

**ICCA GENERAL ASSEMBLY
Sunday 1 November 2015**

On stage: Nina Freysen-Pretorius (President) and Martin Sirk each behind a lectern.

PPT 1: ICCA General Assembly (while delegates enter)

PPT 2: Nina Freysen-Pretorius, ICCA President

Nina

Good afternoon ladies and gentlemen, ICCA colleagues. It gives me great pleasure to welcome you all here to Buenos Aires for our 54th ICCA General Assembly, which I now declare officially open.

COMMENT RE LOCAL HOST COMMITTEE? GREAT TO BE IN B.A.

I'll be running the General Assembly agenda with ICCA CEO Martin Sirk, and as usual we have a great deal of official business to cover in the short time available.

Before we move on to the main agenda I have to carry out a sad duty. At this stage in our proceedings we recognise those members who have passed away during the past year.

PPT 3: Picture of those who passed away

Shin Asai

Mr. Shin Asai, Honorary Chairman of MPI Japan Chapter and one of the pioneering leaders in the meetings and events industry in Japan, passed away this January.

Annick Debels

Annick Debels passed away the same month. An elegant and very professional lady, Annick was the face of the meetings industry of Belgium for many years. She was an incredible ambassador for ICCA, volunteering to act as a mentor for new ICCA members and always ready to help her fellow colleagues.

Frank Seifert

Mr. Frank Seifert also passed away earlier this year. Frank was a member of ICCA for 20 years and served on the ICCA Board of Directors.

We are all aware that this year has been a particularly tragic one, because of the airplane accident that took place in Uruguay on 19 March, involving senior managers from the venue, La Rural, their suppliers, and the President of the Buenos Aires Convention Bureau who was a close friend to many ICCA members, Carlos de Elias. We recognised this tragedy during our mid-year meeting at IMEX in Frankfurt, but it is right that we once again remember those who should have been here with us today, celebrating ICCA's presence in their home country.

PPT 4&5 – Picture of those who passed away in plane crash

Mario Barba, Connectis ICT Services SA,
Alfredo Dietrich, La Rural
Gustavo Pera, La Rural
Horacio Peñaflor, Trade Show Services Manager, La Rural

Marcelo Zarco, Operations Director, La Rural
Joanna Mc Cormack, La Rural
Marta Pires Vieira, Dorier Group LatAm.
Carlos de Elías, Congress Rental SA and President of Buenos Aires CVB

Our colleagues from Argentina, Shin, Annick and Frank will be greatly missed. Our thoughts and condolences are with their families, friends and colleagues. Please could you all rise for a moment of silence.

PPT 6: GA logo

PPT 7: Honorary Members

Nina: Thank you. At this stage we traditionally recognise our Honorary Members present. Our eight Honorary Members were invited but are unfortunately all unable to be with us this week. Their good wishes have been received by Head Office, and it is my great honour to pass these greetings on to you all.

Now I'm not quite being 100% accurate when I say that no Honorary Members can be with us today, because the ICCA Board of Directors has voted recently to approve one new person to hold this esteemed position. This is a person who has served our association on the Board and in numerous voluntary roles; who has already been the recipient of the Moises Shuster Award, ICCA's highest recognition, and is now retiring from an active role in our industry. It gives me enormous pleasure to announce the new Honorary Member, who IS actually with us today:

Anne Wallin Rodven from Oslo Convention Bureau.

PPT 8: Anne Rodven picture

Please stand Anne and be recognised by your friends and colleagues! (applause) I know this is a surprise, and you're probably speechless, but that's OK because we have reserved a short timeslot for you in the Closing Session on Wednesday, so you will have plenty of time to think about what you would like to say!

(FLOWERS FROM ULRIKE + Eric Destination Mkt.)

Thank you.

PPT 9: GA logo

Nina:
Martin, can you please introduce the rest of our agenda.

PPT 10: Martins name

Martin:

Thank you Madame President. Our rules state that the number of member company delegates attending the General Assembly automatically constitutes a quorum, so all the votes to be taken this afternoon are legally valid. The latest estimate is that we have 766 **attendees** from **66 countries, a record for the Americas**. There are **370 member companies** represented, which will be the total number of members eligible to vote.

PPT 11: Activate Voting

We'll be using the **Spotme App** for voting today, as well as for many other functions throughout the Congress. Because of wanting to avoid any difficulties caused by flat batteries or some personal devices' internal settings, Spotme have brought in additional iPods for this General Assembly, but only for those official delegates with voting rights.

To find out if you have a voting right of your organization, please see the main screen of the SpotMe app (as shows the first picture on the screen). There is only one person per company that can vote. Please first check if anybody from your organisation attending has been given the voting rights. Should you have any questions, please, see Pat in the back of the room now.

If you are a co-delegate, or an Observer, or a non-member speaker, then you have no voting rights and you will be unable to use Spotme to vote during the General Assembly.

If you do have voting rights and you try to vote twice using your own device and the iPod, you won't be able to do so – the system is designed so that only one vote counts per person with voting rights!

Please take your device now and try it out with me:

- If you have a voting right, you will see it on the main screen of the SpotMe app.
- To vote, click on the icon on the home screen
- OK, your device should be ready for the first vote.

Please remember! It is important that you only start voting when we indicate that the voting is open. Otherwise your vote will not be counted.

Once the vote is open you will have 15 seconds. You will see it on the bottom of the slide.

Now let's have a test question on screen please. Just select the number when the question comes up and voting is open.

PPT 12: Test Question

OK – **What is the Argentinian national dance?** Remember; don't press anything till you are sure. Your first choice is the only choice allowed. You can't vote more than once and if you make a mistake, sorry but that is your vote.

1. Cha-cha
2. Salsa
3. Tango (correct answer)
4. Bachat

Voting is now open. Vote now.

Vote is now closed.

Results on screen - comment.

PPT 13: GA logo

You now know how to vote - and if not, please ask an ICCA member of staff or a nearby friend – we want to make sure no-one somehow loses their right to vote.

This is what you will be voting on today:

PPT 14: showing list of voting issues

First you'll vote on the minutes of the last General Assembly from Antalya, Turkey.

Then you'll vote to approve the financial results of 2014 which were detailed in the Annual Report circulated to everyone in advance.

You will vote on amendments to the Articles of association and By-laws.

And finally, following an outline of our current situation, our plans for 2016, and some of the most important implications of our new Strategic Plan, you will then be asked to **vote on** three financial matters: the Entrance Fees for new members in 2016, your own Membership Fees for the coming year, and the 2016 budget.

This year there are no contested elections for Board positions, so we will just announce the results, with no live voting.

All these votes will be decided by simple majority of those voting with voting rights.

PPT 15: GA logo

Nina:

Thank you Martin, now let us move to the first of our votes.

The minutes of the 53rd General Assembly held last year in Antalya, Turkey. These minutes were circulated with the official papers to all members, and are accessible on the ICCA website.

Can I please have an ICCA Member proposer to approve the minutes? (Please make sure to state your name and company)

And a seconder? (Please make sure to state your name and company)

PPT 16: Approval of minutes of 53rd GA & results

Nina:

Can we show the question on screen? **All** those eligible to vote, please go ahead.

Please vote now. Vote open.

Vote is now closed.

2014 General Assembly minutes are now officially approved.

Could our CEO now give a review of ICCA's performance in the last Financial Year, 2014.

PPT 17: GA side

Martin:

Thank you Madame President. All members were given access to the 2014 Annual Report including the detailed financial results and statements from our auditors PWC, who have approved the accuracy of this information. This is now still available in the Member-only section of the website.

PPT 18: 2014 Annual Report

- **Membership up from 962 to 995 members**
- **104 new and re-instated members**
- **92.7% membership retention rate**
- **97.0% fee collection rate**
- **Congress in Antalya: 887 attendees**
- **2x Big Data tools launched**
- **Association Database redesigned**

This was another solid, successful year, operationally, financially, and in terms of membership growth. Recruitment was at a near-record level; retention was within the 92 to 93% range we've achieved annually since the financial crisis; and we almost reached the magical 1000 member mark.

There were a record 145 attendees at the RSMP in Amsterdam, and the Congress in Antalya attracted our fourth highest attendance ever, almost 900, despite some terribly negative media coverage about the fighting on the Syrian/Turkish border. More importantly than the attendance figures, both events had excellent, almost record-equalling delegate evaluations for the quality of their educational content, the performance of the host destinations, and ICCA's organisational input.

At the Congress, we asked a very important new question: where that meeting ranked in terms of all other meetings industry events that the delegates had attended. An impressive 17% ranked last year's Congress as the best event they had ever attended; an additional 50% ranked it in their all-time top 5. And altogether 87%, almost nine out of ten delegates, ranked it in their Top 10!

We launched not one, but two editions of our Big Data Search tool during 2014, one in May and one at last year's Congress in Antalya. Of all the

products that ICCA has launched since I became CEO in 2002, these are the ones that have generated the most excitement and that have been taken up and used by members most quickly. Our dive into the world of Big Data was also vital in shaping our strategic thinking about how ICCA needs to design our future knowledge and data strategies.

A great deal of invisible work took place last year, especially the programming to prepare the way to launch the new Association Database. But we also enjoyed an enormous amount of positive visibility, not least thanks to the continuing impact of our 50 Year publication “A Modern History of International Association Meetings”, downloaded an amazing 18,000 times by the end of last year.

PPT 19: Financial Results 2014

(in EUROS)	Actual	Budget
Income	4,579.749	4,448.748
Expenditure	4,559.387	4,470.395
Operational results	20.362	-21.674
Financial results	21.027	24.400
Overall results	41.389	2.753

Turning to the financial results for the year, you’ll see that there was a surplus of just over EURO 41,000, compared to the near break-even budget surplus of just under EURO 3,000, but please note that this surplus still represents under 1% of turnover.

In the Management Notes to the Annual Report we have set out the reasons for all variations against budget. The biggest contributors towards the increased surplus were a higher Congress surplus thanks to higher than budgeted attendance; lower overall Regional Office costs primarily thanks to stronger support for activities; and a higher than budgeted Fee collection rate. Staff costs were also 1.3% under budget, the result of numerous small variations rather than a single factor.

The accumulated Financial Reserves now stand at EURO 1,129,000, which is less than 25% of annual turnover. This sum remains in the middle of the Board's target range for Reserves, designed to safeguard ICCA against unexpected economic shocks or risk factors, and to enable us to make vital investment decisions when faced with the important changes within our new Strategic Plan. It is also an adequate amount to close down the association in good order, should this ever be required.

Nina:

Thank you Martin. Can I please have a proposer and seconder to approve the **2014 financial results**.

PPT 20: Approval of 2014 Financial Results

Question on screen.

Vote open.

Vote is now closed.

2014 financial results are approved. Thank you.

Nina:

Thank you

PPT 21: GA logo

Martin:

Ladies and gentlemen, ICCA colleagues, it is now time to move on to the next item on our agenda, the **Presidential Report**

Madame President.....

PPT 22: Presidential Report/Strategic Plan Launch – Nina's photo

Nina:

I'm delighted to present my first report as ICCA President. It's traditional for the President's report to focus on the changes that have happened over the last year..... But as you have already grown to expect with my Presidency, this year I plan to dispense with tradition, to look forward instead, and to concentrate most of my words today on ICCA's new Strategic Plan. However, I would like to very quickly give a few opening comments on my experiences as your new President since my election a year ago.

Firstly, I've been amazed and humbled by the warmth and welcome I've received from members around the world.

PPT 22-26: Engaging with Members

In Malaysia where I visited our Regional Office and Global Research Centre and met members of our Local Host Committee for the 2016 Congress,

in Peru where I attended the Politicians' Forum at FIEXPO, during the varied range of ICCA activities at IMEX in Frankfurt, most recently in Taiwan where our Management and Finance Committee was hosted and where I participated in the 10th anniversary Asia MICE Forum,

and in all my other encounters and interactions with members, I've only encountered enthusiasm and support, both for me personally and for what ICCA is trying to do for its members.

Looking at the Past Presidents sitting in the room, I know they will agree with me when I say that we may cover a vast number of air-miles on ICCA business, we definitely spend far too much time in airports, certainly we get confused about which time zone we are in and whether we've brought the right shoes, I mean power adapter with us! - but spending time with ICCA members is a privilege and a pleasure. So thank you for making this such a great first year.

PPT 27: Picture of ICCA Board – staircase in Madrid

I would like to single out one particular visit back in February, when with the rest of the Board, I travelled to Madrid. This meeting was when the "nuts and bolts" of our Strategic Plan took shape, when we took the initial ideas and feedback we had already gathered from members to start working together on the details that finally became the document we have shared with you shortly before this Congress, and which we are officially launching today. The new Strategic Plan.

PPT 28: Picture of front cover of Strategic Plan

It's not easy to get strong-minded individuals in leadership positions to agree on anything.

PPT 29: Picture of ICCA Board – in working room

Especially when they come from different regions of the world, from different industry sectors – (our Board includes entrepreneurs, government employees, big company executives – just like the membership at large). We are used to different business cultures and very different ways of working. Happily, we all share one very important thing: we understand that ICCA's own business culture enables all these differences to not only coexist but to add real value to our collective work. We should never forget that our differences can be an enormous source of strength.

The Board members also shared an understanding that we were not trying to fix a problem; our job was to build on a foundation of great success. The last decade has been a tremendous period for ICCA's development and for the creation of new value for members. But actually, sometimes it's more difficult to build on success! When there is a problem, everyone agrees that change is necessary. When things are going well, this is not at all obvious.

So why do we need to change?

PPT 30: Why a new Strategic Plan?

Quite simply, the world around us is changing. ICCA itself faces increased competition – for our time, our attention and our marketing money; ICCA members face even worse competition – locally, nationally, internationally and in cyber-space; and less obviously perhaps, so do the international associations we work with.

Technology is changing before our eyes – our past investments quickly become obsolete; new sources of data and business intelligence are constantly emerging; new communication channels and conference technology offer opportunities we can't afford to miss out on.

Business models are changing – how will convention bureaux be funded in future; how will doctors afford to attend medical congresses; will our competitors become our collaborators or vice-versa? We ignore these often disruptive changes at our peril.

And risk is everywhere – from war and terrorism to health crises and global warming. There are threats to our individual companies, to national economies and to our entire industry. How can we ensure our industry’s positive message is heard, so that the enormous value of international meetings isn’t overshadowed by the dangers or the perceptions of danger when organising or attending them.

In such a world as this, simply doing what made us successful yesterday is a recipe for failure tomorrow. Business as usual was never going to be an option.

We need ICCA to be forward looking and flexible, capable of surviving and thriving in this fast-changing, complex environment.

Your Board needed to craft a Vision for the association that looks beyond immediate business advantage, a statement that is aspirational, and that can help to guide our strategic thinking.

PPT 31: Slide with Vision statement

Here is that Vision. It says a number of very important things:
That ICCA should be an actor and not an audience member; a shaper of the future not an observer of trends.
That our association should use its power and influence to make a difference; to add value; to improve the outcome of meetings.
That we will continue our focus on the market segment where our expertise, experience, and data make us truly unique – the international association sector.
That we should be concerned with what happens at these meetings, and not just focus on the direct expenditure of delegates.

For such a short statement, I hope you agree with me that this is a very powerful and comes as an inspirational set of messages.

We also needed a Mission Statement, to clearly indicate what ICCA stands for and to differentiate us to all audiences, internal and external. Here is that statement:

PPT 32: Slide with Mission Statement

Once more, the concentration on our core market segment is clear. You'll see we have kept the phrase "global community" from our previous mission statement. Of course, "global" has been one of ICCA's key defining features since we were founded over 50 years ago, but we are talking to outside audiences as well as amongst ourselves, and many of those audiences don't yet know us so we need to shout this loud and clear. This Strategic Plan brings the international associations themselves inside the community, and explicitly recognises their importance.

I would like to draw your attention to the phrase "knowledge hub", which is new. This is a very important addition: it recognises that ICCA has to think far beyond our own Association Database, even though this is currently our most important asset. You have already seen the start of this new way of thinking, with the various Big Data products which we've introduced over the last couple of years. But now we are thinking even bigger.

Your Board believes that ICCA needs to become the essential gateway through which you can easily access **every** useful piece of background knowledge and data about international association meetings.

You will also see that creating competitive advantage and business opportunities for members remains central to what we do, and will shape how we allocate our resources. We are a business community, after all, and we have to add value at every opportunity.

But again, there is a new element. We have stated that creating successful outcomes for association meetings is also a vital part of what we stand for. Associations should be seen as our partners. For their events to be successful, those events have to achieve their business objectives. And only if those events are successful will destinations and suppliers also be successful. ICCA needs to help associations achieve these goals, and if we can do this, ICCA members benefit.

PPT 33: Core values

Here are the core values that define ICCA. Many of these values are well understood by members, but let me share what the Board believes are some of the most important implications.

*They mean that we should constantly work to break down barriers of nationality or business type amongst our members.

*That we should search for ways to integrate association executives into our community rather than promoting a supplier-client mentality.

*That we should carefully look after and enhance the “circles of trust” that exist within ICCA, and without which our incredible data and willingness to share knowledge would not exist.

*And that we should always strive to be a thought leader and innovator, not a conservative follower of trends.

PPT 34: Picture of ICCA members all mixing together

When we carried out a very extensive survey of members a few months ago, we asked about how strongly members agreed with this Vision, Mission Statement and our Core Values.

PPT 35: Graph – Vision, Mission & Core Values

You can see there was almost unanimous support for this direction, with 97% of members in agreement.

This survey was an exercise that took at least 30 minutes to read and fill in, and was completed by 33% of member organisations, some 345 in total, with good representation from all regions and Sectors, so I would like to thank everyone here for your contributions.

Most of the survey was concerned with the Strategic Goals and Objectives set out in the Plan, and particularly where these implied changes to ICCA’s direction or priorities.

PPT 36: Graphic of Strategic Goals

There was a very important distinction between these questions and the first question I just mentioned about the Vision, Mission and Values, where we asked about agreement or disagreement.

When we asked about changes under our Strategic Goals and Objectives, we asked members to evaluate how **potentially valuable** these would be to their organisations, on a five point scale ranging from “highly valuable” to “no value”. That is the ultimate measure for any association’s plan – will it add value to members.

Let’s quickly skim through what you told us:

PPT 37: Graph – Engaging Association Execs

On the changes to achieve deeper engagement with association executives:

The vast majority found it valuable.

PPT 38: Graph – Global knowledge hub

On the investments required to create a genuinely global knowledge hub – the same result.

PPT 39: Graph – Advocacy

Advocacy. This answer surprised us – almost half the members want ICCA to be much more assertive about advocating on behalf of our industry, particularly about the value of association meetings, and again almost everyone sees some potential value for their organisation in such a change.

PPT 40: Graph – Annual Congress

Finally, the event we find ourselves at this week, our Congress. This is a personal mission of mine, to make this Congress even stronger and to become truly THE annual event where everyone who cares about the international association sector should make time to attend. The changes we are proposing were just as strongly endorsed as the other key changes in the Plan.

At this Congress you will find Feedback Cards and boxes to drop these off whenever you have a great idea that could improve the Congress.

PPT 41: Strategic Goals graphic

So, ICCA friends and colleagues, I want to end by saying just this. Your Board of Directors has listened carefully to you. Each board member personally contributed to making the strategic plan a reality. We have tried our best to reflect your needs and aspirations in the new Strategic Plan, and I am certain that if we continue to work together, ICCA will be guaranteed to go from strength to strength.

Thank you for your attention, and your support.

PPT 42: GA logo

Martin:

Ladies and gentlemen, ICCA colleagues, the next item on our agenda is the announcement of Board election results. This year there were no competitive elections for the five Board positions that were open, with a single candidate being nominated for each vacancy, so there will be no live voting. Could I now ask the President to announce the results:

PPT 43: Elections BODs

Nina:

Colleagues please stand and be recognised when I call out your names. First, the Sector Board positions.

PPT 44:

Sector representation:

Re-elected to represent Destination Marketing Sector - Ulrike von Arnold.

Re-elected to represent Meetings Support Sector - Richard Reasons

And now, geographical representatives:

PPT 45:

Geographical representation:

Re-elected to represent Latin America - Pablo Sismanian.

Re-elected to represent Middle East - Mahir Julfar.

Re-elected to represent North America - Daniel Palomo.

PPT 46: GA logo

Nina:

Friends, it is great to have you back on the Board. It's very rare for a President to enjoy two years with literally no change of faces around the table, but after the hard work drawing up the new Strategic Plan, and now the effort that will be needed to implement the changes to come, I'm delighted to have such continuity.

Now I would like to invite **CEO Martin Sirk** to give a brief update on the current year, and to introduce plans and financial proposals for the forthcoming year.

PPT 47: CEO report

Martin:

Thank you Madame President.

In this report I'll cover the following points:

- Summary of how ICCA is performing this year.
- Proposed amendments to Articles of Association.
- Strategic Plan goals/objectives/implications.
- Entrance fees/Membership fees
- Budget 2016

PPT 48: 2015 performance update

Firstly, some highlights from this year so far:

We're again on track to recruit more than 100 new and re-instated members this year, and possibly as many as 106 to 108, which would equal or just break the all-time record. Assuming the usual retention rate of between 92 and 93%, we could start the new year with almost 1,030 members.

Our cashflow is in line with previous years, with good Membership Fee collection rates, and we are hopeful at this stage of hitting the bottom line financial targets, although this is likely to be a close-run thing. Like many other organisations, we've seen great pressure on our members' marketing and sponsorship budgets, and it's more challenging than ever to hit revenue targets for events and advertising.

As you all know, we launched the redesigned Association Database at IMEX in May, and we're still working on various enhancements. It's been a really big programming project, but hopefully all users are noticing the improvements we've incorporated into the design – we really do feel the Database is now Simpler, Smarter and Faster. We're receiving lots of practical feedback on where short- and long-term improvements are needed and about the inevitable bugs that need fixing. Thanks for all this assistance.

This year we've legally registered regional offices in Dubai and South Africa, and have successfully conducted job searches for full time Regional Directors for Africa and Middle East, and I'm pleased to let you know that the two successful candidates will be taking up post in January. Both of our candidates already know ICCA inside out, and I know they're going to make a big difference in services to members in those regions.

Big Data has been on this year's agenda as well. After listening to members' biggest needs, and lots of programming and testing, later during this Congress we will be launching our third Big Data product – which we are calling: "Find A Sponsor". Not surprisingly perhaps, this tool is designed to identify companies that could be potential sponsors of an association meeting you are targeting. There have also been regular improvements and expansions to the "Local Ambassador Search" Big Data tools we launched last year.

And of course, much of this year has been taken up with developing and obtaining member feedback on the new Strategic Plan, which our President has just launched. I will turn to this when looking at plans for next year.

The second item I'd like to cover is the proposed amendments to the Articles of Association.

PPT 49: Proposed amendments to the Articles of Association

The proposed changes are all small – there are no policy changes this year. Most of the changes are clarifications of existing practices: for example we have now spelled out that electronic absentee ballots may be used for specific purposes during elections. There are also some changes to amend and remove temporary paragraphs that had to be introduced for one year when we made the move from one Board representative for Africa and Middle East to separate Board seats for each of these regions. One additional change clarifies that the Immediate Past President may only remain on the Board whilst they remain employed by an ICCA member company.

The detailed changes were included in the General Assembly papers, and I don't propose to read them out paragraph by paragraph. No queries or comments were received on this topic. I should also point out that there are no proposed changes to the By-laws, only to the Articles of Association.

PPT 50:

Now I would like to turn to the Strategic Plan, and especially to focus on the implications for next year's activities and budgets.

I've spend much of the last few months since the Survey speaking with members about this Plan, and listening to your questions and concerns. As the President indicated, there has been incredible support for our general direction and aspirations, but quite rightly, many have questioned what the changes mean in practical terms and how investments and new activities will be funded.

The question I was asked at a recent Chapter meeting, and that made me sit up straight, was whether ICCA was planning to dramatically increase Membership Fees or to radically change the funding philosophy of the association. It's a natural question to ask: much of what we're setting out is ambitious, and there will certainly be some important investment requirements in the future.

The ICCA Board has been absolutely clear on this question: Firstly, Membership Fees should not increase above Dutch inflation, and this existing policy remains firmly in place.

Secondly, ICCA should not attempt to cover investment or higher activity levels by raising the overall level of Congress registration fees. The Board feels that whilst we believe the Congress offers excellent value for money, ICCA has to keep the general costs of attending as affordable as possible, to encourage the widest possible attendance both geographically and by Sector. In a volatile world economy, our pricing should be within reach of those whose businesses and local economies are struggling, not just accommodate those who are doing well.

Thirdly, in general ICCA should keep to the long-standing philosophy of including as many products and services as possible within the Membership Fee, rather than charging separately for different services. Ultimately, we are in the business of constantly increasing member benefits, value for money, and ROI, it is not our objective to raise as much revenue from each member as possible.

So where will the funding come from, especially in the short-term?

Taking the **Strategic Goals** in the new Plan one by one.

Under "**New Business Opportunities and Competitive Advantage**", we are firstly anticipating that there will be a need to expand the Research personnel in our Global Research Hub in Kuala Lumpur, beginning in the final quarter of the year. The speed with which we expand will depend on discussions currently underway about which additional data members are willing to share with one another, and the volume of data that therefore will need to be verified. The immediate costs in 2016 are anticipated to be relatively marginal.

In the first quarter we are also planning to launch an internal Big Data tool for our own researchers to use, which we believe will dramatically increase the number of RFPs and Calls for Bids that we are able to identify. In this case, the costs of the new tool will be capitalized and spread over three years, making it affordable within current expenditure.

Turning to the second Strategic Goal, "**Engaged Association Executives**", the objectives set out under this goal have the potential to be the most expensive in the short-term.

To address this, we are introducing a range of new partnership packages, designed to fund the greater engagement with international associations that is a key part of the new Plan. These will be known as Association Relations Partnerships. These will be regional in scope, and the new revenue raised will all be recycled into the engagement programme, most of which represents new expenditure – supporting more association executives to come to our events such as this Congress; IT programming to give associations access to more ICCA services and to interact better with one another; paying for modest increases in staff resources to provide personal service to these association executives and to engage more effectively with organisations such as ASAE, ESAE and AC Forum.

We also announced in your Sector meetings that we are opening bidding for our Association Meetings Programme event, the successor to the RSMP event. In 2016 this will be held in Europe, in 2017 outside Europe. The big difference between AMP and RSMP will be the involvement of international association executives as delegates, not just on the faculty.

The third Strategic Goal is to create a **“Global Knowledge Hub”**.

Under this goal, the Board is prepared to draw on Strategic Reserves from 2017 onwards, for essential IT and data projects.

In 2016 the focus is on consultancy and planning to ensure we develop the very best Content Management System and Membership Management System, and to ensure that these are efficiently integrated with all the other IT systems that ICCA operates. This is the key to our aspirations in creating a genuine “Knowledge Hub”. The additional expenditure from the planning phase can be capitalized within the overall investment costs of these projects, so that the expenditure won’t appear in the income and expenditure budgets until the year 2017, when the full project costs will be depreciated over the following 3 years.

Staff changes to fully utilise the new systems will primarily take place as those systems come on line, and will mostly be a matter of resource reallocation rather than significant additions to headcount.

The fourth Strategic Goal is for ICCA to take on a much more assertive **“Advocacy”** role.

This issue is less about financial investment, and more about re-allocating Board and CEO time to engage with the various high level umbrella organisations and leading global projects. Financial implications are relatively insignificant.

The fifth Strategic Goal is to further develop our Congress into a **“World Class, Highly-specialised event”**.

Here the aspiration is to be even more focused on top quality content, to become more cost-effective, and to attract more delegates and sponsors, especially if we can take full advantage of the greater presence of association executives. Short-term investment in quality should bear swift returns in terms of matching revenue growth, and it is not anticipated that additional net investment will be required.

Finally, the sixth Strategic Goal is to ensure ICCA becomes a truly **“Effective and Sustainable Organisation”**.

This means ensuring that we take advantage of our global reach to make investment in staff and systems in the most effective locations, not always necessarily in Amsterdam. We have to ensure that all our offices are recruiting and retaining members effectively, and that they are helping members to make the greatest use of all ICCA’s services so that ROI is maximized for everyone. This is a philosophical approach that will require constant re-examination of how we carry out all our work.

Next year Africa and Middle East offices will have full-time Regional Directors; the Board has also just agreed to create a European Regional Director position within Head Office to ensure that the interests of European members are well looked after. And I mentioned earlier that we will be increasing the Research team in Asia-Pacific by the end of 2016. I am sure there will be similar changes in 2017 and beyond.

Generally,

The Board’s intention is that ICCA’s overall growth should increase at a higher level than the historic average of the last decade, driven by the changes we will start to introduce next year. Growth in membership has traditionally paid for the new services ICCA has introduced, whilst inflationary increases to current membership fees have covered our increases in overhead costs.

With more new services planned, the Board anticipates that most of these costs should be covered by organic growth. However, should it be necessary, we have adequate Strategic Reserves to make sure that the new investments are not delayed, and will propose to draw on these Reserves in plans for 2017 and beyond should assumptions prove to be too optimistic. For 2016 the Board is aiming to cover the cost of changes that occur within the financial year from the operational budget.

PPT 51: 2016 proposed Membership and Entrance fees

(in EUROS)	2016	2015
Entrance fees	1,870	1,851
Membership fees	2,934	2,905

Official Dutch inflation: 1.0%

The Board is proposing to increase the Entrance and Membership Fees by this year's official Dutch inflation rate of 1.0%. Entrance fees will increase by 19 Euros, Membership fees will increase by 29 Euros.

PPT 52: 2016 financial plans

	2016	2015
Total members	1,026	999
Income	4,757,078	4,525,296
Expenditure	4,669,393	4,440,725
Operational result	87,685	84,571
Financial/provisions	-87,074	-83,360
Bottom line result	609	1,211
Special projects	0	49,634

Another break-even budget is proposed for 2016, but unlike 2015 there is no provision for special projects which draw from reserves. Big Data costs have been re-absorbed into operational budgets and the costs of drawing up the Strategic Plan won't be repeated. The details of this budget, including an explanation of all changes from 2015, have been sent out with the General Assembly papers. Please also note that the budget also incorporates the points I have just been making about the Goals within the Strategic Plan.

This is an ambitious budget with targets for revenue and expenditure that will take a great deal of effort to achieve, but the Board believes that members expect ICCA to stretch itself as an organisation, and that we should find creative solutions to challenging budgetary targets. The Board therefore recommends that members approve the fees and budget.

PPT 53: ICCA logo

Nina:

Thank you Martin. Now, it is time to vote.

Can I please have a proposer and seconder to approve the **Proposed amendments to the Articles of Association**

Thank you.

PPT 54: VOTE: Amendments to the Articles of Association

Question on screen.

Vote open.

Vote is now closed.

Amendments to the Articles of association are approved. Thank you.

Nina:

Can we now move to the **financial votes**:

PPT 55: Approval 2016 Entrance Fees

First to approve the 2016 Entrance Fees.

Proposer and seconder please.

Voting open.

Voting now closed.

Please see results. Thank you. Approved.

PPT 56: Approval 2016 Membership Fees

Now the **Membership Fees:**

Proposer and seconder please.

Voting open.

Voting now closed.

Please see results. Thank you. Approved.

PPT 57: Approval 2016 Budget

Finally, the proposed **budget for 2016:**

Proposer and seconder please.

Voting open.

Voting now closed.

Results? Thank you. Budget is approved.

PPT 58: GA logo

Nina:

We now have an extremely pleasant duty of announcing the companies and organisations that have been in ICCA membership for 20, 30 and 40 years. I would like to ask all representatives from these organisations to gather at 19:30 (7.30pm) in the foyer of the Welcome Reception, which will take place in the Panamericano Hotel, for a celebratory drink and photos.

Martin, can you read out the members please:

PPT 59: 20 Years:

Martin reads out in turn:

The following **14 companies** and organisations have been in ICCA membership for 20 years:

- Congress Center Leipzig, Germany
- Duesseldorf Congress Sport & Event GmbH, Germany
- EUROKONGRESS GmbH, Germany
- ICM - Internationales Congress Center Munchen, Germany
- Macau Government Tourist Office, Macao, China-P.R.
- Malta Tourism Authority Conf. & Incentive Travel Div., Malta
- GCO (Global Conference Organisers) B.V., Netherlands
- Norges Varemesse - Norway Convention Centre, Norway

- Abreu PCO, Portugal
- Durban International Convention Centre, South Africa
- Valencia Tourism & Convention Bureau, Spain
- Dubai International Convention & Exhibition Centre -Dubai WTC, UAE
- Belfast Waterfront Conference Centre, UK
- Marketing Challenges Intl. Inc., USA

Please can you show your appreciation for your long-term colleagues (*Applause*).

PPT 60: 30 Years:

7 members have reached the 30 year mark. They are:

- Mondial Congress & Events, Austria
- Rio Convention & Visitors Bureau, Brazil
- Nice Convention & Visitors Bureau, France
- VisitOSLO - Oslo Visitors and Convention Bureau, Norway
- Madrid Convention Bureau, Spain
- Sevilla Congress & Convention Bureau, Spain
- Scottish Exhibition & Conference Centre, UK

Congratulations – please show your appreciation (*Applause*)

PPT 61: 40 Years

11 members have reached the venerable 40 year mark. They are:

- ICMS Pty Ltd., Australia
- Congress und Messe Innsbruck GmbH, Austria
- Conferences and Accommodation at the Univ of BC, Canada
- Venue West Conference Services Ltd., Canada
- Wonderful Copenhagen Convention Bureau, Denmark
- Finland Convention Bureau, Finland
- Munich Convention Bureau, Germany
- Monaco Convention Bureau, Monaco
- Singapore Exhibition & Conv. Bureau, Singapore
- Kenes Group, Switzerland
- Barbican Centre, UK

Congratulations – please show your appreciation (*Applause*).

PPT 62: GA logo

PPT 63: ICCA Congress 2019

Nina:

And now I have an announcement that was not on our original agenda. Our 2019 Congress. Normally, at this time the Board would finalise the shortlist, which because of our rotation pattern was restricted this year to North American destinations, with a final decision by IMEX Frankfurt. I think it's fair to say that we have never seen such a tremendous level of support within rival geographical destinations. This support, combined with a truly excellent bid, meant that the ICCA Board is delighted to move immediately to announce that the 2019 ICCA Congress will take place in the city of Houston.

PPT 64: Houston photo

(Applause)

PPT 65: GA logo

Martin:

And now some information on a number of **important matters**.

PPT 66: Congress Charity

As is traditional, each year we select a Congress charity, to give something back to the local community where we are meeting. Instead of handing out speaker gifts, a donation has been made on behalf of each speaker. The Local Host Committee has also generously asked not to receive a gift but instead to make an additional donation.

This year's charity is the *Haciendo Camino* [*Aciendo Camino*], a non-profit organization working since 2006. Their mission is to improve the life quality of vulnerable children and families in the North of Argentina.

This year also sees a brilliant grassroots initiative by members to donate children's shoes, books, and games to the charity. Thanks to all those who've donated or plan to donate. And thanks also to Jane Vong Holmes for coming up with the original idea. We'll announce the full donation results at the Closing Session on Wednesday.

PPT 67: Social Media

#ICCAWorld

Join the online conversation on Twitter by using hashtag: #ICCAWorld. We encourage you to use #ICCAWorld to share key takeaways of sessions so you can share them with other members, search for #ICCAWorld to see what other members are saying, and to ask members for advice. Twitter feeds will be shared on social media screens throughout the venue during the Congress. Please keep on using hashtag #ICCAWorld after the Congress, to share your ICCA activities and take benefit of the ICCA community all year round.

#ICCAFriends

We know lots of ICCA members here have become great friends, or will become great friends at this ICCA Congress. Remember the moments with your ICCA Friends at the Congress by taking a group picture and share it using hashtag #ICCAFriends. What you could do, is use an infamous "selfie stick", so even more ICCA Friends fit in the picture!

Nina: (TEST PHOTO ON STAGE)

PPT 68: Silent Auction

Please don't forget to bid in this year's Silent Auction. There are some amazing prizes on offer!

Proceeds go to the ICCA Education Fund which supports the student visitors to our Congress and a range of educational programmes for young professionals. This year we have six students with us – please look out for them, study their CVs in the student corner and meet them there during the coffee breaks.

PPT 69: GA logo/ Housekeeping

Martin:

Finally, a couple of housekeeping matters:

Please make sure you wear your badge at all times, during the day and at evening functions, or you may not be able to gain access to this and other venues. If you lose your badge, please go to the Registration Desk with some official ID to report this and obtain a replacement.

Please do not leave your valuables behind in meeting rooms.

And.....

For this evening:

At 17.30 Buses will bring us to the Colon Theatre for the 2nd half of an opera performance by the great Russian composer Sergei Prokofiev. This is dress rehearsal performance, a unique opportunity to experience the Theatre in action. You have tickets in your welcome kit, but don't worry that these say 5pm, we're just going in for the second half. **Please go straight to the transfer buses outside after the GA ends. After this, we look forward to** the Welcome Reception in the Gran Salon of the Panamericano Hotel.

Those that don't wish to go to the opera can go to their hotels (there will be a bus continuing to the Sheraton, the rest can walk). The Welcome Reception starts at 19.00 (7.00pm) and 20, 30 and 40 year certificate holders please don't forget to come to the foyer of the Welcome Reception at **19:30 (7.30)**.

Nina:

Ladies and gentlemen, this concludes the final business of the 54rd ICCA General Assembly. I look forward to seeing you all at the Welcome Reception.