (25%)



※本試題共兩大部份五大題，合計 100 分，請逐題作答。

第一部份

主題：The effectiveness of regional marketing alliances: A case study of
the Atlantic Canada Tourism Partnership 2000–2006

文獻摘錄：Laurel J. Reid, Stephen L.J. Smith, Rob McCloskey (2008).
Tourism Management.29.581-593.

- 一、請分析在本研究中的幾篇重要文獻，並說明本研究文獻探討的重點。(25%)
- 二、請評論本研究的重要研究發現與貢獻，同時研究的結果可以做為哪些國內休閒產業發展的參考。(25%)



第二部份

3. Please read the following paragraph and answer the questions: (1) translate it into Chinese, (2) what effects can be examined based on this analysis? (3) why did the authors employ this method in their study? (4) what are your comments for the following paragraph? and (5) please assess the present Journal (Tourism Management) (20%)

The sequential Chi-square (χ^2) difference tests (SCDTs) were performed to assess whether there were significant differences in estimated construct covariances explained by the three structural models (Jöreskog & Sörbom, 1995). The χ^2 difference test examined the null hypotheses of no significant difference between two nested structural models (denoted as $M_1-MT=0$ and $M_1-M_2=0$). The difference between χ^2 statistic values ($\Delta\chi^2$) for nested models was itself asymptotically distributed as χ^2 , with degrees of freedom equal to the difference in degrees of freedom for the two models (Δdf). If the null hypothesis was upheld, the more constrained model of the two would be tentatively accepted. The χ^2 difference test between MT and M_1 ($\Delta\chi^2=5.43$; $\Delta df=1$) suggested that M_1 was performing significantly better than the theoretical model MT; and the χ^2 difference test between M_1 and M_2 ($\Delta\chi^2=0.28$; $\Delta df=1$) suggested that M_2 was not performing significantly better than M_1 .

Source:

Chi, C. G. Q., & Qu, H. (2008). Examining the structural relationships of destination image, tourist satisfaction and destination loyalty: An integrated approach. *Tourism Management*, 29, 624-636.



4. Please read the following paragraph and answer the questions: (1) translate it into Chinese, (2) what is the conservation attitude? (3) what are your comments for the following paragraph? and (4) please assess the present Journal (*Leisure Sciences*) (20%)

Finally, as noted previously, matched samples were used to control the effects of socioeconomic variables. Although Hispanic anglers had fewer economic resources, as indicated in this study (i.e., before matching), matching samples using three variables was beneficial in helping to remove the marginality perspective. We reasoned that the different patterns found between Hispanics and Anglos were more likely the result of subcultural diversity. Nevertheless, due to sample limitations as well as the limited extent of other socio-economic variables (e.g., education, marriage) available to investigate this issue, the influence of other variables for understanding the marginality perspective still remains.

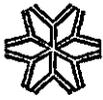
Additional research is needed. First, adequate sample sizes for other race and ethnic groups, besides Anglos and Hispanics, are needed for other important group comparisons. Stratified sampling will be useful to oversample other groups with low rates of participation in the angling population to extend the generalizations provided here.

Second, our research design failed to provide insight regarding which particular specialization variables influenced conservation attitudes and behaviors more than others. Third, actual behavioral measures were not included in the analysis. Because the ultimate goal of conservation attitude studies is to investigate the explanatory impacts of these attitudes on conservation behaviors, future studies need to focus more on conservation behaviors.

In conclusion, the use of recreation specialization with intermediate variables provided further understanding of racial and ethnic differences in conservation attitudes. Future investigation of the causal relationships in the proposed model for recreational activities will extend an understanding of various measures that encourage natural resources conservation and their sustainable use.

Source:

Oh, C. O., & Ditton, R. B. (2009). Toward an understanding of racial and ethnic differences in conservation attitudes among recreation participants. *Leisure Sciences, 31*, 53-67.



5. Please read the following paragraph and answer the questions: (1) translate it into Chinese, (2) what is the A'WOT? (3) why did the authors develop the present method? and (4) what are your comments for the present paragraph (10%)

The most important internal and external factors for the future of an enterprise are summarised within the SWOT analysis. In the A'WOT method (Kurttila et al., 2000; Pesonen et al., 2001a, b), SWOT analysis is made more analytical by giving numerical rates to the SWOT factors as well as to the four SWOT groups. In the standard version, this is carried out by integrating the Analytic Hierarchy Process (AHP) (Saaty, 1980) and its eigenvalue calculation technique with SWOT analysis. The hybrid method improves the quantitative information basis of strategic planning processes. The use of AHP with SWOT yields analytically-determined priorities for the factors included in SWOT analysis and makes them commensurable. In addition, decision alternatives can be evaluated with respect to each SWOT factor (Pesonen et al., 2001b). Thus, SWOT provides a basic frame within which to perform an analysis of the decision situation, and the AHP assists in carrying out SWOT more analytically and thoroughly so that alternative strategic decisions can be prioritised. Other decision support techniques can be applied for the same purpose in place of the AHP.

Source:

Kajanus, M., Kangas, J., & Kurttila, M. (2004). The use of value focused thinking and the A'WOT hybrid method in tourism management. *Tourism Management*, 25, 499-506.



Case study

The effectiveness of regional marketing alliances: A case study of the Atlantic Canada Tourism Partnership 2000–2006

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Abstract

Strategic alliances have become a common strategy in tourism marketing. These alliances take many different forms, and operate with different objectives. Too often, though, alliances are created without realistic expectations, clear operating procedures, or objective criteria by which to evaluate success. This case study reviews a tourism marketing alliance that has been successfully created and operated for a number of years, the Atlantic Canada Tourism Partnership. The partnership brings together the tourism ministries of four Canadian provinces, four industry associations, and the federal government. The basic role of the partnership is to promote Atlantic Canada in the US and selected overseas markets. This case discusses the strategic approach and results of the partnership and concludes with lessons learned from the case study and identification of areas for further improvements in the partnership.

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Keywords: Destination marketing; Partnerships; Alliances; DMOs; Co-operation; Atlantic Canada

1. Introduction and objectives

Governments in jurisdictions throughout the world have come to understand the importance of tourism as a source of personal and business wealth, government revenues, and jobs. As a result, many governments now promote public–private sector partnerships to increase destination competitiveness (Ritchie & Ritchie, 2002). As Ritchie and Crouch (2000, p. 1) note, “nations, states, cities, and regional areas now take their role as tourist destinations very seriously, committing considerable effort and funds towards enhancing their tourism image and attractiveness”. And, as just suggested, one particular trend in destination marketing has been the move toward the formation of

partnerships or alliances,¹ especially strategic alliances. Bécherel and Vellas (1999, p. 17) broadly define alliances as “agreements between two [entities] who may agree to co-operate in a variety of ways”. This can include co-operation among two or more provincial, state, or regional governments in the same market in which they both compete individually but also co-operate against other competitors. This paper explores an example of a strategic alliance among two levels of government and the private sector in Atlantic Canada (the four easternmost Canadian provinces).

The objectives of this case study are to:

1. examine a specific alliance, the Atlantic Canada Tourism Partnership (ACTP), in the context of the existing literature on the formation of strategic alliances;
2. describe the motives for its creation as well as its structure;

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¹Some authors, such as the World Tourism Organization Business Council (UNWTOBC, 2003), make a distinction between these two terms, but they are used interchangeably in this paper.

3. summarize marketing strategies and tactics for the key international markets targeted by ACTP;
4. examine management, governance, and communication practices and issues; and
5. summarize results of ACTP's activities within the context of its objectives as well as that of the larger Canadian tourism market.

2. Literature review

The value of strategic alliances has been recognized for years. Pearce (1989) and Buhalis (2000) note tourism organizations best achieve their goals when the joint activities of multiple participants are conducted within a formal structure. Bramwell and Lane (2000, pp. 4–5) describe the attainment of mutual benefits through collaboration as “synergistic gains from sharing resources, risks, and rewards, and the prioritization of ‘collaborative advantage’ rather than individual ‘competitive advantage’”.

Recognition of the value of collaboration and partnerships has been driven, in part, by declining tourism marketing budgets in many governments. Traditionally, governments were involved in marketing from a perspective that emphasized process and political priorities, with budgets reflecting the relative political power of governmental tourism marketing organizations. However, growing fiscal constraints have forced many governments to cutback on marketing budgets. A common response to declining funds has been for public sector destination marketing organizations (DMOs) to adopt a “corporate model” (Mistilis & Daniele, 2004). This model is characterized by a focus on measuring the return-on-investment (ROI) from marketing expenditures, controlling costs, and increasing efficiency. As Reid (1987) and Palmer and Bejou (1995) have noted, economies of scale can be achieved when tourism organizations work together in a more corporate-like manner. This corporate model relies more on the marketplace rather than on politics to guide market planning and—of particular relevance to this study—typically involves the development of strategic alliances with other organizations (UNWTO, 1996).

Strategic marketing alliances can include a mix of different levels of governments as well as private sector organizations. Partners are involved through financial participation or in-kind contributions. In addition to sharing costs among partners, the private sector brings greater responsiveness to market trends, a willingness to try new tactics as well as to drop those proven to be ineffective, and generally a more entrepreneurial mentality (Marino, 2000; UNWTO, 1996).

Despite the advantages of forming strategic alliances for DMOs, alliances require effort to form and to succeed. Some of the challenges in creating multi-agency public-private sector alliances include: (1) determining the relative levels of partner funding contributions, (2) balancing

power and decision-making authority among partners, (3) budgeting for marketing versus other tourism activities such as research and evaluation, and (4) balancing political imperatives with market forces in a more holistic policy context of government–industry interaction. In addition to the need to meet these challenges, the formation of tourism partnerships requires businesses move beyond their normal competitive instincts (UNWTOBC, 2003).

While industry leaders as well as academics recognize that “[t]he development and management of alliances is a critical strategic skill in hospitality and tourism” (Crotts, Buhalis, & March, 2000, p. 1), many alliances are created or managed with inadequate care and thought. As Crotts et al. (2000, p. 3) note, “[m]any reflect a ready-fire-aim approach to relationship development where firms create alliances to meet strategic goals without implementing the appropriate mechanisms to assure relationship survival.” The authors identify five questions that should be answered by an organization before it enters into an alliance: (1) Do we want to partner? (2) Do we have the ability to partner? (3) With whom do we partner? (4) How do we partner? (5) How do we sustain and renew a relationship over time? These questions need clear answers before an organization should proceed with an alliance.

Palmer and Bejou (1995) identify four categories of alliance characteristics: (1) coverage, which refers to the functional competencies and geographic extent of the alliance; (2) form, which represents a broad spectrum running from non-equity partnerships (such as licensing arrangements) to joint ventures (shared investment and management); (3) mode, by which Palmer and Bejou mean the intrinsic relationships among members; and (4) motives for creating the alliance. Although no one model of a strategic marketing alliance in tourism works in all situations, most successful alliances share certain common features.

These features include some form of governance such as a steering committee or Secretariat to administer the alliance as well as internal structures to promote communications among partners. The degree of formality will reflect the form of the alliance. Alliances require agreement on objectives to be pursued within the alliance, especially because motives for partnering often vary among the members. Thus, a group culture that places a high priority on seeing that the alliance succeeds is necessary. The range of tourism partnership objectives is quite broad, and is not limited just to marketing. The UNWTOBC (2003) cites six categories of objectives: (1) product development, such as promoting sustainable development and responding to competition; (2) research and technology, such as joint research on common markets; (3) human resources, such as setting service and quality standards; (4) marketing and sales, such as improving awareness of a destination and accessing new markets; (5) infrastructure, such as promoting intermodal transportation linkages; and (6) improved access to financing.

The coverage, form, and mode of strategic tourism marketing alliances involving government partners depend upon the political culture of the country and the ideology of the government in power (Hall, 1999) as well as the motives of the partners. Partners will also vary in terms of their experience in tourism marketing, their political maturity and self-confidence, their own objectives, and the technical expertise and resources available to them (Mistilis and Daniele, 2004). Public–private sector alliances are usually shaped by compromises that include recognition of public sector principles, including the need for accountability of the expenditure of public funds (Elliott, 1997; Faulkner, 1997), control of data/research findings and rights to privacy (Stewart & Zhao, 2000), and the need to share information among relevant parties to support consensual decision-making (Mistilis & Daniele, 2004).

In practice, long-term alliances evolve to meet new environmental conditions and to respond to internal partnership changes, including learning what works and what does not. Thus, alliances should be seen as evolving entities in which “an intricate balance of inter-organizational relationships emerges, influencing and influenced by a diverse set of economic, social, and political forces” (Mistilis & Daniele, 2004, p. 65). These authors note that, “[t]he successful tourism partnership may exhibit dynamic yet fragile characteristics of the collective efforts. Tourism partnerships ... are not static, but rather evolve in a process” (Mistilis & Daniele, 2004, pp. 66–67). As a result, whatever the form of management and governance, responsive administration is needed at each stage of the life cycle of the alliance (Selin & Chavez, 1995, p. 854).

The earliest stage of understanding partnership formation is understanding the environment in which potential partners begin to consider forming an alliance. Wang and Fesenmaier (2006) suggest several forces that bring potential partners together: Partnerships may arise out of a crisis that affects potential partners and forces them to look for common action to deal with the situation. This can include economic or technological change that imposes strains beyond the ability of organizations to cope individually. Partnerships also develop from informal networks in which the potential partners are already familiar with and are interacting with each other. Alternatively, the stimulus to form an alliance may result from the intervention of a third party that sees potential benefits from a partnership. Or, a visionary leader in one organization sees the potential benefits from greater collaboration and this person recruits others to join.

While a great deal of knowledge has accumulated over the past two decades on regional tourism marketing partnerships and strategies for enhancing their capacity (Selin, 2000; Wang & Fesenmaier, 2006), there are few case studies describing how success (or failure) has been achieved. Given the great diversity of collaborative tourism structures and strategies, there is value in exploring what can be achieved by collaborative destination marketing through case studies of specific organizations.

A case study approach is particularly relevant in exploring the success or failure of regional tourism marketing partnerships because, as a research design, it examines a phenomenon within a larger social, economic, or political context, typically over a period of time, and explores process as well as causal relations. The case study strategy is not a simple research design, but, instead, typically involves the collection of data from multiple sources, both primary and secondary, in a more comprehensive research design than in other conventional social science approaches (Xiao & Smith, 2006).

The case study presented below examines the structure, function, and performance of ACTP during 2000–2006.² In particular, the case study describes the larger political and economic environment in which ACTP was created, explores the process principles related to the management of ACTP, and examines the impacts of ACTP programs on the performance of the Atlantic Canada tourism sector.

3. Background

Tourism is a strategically important sector in Atlantic Canada. The region consists of four provinces: New Brunswick, Nova Scotia, Newfoundland and Labrador, and Prince Edward Island (see Fig. 1). They form a natural tourism grouping due to the region's scenic, cultural, and environmental resources. Prior to 1993, the four individual provinces struggled individually to compete with other Canadian provinces in both the US and offshore markets. This approach had limited success because individual provincial marketing budgets were much smaller than those of their nearby Canadian provinces, particularly Quebec and Ontario. Marketing efforts incorporated advertising and promotional campaigns that were too small, inefficient, and ineffective. Further, the Atlantic provinces competed against each other despite the fact that most international visitors view the region as a single destination.

Recognizing both the potential of tourism for the region and the advantages of a strategic and integrated marketing campaign, a federal–provincial economic development agency, the Atlantic Canada Opportunities Agency (ACOA), initiated efforts to create a pan-Atlantic tourism marketing body—the ACTP—and operated it under ACOA's tourism program, Tourism Atlantic.

A few words about ACOA will be useful. A long-standing Canadian federal policy is to inject financial resources into regions that, for a variety of reasons, lag behind the growth rate of other regions. These funds are dispersed through four federal agencies, one of which is ACOA.

The goal of ACOA is to improve the economy of Atlantic Canadian communities by supporting economic

²The most current data available, as of January 2006, are used throughout this report. It should be noted that some data, especially that related to travel volumes and values, were not available for 2005.

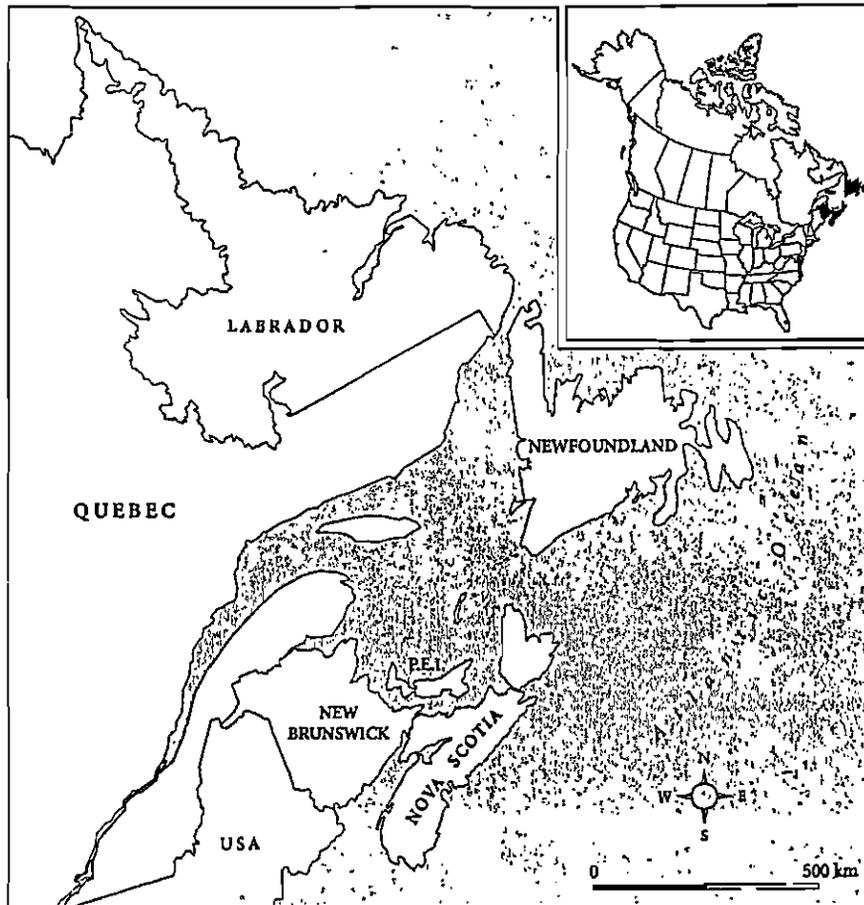


Fig. 1. Map of Atlantic Canada.

growth through business development and the creation of job opportunities. In particular, it operates programs to support growth in export sectors of the economy such as manufacturing, fisheries, information technology, agriculture, and tourism. ACOA has been in existence since 1987, and considers tourism to be one of its strategic priorities (ACOA, 2003). Its involvement in helping the tourism sector grow is long-standing and broad. In fiscal year 2004/2005, for example, ACOA helped fund, through partnership agreements and contributions, 35 projects with “tourism” in their title, for a total of \$4.3 million (total value of the 35 projects was \$7.6 million) (ACOA, 2005).

A key element in the creation of the partnership was the ability of ACOA to commit core funding for a 3-year period. ACOA stipulated that, collectively, the four individual Atlantic provinces must agree to match ACOA’s contribution, to a ratio that gradually increased over time to be 1:1. The value of the two most recent 3-year agreements was over \$19 million (Tables 1 and 2). ACOA’s and the provinces’ financial contributions are cash committed at the signing of a new agreement. Industry contributions may be cash or in kind, and are made on a project-by-project basis.

The partnership was negotiated jointly by ACOA and the provinces, with industry (through member-based

Table 1
ACTP partnership budget (1990–2006)

Period	Total budget (million \$)	ACOA contribution	Partner contributions %
1990–1993	10.00	60	40
1993–1997	12.90	55	45
1997–2000	18.00	50	50
2000–2003	19.50	50	50
2003–2006	19.95	50	50

tourism industry associations in each province) invited to become partners. It was formalized through a series of 3-year Memoranda of Agreement (MOA) that have evolved in scope and been periodically renewed since 1993. The Atlantic Canada International Tourism Marketing Agreement, on which ACTP is based, thus has nine signatory agencies: ACOA, the four provincial tourism ministries, and the four provincial tourism industry associations. The purpose of the two most recent agreements was to focus ACTP’s efforts totally in marketing-related activities in international markets, with particular sustained emphasis in the United States so as to increase tourism visitations and expenditures (ACOA, 2000). Overseas markets—the

Table 2
ACTP budget contributions (1997–2006)

Funding partner	Contribution (%)
ACOA	50.00
Provinces	30.00
<i>Which provinces contribute:</i>	
Nova Scotia	10.85
New Brunswick	10.85
Prince Edward Island	4.15
Newfoundland and Labrador	4.15
Industry	20.00
Total	100.00

UK, German-speaking nations in Europe, and Japan—were important secondary markets.

ACTP developed in an environment that had several of the characteristics identified by Wang and Fesenmaier (2006) that encourage the formation of alliances. As noted above, the Atlantic provinces faced marketing challenges—especially limited budgets—beyond the ability of any individual province to meet. Moreover, the geographic proximity of the provinces and the sense of regional identity (socially, culturally, economically, and geographically) that pervades Atlantic Canada had created a mutual awareness of the issues and personalities in each of the four provincial tourism ministries.

Since the creation of ACTP, tourism's growth in Atlantic Canada has outpaced the national average as well as that of agriculture, fisheries, and manufacturing in Atlantic Canada. Tourism recently generated \$3.175 billion a year in revenues (direct spending) or 5.5% of regional GDP, and 110,000 jobs for Atlantic Canadians (ACOA, 2005). The experiences of the creation and operation of ACTP can therefore provide insights into how a successful multi-jurisdictional tourism marketing partnership can be formed and operated.

4. Methods

In keeping with the conventions of case studies, this inquiry used multiple data sources, examined the particular case over a number of years, and set the study in a context larger than just its organizational structure. Data collection involved four general sources. First, structured personal interviews were conducted with members of various ACTP committees (Management, US Market, Overseas Market) as well as with the ACTP Secretariat. Secondary data included reviews of the MOAs, marketing plans, project assessment forms, communication strategies, reports on the results of tour wholesaler partnerships, written reports from ACTP delegates to various trade and consumer shows, and other internal documents. Third, quantitative secondary data sources were accessed for statistical measures of the impacts of ACTP programs, including Statistics Canada's International Travel Survey for

2001–2005 and ACTP research. Finally, results of Atlantic provinces' call center surveys were accessed for numbers of inquiries, conversions, expenditures, and ROI data.

There are several limitations that should be acknowledged in this study. Historical information on the original negotiations that created the ACTP in the early 1990s is unavailable. Statistical modelling that could reflect the probable situation of tourism in Atlantic Canada in the absence of ACTP does not exist. In other words, it is currently impossible to quantitatively estimate the difference that ACTP has made to the health of the sector beyond the performance measures reported here, or how the sector would perform without the existence of ACTP. However, interviews with members of ACTP's committees indicated that members unanimously believed that: (1) their access to research on which to base their market plans would have been severely restricted and (2) their level of participation (and budgets for) international marketing initiatives would be substantially reduced or even non-existent.

5. Results

A key issue in the successful formation and operation of any partnership is the negotiation of shared decision-making authority (Bramwell & Lane, 2000). The approach taken by ACOA and its partners was to vest decision-making authority in a Management Committee where each member had an equal vote, regardless of financial contribution, and decisions were made on a majority vote basis. As previously noted, the Management Committee consisted of 10 members: two management representatives from ACOA, the four provincial ministries responsible for tourism, and the presidents of the four provincial tourism industry associations (Table 3). This describes what Palmer and Bijou (1995) call the mode of a partnership, i.e., the intrinsic working relationships among the partners.

Strategies approved by the Management Committee were carried out through three working committees: the US Marketing Committee, the Overseas Marketing Committee, and the Corporate Communications Committee. Each of these had a representative from ACOA, the four tourism ministries, and one industry representative from each province. A Program Manager was assigned to carry out the work of each Marketing Committee. A Secretariat carried out day-to-day administrative responsibilities of the partnership.

As noted, successful partnerships must have an explicit mode of operations regarding how members work together. In addition to the management and structures described above, ACTP adopted five principles:

- *Shared funding:* ACTP activities were funded through shared contributions from ACOA, the provinces, and industry. The provinces continued to have their own marketing priorities and brand image, so it was necessary for the parties—particularly ACOA and the

Table 3
ACTP structure (2000–2006)

Management Committee:

- ACOA Vice President responsible for tourism
- Director General of Tourism Atlantic
- Provincial Deputy Ministers responsible for tourism
- Presidents of the four provincial tourism industry associations
- Canadian Tourism Commission (non-voting, *ex officio*)

The Management Committee creates standing and *ad hoc* committees as needed, including an *ad hoc* Evaluation Steering Committee

Working marketing committees:

1. US Market
2. Overseas Markets

Membership: Each consists of 10 members: two from ACOA, one each from the four provincial tourism ministries, and one from industry in each province

Mandates: US Marketing Program: Build on and enhance the brand equity that has been established by the provinces and industry in New England and the Mid-Atlantic states. The majority of funds are directed to the consumer market, although a small portion of the marketing budget is directed to the travel trade market

Overseas Marketing Program: Pursue the European (primarily the UK and German-speaking countries) and Japan through integrated marketing techniques (combining consumer, travel trade, media)

ACTP Secretariat and staff:

- Responsible for the day-to-day operations
- Contract for Secretariat services awarded on a competitive basis. Current contract is with the Tourism Industry Association of Prince Edward Island (TIAPEI)
- Secretariat consisted of a Co-ordinator who worked directly with the Management Committee and ACOA, a part-time bookkeeper, and access to the Executive Director of TIAPEI for advice and direction
- Co-ordinator ensured operations of the ACTP were in accordance with the terms of the MOA, maintained records, provided minutes of committee meetings, and prepared financial reports
- Ensured that business plans and work plans for the two marketing committees were prepared and implemented
- Two program managers, one each for the US and Overseas Program provided support to and implemented the work of the committees.

provinces—to negotiate their expectations for their involvement, identify what successes they expected to achieve from the partnership, and what marketing activities remained outside the partnership.

- *Incremental marketing:* ACTP promoted only incremental marketing activities. Partnership funding supported only new activities or extended the reach of marketing efforts beyond that possible without the funding. ACTP did not simply “top-up” the marketing budgets of the partners or allow them to reduce their marketing budgets.
- *Co-ordinated marketing:* ACTP worked to co-ordinate marketing efforts among all the provinces to promote economies of scale in media buys and leverage with partners including the Canadian Tourism Commission, traditional tourism partners (e.g., tour operators), and non-traditional partners (e.g., a utility company).

- *Research-based marketing:* Marketing efforts were research-based and reflected market demand. Moreover, all marketing programs were empirically assessed using objective criteria specified at the start of the project. ROI targets specified in the MOA were 10:1 for the US Program and 5:1 for the Overseas Program.

The partners in ACTP recognized that co-ordinated marketing targeted at key international markets made sense for a number of reasons. The Atlantic Canada provinces tend to appeal to similar markets and most visitors to the region visit two or more provinces on the same trip. Efficiencies of scale and cost-savings through co-ordinated media buys were also possible through the creation of a collaborative marketing organization. Further, there is potential, especially in offshore markets, to create a “critical mass” of marketing presence by combining marketing efforts of tourism partners. Different marketing strategies were developed for the US and overseas markets because market dynamics, advertising costs, and awareness of Atlantic Canada differed between these markets.

With 84% of ACTP's operating budget, the US Program constituted the lion's share of ACTP marketing activity. New England³ was the primary market because of its proximity to Atlantic Canada. The populous but more-distant Mid-Atlantic region⁴ was a secondary market. Advertising media (print, electronic, and Internet) received about 65% of the US Program budget, with travel trade, media relations, and research also areas of significant activity. One of the initial challenges to the successful operation of the partnership was how to deal with the fact that each individual province had a distinctive brand in the US and were not willing to relinquish these to a non-existent (in the eyes of the US market) “Atlantic Canada” brand. A compromise was eventually reached in that all the partners agreed to respect provincial brand identities but that ACTP's marketing activities would focus on elements common to two or more provinces, co-ordinated advertisement placements, and joint promotional efforts. The MOA identified several additional principles to guide the US Committee's activities (Table 4).

Partners agreed direct-to-consumer advertising was the primary focus of the US Program because the majority of New England visitors travel independently, by auto. The consumer media campaign was administered through a media broker who worked with the provinces to identify common interests and tactics. The media broker negotiated on behalf of the provinces to reduce costs and add value in paid advertising. While time-consuming in reaching agreement, this tactic not only yielded economic benefits, it reinforced the need for the provinces to view themselves as partners.

³The states of Connecticut, New Hampshire, Maine, Massachusetts, Rhode Island, and Vermont.

⁴The states of New York, New Jersey, and Pennsylvania.

Table 4
US Marketing Program operating principles and key activities

Operating principles:

- Sound market research
- Maximization of economics of scale via bulk purchases of media advertising
- Support only initiatives that create incremental activities in existing provincial marketing campaigns
- Clear and responsive measurement systems for each campaign
- A marketing strategy sustainable for the lifetime of the agreement
- Preservation of provincial brand equity
- Marketing activities dictated by the market as well as provincial priorities
- Overall program evaluation
- Where appropriate, plans to leverage against CTC and other partner programs

Key activities:

- Research
- Purchase of audited media, i.e., media supported by ACTP has to be subjected to empirical tracking or conversion methods to provide an assessment of its impact in the market
- Direct marketing and relationship marketing
- Promotional and public relations activities
- Campaign-launch activities
- Trade marketing activities
- Production and sales costs (to a maximum of 15% of the overall annual provincial allocation)

The events of September 11th resulted in a significant decrease in US travel to Atlantic Canada (as well as the rest of Canada) in 2002. ACTP responded by conducting research in New England to assess the perceptions and future intentions of residents about travel to the region, and general attitudes towards international travel. As a result, a planned media campaign for 2002 was postponed and revised to reflect what was called “the new reality” in the US market.

A travel trade strategy was developed to generate incremental sales from travel agents and tour operators. Activities targeted at intermediaries included educational programs aimed at top-producing New England travel agents to increase awareness of Atlantic Canada. Partnerships were formed with tour wholesalers who enjoyed strong in-market brand recognition and had proven their ability to generate sales. Tour partnership activities included trade show participation, product launches, sales missions, public relations, direct mail, familiarization (fam) tours, and sales training. The media strategy’s objective was to generate publicity in print and electronic media aimed at target markets. Activities included hosting travel journalists, appearances on live radio shows, and shooting television footage. ACTP worked to promote the entire region in the fam and media tours, although the success of pushing the entire region was constrained by the relative narrow interest of tour operators and travel journalists—often only in one or two provinces. Initially, ACTP refused to support any initiative that did not involve at least two

provinces, but eventually relaxed this position and supported single-province fam and media tours.

The European market is of secondary importance to Atlantic Canada, and received approximately 13% of the total ACTP budget. However, overseas markets were still considered important because of the higher per capita spending by these visitors and the desire to avoid over-dependence on the US. Europe received about two-thirds of the Overseas Program budget and Japan about one-third.

A few words about the performance of Canada’s tourism sector in the first few years of the 21st century will be useful as context for some of the following comments on ACTP performance. Nationally, Canada’s share of the European travel market was 7.3% in 2001 (Canadian Tourism Commission, 2002). International air travel to Canada was slow to recover after September 11th and was further affected by the US invasion of Iraq and SARS. The number of overseas visitors to Canada declined by 6% between 2001 and 2002 (from 4.3 million province trips in 2001 to 4.0 million in 2002). In 2003, the number fell further to 3.4 million, 12% below pre-September 11th levels. Some recovery occurred in 2004, with arrivals rising to 4.2 million; however, the volume of overseas arrivals to Canada in 2005 was below results posted in 2000 (4.6 million).

A major challenge facing Atlantic Canada in its overseas markets was low awareness. The high cost of overseas marketing meant that it was wise for ACTP to partner with the national tourism organization, the CTC. In contrast to the US market, the provinces agreed to be represented as a single region, advertising material had to be approved by all four provinces. The primary reasons for this were the recognition that the individual provinces lacked a brand image in international markets as well as the logistical problems of attempting to promote four individual provinces using the limited overseas marketing budget. However, different brands were created for different markets. For Europe, the brand was *Canada’s East Coast*. For Japan, the brand was *Atlantic Canada: Where Canada Begins*.

Several principles guided Overseas Committee activities (Table 5). In addition, the MOA described activities explicitly covered through ACTP funding.

The basic approach in the overseas markets was a market share maintenance strategy whereby Atlantic Canada’s percentage of the overall Canadian market share (both arrivals and receipts) was to be maintained over the life of the partnership. Overseas market growth objectives were set to match the CTC’s growth targets because many programs were conducted in conjunction with the CTC. This approach permitted building on economies of scale and taking advantage of the CTC’s established presence in overseas markets. In other words, given its much larger budget and greater experience in overseas markets, the CTC was given the lead in overseas marketing with ACTP identifying specific activities initiated by the CTC that matched ACTP’s overseas objectives.

Table 5
Overseas Marketing Program operating principles

<i>Operating principles:</i>	
●	Pursue the European and Japanese markets through integrated marketing techniques
●	Develop and implement a Europe strategy and Japan strategy based on sound research
●	Maximize economies of scale
●	Leverage dollars against the CTC and other partners
●	ACTP funds were incremental to existing provincial overseas marketing activities
●	Clear performance measurement systems were built into the campaigns
●	The overseas marketing strategy had to be sustained over the life of the MOA (3 years)
<i>Key activities:</i>	
●	Research
●	Purchase of audited media, i.e., media supported by ACTP has to be subjected to empirical tracking or conversion methods to provide an assessment of its impact in the market
●	Direct marketing and relationship marketing
●	Promotional and public relations activities
●	Campaign-launch activities
●	Trade marketing activities
●	Sales calls (in Japan)
●	Production and sales costs (to a maximum of 15% of the overall annual provincial allocation)

Key activities in Europe emphasized tour operator relations such as negotiating partnerships with top-producing tour operators, participating in travel trade marketplaces and trade shows, and hosting fam tours for tour operators. Educational seminars were arranged for travel agents. Media activities included print and television ads in major markets, with an emphasis on raising consumer awareness of Atlantic Canada.

Similar activities were conducted in Japan, but implemented by an in-market sales agent. Trade and consumer shows were attended, and fam tours with tour operators arranged. A series of sales missions were organized involving personal calls to offices of selected tour operators. Media activities included print ads, television ads, and bill boards with an emphasis on raising consumer awareness of Atlantic Canada.

The impacts of major ACTP activities under the 2000–2003 and 2003–2006 Agreements are described below.⁵ Generally, ACTP performed well during a time tourism in other regions of Canada struggled.

The 10:1 ROI objective of the US market is the single most important measure of success, as specified by the MOA. The conversion and ROI results (Tables 6a and b) confirm that ACTP activities increased the number of inquiries and converted more of these inquiries to Atlantic Canada. The cost of reaching consumers decreased over the 6-year period, demonstrating increasing advertising efficiencies. Most importantly, the ROI achieved not only meeting the target in all years but one. It more than

⁵Data from 2005 were not available at the time of writing.

Table 6
ACTP conversion and ROI results for US Program: (a) 2000–2003 and (b) 2003–2006

Indicator	2000	2001	2002	Aggregated results
(a) Media buy (million)	\$2.13	\$3.30	\$4.00	\$9.43
Inquiries (thousand)	64.8	100.6	149.5	314.9
Cost per inquiry	\$33	\$33	\$27	\$28
Conversion rate (%)	28	18	23	22
Converted party visits	18,100	17,527	34,173	69,800
Cost per converted inquiry	\$118	\$188	\$117	\$135
Spending per visitor party	\$1032	\$1401	\$1180	\$1198
Total revenues (million)	\$18.70	\$24.50	\$41.20	\$84.40
ROI	\$8.80:1	\$7.50:1	\$10.30:1	\$8.90:1
Indicator	2003	2004	2005	Aggregated results
(b) Media buy (million)	\$3.66	\$3.31	\$3.09	\$10.06
Inquiries	209.6	186.8	208.4	604.7
Cost per inquiry	\$17	\$18	\$15	\$17
Conversion rate (%)	24	32	30	29
Converted party visits	56,416	59,000	60,577	175,993
Cost per converted inquiry	\$65	\$56	\$56	\$57
Spending per visitor party	\$1295	\$1134	\$1309	\$1248
Total revenues (million)	\$73.20	\$66.90	\$79.60	\$219.70
ROI	\$19.98:1	\$20.25:1	\$25.72:1	\$21.83:1

doubled the target in 2003, and increased in each year since then.⁶

However, ACTP's impact in the US market had some weakness. While travel from the US to Canada declined generally across the country and from all US origins, Atlantic Canada's rate of decline in province visits from New England between 1999 and 2005 (Table 7) was larger than that of the Canadian provinces of Ontario and Quebec, its primary Canadian competitors. This reflects the fact that outbound travel to Canada from New England, Atlantic Canada's key US market, has declined more in recent years than outbound travel from any other US region. However, ACTP partners have indicated that they believe the declines would have been even more precipitous with the ACTP alliance.

Revenues, which are considered to be more important than simply the number of visitors, also declined during this period. However, the decline for Atlantic Canada was not as severe as for Ontario and Quebec (Table 8).

Table 9 compares awareness levels of New England residents of the Atlantic Canada between 1999 and 2002. Respondents were surveyed to elicit the name of potential

⁶ROIs for 2000–2003 (Table 6a) and 2003–2006 (Table 6b) cannot be compared because of a change in the ROI conversion methodology over the two periods. ROIs in the first period were based on surveys conducted only with unique telephone numbers collected from the provincial call centers that had been collected as part of fulfillment of requests for information. ROIs in the second period were based on call center data as well as a web-based survey of people who had visited any of the provincial tourism websites. The inclusion of web-based results significantly increased the estimates of the number of inquiries, converted party visits, and ROI for 2003–2006.

Table 7
New England arrivals: Atlantic Canada, Quebec, Ontario (province visits, thousands, and percent change from previous year)

Destination	2000	2001	2002	2003	2004	2005	%Δ 2000–2004
Atlantic Canada	513.7	503.7	450.5	451.8	436.8	372.1	
	n/a	−1.9	−10.6	0.2	−3.3	−14.8	−27.1
Quebec	922.1	923.1	996.9	891.2	867.4	781.1	
	n/a	0.1	7.9	−10.6	−2.7	−9.9	−15.3
Ontario	377.5	380.5	419.4	355.9	356.5	371.6	
	n/a	0.7	10.2	−15.1	0.1	4.2	−1.6

Table 8
New England revenue trends: Atlantic Canada, Quebec, Ontario (million dollars and percent change from previous year)

Destination	2000	2001	2002	2003	2004	2005	%Δ 2000–2005
Atlantic Canada	140.3	158.2	182.3	174.8	145.2	127.4	
	n/a	12.8	15.2	−4.1	−16.9	−12.4	−9.3
Quebec	347.6	375.2	426.8	348.8	392.1	258.1	
	n/a	7.9	13.8	−18.3	12.4	−34.2	−25.6
Ontario	165.2	196.6	177.3	145.8	176.6	148.6	
	n/a	19.0	−9.8	−17.8	21.1	−15.8	−10.3

Table 9
Changes in awareness of provinces in New England: 1999–2002

Province	1999		2002	
	Unaided %	Aided %	Unaided %	Aided %
New Brunswick	1	10	3	14
Newfoundland and Labrador	0.3	8	2	22
Nova Scotia	2	34	5	22
Prince Edward Island	1.5	22	3	24

provincial tourism destinations in Atlantic Canada using both aided and unaided recall approaches. Unaided recall increases in each case, while three of the four provinces experienced an increase in aided recall.

The use of a media broker proved successful in negotiating savings (between 10% and 50%), and value-added features, such as free hyperlinks to Atlantic Canada tourism websites from magazine websites or complementary business reply services; in fact, savings and added value increased each year since 2001 (Table 10). The use of a media broker also meant that ACTP did not use an advertising agency-of-record, helping avoid agency fees.

The budget for the media program was \$50,000 per year over the agreements examined in this case study. The implementation for 2001 was delayed until 2002 due to the impacts of September 11th. The objectives of the media program were to: (1) generate stories in magazines in which ACTP buys advertising, (2) generate broadcast stories in radio/television in target markets, and (3) promote media interest in region.⁷ Using an “advertising-equivalence”

⁷Activities covered in this program included themed press trips, broadcast coverage of special events, media information sessions and

Table 10
Savings and added value achieved by media broker: 2001–2005

Year	Savings and added value (\$000)
2001	286
2002	609
2003	687
2004	848
2005	1205

logic, the cost of an ad equal in size or duration to a print or radio/television story was multiplied by 4.0 to estimate media value of the coverage.⁸ The value of media coverage rose from \$730,000 in 2001 to \$5 million in 2005.

In terms of travel trade performance, tour operators were asked to provide information on gross sales and, where possible, on incremental sales attributable to the partnership with ACTP. Not all sales can be directly accredited to ACTP, so only a portion of sales equal to the percentage of the total investment represented by ACTP's contribution was used in the ROI calculation. An investment of \$146,000 resulted in estimated revenues of \$1,772,000, representing an ROI of 12.1:1 in 2005.

In terms of overseas markets, the UK, German-speaking, and Japanese market targets for arrivals and revenues were based on ACTP's goal of maintaining market share of CTC targets. The absolute value of these targets—although not market share—were reduced after the dramatic decline

(footnote continued)

showcases, hosted meals for travel writers and media representatives, and transportation support for writers/producers. Numerous fam tours were generated from the media relations activities, resulting in extensive editorial coverage.

⁸The value of 4.0 was chosen on ACTP's belief that editorial coverage is four times more credible than paid advertising.

Table 11
Revenue targets and performance: UK market

Year	Person trips		Revenues	
	Target (person trips, 000)	Result (person trips, 000)	Target (\$ million)	Result (\$ million)
2000	64.5	47.0	43.6	48.6
2001	66.1	55.6	46.7	56.1
2002	57.6	46.1	53.5	52.0
2003	47.8	43.3	54.7	50.0
2004	49.7	51.2	57.9	56.3
2005	52.2	n/a	62.2	n/a

Table 12
Revenue targets and performance: German-speaking market

Year	Person trips		Revenues	
	Target (person trips, 000)	Result (person trips, 000)	Target (\$ million)	Result (\$ million)
2000	71.2	45.2	56.2	49.4
2001	68.4	42.5	61.1	52.2
2002	33.1	33.8	36.9	45.1
2003	25.4	17.7	14.3	10.7
2004	26.6	26.5	15.2	12.8
2005	27.7	n/a	16.5	n/a

Table 13
Revenue targets and performance: Japan market

Year	Person trips		Revenues	
	Target (person trips, 000)	Result (person trips, 000)	Target (\$ million)	Result (\$ million)
2000	29.2	11.5	23.3	10.8
2001	29.5	10.1	23.5	10.1
2002	14.4	12.8	12.7	13.4
2003	13.2	8.3	14.3	10.7
2004	13.7	13.3	15.2	12.8
2005	14.4	n/a	16.5	n/a

in international travel to Canada post-2001 from offshore markets.

UK arrivals fell short of targets from 2000 to 2003, but exceeded the target in 2004. Revenue performance was mixed (Tables 11–13). The performance of the German-speaking market fell short of both arrivals and revenue targets for all years, reflecting weak economic conditions in Germany as well as the impacts of various international travel shocks to that market. The same weak performance was true in the Japanese market. These results were not unique to Atlantic Canada, though; Atlantic Canada generally maintained or increased its market share of Canadian arrivals and revenues.

In addition to overall visitor number and spending targets, the Overseas Program identified performance

Table 14
(a) Selected Canadian arrivals market share: 2001 and 2004 and
(b) selected Canadian revenue market share: 2001 and 2004

	United Kingdom		German-speaking		Japan	
	2001	2004	2001	2004	2001	2004
(a) Atlantic Canada (%)	4.4	4.5	5.4	5.9	1.3	2.4
Quebec (%)	11.1	9.4	11.1	15.5	5.7	7.4
Ontario (%)	35.7	33.7	28.4	26.4	26.4	32.3
(b) Atlantic Canada (%)	5.4	5.0	8.8	7.6	1.9	2.3
Quebec (%)	8.8	8.1	14.3	13.9	6.1	6.3
Ontario (%)	32.5	30.7	22.4	25.9	19.7	28.6

indicators including growth in the number of tour operators and tours, fam tours, tour operator brochure content, participation in travel trade shows, and media activity. Results in these areas generally were favorable.⁹

ACTP easily exceeded the target of \$12.5 million in tourism revenues per year (based on the ROI objective of 5:1). This was achieved during a period in which overall offshore arrivals and revenues declined. Market share performance (Tables 14a and b) was mixed. Arrivals market share for Atlantic Canada from all three key markets increased from 2001 to 2004. However, revenue market share declined for the UK and German-speaking markets, while it increased for Japan. Atlantic Canada's market share of receipts generally is larger than that of arrivals, indicating they are drawing disproportionately higher-spending overseas visitors than Quebec and Ontario.

6. Conclusions

The ACTP is a model of a successful multi-partner regional alliance for developing export tourism markets. The federal government, by offering funding through the ACOA, brought four provincial governments and members of the four provincial tourism industry associations to the table. ACOA was able to attract partners not only by providing core funding, but by negotiating a formula and structure to leverage partner funding and to share decision-making. As a result, the partnership created a spirit of co-operation among four competing provinces that did not exist prior to its implementation.

Travel agents and tour operators were successfully recruited as tactical partners in each year of the two agreements. The partnership successfully developed positive media relations and raised awareness of Atlantic Canada in its key markets. The fact that such a partnership has been successfully strengthened and continually re-negotiated is remarkable; reflecting this success, an agreement for 2006–2009 has been signed.

⁹Details of these performance indicators are not reported here because of space limitations and the fact that the share of budget allocated to these activities was relatively minor.

ACOA's leadership contributed to significant growth in ROI from the US market over the period of the two agreements, which was also a period of a softening in the US outbound market to Canada. The growth was possible, not only because of incremental funding, but because of market research conducted by ACOA for the provinces and industry. This leadership also contributed to significant growth from overseas markets. By the end of the second agreement, both programs—US and Overseas—had surpassed their ROI targets. The ACTP alliance has had a strong positive economic impact in the region and has achieved its most significant objectives.

Wang and Fesenmaier (2006) suggest there are three potential broad outcomes from tourism marketing partnerships. The first is strategy-oriented, in which there is more efficient use of scarce resources. The second is learning-oriented, such as learning new ways to conduct marketing. The third is social capital-oriented, such as strengthening the co-operative spirit of the partners in ways that extend beyond the explicit terms of the alliance. ACTP's activities have resulted in all three. Joint marketing efforts extended and leveraged marketing budgets. Ongoing research and the sharing of marketing experiences among ACTP's partners helped each of the partners learn from each other and to develop new marketing tactics and strategies. And ACTP has significantly increased the sense of co-operation and sharing of information resources among the partners.

Gray (1989) identifies five characteristics essential to the success of an alliance. The first is a set of interdependent stakeholders who recognize their success depends, to a degree, on each other. The second is the ability to accept legitimate differences of opinion and the willingness to resolve them through creative thinking. The third and fourth are linked: a sense of shared responsibility for decision-making and a sense of ownership of the decisions, and acceptance of responsibility for the future direction of the alliance. Finally, successful alliances depend on the understanding that collaboration evolves as partners develop better understanding and experience. ACTP's experiences demonstrate that the alliance has achieved and sustained all five characteristics.

Specific lessons learned from ACTP's partnership activities and their evolution are summarized below:

1. Effective tourism marketing partnerships require that partners negotiate their way through legitimate differences in objectives (Bramwell & Lane, 2000; Wang & Fesenmaier, 2006). In the US Program, each province sought to protect its own brand while working with other provinces to engage in co-operative marketing initiatives. For overseas markets, the partnership was able to develop two different and successful unified brands.
2. Partnerships require a sense of equitable participation and involvement (Marino, 2000; UNWTO, 1996). In ACTP, the federal government (through ACOA), four provincial tourism ministries, and four industry associations were functionally equal partners. Funding levels varied to reflect the differences in budgetary resources of the various partners; these were specified in the MOA through a clear funding formula.
3. The existence of simple quantitative and relevant key performance indicators is something members of a marketing partnership expect (Elliott, 1997; Faulkner, 1997; Mistilis & Daniele, 2004). The MOA provided explicit accountability and reporting guidelines; quantitative performance targets included ROI, market share, awareness, revenues, and arrivals.
4. An efficient management structure is critical for a partnership to be sustainable (UNWTOBC, 2003). ACTP worked continually over the years examined to improve its structure, balancing the expectation of nine partners to be involved in decision-making with minimal bureaucratic process. Internal decision-making procedures could be slow because the need for inter-agency consultation could not be ignored, but ACTP streamlined management operations and decision-making processes.
5. Effective regional marketing activities by partnerships need to be based on an integrated, multi-media strategy. This typically involves a mix of print, television, direct mail, media relations, and Internet. Travel trade marketing typically requires a mix of participation in trade shows, fam tours, and other promotional initiatives. Travel trade marketing should also be complementary to consumer marketing. The results of travel trade initiative need to be measured over time, that is, over the course of 2 or more years, not just in the course of one travel season.
6. The effectiveness of tourism marketing is highly vulnerable to non-tourism events (e.g., the September 11th attacks, SARS). Aggressive tactical marketing changes by ACTP to reflect "the new reality" resulted in a recovery of arrivals for 2003. However, softening in the outbound market of the US and some overseas markets due to economic slowdown, rising fuel costs, tighter border controls, and other factors continue to challenge not only the Atlantic Canada tourism sector, but that of all of Canada. While brand development and maintenance requires stability in core positioning of the destination in the market, specific messages to promote the destination need to adapt to any significant changes in the environment.
7. In line with the so-called corporate model, partnerships require explicit *a priori* guidelines regarding spending allocations (Mistilis & Daniele, 2004). The use of a media broker by the US Program saved money for the organization and encouraged the provinces to cooperate through joint advertising buys whenever a business case could be made. The restriction of ACTP's budget to incremental activities further ensured that the partnership was effective in achieving its objectives.
8. Marketing budgets should be allocated to, in the vernacular, achieving the biggest bang for the buck.

Because most US travel to Atlantic Canada is by independent travellers driving personal automobiles, the bulk of the marketing budget was targeted at the consumer market. This did not preclude investment in the travel trade but meant that these activities were secondary to consumer marketing. This reasoning was also behind the decision to allocate the bulk of ACTP's US marketing budget to the New England market.

9. Every decision must be made in the context of promoting the overall goals of the alliance (Crotts et al., 2000). ACTP partners continuously reminded themselves why the alliance was created, the need to focus on its core business, and for the partners to think regionally.
10. Marketing decisions are most effective when based on research and evaluated using objective, pre-determined criteria. ACTP's limited budget precluded background research for every activity, but major decisions were based on research and subsequently evaluated using quantitative tools.
11. Industry participation in public–private sector partnerships needs to be carefully structured and sensitively managed. Presidents of the tourism industry associations sit *ex officio* on the Management Committee because they are recognized by government as the “voice” of the private sector. Representatives from individual tourism firms were appointed to Marketing Committees on the basis of their expertise and available time. Marketing plans provided opportunities to any Atlantic Canada firm that wished to participate. Decisions on contributions by individual firms to specific marketing initiatives were made on a case-by-case basis. The requirement for firms to measure the results of their participation with ACTP was a source of frequent complaint. Tour operators felt that ACTP funding was so limited that the effort required to provide information on revenues attributable to ACTP contributions was not worth the effort. Expectations for reporting results of ACTP funding of tour wholesalers thus were negotiated on a case-by-case basis, attempting to balance accountability and sensitivity to the time required to report.
12. Returns from travel trade and media relations are long term and often qualitative rather than quantitative. Results from initiatives such as market places, educational programs, trade seminars, road shows, and sales missions are more related to reputation, relationships, credibility, and goodwill than to statistics. Thus, evaluation of these initiatives needs to be monitored over a longer time period because of the inherent time-lag between these activities and their impact on awareness and sales.

A new agreement for 2006–2009 has been negotiated. The renewed partnership will face several issues that will need to be addressed as the partnership begins to implement new marketing plans. First, demand in the US

market for Canada continues to soften. While ACTP has been successful in achieving its ROI targets and in raising awareness in New England, the partnership will need to continue monitoring trends in the US and, perhaps, anticipate a shift away from its traditional emphasis on New England. That region is both the primary market for Atlantic Canada but is also the weakest performing regional market in the US.¹⁰

Previous MOAs have stressed ROI as the primary measure of success. This indicator continues to be an important one, but other measures should be given more emphasis, especially for developmental activities such as tour wholesaler partnerships and media relations. With reference to New England, measures related to awareness and market share need to also be considered as long-term indicators of the health of that market.

The structure of two Marketing Committees, one for the US and one for overseas, is costly in terms of administration as well as members' time and travel costs. Further, the two committees have evolved different styles of operating: the US Committee focuses on strategic issues while the Overseas Committee tends to be more interested in “micro-managing” marketing decisions. An alternative structure that harmonizes different marketing styles within the partnership will be useful.

In sum, ACTP illustrates how a tourism marketing alliance can be negotiated among potential competitors and operated successfully through multiple agreement periods. The Atlantic provinces and ACOA came together to strengthen their mutual competitive position against the rest of Canada. The catalyst for the creation of the alliance was a third party—a federally funded regional economic development agency—as well as the recognition that co-operation would generate greater gains than failing to co-operate. ACTP has been working in a difficult period of international tourism marketing since 2001, especially in terms of declining US demand for international travel. However, the partnership has been successful in achieving its main measurable marketing objectives and, even more significantly, in creating a sustainable alliance among industry, provincial governments, and the federal government.

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¹⁰Visits to Canada from New England in 2005 declined by 12.6%, about double the rate of decline in the second-worst region, Mountain States, where the decline was 6.4% (Statistics Canada, 2005).

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1. In planning its budget for the coming year, Princely Company prepared the following payoff probability distribution describing the relative likelihood of monthly sales volume levels and related contribution margins for Product A :

Monthly Sales Volume	Contribution Margin	Probability
4,000	\$ 80,000	20%
6,000	120,000	25%
8,000	160,000	30%
10,000	200,000	15%
12,000	240,000	10%

Required :

- 【1】 What is the expected value of the monthly contribution margin for Product A ? (5-point)
- 【2】 Compute the coefficient of variation for Product A ? (5-point)



2. Lamb Company uses job order cost accumulation procedures.

Manufacturing-related costs for November were:

Work in process, November 1 (job 50)	\$ 54,000
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Materials and supplies requisitioned for:

Job 50	\$ 45,000
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Job 51	37,500
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Job 52	25,500
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Supplies	2,000
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Factory direct labor hours:

Job 50	3,500
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Job 51	3,000
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Job 52	2,000
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Labor costs:

Direct labor wages	\$102,000
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Indirect labor wages	15,000
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Supervisory salaries	6,000
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Building occupancy costs	3,500
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Factory equipment costs	6,000
Other factory costs	5,000

Jobs 50 and 51 were completed during November. The predetermined factory overhead rate is \$4.50 per direct labor hour.

Required:

- 【1】 Compute the total cost of Job 50. (8-point)
- 【2】 Determine the factory overhead costs applied to Job 52 during November. (8-point)
- 【3】 Compute the total factory overhead costs applied during November. (8-point)
- 【4】 Determine the actual November factory overhead incurred. (8-point)
- 【5】 How should Lamb dispose of any over- or underapplied factory overhead, assuming that the amount is not significant in relation to total factory overhead? (8-point)



3. 管理會計主要係提供決策用的資訊，近幾十年來隨著競爭益趨激烈，所需之決策資訊亦隨之變遷，請簡要說明近代管理會計在此方面之進展狀況。(25%)
4. 延續上題，請任選其中一個管理會計議題為研究主題，簡要說明您的研究設計。(25%)