



## MINUTES OF THE INTERNATIONAL SKÅL COUNCIL MEETING HELD AT THE FANCOURT HOTEL, GEORGE, SOUTH AFRICA, ON FRIDAY 5 MAY 2017

### PRESENT:

<b>President:</b>	Bill Rheaume	Canada
<b>Vice President:</b>	Marja Eela Kaskinen	Finland
<b>Secretary:</b>	Julie Dabaly-Scott	Kenya
<b>Councillors:</b>	Alberto Esper	Argentina
	Denise Scrafton	Australia
	Jean-François Coté	Canada
	Francis Brennan	Ireland
	Peter Morrison	New Zealand
	Abimbola Durosinmi-Etti	Nigeria
	Niel Els	South Africa
	Asuman Tariman	Turkey
	Mark Alexander	United Kingdom
	Cyndi Golden	United States of America
<b>Deputy Councillor:</b>	Uzi Yalon	Israel
	Josefa Diaz Delgado	Spain
<b><u>EXCUSED:</u></b>	Gerald Perez	Asia
	Franz Heffeter	Austria
	Jano Mouawad	Bahrain
	Katarina Hauptfeld	Croatia
	Kamal Hingorani	India
	Yaacov Hartman	Israel
	Antonino Percario	Italy
	Constantine Panoussi	Monaco
	Arshad Khokhar	Norden
	Annette Cardenas	Northern Latin America
	Carlos Lopez Gallego	Southern Latin America
	Gracia Peregrin	Spain
	Martin Ahlberg	Sweden
	Brinley Waddell	Thailand
	Armando Chaquiriand	Uruguay
<b><u>ABSENT:</u></b>	Lolita Terrazas Saavedra	Bolivia
	Ana Carolina Dias Medeiros	Brazil
	Victor Abboud	Ecuador

Peter Javorkai	Hungary
Michel Kreitem	Jordan
Lloyd Ross	Mauritius
Jorge Luis Moya Huerta	Mexico (resigned)
Patria Chiong	Philippines
Igor Viloria Barazarte	Venezuela

**OBSERVERS:**

<b>Executive Committee</b>	David Fisher	President, Skål International
	Susanna Saari	Vice President, Membership Dev. & Young Skål
	Rafael Millan	Vice President, Finance & FVF
	Lavonne Wittmann	Director, PR & Communications
	Maria Teresa Diaz Comas	Director, Business Development & Trade Fairs

**In attendance:** Daniela Otero                      CEO, Skål International

**1. Opening of the meeting by the President of the International Skål Council, Bill Rheume**

ISC President Bill Rheume declared the plenary session open and welcomed the Executive Committee members. He commended the local organising committee on the good organisation of the meeting.

He then asked for a moment of silence in recognition of the passing Skålleagues.

**2. Introduction of the Executive Committee**

At the request of ISC President Bill Rheume, Skål International President David Fisher introduced the Executive Committee team and the CEO.

**3. Introduction of Honorary and Past Presidents and observers**

There were no observers.

**4. Approval and signing of the minutes**

A motion to approve the minutes of the International Skål Council meeting held in Monaco on 29 October 2016 was proposed by Niel Els (South Africa), seconded by Uzi Yalon (Israel) and unanimously approved.

**Matters arising**

There were no matters arising.

**5. Councillors Elevator Speech**

The Councillors gave a brief introduction of themselves, including the work in their professional lives.

## **6. Installation of new Councillors**

ISC President Bill Rheume inducted the new Councillors Jean-François Coté (Canada) and Asuman Tariman (Turkey) and presented them with their red pin.

He recognised Honorary President Uzi Yalon for his contribution to Skål over the years and Alberto Esper for his long-time attendance to Council meetings.

### **7A. Report by the President of the ISC – Bill Rheume**

ISC President Bill Rheume explained that over the last couple of years, they had heard concerns from National Committees and membership regarding the following issues:

- Councillor's poor attendance at the MYM and the pre-Congress meetings
- Lack of actions brought forward/communicated and completed
- Lack of communication and reporting to members from the EC supporting the ISC's effectiveness and value to the organisation
- Questioning why Skål International is not imposing penalties or sanctions on National Committees who refuse to support and send their Councillors to meetings, as mandated in the Statutes
- Why should those countries that do support their Councillor continue to spend the money to send them when others do not?

He continued that these were valid concerns, however, as ISC President, he was committed to ensuring that the Council was both relevant to the organisation and re-structured to be more effective. The Council had an influential voice at the governance table, however, many Councillors had not been exercising that opportunity by participating in the meetings and as such the ISC was perceived as irrelevant.

To accomplish the Council's goals and objectives of improving the relevance of Skål, it was necessary to address the functionality of the Council in its current structure to regain its effectiveness and influence the future of the organisation.

He then highlighted some of the tasks undertaken in the past year:

- Travel Brokers was added as a category of membership
- By-laws changed to reduce the number of accommodation rooms required to qualify for membership to 6
- The joint EC/ISC Board meetings have been added to realise more cooperative actions in furthering changes to the organization
- Changes to the B2B format, introducing the Global Marketplace were accepted with the first phase initiated in Monaco
- Changes to the FVF raffle were accepted and implemented.

He stated that the 2017 Mid-Year Meeting in South Africa was the new beginning. Challenges will continue but the Council needed to be fully engaged to demonstrate leadership in the organisation. The Council would review the CEO's Strategic Plan, there would be changes and reports presented, proposed Statutes amendments, the Council's own 3-year plan, finalising a revised Congress Format and recommendations for a new Council structure.

On the proposal of Peter Morrison (New Zealand), seconded by Alberto Esper (Argentina), the report by ISC President Bill Rheame was unanimously approved.

## **7B. Report by the Vice President of the ISC – Marja Eela-Kaskinen**

ISC Vice President Marja Eela-Kaskinen stated that when writing her report, she had noticed that the current situation reminded her of Star Wars movies:

### **A NEW HOPE in Monaco**

- 24 Councillors attended the Council meeting in Monaco in conjunction with the World Congress.
- A new CEO started in Monaco after too long a wait.
- A new committed Council Board was also elected.
- The discussions held in Monaco were very positive and encouraging; all the Councillors present were unanimous of the importance of the ISC.
- Even more encouraging was that the AGM –once again- decided AGAINST demolishing the ISC.

### **THE EMPIRE STRIKES BACK after Monaco**

- A few months after Monaco messages started arriving from National Committees and Councillors questioning – once again – the relevance of the Council and Councillors. It started to feel like we were battling a giant “death star” again.
- Support from the Executive Committee was questioned in all the messages; they stated that the Executive Committee has shown no sign of needing the ISC or the Councillors for that matter.
- There are obviously huge gaps in communication between EC, ISC, HQ and the members.
- Councillors themselves have not helped. Unwillingness to get involved is not a good sign and shows a serious lack of commitment.
- Transitions are never easy, we have to think about what we have done to help the new CEO and also how we can work with her to get the best results for us all.

### **RETURN OF THE JEDI coming to George**

- The ISC Board came to George fully aware of the perils we are facing once again.
- The tasks that absolutely need to be completed in George include:
- New Congress Format
- New Council Structure and/or new meeting structure
- Membership Development Fund
- We also need to have a serious talk about communication – ISC cannot survive without visible support from the Executive Committee and CEO.

### **PHANTOM MENACE after George**

- What will happen if we do not succeed in achieving the above?

### **ATTACK OF THE CLONES & REVENGE OF THE SITH**

### **THE FORCE AWAKENS**

- We must emerge from George like a phoenix, stronger than ever. The threat is still out there.
- If the EC and the ISC do not stand together with a strong and powerful CEO behind us all we will be the last Jedis standing.

CEO Daniela Otero asked if there was any process for members to submit their ideas and input to their Councillor.

ISC President Bill Rheume responded that there was no formal method, other than communication through e-mails.

Cyndi Golden (U.S.A.) stated that she made personal phone calls to get information.

Denise Scrafton (Australia) informed that Australia spent a lot of time talking about Club issues during their two national meetings which she then brought forward to the Council.

On the proposal of Mark Alexander (United Kingdom), seconded by Asuman Tariman (Turkey), the report by ISC Vice President Marja Eela-Kaskinen was unanimously approved.

#### **7C. Report by the Vice President of the ISC – Jorge Moya**

ISC President Bill Rheume explained that there was no report and he officially confirmed that ISC Vice President Jorge Moya (Mexico) had resigned from his position of Councillor due to health reasons.

#### **7D. Report by the Secretary of the ISC – Julie Dabaly-Scott**

ISC Secretary Julie Dabaly-Scott thanked ISC President Bill Rheume on her appointment as Council Secretary and for giving her this opportunity.

Her main duty was to take the minutes of the ISC Board monthly Skype meeting. She also managed the Dropbox and she encouraged Councillors to use it as all the ISC documents were saved there.

She expressed her disappointment on the lack of communication from the Councillors with regard to their attendance at the Council meeting and in general. She would be sending e-mails to Councillors monthly and she asked for their reply.

She then referred to her involvement in the reestablishment of Skål International Addis Ababa in Ethiopia and mentioned that Steve Richer of SIUSA had been very instrumental in the whole process. While in Ethiopia they had the opportunity to meet with African Union (AU) and they had discussed how Skål could work with AU in the focus on tourism in Africa.

Francis Brennan (Ireland) complained that he did not find the Dropbox easy to use. ISC Vice President Marja Eela-Kaskinen reminded that she had sent on two occasions very simple instructions with pictures on how to use Dropbox to all the Councillors and she proposed to resend it again.

Director Lavonne Wittmann suggested to have the International Council featured within the monthly e-newsletter or quarterly e-Magazine.

On the proposal of Niel Els (South Africa), seconded by Abimbola Durosinmi-Etti (Nigeria), the report by ISC Secretary Julie Dabaly-Scott was unanimously approved.

## **8. Address by President of Skål International – David fisher**

President David Fisher referred to the non-attendance of Director Jason Samuel to the meeting and he read the following statement:

*Director Jason Samuel was assigned and accepted the portfolio of Statutes, By-laws and Manuals after being elected by the General Assembly at the congress in Torremolinos in 2015.*

*From the beginning of his tenure, he has not completed his tasks according to the requirements of the Executive Committee or met the expectations and deadlines of this portfolio.*

*As a result, many of his tasks then had to be reassigned and completed by other members of the Executive Committee.*

*There are also many ongoing tasks related to this portfolio which again have to be implemented by the other Executive Committee members which in turn increases their workload and responsibilities.*

*In order to save costs, it was decided that Jason not attend the Executive Committee meeting in Torremolinos after his discussion with the President and two Vice Presidents via a Skype call.*

*He confirmed on that call that he would complete any future tasks comprehensively and timeously in the future which unfortunately did not happen.*

*After numerous warnings about the non-completion of his allocated tasks, it was unanimously decided by the Executive Committee that he should not attend the ISC Mid-Year Meeting in South Africa in May.*

*As you know, the General Assembly is the only body that can vote or remove a Board member from their position, resulting the EC will be proposing a Statute/By-law change that will allow the Executive Committee in future to sanction a member for non-performance which we hope will be ratified at the General Assembly in Hyderabad.*

*This is a very unfortunate position and it is purely based on non-performance and not in any way personal.*

President David Fisher then informed that the Executive Committee had been discussing a possible proposal put up for discussion from Vice President Susanna Saari that it may be possible to reduce the number of the Executive Committee down to four members. The intention would be to identify specific candidates with the skills needed to fill the upcoming vacancies and similarly co-opt when required others to assist with specific projects and tasks and that the CEO would actively fulfil some of those tasks and roles currently undertaken by the board members. If the proposal was accepted in Hyderabad, the amendment would take effect 60 days following the General Assembly and would become into effect voting and elections in the 2018 Congress. The implementation was expected to take two years.

Mark Alexander (United Kingdom) stated that he had the feeling that there was a considerable workload on all the Directors which was one of the reasons for the lack of productivity and he could not understand that dropping the Executive Committee by two would make the organisation stronger.

President David Fisher explained that the CEO and the staff in head office would fulfil some of the tasks while the board members would have a more overseeing role. This would also help saving costs and moving the organisation in line with the Strategic Plan.

Uzi Yalon (Israel) asked what would be the composition of the Executive Committee.

President David Fisher responded that his understanding as per our Statutes, was that the Spanish law required two Directors, one President and one Secretary. The titles and details would need to be worked out.

Vice President Susanna Saari believed that Skål would cease to exist in 3-5 years unless radical changes happen now. She added that it was not only a cost cutting exercise, but a need to look at doing things in a different way. CEO Daniela Otero had been confirmed in her position following the six-month trial period and she had streamlined the tasks in the office getting the staff to develop their skills, thus the office would also offer a better support.

Cyndi Golden (U.S.A.) asked if there had ever had a situation with four people on the board in the past. President David Fisher stated that historically there had been nine people on the board, plus the Secretary General, when we had 25,000 members that provided the funding.

Peter Morrison (New Zealand) asked if the ISC President would still sit on the Executive Committee and President David Fisher confirmed that the ISC President would continue his function in the Executive Committee as an active observer.

Peter Morrison then asked how many vacancies there would be in Hyderabad as Director Jason Samuel would stand out and the President would finish his term.

President David Fisher clarified that his term as president was one year and in Hyderabad that finishes. Jason Samuel and Lavonne Wittmann are both eligible to stand for the position of Vice President. Which one wins, the other is then no longer on the Board, as their term of office has been completed. Similarly, both Vice Presidents are required to stand for the position of President and if Vice President Susanna Saari was not elected President, she would, by virtue of the time she had been on the board, cease to be a board member. Therefore, there could be the need for three board positions in Hyderabad.

CEO Daniela Otero stated that from a technical point of view, Skål needed less but more efficient people to work, as the Executive Committee had a great impact on the budget.

Director Lavonne Wittmann believed that the reduction would be more effective as the Executive Committee had put KPIs in place for each staff member and the office would become stronger.

Mark Alexander (United Kingdom) believed that the Executive Committee needed more support and stronger advisers to help them achieve the goals set to help them get those KPIs delivered. He had a strong feeling that finance was behind the proposal and that a smaller board was not a more efficient board.

President David Fisher clarified that full details of the proposal still needed to be worked out and believed that the reduction would be beneficial for the organisation if we can also co-opt members to handle specific projects.

Vice President Susanna Saari stressed that it would be a two-year process and there would be no immediate effect. There was no written paper at that stage because the Executive Committee had only just begun discussing the outline of a proposal at their recent meeting in South Africa.

ISC President Bill Rheame said that one of the challenges in the organisation had been to find good candidates for Director.

President David Fisher explained that the overall proposal about the reduction from six to four Directors would also envisage the ratification each year of each Director position. The Executive Committee would present a whole rationale, structure and paper at the General Assembly.

President David Fisher then informed that as there was no requirement for the Finance Director to attend the annual internal audit and as the CEO was now in the office to discuss any issue with the internal auditors, the Executive Committee had decided that the Finance Director would not attend the internal audit. This would allow a cost cutting that would be allocated to the IT project which was part of the Strategic Plan.

Peter Morrison (New Zealand) asked if it was a requirement under Spanish Law to have external and internal auditors.

President David Fisher responded that under Spanish law we had to have the external auditors. The role of the internal auditors was a more in-depth evaluation of the staff, administration, procedures and processes with a report presented at the General Assembly. The next stage to look at would be to have one auditor to work in conjunction with the CEO.

Peter Morrison (New Zealand) wondered if the external auditors could not undertake the two functions as it would only be one cost.

President David Fisher said that they would confirm what the Statutes establish in this regard as it could be another way to go.

## **9. Review of the Strategic Plan by the CEO – Daniela Otero**

Mark Alexander (United Kingdom) asked if there had been some income from sponsorship.

CEO Daniela Otero stated that in the current situation it was difficult to find sponsors as Skål had not much to offer, but we had a very good brand and that was the key point. She confirmed that she was about to close a sponsorship agreement and the income would be allocated to the first development phase of the IT department.

She then thanked the Councillors for sending her their feedback on the draft of the Strategic Plan and recognised the time and dedication of each response received. There were some valuable technical suggestions that would be included, but she had also received many opinions and wishes that could not be considered as input to be included in a document of this kind.

When drafting the document, she had to consider the current technical, human and internal political limitations. She highlighted the need for fundamental changes and the strategy was focused in this first stage on concrete action plans in order to work urgently in the internal and external image areas, membership services and benefits and strategic alliances.

Hot topics such as International Council functionality, Executive Committee optimisation, Statutes and By-laws had not been addressed. These items were the skeleton of the organisation, but had been designed years ago and in her professional opinion, they should now deeply be relooked at. There could be no real strategic change without planning strategic changes in these areas. Skål could currently not afford wide structures, big expenditures and inefficient processes. That was why she also wanted to stress the importance of the digitisation process.

She added that digitalisation had revolutionised everything and the link between new technologies and innovation had to be one of the priority areas of work for those who work in the industry. Under “the 3As”, anticipation, adaptation and action, she had developed working plans that would be applied for the benefit of the members. Digital transformation was not just a technological issue but a question of strategic vision, organisational culture and process rebuilding.

CEO Daniela Otero then shared the presentation on the Digital Transformation Roadmap and she invited the Councillors to send her their feedback on the questions included. View presentation [here](#).

She informed that an IT company would undertake a diagnostic of the current working processes and performance which would offer a clear image of the situation.

CEO Daniela Otero stated that Skål was like a franchise and it should have common standards all over the world.

She stated that the staff in the office was experienced and engaged with Skål. Training would be offered to them through fiscal credits that would not incur any cost.

She concluded by saying that her duty as CEO was to make recommendations and she asked the Council to give her the opportunity to do something different.

Mark Alexander (United Kingdom) mentioned that it was regularly questioned how unprofessional Skål was, lack of communication, skills and presence online and he certainly supported technology.

Denise Scrafton (Australia) offered the support of Skål Australia with regard to IT.

Vice President Susanna Saari stated that it would be ideal to have the database connected to all Club websites without having to do anything manual. She added that the European Union was working on a directive on data protection which would take effect in June 2018 which would protect individuals.

CEO Daniela Otero invited the Councillors to give her any contact of companies who may wish to sponsor Skål. She was also trying to make contacts at trade fairs.

## **10. Committee presentations:**

### **Membership Development Fund – Denise Scrafton**

Denise Scrafton (Australia) made a presentation on the proposed Membership Development Fund.

View presentation [here](#).

Director Lavonne Wittmann clarified that the President's Manual was a work in progress, the Australia video had been featured in the April e-newsletter with the authority from the designer to hand it out to everybody and all our e-newsletters were linked to E-hotelier who also featured Skål in their e-newsletter.

Vice President Susanna Saari welcomed the new ideas, however, she believed that the Trustees would object to the suggestion to cease funding the Florimond Volckaert Fund.

ISC Vice President Marja Eela-Kaskinen mentioned that there were already Clubs that had ceased to fund the Florimond Volckaert Fund and it would be up to the countries to donate or not.

Vice President Susanna Saari said that the Club of the Year criteria could contemplate to either donate to the Florimond Volckaert Fund or to the Membership Development Fund.

CEO Daniela Otero said that e-Hotelier had offered to feature our press releases and news in their online publication. It would also serve as a tool for our sponsors as they would also get visibility through e-Hotelier.

Peter Morrison (New Zealand) suggested that at the end of the year the unused funds available in the Membership Development Fund should be going to that Fund for the following year in order to building it up.

Vice President Susanna Saari stated that in the previous year the Fund had ended overbudget.

Cyndi Golden (U.S.A.) said that the Florimond Volckaert Fund was self-sustaining and she recommended to use the money for membership development or we would not have a Club to support.

ISC President Bill Rheume suggested to ask the Clubs to divert whatever money they would have put into the Florimond Volckaert Fund into the Membership Development Fund for the next two years.

Mark Alexander (United Kingdom) insisted that the Council and the Executive Committee reach an agreement prior leaving South Africa as it did not need anybody else's approval.

President David Fisher suggested that there was a process to go through and a letter from the International Skål Council explaining the proposal needed to be prepared which would then be circulated to the members, the Statutes and By-laws would have to be looked at to see what was set up as per donations to the Florimond Volckaert Fund, as well as informing the FVF Trustees.

ISC President Bill Rheume said that he would prepare a letter, reviewed by the Executive Committee and through the Secretariat, would formulate a paper and move this forward.

Vice President Susanna Saari stated that the Executive Committee would look at all the details and she suggested to have the power point presentation into the letter.

Peter Morrison (New Zealand) believed that they should not be giving too much of a choice and encourage members to donate to the Membership Development Fund if they wished Skål to survive.

ISC President Bill Rheume then informed that the criteria for accessing the Fund had to be identified.

A motion to approve the report presented by Denise Scrafton (Australia) was proposed by Alberto Esper (Argentina), seconded by Mark Alexander (United Kingdom) and unanimously approved.

President David Fisher explained that the Executive Committee had discussed the issue of the Membership Development Fund and fully supported the concept. The Executive Committee now asked the Council to work out the details.

ISC President Bill Rheume confirmed that the Council board would take the task on and clarify some points for the purpose of the communication to go out.

### **Florimond Volckaert Fund Manual – VP Jorge Moya**

ISC President Bill Rheume presented the report in the absence of ISC Vice President Jorge Moya.

He explained that the intention was to create a standard operating procedure for the Florimond Volckaert Fund. The Secretariat had completed a document outlining the decisions, requirements, criteria and details prior and during the Congress.

The Council would work with the Secretariat to include that in the Congress Manual.

ISC President Bill Rheume stated that the Council Vice President responsible for the Florimond Volckaert Fund was also in charge of conducting and coordinating the raffle with the Secretariat. Two problems had arisen in that there were no volunteers wishing to work on the raffle and were questioning why they would continue to work on a Florimond Volckaert Fund raffle when they needed the funds to develop a Membership Development Fund. He asked the Executive Committee for their comments.

President David Fisher responded that it was the Clubs' choice to contribute to the Fund. If the Council did not want to help collect funds, it would be appropriate to look at the requirements and someone would have to explain the reason if the question arises.

ISC President Bill Rheume said that the issue was to identify someone to coordinate the raffle.

Mark Alexander (United Kingdom) suggested that the Council could be involved in the raffle as long as the proceeds go for Membership Development and 20% to the Florimond Volckaert Fund.

ISC President Bill Rheume mentioned that although the Secretariat distributed the communications to the Clubs and members and received and put together the vouchers, it was required to have a person to coordinate the raffle.

View current procedure for the FVF raffle [here](#).

Asuman Tariman (Turkey) suggested to organise a silent auction as in the past as it was easier. She would volunteer to organise a silent auction.

President David Fisher proposed to have the Trustees coordinate and arrange the raffle through the head office.

Mark Alexander (United Kingdom) believed that if worded correctly, the letter to inform the membership of the recommendations from the ISC and the EC to consider whatever funds they could provide for the Membership Development Fund to help save the organisation, would have an impact. He offered his help to write the letter. It should also be stated that the Fund has almost a million Euros and that it was a recommendation for two years. He added that we had to stop putting energy into stuff that was not going to save our organisation.

ISC President Marja Eela-Kaskinen reminded that the Council had been talking about this issue since Haarlem, but had not put it forward.

CEO Daniela Otero proposed to think on new ideas to collect extra funds for the Membership Development Fund.

Cyndi Golden (U.S.A.) mentioned that her Club had organised a silent auction in which they had raised US\$21,000 in one night.

Vice President Susanna Saari referred to the By-laws which stated that the Council must appoint a Committee to coordinate the activities of the Councillors in the Florimond Volckaert Fund.

President David Fisher stated that there could be some legal issues associated with an online raffle.

ISC President Bill Rheume said that it would not be an online raffle and he proposed that Asuman Tariman (Turkey) work with the Trustees and the Secretariat.

Asuman Tariman (Turkey) clarified that she volunteered to organise a silent auction not the raffle.

Mark Alexander (United Kingdom) would not involve the Trustees in that as the money raised would go to the Membership Development Fund.

Peter Morrison (New Zealand) believed that the Trustees should politely be told that the raffle proceeds would go to save Skål.

ISC President Bill Rheume said that he would correspond with the Trustees on behalf of the Council and Asuman Tariman had volunteered to assist with the fundraising silent auction for the benefit of the Membership Development Fund.

### **Statute Changes – VP Jorge Moya**

ISC President Bill Rheume referred to the discussion by the Council on the proposed Statutes amendments and informed that all proposals had been approved, with the exception of a proposal from Israel.

These would now be forwarded to the Executive Committee.

ISC President Bill Rheume added that the Council would review Article XIII, Section 4 (c) of the By-laws related to the Florimond Volckaert Fund Council Committee and propose a change.

## **Congress Bid Evaluations – Bill Rheume**

ISC President Bill Rheume confirmed that the Congress Bid evaluation had been completed and revisions could be made at any time.

View document [here](#).

The purpose of the Congress Bid evaluation was to ensure that the Council had enough detail in order to proceed with as much knowledge as possible identifying the two bids that will go forward to the Executive Committee.

## **Congress Format – VP Marja Eela-Kaskinen, Mark Alexander, J.F. Côté, Niel Els**

ISC Vice President Marja Eela-Kaskinen explained that the Council had been working on the day by day elements that needed to be included in the Congress and put forward a presentation on the suggested changes. Additional details needed to be added and the presentation of the new format would be sent out to everybody once it is completed.

President David Fisher said that Club budgets may need to be coordinated with the ISC budget. He also noted that there was no social content in the proposed format.

CEO Daniela Otero stated that 50% of Skål image was related to the Congress, so the membership satisfaction was very important.

Vice President Susanna Saari was missing more menu based formats with either social or business content. She suggested to also include activities for young professionals. She was happy with a shorter General Assembly.

ISC Vice President Marja Eela-Kaskinen clarified that the proposal was only the basis of the congress format and other elements could certainly be added. She believed that Young Skål should be included in the general programme so they did not feel excluded.

Mark Alexander (United Kingdom) recommended to use a professional facilitator so the President did not chair the General Assembly. He added that the proposed format should focus on the active individuals and a strong business programme. Alternative activities could be put together by the Local Organising Committee.

Director Lavonne Wittmann mentioned that the Club President's Forum should be addressed to make it more streamlined and efficient.

Jean-François Côté (Canada) said that the statistics showed that a lot of travel agents and hoteliers go to the Congress and we had to offer them a good business to business session with keynote speakers.

Vice President Susanna Saari clarified that the Young Skål programme was on top of what already existed to make it more appealing for them. She looked forward to hearing more ideas from the Council on the Presidential Forum to be included in this year Congress as well.

A motion to approve the proposed Congress format was proposed by Cyndi Golden (U.S.A.), seconded by Jean-François Coté (Canada), and unanimously approved by the Council. The Executive Committee approved in principal but still needed to review and approve the detail content.

Vice President Susanna Saari informed that the new Congress format would be applicable for the 2019 Congress. She then explained the procedure:

1. The Council will now put the meat into the bones and have the document ready in a couple of days.
2. It will then go over to the headquarters who will immediately start working on the Congress Manual which will have to be ready by the 30 June.
3. The bidding process will start on 1 July and run up until 14 August, with a two week extension.
4. The comparison will be done by headquarters between 1-17 September.
5. An E-vote by the Council will be required if more than two bids.
6. The selection will take place in Hyderabad.

Vice President Susanna Saari gave an update on the Hyderabad Congress. She informed that a local company was organising a Skål International Travel Expo from 6-8 October which would be run in parallel to our Congress at the same convention centre. All details were available on the website.

### **ISC Structure and Organisation – Bill Rheume**

ISC President Bill Rheume explained that Councillors had discussed the various components relating to parts of the Council that were not effective or working. Attendance was one of the major issues.

He then made a presentation on the proposed ISC re-structure plan. View presentation [here](#).

Vice President Susanna Saari stated that the proposed structure would not be a cheap one. She suggested to have an online meeting and a physical meeting.

Cyndi Golden (U.S.A.) asked the Executive Committee if they saw a value in having the advisory committee as the International Council.

Vice President Susanna Saari responded definitely yes, but she had thought that the Council would propose a geographical representation.

Cyndi Golden (U.S.A.) said that the Council had discussed the possibility to take the Council down to 10 regions, but it was like the small Clubs would not be heard.

ISC Vice President Marja Eela-Kaskinen explained that the reason behind moving the Mid-Year meeting to Torremolinos was to save costs, but also to concentrate fully on the work and to get more European Councillors to attend.

Denise Scrafton (Australia) supported the idea that long distance countries going to Torremolinos every year get some sort of assistance.

ISC President Bill Rheume asked for a motion to approve the presentation, keeping in mind the amendment to correct the development formula for farthest distance countries to attend the Mid-Year meeting in Torremolinos. On the proposal of Uzi Yalon (Israel), seconded by Jean-François Coté (Canada), the motion was unanimously approved.

## **Up-Date on Young Skål Manual – Julie Dabaly-Scott**

ISC Secretary Julie Dabaly-Scott gave a summary update on the Young Skål By-law Brief which had been prepared by Young Skål member Erhan Us from Turkey.

View document [here](#).

She mentioned that Young Skål members in Kenya did not like to be called like this.

ISC President Bill Rheame said that the next step for the Council would be to prepare a document to be posted on the website for every Club to refer to as to how to deal with Young Skål.

Vice President Susanna Saari stated that Young Skål needed to be standardised all over the globe. She would like to see a couple of types of models to be discussed. She wondered whether we needed to have students as they disappeared at the end of their formation. She welcomed the assistance of the Council with regard to Young Skål.

Francis Brennan (Ireland) believed that the 30 years of age for Young Skål did not make sense.

Peter Morrison (New Zealand) suggested to change the Young Skål name to Future Leaders.

Mark Alexander (United Kingdom) said that there were members younger than 30 years that preferred to be full members.

Asuman Tariman (Turkey) believed that the former Young Skål Groups worked very well as independent bodies and Young Skål ceased to work well when they were abolished in 2004 and members put into the Young Skål category. She believed that it would be more logical to have them as a separate Club.

CEO Daniela Otero suggested to have young people choose to which category they wished to belong. It would be natural to have people grouped by age or common interest. She believed that to separate Young Skål would be a risk.

A motion to approve the report was proposed by Peter Morrison (New Zealand), seconded by Jean-François Coté (Canada) was unanimously approved.

### **11. Discussion/Presentation of Mid-Year 2018**

ISC President Bill Rheame informed that they had received two bids. Based on the previously proposed rotation for Mid-Year meeting, the Latin American countries would have been the destinations of choice. The bids received were from Colonia (Uruguay) and Lima (Peru). Neither of those two Clubs were represented at the meeting, with no one to present their bids.

On the basis of the decision to change the Mid-Year meeting to a joint meeting in Torremolinos, he did not see the need to accept bids for 2018, but he believed some discussion was required before communicating officially the decision to those Clubs.

Peter Morrison (New Zealand) believed that any discussion would be a waste of time as the Council had already made the decision to go to Torremolinos.

Mark Alexander (United Kingdom) agreed. He added that if they were annually going to ask people from the Southern hemisphere to come to Torremolinos, there needed to be some form of financial support for them and that needed to be clarified.

## **12. Any other Business**

There were no other Business.

## **13. Closing of the meeting by the President of the ISC, Bill Rheume**

ISC President Bill Rheume declared the plenary session adjourned.

## **14. EC/ISC Open Forum**

Vice President Rafael Millan referred to the finances and the 2018 budget. He explained that the Executive Committee was working on three possible scenario budgets.

Peter Morrison (New Zealand) suggested to have online credit card facility like Paypal for the payment of membership fees with immediate effect.

CEO Daniela Otero confirmed that this item would be part of the digitalisation process as there were some security aspects and other issues to take into account.

On the proposal of President David Fisher, seconded by Peter Morrison (New Zealand), it was agreed that CEO Daniela Otero would check if the online credit card facility could be implemented immediately and then inform the Council accordingly.

Mark Alexander (United Kingdom) recommended that CEO Daniela Otero send some form of a one or two-page sponsorship model for Skål, so members could contact potential sponsors in their own countries with a standardised strong reasoning behind why somebody would sponsor Skål.

He added that there were travel and tourism associations around the world where their congresses funded their organisation for the whole year. The Skål Congress did not achieve that because it was holiday for the retired and that had to be stopped.

He believed that Skål needed more active decision-maker members working in the business and the sooner Young Skål members were converted to full membership the better. The implementation of a membership model and the membership development fund would reverse the trend.

Vice President Susanna Saari explained that they had looked at using Paypal for the Hyderabad Congress, however, the way Paypal operated in Europe would only give the money after the Congress.

Denise Scrafton (Australia) referred to the payment system used in her country. With regard to membership, she would pass CEO Daniela Otero some contacts from Expedia with a view to making a deal on membership or sponsorship.

CEO Daniela Otero said that sponsors needed to be able to measure the return on investment and it was important to position the Skål brand which had both business and social focusses.

Cyndi Golden (U.S.A.) thought that the figure allocated to Public Relations in the budget was high.

Director Lavonne Wittmann responded that it was a per annum payment to the platform used to design and release Skål e-newsletters and e-magazines.

ISC Vice President Marja Eela-Kaskinen suggested to have more but shorter e-newsletters in order to increase the opening rate.

Director Lavonne Wittmann explained the aspects behind the frequency and the content of the e-newsletters and e-magazines. To have more e-newsletters would be a laborious thing, but she would look at the possibility to shorten them. She added that the opening rate was between 32-35% which was not bad in marketing terms. She was looking forward to the IT platform as her objective was to have online webinars and instant messages through the website.

Vice President Susanna Saari referred to the social media policy that was drawn up to enforce regulations on the use of social media to showcase a professional image.

CEO Daniela Otero agreed that there were some technical limitations related to the communications and that they needed to be more attractive. Her objective with the sponsors was to get promotion all around the world and cash income.

Jean-François Coté (Canada) asked what was required from the members to move forward and get the proposed action plans in real motion and get real results. It would be difficult to satisfy everybody at the same time, but step by step.

CEO Daniela Otero responded that what was required from the members was to contribute to build the brand, make contact with possible sponsors and get members.

Vice President Rafael Millan informed that the Executive Committee would propose the General Assembly to sell the part of the building in Torremolinos that used to be rented as there were currently no tenants.

Peter Morrison (New Zealand) asked if a recommendation could be sent in writing to the Councillors so they could report it back to their country.

As a way of clarification, Vice President Rafael Millan added that moving the office to another country would involve a substantial cost as there were many implications due to the legislation and that seemed to be unknown to many members.

Mark Alexander (United Kingdom) believed that the joint ISC/EC Open Forum was very valuable.

CEO Daniela Otero wished to share with the Councillors the main ideas and opinions she had received from members and she would send these to them by e-mail.

A general discussion/brainstorming followed on the proposed Strategic Plan.

Jean-François Coté (Canada) did not agree with the Vision statement as he did not think that Skål was a Trusted Voice in Tourism.

ISC President Bill Rheaume clarified that the vision was where Skål wanted to be and this was still to be a trusted voice.

Vice President Susanna Saari highlighted that the Mission statement had been removed from the Strategic Plan and a Values and Philosophy statement had been drawn up.

Mark Alexander (United Kingdom) believed that Skål should focus on the responsibilities to represent every sector of the industry and create a stronger professional image, rather than focus on being socially and environmentally responsible as per the Values and Philosophy statement.

Peter Morrison (New Zealand) suggested to state that we are the only global travel and tourism organisation in the world representing every sector of the industry.

Niel Els (South Africa) said that Clubs had to build relationships with tourist offices, governments and the media.

Vice President Susanna Saari suggested to include Tourism Ministries into our mailing list.

CEO Daniela Otero then explicated the proposed action plans. She added that the Strategic Plan was a flexible document and she welcomed any suggestions.

It was recommended to review and update the media list contacts.

Director Maria Teresa Diaz Comas informed that they were working on a manual for trade fairs which would be available shortly.

Vice President Susanna Saari highlighted that a new criterion had been added to the Club of the Year competition. The new category of Tourism Destinations had also been added to the Sustainable Tourism Awards and two new judges had been appointed for this year's evaluation.

It was suggested to open the membership classifications to get new members.

ISC President Bill Rheaume then officially called the joint EC/ISC Open Forum to a close.

**ACTION POINTS LIST**

<b>No.</b>	<b>Action Point</b>	<b>By whom</b>	<b>Deadline</b>	<b>Status</b>
<b>1</b>	ISC Vice President Marja Eela-Kaskinen will resend to all Councillors the instructions on how to use Dropbox.	MEK	15.06.17	
<b>2</b>	The Executive Committee will inform the Council what the Statutes establish with regard of having the external auditors undertake the functions of external and internal auditors.	DF/YM	15.06.17	
<b>3</b>	ISC President Bill Rheume will prepare and send out a letter regarding asking the Clubs to divert whatever money they would have put into the FVF into the Membership Development Fund for the next two years.	BR	30.05.17	Completed
<b>4</b>	The Council will work with the Secretariat to include the standard operating procedure for the Florimond Volckaert Fund into the Congress Manual.	BR/MEK	30.06.17	
<b>5</b>	ISC President Bill Rheume will correspond with the Trustees regarding the silent auction for the benefit of the Membership Development Fund, as Asuman Tariman has volunteered to organise the silent auction.	BR	30.05.17	Completed
<b>6</b>	The Council will review Article XIII, Section 4 (c) of the By-laws related to the Florimond Volckaert Fund Council Committee and propose a change.	BR	30.06.17	

<b>7</b>	CEO Daniela Otero will check if the online credit card facility can be implemented immediately and then inform the Council accordingly.	DO	30.06.17	
<b>8</b>	Vice President Rafael Millan will send the Councillors in writing the recommendation to sell the part of the building in Torremolinos that used to be rented as there were currently no tenants.	RM	30.06.17	
<b>9</b>	CEO Daniela Otero will send the Councillors the main ideas and opinions she had received from members.	DO		Completed 08.05.17
<b>10</b>	ISC President Bill Rheaume will communicate with the National Committees and Clubs regarding the proposed changes to the Council Structure.	BR	15.07.17	