



MINUTES OF THE INTERNATIONAL SKÅL COUNCIL MEETING HELD AT THE GEORGE HOTEL, CHRISTCHURCH, NEW ZEALAND ON WEDNESDAY 13 AND THURSDAY 14 APRIL 2016

PRESENT:

President:	Bernard Whewell	Australia
Vice Presidents:	Kamer Rodoplu William Rheume	Turkey Canada
Secretary:	Marja Eela Kaskinen	Finland
Councillors:	Alberto Esper Denise Scrafton Edward Lo Jorge Luis Moya Huerta Constantine Panoussi Peter Morrison Niel Els Mark Alexander Cyndi Golden	Argentina Australia Chinese Taipei Mexico Monaco New Zealand South Africa United Kingdom United States of America
Deputy Councillor:	Uzi Yalon	Israel
<u>EXCUSED:</u>	Gerald Perez Ximena Alvarez Katarina Hauptfeld Victor Abboud Werner Flegel Peter Javorkai Amy Lidder Francis Brennan Yaacov Hartman Antonino Percario Julie Dabaly-Scott Abimbola Durosinmi-Etti Arshad Khokhar Annette Cardenas Heine Johansen Patria Chiong Carlos Lopez Gallego Gracia Peregrin Martin Ahlberg Brinley Waddell	Asia Bolivia Croatia Ecuador Germany Hungary India Ireland Israel Italy Kenya Nigeria Norden Northern Latin America Norway Philippines Southern Latin America Spain Sweden Thailand

<u>ABSENT:</u>	Jano Mouawad	Bahrain
	Ana Carolina Dias Medeiros	Brazil
	Victor Osumi	Japan
	Michel Kreitem	Jordan
	Armando Chaquiriand	Uruguay
	Igor Viloria Barazarte	Venezuela

OBSERVERS:

Executive Committee:	Nigel Pilkington	President, Skål International
	David Fisher	Vice President, Business Dev. & Trade Fairs
	Susanna Saari	Vice President, Membership Dev. & Young Skål
	Rafael Millan	Director, Finance & FVF
	Lavonne Wittmann	Director, PR & Communications
	Jason Samuel	Director, Statutes & Manuals

Members:	Fiona McFarlane	President, Skål International Australia
	Caroline Adams	Skål International Northern Ireland

1. OPENING OF THE MEETING BY THE PRESIDENT OF THE ISC BERNARD WHEWELL

The President of the International Skål Council Bernard Whewell opened the meeting.

He then asked for a moment of silence in memory of the Skålleagues who had passed away since the last meeting, in particular Colin Schirmer.

2. INTRODUCTION OF THE EXECUTIVE COMMITTEE

The members of the Executive Committee and observers introduced themselves.

3. APPROVAL AND SIGNING OF THE MINUTES

On the proposal of Peter Morrison (New Zealand), seconded by Jorge Luis Moya Huerta (Mexico), the minutes of the International Skål Council meeting held in Torremolinos, Spain, on Wednesday 28 October 2015 were approved unanimously.

4. MATTERS ARISING

There were no matters arising.

5. COUNCILLORS ELEVATOR SPEECH

The Councillors gave a brief introduction of themselves, including their professional and Skål lives.

6. INSTALLATION OF NEW COUNCILLORS

ISC President Bernard Whewell inducted the new Councillors, Denise Scrafton (Australia), Niel Els (South Africa) and Cyndi Golden (U.S.A.), and presented them with their red pin.

WHO	WHEN

7. (A) REPORT BY THE PRESIDENT OF THE ISC BERNARD WHEWELL

ISC President Bernard Whewell believed that the Council was doing a great job and that the changes in format had led to a new energy and proving to be much better.

He was happy to confirm that Medical and Sports Tourism had been achieved and included as membership classifications. There had also been changes made to the travel brokers and accommodation categories.

The first joint EC/ISC meeting had been held in Torremolinos.

ISC President Bernard Whewell thanked the Executive Committee for the work done in the past six months and the Councillors for their contributions.

On the proposal of Peter Morrison (New Zealand), seconded by Mark Alexander (United Kingdom), the report by the ISC President Bernard Whewell was approved unanimously.

(B) REPORT BY THE VICE PRESIDENT OF THE ISC KAMER RODOPLU

ISC Vice President Kamer Rodoplu (Turkey) started his report by explaining the proposed new online procedure for the Florimond Volckaert Fund raffle and silent auction. The cost of the software was around Euros 1,500. The Trustees had approved the allocation of this sum from the Florimond Volckaert Fund. It seemed that there was no legal obstacle to sell raffle tickets worldwide, nor organise silent auctions, from a website based in Spain. However, a special license had to be requested to the authorities of Monaco in order to hold the raffle during the world congress. International Councillor Constantine Panoussi had confirmed that Skål International Monaco would be the official organiser of the raffle and then make a donation to Skål International following the Congress.

ISC Vice President Kamer Rodoplu informed that the modified Form 4 had been operational since the ISC Meeting in Haarlem last year. By 31st March 2016, 26 Councillors out of 41 had filled in the form. Hence, the response rate was 63%. An extensive report had been prepared and presented to the Councillors and the Executive Committee.

The ISC Operations Manual had to be modified as a result of the change to the Skål International By-laws, whereby the International Council no longer had to approve applications for the Membre d'Honneur distinction. The dates for the ISC Mid-Year meeting to take place had also to be changed to read between 1st April and 31st May.

Constantine Panoussi (Monaco) stated that he needed to have some well advance notice on the raffle in order to inform the Monaco LOC. ISC Vice President Kamer Rodoplu responded that he would get it very soon.

President Nigel Pilkington asked Constantine Panoussi to get an official and in writing letter from Monaco confirming the legality of the raffle to make sure everything was clear.

On the proposal of Alberto Esper (Argentina), seconded by Niel Els (South Africa), the report by the ISC Vice President Kamer Rodoplu was approved unanimously.

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(C) REPORT BY THE VICE PRESIDENT OF THE ISC BILL RHEAUME

ISC Vice President Bill Rheaume (Canada) presented his report:

This was a challenging report to write, as I really was not sure what to include or how to say it. Rather than report on activities since our last meeting in Torremolinos, I have decided to express some concerns regarding our Council and Executive Committee processes.

We arrive in Christchurch for our mid-Year meetings with an embarrassingly low number of participants. Attendance is deplorable, commitment is lacking and National Committees or countries are reluctant to spend the money to maintain a presence and exercise a voice.

The Council is under attack and challenged from several fronts. Skålleagues are asking why we need a Council and here we are in Christchurch playing into their hands! With precious few Councillors present, how do we prove our net worth to the organization?

How did this happen? How did we get off track?

Council's role has evolved into more than just an advisory function. We initiate ideas, review recommendations, process information and vet tasks prior to presentation to the EC for action. We are an integral part of the organization's leadership function.

Project 2020 was initiated to help get Skål back on track, to find our path to the future and recommend 'fixes' for what is wrong. With all due respect to former President Karine, not she nor any other past president is the right choice to lead this effort, if the goal is to drive positive change from the grass roots of the Organization. The Skål movement is actually alive and well in many parts of the world, Canada, Australia, New Zealand, Turkey and South Africa to name a few. I fear that we are trying to "FIX" the organization of Skål without taking into account what is already working well and why those members joined Skål.

While I'm on the subject, why is the 2020 Committee also focussing on the same subjects and deliberations as the Council when they have already been accepted by the General Assembly?

This redundancy is terribly frustrating and divisive.

A recommendation was made and accepted to hire a CEO with the belief that this was critical to the success of re-focussing Skål's efforts towards membership development, improving awareness and re-thinking the governance model. Why is this person not in place yet?

We also heard there were funds that could be re-allocated for membership development, placing more cash into that hands of clubs and National Committees, which is where growth will come. Why has this not moved forward? In Canada we are spending thousands of dollars we can't afford in an effort to form new clubs. Canada, like other countries need access to more funds...NOW!

Recommendations were also made by Council to improve the Congress and develop a new framework for the B2B marketplace so that we would be more relevant to the industry,

attract new members to our organization and entice greater numbers of existing members to attend.

Why is it taking so long for these changes to be adopted? (India in 2017) Change in Skål is like trying to move mountains!

This is what Project 2020 should be focussing on – improving the speed of change. We believe the 2020 Committee should be focussing on real solutions to attract new, quality members and stop playing in the same sandbox as the Council.

Because of the limited councillor participation in Christchurch, we chose to meet in a joint committee session, allowing us to vary from the traditional meeting format. The result was an engaged and lively debate, addressing several topics of interest.

Today you will hear opinions, suggestions and information on:

1. Membership development and administration;
2. Updates on the Council Operations Manual and reporting;
3. Sport Tourism;
4. Young Skål participation;
5. FVF Raffle and Silent Auction for the Monaco Congress;
6. Skalité Awards; and
7. Council Role and Structure.

On the proposal of Jorge Luis Moya Huerta (Mexico), seconded by Mark Alexander (United Kingdom), the report by the ISC Vice President Bill Rheume was approved unanimously.

(D) REPORT BY THE SECRETARY OF THE ISC MARJA EELA KASKINEN

ISC Secretary Marja Eela Kaskinen (Finland) explained that the Board held monthly meetings through Skype and it was her duty to compile the agendas and minutes of those meetings. She also managed the Dropbox.

On the proposal of Denise Scafton (Australia), seconded by Constantine Panoussi (Monaco), the report by the ISC Secretary Marja Eela Kaskinen was approved unanimously.

8. ADDRESS BY THE PRESIDENT OF SKÅL INTERNATIONAL NIGEL PILKINGTON

President Nigel Pilkington stated that Skål had to progress and that the proposed changes were for the betterment of the organisation. Skål had been in decline since the 90s due to the way the world was changing and Skål had to adapt to that world. He believed in evolution, not revolution. Aging was a major problem for many Clubs and young professionals had to be targeted. He believed that quality was better than quantity. He then highlighted the travel brokers, hotel and freight forwarders classifications. He also mentioned the Corporate Affiliation.

President Nigel Pilkington explained that the reason why former Presidents had been involved in a temporary basis in the 2020 project was because we had lost two of the most skilled people running the 2020 as they had businesses to run and were very busy. He agreed with ISC Vice President Bill Rheume that the 2020 had to be revamped with new ideas.

He then explained the situation and legal constraints that had arisen with regard to the hiring of the CEO. He added that the board had the responsibility to make sure to get the right person.

He then referred to the position of Congress Coordinator that was not required anymore under the new congress format.

President Nigel Pilkington threw a challenge to the Council. He proposed them to go back to their National Committees and try to reduce the average age of their Clubs by five years over the five next years.

9. REPORT BY VICE PRESIDENT OF SKÅL INTERNATIONAL SUSANNA SAARI

Vice President Susanna Saari referred to her attendance at ITB Berlin and presented a networking platform for tourism professionals. A general discussion followed.

10. REPORT BY DIRECTOR OF SKÅL INTERNATIONAL LAVONNE WITTMANN

Director Lavonne Wittmann explained her objectives with regard to her portfolio. Encourage more communication between Skål members. Make Skål more visible in the travel and tourism industry. Work more closely with the travel and tourism organisations associated with Skål. Look at and enhance the website. She expected to have everything completed by the Congress. She also referred to the Officers Newsletter and the latest e-Magazine. She added that it was a work in progress which hopefully would bring new quality members and she required the assistance of Clubs, National Committees and the Council.

Vice President Susanna Saari added that the Members Only area was being revamped.

11. PRESENTATION OF THE 2020 PROJECT

President Nigel Pilkington clarified the whole concept of the 2020 project and then presented the feedback from the questionnaire sent to the membership.

President Nigel Pilkington confirmed that there would be electronic voting at the Monaco General Assembly.

12. CHANGES IN THE OPERATIONS MANUAL, FVF RAFFLE, FORM 4

ISC Vice President Kamer Rodoplu referred to the organisation of the FVF raffle for Monaco under the new proposed format. President Nigel Pilkington had spoken with Coordinating Trustee Richard Hawkins about the whole issue and was waiting to hear back from him when he would inform Kamer accordingly.

ISC Vice President Kamer Rodoplu then explained the process for the online sales of tickets. President Nigel Pilkington expressed his concern about it and believed it was very critical.

The International Council supported the FVF raffle, subject to the approval of the Euros 1,500 by the Trustees.

ISC Vice President Kamer Rodoplu then presented the proposed changes to the ISC Operations Manual. View proposed changes [here](#).

ISC President Bernard Whewell explained the rationale behind these changes and the International Council approved unanimously all the changes.

ISC Vice President Kamer Rodoplu also proposed a change in Article XIII, section (c), relating to the Vice Presidents of the International Skål Council as follows:

(c) Councillors wishing to stand as candidates for Vice President shall have been a Councillor for a minimum of two years preceding the elections.

The proposal was to replace the two years by one year.

Proposed by ISC Vice President Kamer Rodoplu, seconded by Peter Morrison (New Zealand), the motion to approve this change was passed unanimously.

ISC Vice President Kamer Rodoplu then presented a report on the feedback from the Form 4. View report [here](#).

Proposed by ISC Vice President Kamer Rodoplu, seconded by Marja Eela Kaskinen (Finland), the motion to accept the Committee report was approved unanimously.

ISC Vice President Kamer Rodoplu proposed a new voting structure for Club representation at the General Assembly in order to increase attendance at the Congress.

Following a general discussion, it was approved, with three abstentions, to pass the proposal to the Executive Committee. President Nigel Pilkington believed that it was an issue that would have to be debated with the General Assembly for it to decide.

13. APPROVAL OF ISC BUDGET FOR 2017

ISC President Bernard Whewell presented the proposed budget for the International Council in 2017.

On the proposal of Mark Alexander (United Kingdom), seconded by Uzi Yalon (Israel), it was approved unanimously to present the ISC budget to the Executive Committee for their approval and incorporation into the main budget.

14. PRESENTATION OF MID-YEAR 2017

ISC President Bernard Whewell stated that 2017 would be the first year of the selective invitation to Clubs for the organisation of the Mid-Year meeting. Two nominations had been received at the closing date from Abuja (Nigeria) and Garden Route (South Africa).

Marja Eela Kaskinen (Finland) presented the bid proposed by Skål International Abuja.

Niel Els (South Africa) presented the bid proposed by Skål International Garden Route.

Both presentations would be available on the Dropbox following the meeting and the vote would be held in Monaco.

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15. MEMBERSHIP DEVELOPMENT, GLOBAL MARKET PLACE, SPORT TOURISM, SKÅLITÉ AWARDS, YS SYMPOSIUM

ISC Vice President Bill Rheaume introduced the topics covered during the previous day's Joint Committee Meeting, identifying the important collaboration achieved by the participating Councillors.

Mark Alexander (United Kingdom) referred to the proposal to develop a quality business focussed event as part of future Congresses presented during the Haarlem meeting.

The Council would like to recommend a proposal that the Florimond Volckaert Fund be managed between helping people in need and creating a Membership Development Fund for approval by the General Assembly in Monaco.

Mark Alexander (United Kingdom) had been frustrated to note that there had been no discussion about his proposal presented in Torremolinos with regard to the organisation of a professional B2B in Monaco which had been highly supported by everybody.

Vice President David Fisher said that the Executive Committee was not aware of the proposal made by the Council with regard to the structure of the whole B2B in Monaco.

ISC President Bernard Whewell clarified that there had been no firm proposal and that the Council had talked about concepts.

Vice President Susanna Saari stated that the current B2B structure was featured in the Congress Manual.

Vice President David Fisher explained the proposed B2B that the Monaco LOC had arranged and that was included in the budget. The Executive Committee had not been involved in selling the booths as it was Monaco who was running the Congress. He added that the new procedure for the trade show had not been established yet.

ISC Vice President Bill Rheaume expressed extreme frustration at Vice President David Fisher's comment regarding not being aware of the proposal made on the re-structuring of the B2B. This subject had been on the table both in Haarlem and Torremolinos so how was it that the EC was not aware of the proposed changes.

Mark Alexander (United Kingdom) complained that the Council had worked out guidelines in Torremolinos and had clear goals to create an event that we are proud of to invite non-Skålleagues so they can see the commercial benefit of what Skål can deliver.

Constantine Panoussi (Monaco) said that he had passed on the information to Monaco who were waiting for instructions. He believed that it was a hybrid version and it would need to be discussed with Vice President David Fisher before using funds from the Congress budget into an activity that would be separate from the budget.

Vice President David Fisher informed that according to the Monaco LOC nothing was in place.

President Nigel Pilkington recommended that Mark Alexander and David Fisher get on with it together with LOC Chairman Antonio Ducceschi and start the process.

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Vice President Susanna Saari proposed to consider using money from the Development Fund to get the ball rolling.

ISC President Bernard Whewell suggested to work up the proposal and look at all the implications during the Council Only session on the following day.

ISC Vice President Bill Rheaume confirmed that Sports Tourism had been accepted as a membership category. He urged the Councillors to take the idea back to their countries and Clubs and encourage them to set targets as the potential in this category was significant.

Mark Alexander (United Kingdom) suggested that Councillors encourage their Clubs to be proactive and to set a target to get a minimum of four members in this new category.

ISC Vice President Bill Rheaume referred to the difference between Young Skål students and Young Skål professionals. The Council believed that Skål's future was in the latter category rather than students. A discussion had been held on the previous day in terms of whether a Young Skål Symposium should be included in the Mid-Year Meeting and the conclusion was No. Young Skål Symposiums at the moment were focused on students, but the timing for students to attend these events would be challenging as many would be facing year-end exams. The cost for students to follow us around the world would be prohibitive; and the general feeling was that Skål was not in a position to subsidise students for this kind of travel. The Council recommended that focus would be on developing such exciting and interesting programs as to attract young professionals.

Vice President Susanna Saari said that the Young Skål members would prefer to attend the world congresses than having the Young Skål symposiums. She informed that there were three groups of Young Skål members working in the development of Young Skål, including the website.

ISC Vice President Bill Rheaume explained that following the presentation on the Skålité Awards by former President Hulya Aslantas in Torremolinos, Committee A had looked at the concept of a Global Awards Program under the banner "Skålité" recognising tourism excellence and had discussed the possible categories, criteria and timeline. Feedback had indicated concern in countries where similar awards already existed. The conclusion was to begin with Skål sponsoring awards in communities where Tourism Awards existed in order to increase Skål's exposure.

President Nigel Pilkington thought that at local level it was more important to isolate awards and sponsor certain categories to lift our profile and he believed that it was something that should be parked for the moment and revisited in a couple of years. He added that it could be a strategic task for the CEO.

ISC Vice President Bill Rheaume stated that the recommendation was to make it available to the Councillors to bring back to their National Committees as an option for them to include in their Skål awards within their country.

16. MONACO 2016 / CONSTANTINE PANOUSI

Constantine Panoussi (Monaco) gave an update and made a presentation on the Monaco Congress.

ISC President Bernard Whewell explained the arrangements for the Council meeting in Monaco and everybody was happy that the meeting be held at the Fairmont.

17. STRUCTURE AND ROLE OF THE ISC

ISC Vice President Bill Rheaume stated that the joint Council on the previous day had reviewed and debated the structure and role of the International Council. The discussion points were:

- Communication and engagement between the Council and the Executive Committee, the respective National Committees and Clubs, each other and social media.
- Value added proposition.
- Are two meetings per year necessary? Effective?
- Timing between recommendations, acceptance and implementation must be reduced
- More clearly define Council’s role to the clubs and in particular the General Assembly
- Council needs to develop a Forward Plan, outlining objectives for next three years
- How will we eliminate the roadblocks to achieving our goals and success
- Cost of being a Councillor
- Opportunity for Skål subsidy
- Call-out the Councillors who never attend – question their National Committees

A general discussion followed.

President Bernard Whewell then closed the ISC plenary meeting.

ISC ONLY SESSION – THURSDAY 14 APRIL 2016

The International Skål Council reconvened on the second day for the ISC Only session.

ISC Vice President Bill Rheaume made a presentation on the suggested format of the future Skål congress. View presentation [here](#).

A brainstorming session on the proposed structure for the world congress and trade fair market place followed. The key objectives were membership recruitment, business opportunity and promoting the global aspect of Skål.

A discussion then followed about the proposed structure and elements of the trade fair market place in Monaco.

Constantine Panoussi (Monaco) suggested that a proposal be made to a Monaco member who works for the world famous organisation for communication with regard to the promotion of the trade fair market place.

Constantine Panoussi (Monaco) mentioned that he could give Skål access to the Ministry of Tourism’s database.

It was necessary to know the number of booths available, the deposit requirements, whether there would be a speaker, whom would organise the trade show on commission, who would sell the booths, sponsorship opportunities.

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Mark Alexander (United Kingdom) would draw an e-mail together summarising what had been agreed and circulate it within 24 hours. He would also talk to Vice President David Fisher and then contact the LOC Chairman Antonio Ducceschi to explain what was expected as part of the global market place programme within the Monaco Congress.

Constantine Panoussi (Monaco) confirmed that he would be happy to contribute where possible.

ISC President Bernard Whewell then addressed the reporting mechanism at the plenary session and asked the Councillors for their thoughts.

ISC Vice President Kamer Rodoplu would ask the General Secretariat to make the Form 4 more user-friendly.

It was recommended to incorporate into the plenary meeting more interactive sessions from the Councillors to share the success stories in their country which could serve as recommendations to the Executive Committee.

ISC President Bernard Whewell asked the Councillors about their feeling with regard to the membership benefits section on the website as the Executive Committee believed that it was not working. The Council felt that the problem was that there were no real benefits in there.

ISC Vice President Bill Rheaume referred to the debate on the Council structure held during the Committee meeting.

Mark Alexander (United Kingdom) stated that one of the core elements was monitoring the performance of Councillors.

Niel Els (South Africa) proposed to include added value in the Council meeting to increase attendance.

ISC Secretary Marja Eela Kaskinen (Finland) suggested to communicate in a positive way the achievements made by the Council.

Denise Scrafton (Australia) would send a copy of the forward plan put in place in Australia. She would also work on how to attract venues and Marketing Manager of the teams within the sports tourism category.

ISC Vice President Bill Rheaume referred to the joint Council meetings and proposed to either meet as a group all day and formulate action plans or meet in the morning and then break up into the specific Committees for further deliberation on specific topics.

Mark Alexander (United Kingdom) believed that the Council had to gather together and work as a team rather than start in separate Committee rooms.

ISC President Bernard Whewell explained that in the past there was a Council Committee for each portfolio. The Committees were then changed to A and B who were also driven by the Director's portfolios. He thought that it was a good idea to have the morning together, then break out in groups and finally give the feedback at the end of the day.

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Constantine Panoussi (Monaco) thought that it would be appropriate to have a more comprehensive agenda in advance so Councillors could work on it and be prepared for the ISC meetings.

Denise Scrafton (Australia) felt that the Council should report to the general membership on their achievements and work in progress.

ISC Vice President Bill Rheame (Canada) referred to the ISC executive summary.

Mark Alexander (United Kingdom) complained about the lack of communication from the Executive Committee.

ISC Secretary Marja Eela Kaskinen said that she would make a report following the joint EC/ISC meeting that would be held later that day and send it to the Councillors.

Denise Scrafton (Australia) wished to thank her predecessor Bob Lunnon on behalf of Skål Australia for his commitment to the International Council.

18. CLOSURE OF THE MEETING BY THE PRESIDENT OF THE ISC BERNARD WHEWELL

ISC President Bernard Whewell thanked the Councillors for their contribution and their attendance to the meeting. He then closed the meeting.

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