

**MINUTES OF THE INTERNATIONAL SKÅL COUNCIL MEETING  
HELD AT THE MILENIJ GRAND HOTEL, OPATIJA, CROATIA  
ON SATURDAY 21 APRIL 2012**

**PRESENT:**

<b>President:</b>	Bent Hadler	
<b>Vice President:</b>	Keith Murcott	South Africa
	David Fisher	Kenya
<b>Secretary:</b>	Paul Follows	United Kingdom
<b>Councillors:</b>	Bernard Whewell	Australia
	Sylvia Liebisch	Austria
	Charles Bailly	Belgium
	Thomas Vincent	Canada
	Zlatan Fröhlich	Croatia
	Susanna Saari	Finland
	Werner Flegel	Germany
	Konstantinos Kalogeorgos	Greece
	George Paldi	Hungary
	Jason Samuel	India
	Douglas Jordan	Ireland
	Eyal Primor	Israel
	Frans Staal	Netherlands
	Nigel Pilkington	New Zealand
	Per Schmidt	Norden
	Knut Lie	Norway
	María Teresa Diaz Comas	Spain
	Martin Ahlberg	Sweden
	Martin Vogt	Switzerland
	Edward Lo	Taiwan
	Kamer Rodoplu	Turkey
	Lou Conkling	United States of America
<b>Deputy Councillors:</b>	Malcolm Scott	Asia
<b>Excused:</b>	Julia Lambertini	Argentina
	Gerald Perez	Asia
	Jean-Pierre Kessler	Belgium-Luxembourg
	Maria Julia Carrasco	Bolivia
	José Mauricio Miranda	Brazil
	Victor Abboud Fayad	Ecuador
	Vacant	France
	Ignazio Sanna	Italy
	Michel Kreitem	Jordan
	Arturo Sierra Barrera	Mexico
	Alfonso Castellanos	Northern Latin America
	Hugo Stumpf	Portugal
	Vacant	Southern Latin America
	David Voss	South Sea Islands
	Scott Michael Smith	Thailand

	Angel Carbonaro	Uruguay
	Igor Vilorio Barazarte	Venezuela
<b>Absent:</b>	Charles Evans	Cambodia
	Alecos Mavrikios	Cyprus
	Victor Osumi	Japan
	Charles Lim	Philippines
<b>Executive Committee</b>	Enrique Quesada	President Skål International
	Mok Singh	Vice President Skål International
	Karine Coulanges	Vice President Skål International
	Marianne Krohn	Director, Finance
	Ann Lootens	Director, Young Skål
	Salih Cene	Director, Development & Business Affairs
	Graham Blakey	Director, Special Projects Asia
<b>Observers:</b>	Uzi Yalon	Honorary President, Skål International
	Birger Bäckman	President Skål International 1990
	Trygve Sørdring	President Skål International 1993
	Richard Hawkins	President Skål International 2000
	Alfonso Passera	President Skål International 2001
	Jan Sunde	President Skål International 2006
	Nik Racic	President Skål International 2010
	Per Stendebakken	Treasurer, Skål International Norden
	Canan Inanc	Vice President, Skål International Turkey
	Nihat Levent	President, Skål International Izmir
	Marija Sebalj	President, Skål International Croatia
	Aleksandra Mandic-Kauzlaric	Member, Skål International Zagreb
<b>In Attendance:</b>	Yvonne Mansell	Acting Secretary General

**KVA/ISC/01 OPENING OF THE MEETING BY THE PRESIDENT OF THE INTERNATIONAL SKÅL COUNCIL, BENT HADLER**

Bent Hadler welcomed all the Councillors present and thanked them for being on time for the meeting. He said he wanted to read out loud the thoughts he had had over the previous days. He said that when he was elected President of the International Skål Council he said in his speech that when the winds of change blow the wise man will build a windmill and the fool a shelter. For the last three years there have been a lot of winds blowing and a lot of changes. He wanted to congratulate everyone on the excellent use of the windmills and for making good use of the changes. It is thanks to the fact that the Councillors have been adapting to change and that your Board has been working with change that the Council has come this far. There are probably several issues still to be solved but it is always easy to look at the few items that have not been solved. The time since the last meeting has been no different and quite a few ideas have been put into action. Communication is one and the way in which the ISC Board has been working has been changed accordingly but there are still a few things to resolve.

He wanted to thank the members of Skål International Croatia an especially the Kvarner members for the excellent planning an organisation of the Mid-Year meeting. He asked for a round of applause for the organisers. He also wanted to thank the sponsors of the meeting and especially to Zlatan Fröhlich and the Zagreb Chamber of Commerce for sponsoring the transportation aspect of the meeting.

## **KVA/ISC/02 INTRODUCTION OF THE EXECUTIVE COMMITTEE**

President Bent Hadler then presented the members of the Executive Committee and the observers to the meeting.

## **KVA/ISC/03 APPROVAL AND SIGNING OF THE MINUTES**

On the proposal of Bernard Whewell, seconded by Maria Teresa Diaz, the minutes were unanimously approved.

## **KVA/ISC/04 MATTERS ARISING**

There were no matters arising.

## **KVA/ISC/05 COUNCILLORS ELEVATOR SPEECH**

The Councillors and members of the Executive Committee then gave a brief summary of their professional and Skål lives.

## **KVA/ISC/06 INSTALLATION OF NEW COUNCILLORS**

**President Bent Hadler then called Susanna Saari, Werner Flegel, Jason Samuel, Nigel Pilkington, Lou Conkling and Per Schmidt to come forward to receive, officially, their red, Councillor's pin.**

## **KVA/ISC/07A REPORT BY THE PRESIDENT OF THE INTERNATIONAL SKÅL COUNCIL, BENT HADLER**

Bent Hadler started his report by thanking the members of his board for their hard work and support and requested that the Councillors show their appreciation with a round of applause.

He made known that he had attended two Executive Meetings during which he had presented the position of the International Council on many issues. He said that in times past the President of the Council had purely been an observer and did not have the opportunity to voice any opinions but that this had now changed completely. He thanked the Executive Committee for the work that they were doing on behalf of Skål International.

He made known that during the meetings in Turku, President Enrique Quesada had asked him to continue in his role as congress coordinator which he had assumed when Secretary General, Jim Power passed away. In this position he had been in close contact with the Clubs of Seoul and Incheon and confirmed that these Clubs would host a great congress in October. He said that everything in Korea would be "state of the art".

Bent Hadler said he had also been in contact with Skål International New York with regard to the 2013 Congress which would be a cruise aboard Carnival Cruises. The contract had just been signed after three months of negotiations.

He then requested a minute's silence for Skålleagues who had passed away since the last meeting.

Thom Vincent asked whether the savings on the hotel prices in Seoul would be passed on to Skålleagues. Bent Hadler said that registration fees would remain as bid; the savings would be reflected in the Skål International costs. He made known that both cities, Incheon and Seoul, had had a change in government and that their sponsorship commitments had been reduced.

Bernard Whewell raised the question of the airfares offered at the time of the bid which have virtually doubled. Bent Hadler made known that he had met with Korean Air but that had been unable to persuade them to stand by the original offer. Thom Vincent asked whether airfare prices were now shown on the

website to which Bernard Whewell replied saying only instructions on contacting Korean Air were shown. He also made known that the discount was not now being offered on the excursion fare and only on published fares.

On the proposal by Sylvia Liebisch, seconded by Martin Vogt, the report by the President of the International Skål Council was unanimously approved.

#### **KVA/ISC/O7B REPORT BY THE VICE PRESIDENT OF THE INTERNATIONAL SKÅL COUNCIL, KEITH MURCOTT**

Keith Murcott confirmed what President Bent Hadler had said on the workload of the Council board which had intensified since the beginning of the year. President Bent Hadler had asked him to study the possibility of creating an ISC newsletter. He said that to date the Councillors had received three newsletters and this would be done on a quarterly basis. He asked all Councillors to send him information on what is happening in their countries. He said as the Chairperson of the Internal Affairs Committee, Bent Hadler gives him the tasks which the Committee should study during the year. As Chairperson of the Internal Affairs Committee he had selected five lead Councillors with the balance of the members of the committee being allocated to assist a lead Councillor. He felt that the meeting on the previous day had gone very well. All Councillors would have received their task during March and he was very pleased to announce that the response had been excellent.

He made known that the Council Secretary had sent out a questionnaire to all Committee Presidents regarding the Council. He did know what the response had been like but he was party and privy to the questions and had discussed them with his own National President. The questions were precise and he was certain that the replies would make interesting reading. He hoped that the replies would be numerous as it was the one occasion that the National Committees have to express their opinions on the Council.

On the proposal of Thom Vincent, seconded by Jason Samuel the report by Keith Murcott was unanimously approved.

#### **KVA/ISC/O7C REPORT BY THE VICE PRESIDENT OF THE INTERNATIONAL SKÅL COUNCIL, DAVID FISHER**

David Fisher began his report by thanking the Councillors for electing him, in his absence, in Turku as Vice President of the Council. He, contrary to what Keith Murcott had said, had had some problems in receiving replies from the Councillors and asked them to try to communicate better. He was pleased to announce that some exciting new ideas had already been implemented in the External Affairs Committee with regard to communications.

On the proposal of Lou Conking, seconded by Bernard Whewell, the report by David Fisher was unanimously approved.

#### **KVA/ISC/O7D REPORT BY THE SECRETARY OF THE INTERNATIONAL SKÅL COUNCIL, PAUL FOLLOWS**

Paul Follows said that the Board had had six meetings since Turku, one "face-to-face" and the others by Skype. He had also worked on a report to show the attendance history of Councillors over the last four years. The Board had also sent out a questionnaire to all Committees to get feedback on their opinions with regard to the workings of the International Skål Council. Reminders had also been sent to those Councillors and Committees who had not returned the Form 4 and/or Memorandum of Understanding (MOU). Paul Follows then summarised the comments that had been received.

Do you believe that the International Skål Council has influence within the operation of Skål International? "Yes in all areas" was just over one third; "Yes mostly" was one quarter; "limited influence" 12.5%; and "unsure" 12.5%; "no influence observed" 12.5%. He felt that the replies received had come from the more positive committees. He said that some of the totals may be more than 100% because some committees had given two replies.

Are there any ideas that the International Skål Council does not have influence over? “No, they are mostly on the right track” 50%; “The I.S.C. should have more powers to implement” 37.5%; “No influence at all and no opinion” 25%.

How does your committee benefit from sending its International Councillor to the meetings? “We can get our voices and opinions heard” 50%; “We get to know what is happening in Skål International” 37%, “Creates more understanding nationally for the international aspects of Skål International” 32%; “Establishes an inter-Club international body and relationship” 25% and “Develops relations with like-minded International Councillors”

What are your views on the cost of sending your Councillor to the meetings? Three quarters of the replies said that the costs were too high. One quarter stated that they could only support the Councillor for one trip. Skål International should fund the Mid-Year meeting if this meeting is required and needed was indicated by 12% of the replies. “The costs we can cope with within our budget” and “we may not be able to continue to send our International Councillor” were also indicated in 12% of the replies.

The following question asked the committees whether they were aware of what their Councillor was doing during meetings and Paul Follows was happy to report that 87.5% of the replies confirmed that the committees had been informed. “No comment” was received from the other 12.5%.

Paul Follows said that he would continue to update this report as more replies are received. To a question from Bernard Whewell, Paul Follows confirmed that replies had been received from one-third on the committees.

On the proposal of Maria Teresa Diaz, seconded by Douglas Jordan, the report by Paul Follows was unanimously approved.

Bent Hadler then summarised the comments of various committees and said that some Councillors had busy lives professionally and do not always have the time to attend meetings or to respond to communications. This had led the board to consider how to improve communications and costs for the meetings.

Bent Hadler then stated that the average cost to Skål International of the last, four Mid-Year meetings, not including what the Councillors had paid to attend the meetings, had been Euros 19243 per year. If the average fee paid by the International Councillors is taken and multiplied by 27, the average participation at Mid-Year meetings, the cost of the Councillors travelling to the Mid-Year meetings would have been Euros 32,362; the average cost per committee is Euros 1471. He said that attendance at the last, four, Mid-Year meetings had been 26, 26, 34 and 35 and in Opatija there were 27 Councillors attending. He said that the red lines on the spreadsheet indicated those committees that had not been represented at the meetings. There were also columns which indicated those committees/Councillors who had not returned the Form 4 or MOU. He then suggested that the Councillors could save their committees approximately Euros 1200 per year. He also said that the Board wanted to make the Council, leaner, meaner and stronger.

If the Mid-Year meetings in their actual format were to be discontinued and were to be replaced by a smaller, slimmer Mid-Year meeting where the Board and four lead Councillors selected from areas of the world that complement those represented by the Board the savings would be as follows. The eight persons would be flown in, accommodated and meeting facilities provided at no cost to their respective committees. The cost of this would be approximately Euros 10,300 (based on the Opatija meeting costs) and the savings would be Euros 19,243 to Skål International and Euros 32,362 to the Committees – total Euros 51,605 less Euros 10,300 to be spent on the meeting. This would be a total saving for Clubs and members worldwide of Euros 41,305. The meetings costs could then be covered by a “meeting fee” payable by each National/Area committee of Euros 250 even though they are not sending their own Councillor.

Bent Hadler said that all Councillors would be welcome to attend the meetings but they would be required to pay the full meeting costs. He said that there were some details to be finalised but that this was the basic idea of the Board.

Maria Teresa Diaz said that she felt that it was a good idea but wanted to know how the lead Councillors would be chosen. Bent Hadler said that the Board was elected and represented various areas/countries and, therefore, the lead Councillors would be chosen to “complement” the Board members.

Mok Singh said that in the Council Operations Manual it states that the Council will chose, from amongst its members, the candidates for the position of Director during the Mid-Year meeting. This point should be considered before any decision is taken.

President Enrique Quesada said that if votes on Council matters were to be made electronically it would give the vote to all Councillors some of whom have never attended a meeting and have no idea the way it works. Bent Hadler said the idea behind this proposal is to ensure that the Council makes progress.

To a question raised by Thom Vincent, Bent Hadler explained that the costs shown for the meetings cover solely the meeting rooms, translation (when used), AV equipment.

Bernard Whewell said that in Australia the policy was one of “total inclusion” at national meetings and he was not convinced that by effectively reducing the meetings to one per year this would be achieved. He felt the flaws in the proposal were that removing one meeting would not necessarily increase participation at the annual meeting and he felt that committees would be reluctant to pay Euros 250 if there Councillor was not attending the meeting.

Nigel Pilkington confirmed that expenses for the Councillor to attend meetings was 40% of the committee’s annual budget and said before cutting costs, the Councillors should challenge themselves to work efficiently. If and when the costs are cut, the Council will become irrelevant; it will be another small committee running the organisation. The committees are not worried so much that participation is expensive but that they cannot see the value for what they spend. He suggested that costs could be reduced by holding the Mid-Year meeting in a major airline hub.

Maria Teresa Diaz said that if, having signed the MOU, a Councillor is seen not to be working he/she should either resign or be replaced by his/her committee.

Thom Vincent said he was not sure that it was solely due to cost that some committees were not represented but that it could be due also to a lack of interest. He said that once a Councillor had signed the MOU he/she was committed to work and if they did not work then they should resign or be substituted by their committee.

George Paldi said that the question as to what the Council is achieving in its Mid-Year meeting should be asked. He felt that as an advisory body often the advice given did not serve much purpose. He suggested that the set-up may need to be changed or rethought out. He suggested that what the meeting was achieving should be questioned. He said that if the meeting in Opatija, being in the middle of Europe and one of the cheapest in recent times had only 26 Councillors attending, then may be whether the meeting is needed should be considered.

Kamer Rodoplu said that at first glance the proposal appeared to be a good one but one should consider the fact that a parliament does not become a good parliament if the number of its meetings is reduced. He said that the majority of the Councillors in attendance were from Europe or English-speaking countries and that the question of language restricted the participation of Latin-American Councillors. Bent Hadler said that the Spanish-speaking Councillors have been offered translation facilities. Kamer Rodoplu said he felt that the location of the meetings also influenced attendance. If the meeting was to be held in South

America he felt that more of the Councillors from the area would attend. Bent Hadler said these countries/clubs had the possibility of submitting bids but had not done so.

Bernard Whewell said that if attendance at the Mid-Year meeting became “voluntary” then not many Councillors other than the “eight” would attend and also that it may prove very difficult to get the committees to pay Euros 250 if their Councillor was not of those “paid for”.

Bent Hadler said that the Councillors would not be called to work on the proposal at this meeting but that they should present it to their Committees and a vote would be required during the Council meeting in Korea in October.

His final comment was whether it was fair that members worldwide paid more than Euros 20,000 for the Councillors to attend meetings.

Bernard Whewell said that the proposal should not be considered solely as a cost-saving exercise. Lou Conkling said that the International Council was the body that was, basically, responsible for providing the future leaders of the organisation and it would make it more difficult to ascertain the qualities of these persons if the Council only met once per year.

Malcolm Scott said that almost 50% of the councillors who did not attend the meetings in St. Gallen in 2011 were from Europe so it was not a cost issue. It is the problem of getting the people to do the job that they have committed themselves to.

#### **KVA/ISC/08A ADDRESS BY THE PRESIDENT OF SKÅL INTERNATIONAL, ENRIQUE QUESADA**

Enrique Quesada thanked the organisers and especially Nic Racic for the excellent meeting. He made known that the Executive Committee had met prior to the Council meeting and would be meeting the following day to study the recommendations submitted by the Council. He then gave information on the trips he had made since the Congress in Turku and those that he would be making in the months to come.

To a question from Bernard Whewell, Enrique Quesada said that the Spanish authorities had not granted a work permit to the candidate chosen as the new Secretary General and, therefore, another search was being conducted to find a replacement.

#### **KVA/ISC/08B REPORT BY THE ACTING SECRETARY GENERAL, YVONNE MANSELL**

Yvonne Mansell said that her report would be short but the most important point she wanted to make was that at the date of the meeting the membership of Skål International had dropped to under 18,000. Some of the decrease can be explained by members paying their fees late and their names not being included on the membership lists submitted and that, hopefully, some of these persons can be reinstated as members in the months to come.

On the proposal of Maria Teresa Diaz, seconded by Sylvia Liebisch, the report by the Acting Secretary General was unanimously approved.

#### **KVA/ISC/09 PRESENTATION AND ELECTION OF CANDIDATES FOR DIRECTOR**

Bent Hadler made known that the Council would present four of its members for the position of Director Skål International – Zlatan Fröhlich, Bent Hadler, Sylvia Liebisch and Martin Vogt. Nigel Pilkington had been presented by his Club. Each of the candidates was then given time to present their candidatures.

The result of the elections gave: 39 ballots cast, no spoiled ballots: Bent Hadler: 23 votes; Zlatan Fröhlich: 8 votes; Martin Vogt: 5 votes and Sylvia Liebisch: 3 votes.

President Bent Hadler then requested Trygve Sødning to give the report on the Florimond Volckaert Fund. Trygve Sødning gave a report for the period 1 April 2011 to 31 March 2012 which he said would be included in the Agenda for the General Assembly in Seoul. To conclude he made known that in Seoul he and Trustee Alfonso Passera would come to the end of their eight-years as trustees and that the Executive Committee, in consultation with the trustees, would name two new trustees before the Congress in Korea.

Thom Vincent thanked the trustees for the work done especially in connection with cases in Canada where assistance had been approved in less than 24 hours.

On the proposal of Thomas Vincent, seconded by Eyal Primor, the report by the trustees of the Florimond Volckaert Fund was unanimously approved.

#### **KVA/ISC/10 PRESENTATION OF MID-YEAR MEETING VENUES FOR 2013**

Bent Hadler made known that only one bid to host the 2013 Mid-Year meeting had been received and that was from Skål International Bali. He then asked Malcolm Scott to make his presentation.

Malcolm Scott said that Skål International Bali had intended to bid for 2014 but that having contacted the General Secretariat and having found that there were no bids for 2013 his Club had decided to bring their bid forward by one year. He said that the cost per Councillor would be approximately Euros 355. They had received offers from two 5\* hotels both of which are run by Skålleagues. He said that the dates could be fixed so as not to clash with other Skål events as long as they were after the Chinese New Year and Easter.

Bent Hadler confirmed that any modifications to the Council operating procedure would not come into effect in 2013.

On the proposal of Jason Samuel, seconded by Nigel Pilkington the International Council approved Bali as the host for the 2013 Mid-Year meeting with two abstentions.

#### **KVA/ISC/11 REPORT BY THE EXTERNAL AFFAIRS COMMITTEE**

David Fisher said that the External Affairs Committee (EAC) had considered ten points. He said that all points would be discussed and then a vote to present them to the Executive Committee would be taken at the end. He then asked Bernard Whewell to present the EAC report on the first task.

Task No. 1: Councillors to report on development meetings in their Club, to find a new way to make sure it is happening. The rationale was to monitor and get feedback from the Clubs. Given that each country is different it would be better that each country decide what would work best in their country. He said that if development was working then more membership fees would be paid. He then presented the example that he had given to the Australia National meeting recently.

Sylvia Liebisch then presented the EAC report on task No. 7A. She said that in order to increase membership it was suggested to create a category called "Affiliate-Supplier". The percentage of this category of membership had been reduced from 20% to 10%. Membership would be on an individual basis at Club level.

To a question raised by Susanna Saari concerning the requirement for a Statutes change, Vice President Mok Singh said that this category of membership would be on a personal basis and currently this type of person could be approved as an Associate member if they are closely allied to the industry. This "Affiliate-Supplier" could be interpreted as a new membership classification which would only require a By-Laws and not a Statutes change. This new classification was designed to bring the Club something in the way of sponsorship whether financially or in kind.

Lou Conkling then presented the EAC report on task 7B on Corporate membership. He said that during the discussions it had become apparent that there were differing views on what corporate membership should be and the committee suggested that another survey be undertaken to ascertain how the members envisaged corporate membership. He said that local Clubs were worried that their receipts from membership fees might be affected if Skål International offered international corporate membership to say, Marriott Hotels. Thom Vincent said that the survey had to be specific. He said that the category was not designed to take funds from the Clubs but to bring new members to the organisation.

Konstantinos Kalogeorgos then presented the report on Task 12 – rules for the use of membership list data in order to protect our database and members from being spammed with uninteresting e-mails. As European data protection laws cover this the committee felt that no further action was required.

With regard to the Florimond Volckaert Fund and the names of the Clubs having contributed being included in the report by the Trustees for the General Assembly it was confirmed that this always occurs when the trustees are duly informed. Karine Coulanges had confirmed that a link to a list of contributors could be published in the e-newsletters.

Jason Samuel then presented new task 1 which is that the Executive Committee feels that there could be useful pointers from work already carried out which may assist in the membership drive. The EAC will review the report of the Amsterdam Initiative and comments and suggestions will be submitted via the new [ISC-EAcom@googlegroups.com](mailto:ISC-EAcom@googlegroups.com).

New Task 2 - The EAC had been asked to look into the question of a New Development Officer (NDO) whereby an NDO would be appointed to assist in membership development. The Committee felt that this activity is already covered by the Councillors.

New Task 3 – Accurate recording of stand membership leads. The EAC felt that current procedures were correct but that it was necessary to remove any reference to the amount paid to Skål International from the current letter. Thom Vincent felt that the stands were a good P.R. exercise but that no tangible results of the presence at trade shows could be given. Salih Cene said that Thom Vincent's comments were correct and that the Executive Committee had decided to reduce the number of trade fairs at which Skål International was present.

A general discussion followed on the procedures for leads received at various trade fairs where either Skål International or the local Club/committee had stands. Mok Singh said that one of the non-tangible advantages of the Skål stands was that members could arrange personal meetings on the Skål stand.

Kamer Rodoplu then informed the meeting that he had set up a Google Group with the name [ISC-EAcom@googlegroups.com](mailto:ISC-EAcom@googlegroups.com). In this way an e-mail could be sent to everyone in the group. Bernard Whewell then made known that a Drop Box had been created so that large files could be sent out.

On the proposal of George Paldi, seconded by Lou Conkling, the International Council unanimously agreed to submit the report to the Executive Committee.

Keith Murcott, Chairman of the Internal Affairs Committee said that they had received five tasks to present at the meeting.

Task 1 – Public relations requirements for the Florimond Volckaert Fund. Keith Murcott said that this task was in no way designed to conflict with anything done by the Trustees. Nigel Pilkington said that as the Trustees had indicated there was reduced revenue and they had decided that this was due to a lack of awareness. He said that their first decision had been that there was a need to “project manage” the public relations and development of the Fund. To this end they decided it was necessary to appoint a “lead Councillor” to coordinate the task. This person will collate, report back, liaise with the Trustees to ensure

that they are comfortable with what is being done and work with Graham Blakey who is also working on publicity for the Fund. Nigel Pilkington said he had been requested to assume the role of “lead Councillor”.

Nigel Pilkington said that information is always given on the Clubs that contribute but that there was a very strong ability to get individual members to contribute. He felt that these members could be recognised for their support and this feeling was a result of the earthquake in Christchurch, New Zealand. A non-Skål member from San Francisco had called him to say that he had a cheque for U.S. \$10,000 and wanted to know where to send it. They had come up with the idea for a “Friend of the Fund” programme which would have three tiers. If a member contributes Euros 100, he/she would become a “Friend of the Fund” and received a certificate of appreciation and a list of these persons would be included in the Agenda for the General Assembly. The second level would be “Friend of the Fund – Silver” for a contribution of Euros 250. These persons would receive a badge and certificate. The third level would be “Friend of the Fund – Gold” for a contribution of Euros 500. These persons could be invited to the President’s Cocktail Party held before the Gala Dinner. This proposal would be presented to the Executive Committee and International Skål Council meetings in Seoul for approval in order that it could be launched in 2013.

They also suggested that the “good news” stories should also be continued in the Skål News and asked the Trustees to talk to recipients of grants to find out whether they would share their stories with members.

Nigel Pilkington then made known that they had discussed the preparation of a “tool kit” for presentation at the 2013 National/Area AGMs. This would take the form of a PowerPoint template on the Fund which would be prepared and approved by November 2012. In addition information on the Fund should be presented to every new member when they are inducted.

The group had also discussed the annual raffle for the Fund which is a very important part of fund-raising. Promotion should be started early – in March each year. Skålleagues should be asked to make known, by July, what prizes are available and to put a value on them in Euros and U.S. Dollars. All members will be advised of the prizes available and tickets should be available online before the Congress. The Congress Organising Committee should also be asked to set up a desk in the registration area for the Fund for the sale of raffle tickets. President Bent Hadler made known that he had already asked the Korea Organising Committee to arrange to have a Skål Boutique/FVF booth in the registration area.

David Fisher asked whether the individual contribution would be a “one-off” or yearly contribution. Nigel Pilkington said that this had yet to be agreed. David Fisher also asked whether the invitation to the President’s cocktail would be an annual invitation to which Nigel Pilkington stated that the invitation would only be for the year in which the donation was made.

Trygve Sødning congratulated Nigel Pilkington on his presentation and said that the Trustees fully supported what had been done. He asked who would cover the expenses for the prizes being considered. He said that on the request form there was a question regarding whether the recipient would permit the information to be made known and in some cases he had contacted people but had never received a reply. Thirdly he asked whether a raffle would be organised in Korea. Nigel Pilkington said that a raffle must be organised. With regard to the costs he said his recommendation would be that they not be covered by the Fund.

Sylvia Liebisch made known that she had obtained prizes from hoteliers but these hoteliers had never been advised of who had won the prize and in most cases the prize was not taken up. Nigel Pilkington said that the draw would be made after lunch at the General Assembly and a full prize list and collection information will be displayed at all congress hotels and published on the website. He said it was very important to recognise the companies that offer prizes.

On the proposal of Maria Teresa Diaz, seconded by Bernard Whewell Task 1 was unanimously approved.

Task 2 – Virtual membership. Susanna Saari said that as a result of the discussions on the previous day they had decided to call the new membership category “Active Individual” membership. This category was

designed to help increase membership in Skål in countries, regions or cities where there is currently no Skål Club. The use of the category is optional and the National Committee can choose to use it or not. Candidates will be required to fulfil the criteria for Active membership and will reside a minimum distance from the closest Skål Club, as decided by the National Committee. These persons would pay an annual membership fee to Skål International of, for example, Euros 100 and they would pay any Club they visit for lunches/dinners, etc. In return these members would receive a Skål membership card, access to the website and database, be able to attend any Skål function with prior notice and receive Skål communications on a regular basis.

Sylvia Liebisch asked whether these members would have voting rights and be able to attend Skål Congresses. Susanna Saari said they would have no voting rights but could attend congresses.

Mok Singh wanted to congratulate the committee on the work done but said that this category of membership should not “cannibalise” the membership of Clubs and that leaving the distance to be decided by National Committees could cause this to happen.

On the proposal of Lou Conkling, seconded by Knut Lie the proposal was unanimously approved.

Task 3 – New Membership category for senior personnel in tourism, embassies and consulates. Thom Vincent said that the proposal was to modify the existing By-Law in regard to the membership category of Official Tourist Organisations, to include tourism employees within embassies and consulates, to enhance membership growth from these specific classifications.

The proposal was to amend Article I, Section 1 (29) of the By-Laws to read “Ministers for tourism, senior officials within embassies and consulates and other senior officials of government organisations responsible for tourism (whether stationed in their own country or abroad) on behalf of a country, province, region or city/town. N.B. The exact position must be specified on the Membership Proposal Form and the name of the place for which the person is responsible must be indicated on the form under “additional information”.

This modification was designed to cover the personnel of embassies and consulates who were responsible not only for tourism but other areas as well due to the size of the embassy or consulate.

On the proposal of Eyal Primor, seconded by Douglas Jordan the proposal was unanimously approved.

Task 4 – Outline of the Succession Committee for Skål International - Knut Lie said that this proposal was approved in Turku but the proposal had been modified slightly to include candidates for the International Skål Council offices. He said he would highlight the changes made. Thom Vincent said that for a majority of Councillors had not seen the proposal.

Knut Lie said that the proposal was to promote, identify, interview, evaluate and recommend qualified candidates for elected offices in Skål International – either for the Executive Committee or International Skål Council. Without discrimination, the Succession Committee would review the merit and qualifications of competent individuals with a good balance of leadership qualities, thereby creating an open and fair leadership succession plan. The main objective is to ensure that Skål will fill vacant executive positions on the International Skål Council and Executive Committee with candidates that will contribute positively and actively to the welfare and growth of Skål International. The aim is to select up to 5 candidates for election each year. A scorecard will be used to evaluate each candidate’s attributes and capabilities. The report will be communicated to the Skål President by the President of the International Skål Council.

The Succession Committee shall comprise the Immediate Past-President of Skål International, the President of the International Skål Council and two qualified and selected Skålleagues who have at least held office at International Skål Council level. Knut Lie then listed the personal and Skål criteria that should be considered when selecting candidates. Any National Committee or Club would still be entitled to propose candidates

for election. The deadline for submission of candidates should be no later than 31 May. This would give the Succession Committee the ability to meet and interview candidate at the Council Mid-Year meeting and candidates would have time to consider the nomination after the meeting. The Council will continue to nominate, from amongst its members, as many candidates plus two as there are positions to be filled.

On the proposal of Nigel Pilkington, second by Konstantinos Kalogeorios the proposal was approved with one vote against.

Task 5 – Develop a code of conduct that would be part of an online electronic agreement for new members. Zlatan Fröhlich thanked Edward Lo and Thom Vincent for their help in the task. The code of conduct which new members would ask to sign would cover the following:

1. A member of Skål International will actively participate in all Skål activities on all levels of Skål.
2. A member of Skål International is obliged to follow standard business rules in communication with other Skål members.
3. A member of Skål International should be prepared to accept and resolve tasks coming from his/her Club and other Skål bodies.
4. A member of Skål International should promote and improve the attractiveness of the activities offered by SI in his/her region or country, thereby increasing the value of membership
5. A member of Skål International is aware of the Florimond Volckaert Fund, its relevance to Skålleagues and will endeavour to support the FVF whenever possible.
6. A member of Skål International should encourage the use of the Skål International website at all times to obtain information and benefits of Skål membership, as well as the website of his/her Club, if such exists.
7. A member of Skål International promotes the international network and Skål members and contacts when travelling worldwide and visiting other Clubs.
8. A member of Skål International shall demonstrate respect for diversity and promote equality among SI members and will be accountable for their actions with other Skålleagues.
9. A member of Skål International shall wear the official Skål pin at all regular Skål gatherings. In other occasions it is recommended to wear it and promote Skål International

New members would be asked to consult the Skål International website to read the information on the history of Skål, its vision and mission statements and core values, the Florimond Volckaert Fund and the organisational structure.

Martin Vogt said that it could be a barrier to some persons becoming members of a Club. Thom Vincent said that the suggestion had come from the Task Force and that there had been over 80% acceptance of the concept and was designed so that new members worldwide would receive the same information.

President Enrique Quesada said that it could be seen as being more bureaucratic and may hinder the acceptance of new members. Salih Cene said that new members in Turkey had to repeat an oath, together with the President of the Club, when they are inducted into membership. Thom Vincent said that the proposal included the sentence for a prospective member to sign which states “I have reviewed the above information in regard to my application for membership in Skål International and agree with the Vision, Mission, Core Values and objectives of the Organisation”. If a candidate does not agree to them then he/she should not become a member.

On the proposal of Maria Teresa Diaz, seconded by Eyal Primor the proposal was approved with one vote against and three abstentions.

Mok Singh then summarised the work done by the Task Force and the results to the surveys received and presented the modifications to the Statutes that would be proposed by the Executive Committee to the General Assembly in Seoul in October.

The first proposal was for Corporate Affiliate membership which was defeated in Turku because, he felt, not enough detail had been provided. The Executive Committee was working on the final criteria for this membership. The modification would be to add a new Section 6 to Article III, "Membership and Skål Clubs which would be called Corporate Affiliation. The modification would be as follows: **Section 6 – Corporate Affiliation:** Corporate Affiliate Category of Travel Supplier Corporations to Associate with Skål International to be governed as defined in the By-Laws." The By-Laws could cover the dues payable which could be commensurate with the number of employees. He pointed out that these were not members but companies who believe in the objectives and mission of Skål International. These companies would be offered the status of "preferred suppliers/sponsors to Skål International members"; they would have the ability to brand their product to our members; they would brand Skål on their website and we would brand these Corporate/Affiliate sponsors on our website by, possibly, a link from our site to theirs and vice versa. A link could be given in the e-newsletter to these companies websites so that members could access additional information. Two congress registrations could be included in the package for employees to interact with members. He had requested the Internal Affairs Committee to submit suggestions on the criteria and these could be incorporated in the By-Laws change if the Statutes change was approved.

The second proposal was with regard to Article V – International Council and would read: "The International Skål Council is an advisory body to the Executive Committee of Skål International and shall comprise the President and Councillors elected to represent National and Area Committees and regions/countries as determined, from time to time, by the Executive Committee." The reason for considering this change was that Article IV of the Statutes gives the Executive Committee some leeway on how to deal with situations that may arise. It states "A National Committee shall be formed in each country where four or more Clubs exist unless geographical and other reasons (at the discretion of the Executive Committee) should warrant an exception to this rule." The modification is designed to give the same flexibility to the Executive Committee with regard to the International Skål Council.

The next proposal was for a modification Article VI – Executive Committee. Mok Singh said that there was a general consensus of opinion from the surveys that the size of the Executive Committee should be reduced from seven members. A Statutes change was presented in Turku last year but it was in conjunction with providing a vote for the President of the International Skål Council. The amendment was not approved by the General Assembly because, it was felt, it was presented in conjunction with the vote for the President of the Council who had not been elected by a General Assembly. The proposed modification this year is for a straight reduction in the size of the Executive Committee.

#### Section 1 - Composition and Term of Office of the Executive Committee

(a) The Skål International Executive Committee shall comprise six members. All members of the Executive Committee shall have been elected individually by a General Assembly vote and shall cover the following positions: President, two Vice Presidents and three Directors.

b) The maximum term of office for a member of the Skål International Executive Committee shall be five years in total.

Mok Singh said that if approved the modifications would become effective three months after the General Assembly, i.e. in January 2013. The requirements for the elections in Seoul would not be affected. Mok Singh then made known how the voting on the Executive Committee worked. Votes by the Executive Committee require an absolute majority (50% +1 of the votes). Currently 50% of seven is 3.5 which, rounded up is four, plus one is five. If the reduction to six members were approved then 50% of six would be three, plus one is four.

Mok Singh said that as a result of the proposal by the Internal Affairs Committee on “Active Individual” membership a modification to Article III – Membership and Skål Clubs would be proposed. The Executive Committee will present the following modification to the Section 2, as decided in their meeting held in Opatija the day after the Council meeting and this is reflected in these minutes for the information of the Councillors.

## Section 2 - Personal Membership

(a) Membership of Skål is personal. Members, known as Skålleagues, receive an annual Skål International membership card. All Skålleagues must qualify in one of the six following Skål International categories: Active, Active Individual, Retired, Life, Associate or Young Skål.

(b) Active and Active Individual Membership in Skål is limited to professionals holding managerial or equivalent positions, in the Travel and Tourism industry as defined by the Skål International By-Laws. Approval of new members is limited to candidates who qualify for Active, Active Individual or Young Skål Membership. Active and Life members have full voting rights and can hold representative and non-representative offices at all levels of Skål.

A modification to the By-Laws with regard to Active Individual members would be required if the proposal is approved.

In reply to a question from David Fisher, Mok Singh said that the proposed Active Individual membership category is currently covered by the Associate membership category. If, today, these “Associate” members move to an area where there is a Club and qualify for Active membership then they can be transferred to Active membership of the Club concerned so it would follow that if the Active Individual category is approved then a member in this category who moved to an area where a Club exists should transfer to Active membership of that Club.

On the proposal of Maria Teresa Diaz, seconded by Thom Vincent the proposed changes to the Statutes were approved with two abstentions.

Mok Singh then presented the proposed modifications to the By-Laws which would be required if the Statutes modifications were approved. The first modification was to Article V, Elections to the Executive Committee, Section 1:

## Section 1 - Nomination and Elections to the Executive Committee

(d) The election of Vice President will be by absolute majority on the first vote among the three eligible Directors of Skål International. In the event of an absolute majority not being achieved, the Director with the lowest number of votes will retire from the election and a second ballot by simple majority (most votes) will then take place.

## Section 3 - Term of Office

(c) A Director will hold office for two consecutive years.

The second modification required would be if the Active Individual membership category is approved and would concern Article I, Section I (i) – Associate members which would be modified as follows:

## Section 1 - Membership in Clubs

(i) Associate Members

Associate Membership of Skål International is open to the following:

- (i) Former Active members, who have been Active members for at least five years and who, through a change in their occupation, are no longer qualified for active membership, but still remain in a responsible position closely connected with travel and tourism.
- (ii) Persons working in a responsible position closely connected with travel and tourism may apply for membership. Applications with full justification for membership in Skål must be submitted by the applying Club to the Secretary General for consideration by the Skål International Executive Committee. Applications will be considered by this committee monthly.
- (iii) Associate Members cannot transfer to Life or Retired Membership and may only transfer to Active Membership on returning to a managerial capacity in the travel and tourism industry
- (iv) Associate members can attend as observers at their Club's General Assembly but shall not vote or intervene at the Assembly. They shall not hold office at Club or any other level of Skål International.
- (v) Associate members are permitted to attend International Congresses. Attending Club activities, other than their own, is only possible by invitation
- (vi) Associate membership is limited to 10% (ten percent) of the Active, Life and Retired Members in a Club.

Active Individual Membership is open to the following persons:

- (i) Persons involved in a managerial capacity in the Travel and Tourism industry who live in a country where a Skål Club does not exist or where, because of the laws of the Country, Skål cannot be present.
- (ii) Active members from a club that has been suspended due to inadequate membership.
- (iii) Associate membership in a city or area where Skål is not present is limited to 19 persons, thereafter a new Skål Club must be formed where permissible.
- (iv) Persons involved in a managerial capacity in the travel and tourism industry who live in a city where a Skål Club does not exist and is at least 100 miles (160 kilometres) away from the person's residence or place of business.

On the proposal of Sylvia Liebisch, seconded by Lou Conkling, the proposed changes to the By-Laws were approved with one abstention.

### **KVA/ISC/13 ANY OTHER BUSINESS**

Thom Vincent wanted to ensure that various, pending matters were placed on the Agenda for the International Skål Council meeting in Korea. Firstly he wanted to record his request that the minutes of the meetings are produced within 21 days following the meetings. He then referred to the sustainable tourism guidelines which had been adopted by the Executive Committee and International Skål Council last year in Turku and said that he believed a programme to advance sustainable tourism was needed and that Skålleagues should be motivated with success stories, etc. He then raised the matter of electronic voting which the survey indicated 77% of the membership approved. He said consideration should be given to the issues for which electronic voting could be used as long as this does not disenfranchise our membership in any way. He raised the matter of core values which had been discussed but had not been brought forward.

The new membership category to cover senior managers in reservations, services areas, etc. which had been approved by 84% of the replies from the surveys had not been discussed and he requested that this be put on the Agenda for the next meeting.

There had also been a discussion on a "best practices" section on the Skål International website. Nothing has been done about this. These "best practices" would be in membership, finance, fund-raising, Young Skål, dinner venues, etc. Work sessions had been held during the NAASC Congress which were a great opportunity for the USA, Canada, Mexico and the Affiliated Clubs to discuss these issues. All these issues have an effect on retaining our membership.

A blog for Councillors for discussion purposes had also been talked about but had not been put into effect.

The last point he wanted to raise was about the website. He had been informed by Tony Boyle that the Benefits Section of the new website was almost finished. One of the major purposes of the Task Force was to talk about the benefits of membership of our organisation. If more value can be brought to the organisation in the way of travel benefits so that members can justify their membership. He said that according to Tony Boyle it would be a very simple exercise to post benefits your company may offer and that he had already obtained approximately ten benefits. He had had discussions with Tony Boyle when he had sent him the information and they had agreed that it may be a good idea to have a "Director of Benefits" within the International Skål Council to coordinate the "Director of Benefits" within each country.

President Enrique Quesada said that this area of the website was being worked on and that the obtaining of benefits would be one of the roles of the new Secretary General.

George Paldi wished his opinion on the Succession Committee to be recorded and said that he felt that it was not democratic if a committee were to choose the candidates for positions.

Maria Teresa Diaz presented the Skål benefits being offered by Spain which can be seen on the website [www.in-skal.com](http://www.in-skal.com).

Ann Lootens made known that Skål Korea was offering 30 free registrations for Young Skål members and she had requested information from the Organising Committee as to how these registrations would be allocated and as soon as she had the information this would be made known.

Paul Follows said that at the last International Skål Council meeting he had asked the question on behalf of Skål International United Kingdom as to what was happening with the monies donated in memory of Jim Power. The family had said that it was more than happy to be absorbed into the Florimond Volckaert Fund. He said that there was nothing to remember Jim Power by and a proposal has been received from the United Kingdom that we change the name of the Skål Club of the Year to the Jim Power Skål Club of the Year so that each year Jim Power would be remembered.

Thom Vincent said that as he continued as Chairperson of the Task Force he would go through the report and present a final report with regard to outstanding matters which would be sent to the Executive Committee for forwarding to who they deemed necessary.

In answer to a question from Zlatan Fröhlich with regard to the situation with Skål International Italy, President Enrique Quesada replied that a letter had been sent to the Presidents of Skål International Italy and Skål International Rome and the letter had been well received and as far as he knew this concluded the situation.

Karine Coulanges then read an e-mail message from Alberto Zampi with regard to working on Young Skål in International Rome. This would take the form of cooperation with three Tourism Masters programmes where students will be offered free membership to the Club. He said that the following evening they would be holding a development evening where they hoped to meet 40 potential members.

**KVA/ISC/14 CLOSING OF THE MEETING BY THE PRESIDENT OF THE INTERNATIONAL SKÅL COUNCIL,  
BENT HADLER**

President Bent Hadler said that as the Councillors had worked since the meeting in Turku and during the Committee meetings on the previous day the full Council meeting had run very efficiently and there being no other matters he closed the meeting at 17.00 hours.