



MINUTES OF THE INTERNATIONAL SKÅL COUNCIL MEETING HELD AT THE SOMMERFELD HOTEL, KREMMEN, GERMANY ON MONDAY 5 MARCH 2018

PRESENT:

President:	Bill Rheume	Canada
Vice President:	Marja Eela Kaskinen	Finland
	Denise Scrafton	Australia
Secretary:	Julie Dabaly-Scott	Kenya
Councillors:	Alberto Esper	Argentina
	Adele Kim	Asia
	Franz Heffeter	Austria
	Jean-François Coté	Canada
	Katarina Hauptfeld	Croatia
	Rolf Wenner	Germany
	Antonino Percario	Italy
	Juan Ignacio Steta	Mexico
	Constantine Panoussi	Monaco
	Abimbola Durosinmi-Etti	Nigeria
	Arshad Khokhar	Norden
	Niel Els	South Africa
	Gracia Peregrin	Spain
	Brinley Waddell	Thailand
	Eric Etienne	United Kingdom
	Holly Powers	United States of America
Deputy Councillors:	Mario Sequeira	India
<u>EXCUSED:</u>	Edward Lo	Chinese Taipei
	Victor Abboud	Ecuador
	Peter Javorkai	Hungary
	Kamal Hingorani	India
	Francis Brennan	Ireland
	Yaacov Hartman	Israel
	Leighton Cameron	New Zealand
	Annette Cardenas	Northern Latin America
	Carlos Lopez Gallego	Southern Latin America
	Martin Ahlberg	Sweden
	Asuman Tariman	Turkey
	Armando Chaquiriand	Uruguay
<u>ABSENT:</u>	Jano Mouawad	Bahrain
	Lolita Terrazas Saavedra	Bolivia
	Ana Carolina Dias Medeiros	Brazil

Executive Committee	Susanna Saari	President, Skål International
	Rafael Millan	Vice President, Membership Engagement
	Lavonne Wittmann	Vice President, PR & Communications
	Maria Teresa Diaz Comas	Director, Young Skål
	Peter Morrison	Director, Finance & FVF
	Mark Alexander	Director, Statutes

In attendance: Daniela Otero CEO, Skål International

Observers:

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

The President of the International Skål Council Bill Rheame opened the plenary session at 9.12 hours on 5 March 2018 and welcomed everyone to the meeting, especially International Councillors Frank Heffeter from Austria and Rolf Wenner from Germany.

He was pleased to report that there was a quorum with 20 Councillors in attendance which represented a 50% attendance record.

He conveyed the apologies of the International Councillor for Turkey Asuman Tariman who had to cancel her attendance at the last minute due to personal reasons. It was the first time Turkey had missed a meeting.

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

2. Introduction of the Executive Committee

President Susanna Saari introduced the Executive Committee who were attending as full participants in the exchange of information with more active engagement in the discussions.

ISC President Bill Rheame introduced Daniela Otero, CEO Skål International, who was pleased to be present and looked forward to share ideas with the Councillors later during the day.

3. Introduction of Honorary and Past Presidents and Observers

There were none.

4. Approval and signing of the minutes from Hyderabad, India

The minutes of the International Skål Council meeting held in Hyderabad, India, on 5 October 2017 were unanimously approved.

5. Matters arising

There were no matters arising from the minutes.

6. Installation of new Councillors

ISC President Bill Rheame installed the new Councillors Eric Etienne (United Kingdom), Adele Kim (Asia), Holly Powers (U.S.A.), Frank Heffeter (Austria) and Rolf Wenner (Germany).

7a. Report by the President of the International Skål Council, Bill Rheame

ISC President Bill Rheame presented his [report](#).

He stated that one of the goals of Skål was to promote tourism and travel between countries and members and it was important to meet face to face, experience the hospitality from the different locations, as well as exchange and debate ideas to the benefit of the organisation.

He was happy to say that the Membership Development Fund was now in place.

The world congress format and manual had been revised to enhance the appeal for the “mature” members as well as the younger, including the global market place and trade show concept. It would come into effect from the year 2020.

He referred to the many complaints about the onerous and restrictive nature of our Statutes and Director Mark Alexander would report on the status of the alternatives.

As the link between the members and Skål International, Councillors had the responsibility to communicate their National Committee’s views, however, the current reporting format (Form4) was not effective.

He then raised the strategies for the future:

1. Engagement

Role of the Council:

Advisors to the EC – influential voice, representation.

Visibility and Communication (members need to know we exist).

Responsibility, promoting action to improve Skål.

2. Modernisation

We need a governance model that promotes new thinking that does not dwell on the past.

Re-focus on why Skål exists.

Reducing and consolidating the Statutes.

Membership engagement – new classifications and approval process.

3. Action Oriented

Adopt a new approach to the business to business model – Global Market Place.

Decide on a new Council Structure.

4. Partnerships

Working closely with the Executive Committee – cooperation and joint meetings.

Working with and supporting the Secretariat.

Membership opportunities.

Young Skål: Re-think how we deal with this category

Is Young Skål really the future of the organisation?

Re-focus our efforts on making sure membership growth occurs at the Club level by making it attractive and beneficial.

ISC President Bill Rheame concluded by thanking the Councillors, in particular the Council Board, for their dedication at the disadvantage of their personal business and family.

On the proposal of Niel Els (South Africa), seconded by Juan Ignacio Steta (Mexico), the report by ISC President Bill Rheame was unanimously approved.

7b. Report by the Vice President of the International Skål Council, Marja Eela-Kaskinen

ISC Vice President Marja Eela-Kaskinen (Finland) confirmed that the new Congress Manual had been finalised to reflect the new format and sent to Clubs bidding for the 2020 Congress.

There seemed to be a general consensus about the need to restructure the Council so that the work done might be even more effective.

The Council had also started to look at travel subsidy strategy for Mid-Year meetings, however, this topic could not really be discussed before the Council restructuring.

The Form 4 for the Councillors' reporting had become outdated and would be reformulated.

The Council was in the process of putting together a proper communication strategy for the International Council and would work closely with Vice President Lavonne Wittmann.

She informed that the Trustees of the new Membership Development Fund would be the Senior ISC Vice President and Finance Director in function, together with the CEO on a permanent basis.

The income from the Hyderabad Silent Auction was €3,096.41 and the online Silent Auction run after Hyderabad had collected €7,869.96. Direct donations amounted to €1,065.69. For the Bidding Owl Software a commission of €417.66 had been paid, so the total sum on the MDF bank account on 27 February was €11,614.40. That was a good start and preparations for the Mombasa Congress Silent Auction were already on the way.

Finally, she stated that it had been a pleasure to work with ISC President Bill, Vice President Denise and Secretary Julie, as well as the Executive Committee.

Juan Ignacio Steta (Mexico) recommended to have the National Committee President involved in the MDF decision-making process.

On the proposal of Holly Powers (U.S.A.), seconded by Katarina Hauptfeld (Croatia), the report by ISC Vice President Marja Eela-Kaskinen was unanimously approved.

7c. Report by the Vice President of the International Skål Council, Denise Scafton

ISC Vice President Denise Scafton (Australia) reported that she would present later in the meeting on her portfolio. She reported that this presentation would form the completion of her report. Presentation is attached.

She advised that her role as Vice President was to work on Membership Development, Membership categories and Statutes.

On the proposal of Jean-François Coté (Canada), seconded by Abimbola Durosinmi-Etti (Nigeria), the report by ISC Vice President Denise Scafton was unanimously approved.

7d. Report by the Secretary of the International Skål Council, Julie Dabaly-Scott

ISC Secretary Julie Dabaly-Scott (Kenya) stated that her main duty was to take minutes of the ISC Board monthly Skype meetings.

She would offer an update on the Mombasa Congress later during the day.

It had been a pleasure for her to work with the ISC Board and she thanked them.

On the proposal of Holly Powers (U.S.A.), seconded by Alberto Esper (Argentina), the report by ISC Secretary Julie Dabaly-Scott was unanimously approved.

8. Report by the President of Skål International, Susanna Saari

President Susanna Saari stated that the current dialogue engaging format between the Executive Committee and the International Skål Council was really needed and the governance model would be improved.

She reminded that the Mid-Year meeting had been moved to Germany due to date reasons, but also to encourage the attendance of the Eurogroup members. She was pleased to have Germany and Austria represented as they would be able to get the message to Switzerland, Czech Republic, the Netherlands and the Northern part of Italy, who were unable to attend.

President Susanna Saari referred to the written [report](#) she had sent all Councillors prior to the meeting.

She mentioned the portfolios of the Executive Committee. Rafael Millan: Membership Engagement in general and Club of the Year Award. Lavonne Wittmann: Communications & PR and Sustainable Awards. Teresa Diaz: Young Skål. Peter Morrison: Finance. Mark Alexander: Statutes.

The portfolio of Membership Development had been renamed to Membership Engagement which entailed a broader scope. Each Executive Committee member was responsible for the membership engagement within their geographical area.

The first real change would be seen in the Statutes and By-laws and Director Mark Alexander would report on the initial diagnosis.

The digital transformation was the other big project to bring the organisation to the new level of thinking and CEO Daniela Otero would make a presentation in this regard. She added that the Spanish government offered financial support for human resources training.

Transparency was one of the key issues and she invited Councillors to address her whenever needed.

The whole Executive Committee would be involved in the 2019 budget process and discussion in June.

The internal Auditors had been updated on all the issues and outstanding matters.

New processes had been incorporated in the travelling of the Executive Committee.

She complained that members did not read our communications and emphasis would be placed on improving our communication tools.

As President of Skål International, she had opened a [Facebook account](#) with updates on her trips and meetings.

As part of her Membership Engagement in the Nordic area, she was happy to announce that a new Club had been formed in Lapland.

On the proposal of Holly Powers (U.S.A.), seconded by Constantine Panoussi (Monaco), the report by President Susanna Saari was unanimously approved.

9. Report by the CEO of Skål International, Daniela Otero

CEO Daniela Otero presented an [introduction](#) and a [video](#) on the proposed Skål digital transformation and referred briefly to [Phases 1 and 2](#) of the project.

It was followed by a videoconference with Esther Romero and Yolanda Sanchez from the HQ team and a representative from the company MUTE Digital for a Questions and Answers session.

On the proposal of Constantine Panoussi (Monaco), seconded by Alberto Esper (Argentina), the report by CEO Daniela Otero was unanimously approved with one abstention.

10. Reports by the Vice Presidents of Skål International, Rafael Millan and Lavonne Wittmann

Vice President Rafael Millan referred to the Clubs recently formed and the future membership growth in America.

On the proposal of Jean-François Coté (Canada), seconded by Alberto Esper (Argentina), the report by Vice President Rafael Millan was unanimously approved.

Vice President Lavonne Wittmann gave a positive speech and then shared her tasks, aspirations and wish list for the year.

She referred to the Skål publications and features and was pleased to say that the open rates had raised from 15-18% to 35-38% in three years.

The partnership with IIPT and The Code gave Skål an international platform to be visible at world trade fairs. As a matter of fact, she would be on a panel discussion about challenges and opportunities of women entrepreneurs in the travel and tourism industry during ITB Berlin.

She encouraged Councillors to research on the website the newly completed President's Manual, PR Manual and Social Media Manual.

An exit interview had been designed for members who leave the organisation.

She would introduce a Mentor Programme with defined criteria linked with the membership development for assistance to Clubs struggling.

She wished to launch a pool of ideas that would be voted on and then use the best ideas for membership gain and retain.

Brinley Waddell (Thailand) complimented Vice President Lavonne Wittmann. He believed that there were too many social media channels and suggested to shut down some of them.

The Executive Committee was aware and had addressed the issue.

On the proposal of Mario Sequeira (India), seconded by Abimbola Durosinmi-Etti (Nigeria), the report by Vice President Lavonne Wittmann was unanimously approved.

11. Reports by the Directors of Skål International, Tere Diaz, Peter Morrison and Mark Alexander

Director Teresa Diaz referred to her personal and professional experience in Skål since she joined as a Young Skål member 20 years ago.

She informed that a survey had been sent to all Young Skål members in early March with a view to create a Standard Operations' Procedure.

She would concentrate on a strategy development for Young Professionals and work with universities and tourism schools for the recruitment of Young Students.

Regarding Membership Engagement, she was focussing on relaunching Portugal and France.

At the request of Mario Sequeira (India), Director Teresa Diaz confirmed that she would share the survey' results with the membership when available.

Antonio Percario (Italy) suggested to approach and collaborate with the Erasmus+ programme.

Franz Heffeter (Austria) asked how many Young Skål members had maintained their membership after one year and whether we knew the reasons for those who had left. He also wondered what percentage of Young Skål members had become Active members to see if it was worth fostering Young Skål. As the expert for tourism and Erasmus+ for the Austrian government, he offered Skål his assistance in this area.

President Susanna Saari explained that with the exit survey recently incorporated we would be able to know these statistics.

ISC Vice President Marja Eela-Kaskinen stressed that the new Form 4 would also be collecting data on statistic figures.

CEO Daniela Otero clarified that the use of technology tools would help all these processes in the short time.

Rolf Wenner (Germany) suggested we approach Young Skål members and ask them what they wanted.

Jean-François Coté (Canada) reported that Young Skål in Canada did not amount to a lot of results despite all the efforts invested and he questioned whether we were looking at the right direction.

Holly Powers (U.S.A.) stated that United States had had a similar experience with a dramatic loss of Young Skål members from the same university after one year, because their membership fee was not paid by the Club President anymore. It looked like a terrific programme, but she wondered if it was something we needed to focus on or whether we should try to take that resource in a different direction and look at young professionals already working in the industry.

Niel Els (South Africa) explained that Young Skål in South Africa was growing because they only had young professionals in that category and he suggested to rethink the name Young Skål in the future.

Katarina Hauptfeld (Croatia) said that her Club had tried many times to recruit students from the university, but they had failed, and they had decided to go for the young professionals which was working better. Young Skål members felt that there was not much for them in Skål and were not interested. She supported the change of the name Young Skål.

Director Teresa Diaz took all the points and was in favour of the change name.

Constantine Panoussi (Monaco) informed that his Club had encouraged professors to develop specific masters on sectors connected with the travel and tourism industry for the benefit of their Young Skål members. They had been given responsibilities on the board and were mentoring members with regard to technology and social media. They were also giving small Skål talks and presentations on new subjects. He then shared three books produced by Monaco Young Skål members.

President Susanna Saari proposed a review of the membership categories to have a more flexible intake for the younger generations.

Frank Heffeter (Austria) said that in Austria young professionals were considered as regular members as young and senior members enjoyed interacting together.

Arshad Khokhar (Norden) informed Councillors about the Young Skål exchange programme between Denmark and Australia. He believed that changing the name to Young Professionals would not solve the problem and the approach should be to consider them as any other Skål member.

Brinley Waddell (Thailand) said that the vision would be different from one Club to another.

On the proposal of Holly Powers (U.S.A.), seconded by Abimbola Durosinmi-Etti (Nigeria), the report by Director Teresa Diaz was unanimously approved.

Director Peter Morrison apologised on behalf of New Zealand International Councillor Leighton Cameron who had not been able to attend the meeting due to it being high season there.

He then referred to the [accounts](#) to 31 December 2017 which had resulted in a €90,699.36 profit.

The Executive Committee expenses showed a saving of €37,260 due to former Director Jason Samuel not attending two of the meetings and Past-President David Fisher having good airfares with Kenya Airlines, but he advised that this would not happen every year.

The Hyderabad Congress showed a profit of €10,816.

He stressed that Phase 1 of the Digital Transformation project was included in the accounts ending 31 December 2017. A total of €27,000 had been spent, including the temporary outsourced person. No members' money had been used and it all came from the extra sponsorship raised and the unbudgeted profit from the Hyderabad Congress.

The Executive Committee Travel Policy had been revamped and new forms had been implemented by President Susanna Saari for expense claiming, travel planning and travel reporting.

Director Peter Morrison referred to his Membership Engagement, including Young Skål, in Australasia, Asia and Oceania.

Finally, he would contact the Florimond Volckaert Fund Trustees to ask them about their idea for this year's Congress in Mombasa.

Constantine Panoussi (Monaco) asked if we kept track of the result for each Congress.

President Susanna Saari responded that this was included in the accounts that were available on the website.

Director Peter Morrison, referring to how important the digital transformation was, believed that the 2019 budget should include a figure towards this project.

On the proposal of Jean-François Côté (Canada), seconded by Niel Els (South Africa), the report by Director Peter Morrison was unanimously approved.

Director Mark Alexander explained that he had undertaken a radical review as to the seven documents used over the years to control and manage the organisation and had produced a scoping paper.

- Skål International Statutes
- Skål International By-laws
- International Skål Council Operations' Manual
- Executive Committee Operations' Manual
- Model Statutes for a Skål Club
- Model Statutes for a National Committee
- Model Statutes for an Area Committee

There were many complaints from Clubs and countries about the Statutes and many felt that the By-laws and Statutes were holding Skål back as opposed to helping it grow and progress.

He explained that Statutes changes had to be legally registered with the Spanish Government and voted on by the General Assembly every two years, while the By-laws could be changed on an ongoing basis and was a more dynamic document.

He informed Councillors that the Executive Committee had appointed a legal team, who after looking at our documents, felt that Skål had effectively no legal structure as an organisation globally.

The proposal was to simplify and strip out the Statutes to a fairly basic constitutional model, so we can use that document for our registration in Spain and very rarely have to visit them. We would then manage Skål through the By-laws that do not have the requirement of the legal involvement through the Spanish Government.

This proposal would be tabled to all Clubs prior to the Congress for debate and vote in Kenya.

Director Mark Alexander announced that the Executive Committee during its meeting on the previous day had approved the following changes to the By-laws:

- All membership applications would now be approved at Club level
- Remove time limits for applicants and Officers:
 - Three year qualifying period for membership applications.
 - One year qualifying period for an active member to be elected to an officer position with a proper induction process.
- New membership classification for suppliers of products and services to the travel, tourism and hospitality industry. The majority of their business would be in that industry.
- Remove the Associate membership category.

Director Mark Alexander would send out a survey to get everyone's view and feedback.

Brinley Waddell (Thailand) proposed that instead of the Clubs and National/Area Committees having to submit their Statutes to the General Secretariat for signing off, to implement an online process that would state the existing rules and in case of non-compliance with any of the rules, a notification would have to be sent to the Secretariat.

President Susanna Saari encouraged Councillors to discuss and take the message to their National Committees and Clubs in a positive way in order to make sure they vote YES in Kenya. The Past-Presidents were also being kept informed.

Jean-François Coté (Canada) complimented Director Mark Alexander for the hard work and he offered his help in the review of the National Committee and Club Statutes. He asked whether the changes would be presented in 2018 or 2019, with 2018 not being a Statutes year.

President Susanna Saari responded that the Executive Committee had the prerogative to propose Statutes changes every year.

Director Mark Alexander said that should the vote be positive in Mombasa, this could be the last ever Statutes year.

12. Presentations/discussions:

ISC re-structure

Jean-François Coté (Canada) thanked International Councillors Holly Powers and Marja-Eela Kaskinen for their unconditional support.

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

Juan Ignacio Steta (Mexico) and Arshad Khokhar (Norden) expressed their disagreement with the proposal as the reduction of the Council to 15 members would disenfranchise the countries not represented who would not be able to participate and engage.

ISC President Bill Rheume said that the Council could not continue with the current structure.

Katarina Hauptfeld (Croatia) thought it was a good idea to have countries subsidise the attendance of Councillors to the meetings, however, the new structure may affect the membership growth.

Franz Heffeter (Austria) said that before thinking of a restructure, the Council had to determine its goals and tasks and prove that its existence was required. He would, however, vote to have anyone wishing to join the Council to be able to do so, as the limitation to 15 members would not be very democratic.

Constantine Panoussi (Monaco) stated that the new format would only privilege multi-Clubs countries and individual Clubs would not be able to join.

Mario Sequeira (India) believed that it would further reduce the attendance.

Director Mark Alexander considered that the international aspect of Skål was huge and the role of the International Councillor was the most important position. He fully appreciated the point about the need to process the invoicing through the country.

Gracia Peregrin (Spain) suggested to have 15 Councillors as a minimum number, but with the possibility to open the door to countries wishing to be represented.

Niel Els (South Africa) agreed and added that this might to some extent force countries to become more involved.

Mario Sequeira (India) suggested we find out why the involvement of Councillors was so poor and maybe to look at reducing the attendance costs.

ISC President Bill Rheume was tired of constantly hearing the discussion about reducing costs, Councillors needed to value the experience.

ISC Vice President Marja Eela-Kaskinen (Finland) stressed that there were Councillors who had never attended a meeting no matter the location or the cost.

Constantine Panoussi (Monaco) suggested we request every Club or National/Area Committee to pay US\$300 towards the attendance of their Councillor to the meetings. If the Councillor attends the meeting, the amount would be refunded, if not it would be a penalty for them. He added that another idea could be to broadcast the Council meeting through Skype to encourage Councillors to attend.

Jean-François Coté (Canada) reminded Councillors that one of the objectives of the restructuring was to make the Council an efficient and engaged working board who would focus on moving the organisation forward to make it relevant. The presentation reflected exactly the statistics over the last five years with the eight countries that were always represented at Council meetings and others that rotated.

ISC Vice President Marja Eela-Kaskinen stated that the Council needed people to participate to the work back home and not only attend the meetings.

Rolf Wenner (Germany) said that the Eurogroup believed that the Council was not necessary as despite all their discussions, the membership numbers continued to decline.

Holly Powers (U.S.A.) made the suggestion to have the Councillors who always attend as the permanent group and then have Councillors from several geographical areas.

ISC President Bill Rheame called a motion from the floor to accept the Council restructure as presented by Jean-François Coté.

On the proposal of Holly Powers (U.S.A.), seconded by Niel Els (South Africa), the proposal was rejected with seven votes in favour and one abstention.

ISC President Bill Rheame then called a motion to postpone the discussion and come back with a revised amended proposal.

On the proposal of Mario Sequeira (India), seconded by Eric Etienne (United Kingdom), the second motion was approved with 15 votes in favour and four votes against.

MDF program, application and tool kit

ISC Vice President Denise Scrafton confirmed that the Membership Development Fund information, list of the Trustees, application form and how to donate was now online.

Niel Els (South Africa) handed over Euros 120 to CEO Daniela Otero to go in deposit into the Membership Development Fund.

Membership category up-dates

ISC Vice President Denise Scrafton said that we now had to concentrate on how to grow membership and she made a [presentation](#) on membership development initiatives and categories.

A Committee formed by several Councillors would work together in this area.

On the proposal of Niel Els (South Africa), seconded by Abimbola Durosinmi-Etti (Nigeria), the report by ISC Vice President Denise Scrafton was unanimously approved.

MYM location discussion – Torremolinos

ISC Vice President Marja Eela-Kaskinen informed everyone present that the Council had had a lengthy discussion on the timing and location of the Mid-Year meeting during the Committee meeting on the previous day.

The general consensus was that the Mid-Year meeting would be permanently held on the Costa del Sol at the beginning of May. On the proposal of Holly Powers (U.S.A.) and seconded by Niel Els (South Africa), the motion was approved with one vote against.

Katarina Hauptfeld (Croatia) believed that it should not be a firm location, and should there be another ideal opportunity, it should be contemplated.

President Susanna Saari clarified that the meeting would not be held at the headquarters as there was not sufficient space, but it could be held at the local Club House.

Gracia Peregrin (Spain) said that Spain would do its best to host the meeting every year.

13. Skål Kvarner presentation on Opatija and Rijeka, Croatia

Katarina Hauptfeld (Croatia) informed everyone that Skål International Kvarner was going to submit its bid to organise the 2020 Skål World Congress in the cities of Opatija and Rijeka. She then showed two videos of the destinations.

President Susanna Saari added that apart from Kvarner there were other venues interested in bidding for 2020 as follows: Chennai (India), Bahrain, Lugano (Switzerland), Levi-Lapland (Finland), Cadiz, Barcelona and Gerona (Spain).

14. Open Forum

Niel Els (South Africa) referred to the devastating natural disaster in Garden Route after the Mid-Year meeting in George and reported on the good use of the funds received. He thanked all International Councillors and Skålleagues in the word for their support and generosity.

Eric Etienne (United Kingdom) urged the Executive Committee to find ways to offer new benefits in order for the association to attract younger members and survive.

Juan Ignacio Steta (Mexico) referred to the current membership growth and formation of new Clubs in Mexico.

Alberto Esper (Argentina) informed everyone about a difficult situation with the Club of Mendoza in Argentina who had refused to pay the National Committee fee for the last two years. He requested the assistance of the Executive Committee to warn the Club that it could not proceed in that way.

President Susanna Saari had received an e-mail from Mendoza in this regard and she would raise the issue with Vice President Rafael Millan and CEO Daniela Otero.

Franz Heffeter (Austria) stated that Skål Austria would not accept the 1€ annual membership fee increase anymore. He was afraid that unless Skål International presents the benefits of being a member in a very clear way, it would be difficult to attract new members and maintain the Clubs.

Katarina Hauptfeld (Croatia) complimented Vice President Rafael Millan for his work in the formation of new Clubs. She added that whenever she travelled, she always carried the Skål flag with her and mentioned that she was a Skål member. She proposed to make a presentation to the tourism media present at trade shows.

Constantine Panoussi (Monaco) read a message from his Club President Axel Hoppenot in which he suggested to have inspiring programmes including opportunities to meet extraordinary people and inspire them to join and create connections with other associations. Quality should be the aim and quantity would follow.

Gracia Peregrin (Spain) informed that the Spanish National Congress would be held in Andorra.

Jean-François Coté (Canada) congratulated Mexico and India for their membership. He added that the fastest growing countries in Skål were being disadvantaged moneywise due to the difference between their money and the Euro.

Katarina Hauptfeld (Croatia) thought that the Florimond Volckaert Fund could be used for the purpose of the digital project, although she knew this would not be possible.

CEO Daniela Otero had promised the Trustees we would not use the Fund for any other purpose than to help members.

Mombasa congress up-date

Julie Dabaly-Scott (Kenya) made a [presentation](#) on the Mombasa Congress for which full information was available on the Congress website.

At the request of Juan Ignacio Steta (Mexico), President Susanna Saari reconfirmed the Executive Committee's full support to the Kenya Congress.

15. Closing of the meeting by the President of the International Skål Council, Bill Rheume

ISC President Bill Rheume thanked the Councillors for their contributions and attention and he declared the meeting closed at 18.25 hours.