

# RECORD OF GENERAL ASSEMBLY CAPE TOWN FEBRUARY 2016

## Part 1 – Friday 19<sup>th</sup> February 2016

| Registered Participants |                       |                                   |               | Attendance at<br>Quality Seminar |
|-------------------------|-----------------------|-----------------------------------|---------------|----------------------------------|
| Keith                   | Burton                | African Agenda                    | South Africa  | Yes                              |
| Sissi                   | Lygnou                | AFEA Travel & Congress            | Greece        | No                               |
| Kristen                 | Tremeer               | African Agenda                    | South Africa  | Yes                              |
| Gianluca                | Buongiorno            | Aim Group International           | Austria       | Yes                              |
| Patrizia                | Semprebene Buongiorno | Aim Group International           | Italy         | Yes                              |
| Roslyn                  | McLeod                | Arinex                            | Australia     | Yes                              |
| André                   | Vietor                | Barceló Congressos                | Spain         | Yes                              |
| Begona                  | Bisteni               | BP Servimed                       | Mexico        | Yes                              |
| Alejandro               | Ramirez Tabche        | Business Travel Consulting        | Mexico        | Yes                              |
| Breda                   | Pecovnik              | Cankarjev Dom                     | Slovenia      | Yes                              |
| Dusica                  | Todorovic             | Cankarjev Dom                     | Slovenia      | Yes                              |
| Nicola                  | Mc Grane              | Conference Partners               | Ireland       | Yes                              |
| Nicolette               | Van Erven             | Congress by design                | Netherlands   | Yes                              |
| Kayo                    | Nomura                | Congress Corporation              | Japan         | Yes                              |
| Ølvind R                | Lie                   | Congress-Conference As            | Norway        | Yes                              |
| Alain                   | Pittet                | Congrex Switzerland               | Switzerland   | Yes                              |
| Xenia                   | Van Edig              | Copernicus Meetings               | Germany       | Yes                              |
| Inge                    | Hanser                | CPO Hanser Service GmbH           | Germany       | Yes                              |
| Hermann                 | Hanser                | CPO Hanser Service GmbH           | Germany       | N/A                              |
| Michael                 | Kern                  | DEKON Group                       | Turkey        | Yes                              |
| Peder                   | Andersen              | DIS Congress Service              | Denmark       | Yes                              |
| Helle Klestrup          | Andersen              | DIS Congress Service              | Denmark       | Yes                              |
| Erene                   | Charalabous           | ERA                               | Greece        | Yes                              |
| Eirini                  | Toli                  | ERA                               | Greece        | Yes                              |
| Jérôme                  | Sicchi                | Europa Organisation               | France        | Yes                              |
| Nata                    | Nambatingué           | European Society of Cardiology    | France        | Yes                              |
| Michel                  | Neijmann              | FIGUR                             | Turkey        | Yes                              |
| Jason                   | Yeh                   | GIS Group                         | Taiwan        | Yes                              |
| Aude                    | Charles-Achille       | Hopscotch Congrès                 | France        | No                               |
| Sarah                   | Markey-Hamm           | ICMS                              | Australia     | Yes                              |
| Jaok                    | Ku                    | INTERCOM Convention Services      | South Korea   | Yes                              |
| Jae Meen                | Seok                  | INTERCOM Convention Services      | South Korea   | Yes                              |
| Korkut                  | Oyal                  | INTERIUM                          | Turkey        | No                               |
| Andrew                  | Dergousoff            | International Conference Services | United States | Yes                              |
| Mathias                 | Posch                 | International Conference Services | Canada        | Yes                              |
| Markus                  | Preussner             | Interplan AG                      | Germany       | Yes                              |
| Keiko                   | Nishimoto             | Japan Convention Services, Inc.   | Japan         | Yes                              |
| Jean-Paul               | De Lavison            | JPdL International                | Canada        | Yes                              |
| Ori                     | Lahav                 | Kenes Group                       | Israel        | N/A                              |
| Iftah                   | Amit                  | Kenes International               | Israel        | Yes                              |
| Jocelyne                | Muelli                | KIT Group GmbH                    | Germany       | Yes                              |
| Stephane                | Talboom               | KIT Group GmbH                    | Germany       | Yes                              |
| Jurriaen                | Sleijster             | MCI                               | Switzerland   | Yes                              |

|          |             |                                |             |     |
|----------|-------------|--------------------------------|-------------|-----|
| Laura    | Biscay      | MCI Argentina                  | Argentina   | Yes |
| Rodrigo  | Cordeiro    | MCI Brazil                     | Brazil      | Yes |
| Jean     | Evans       | MCI Dublin                     | Ireland     | Yes |
| Bruna    | Bertolini   | MCI France                     | France      | Yes |
| Vishal   | D'Souza     | MCI India                      | India       | Yes |
| Stephan  | Wurzinger   | MCI Sydney                     | Australia   | Yes |
| Bannie   | Kim         | MECI                           | South Korea | Yes |
| Manuela  | Marchetti   | Meeting Minds - Experts        | UAE         | Yes |
| Medhat   | Nassar      | Meeting Minds - Experts        | UAE         | Yes |
| Stefan   | Walter      | Mondial Congress               | Austria     | Yes |
| Chiara   | Cammi       | PLS Educational SRL            | Italy       | Yes |
| Emma     | Aru         | Studio EGA s.r.l.              | Italy       | Yes |
| Cristina | Aru         | Studio EGA s.r.l.              | Italy       | Yes |
| Raul     | de Gregorio | T&C Europe                     | Spain       | Yes |
| Jan      | Tonkin      | The Conference Company         | New Zealand | Yes |
| Sue      | Daugulis    | Venue West Conference Services | Canada      | No  |

**IAPCO**

|        |             |  |                |  |
|--------|-------------|--|----------------|--|
| Olivia | Galun       |  | United Kingdom |  |
| Sarah  | Storie-Pugh |  | United Kingdom |  |

**Corporate Partners**

|          |           |                                  |                      |
|----------|-----------|----------------------------------|----------------------|
| Steen    | Jakobsen  | Dubai Business Events            | United Arab Emirates |
| Thorsten | Kausch    | Hamburg Convention Bureau GmbH   | Germany              |
| Andrea   | Weidinger | Hamburg Convention Bureau GmbH   | Germany              |
| Dawn     | Page      | Hong Kong Tourism Board          | United Kingdom       |
| Helen    | Chan      | Meetings & Exhibitions Hong Kong | United Kingdom       |
| Fiona    | Chappell  | Melbourne Convention Bureau      | United Kingdom       |
| Alice    | Au        | Toronto Convention Bureau        | Canada               |

**Accompanying Persons**

|             |                |                      |
|-------------|----------------|----------------------|
| Terry       | Hibbitt        | New Zealand          |
| Harry       | Boele          | Netherlands          |
| Belinda     | Burton         | South Africa         |
| Nils        | Daugulis       | Canada               |
| Eugenio     | Malgeri Zeri   | Italy                |
| Marcello    | Malgeri Zeri   | Italy                |
| Keith Peter | Mutch          | United Arab Emirates |
| Darin       | Nishi          | Canada               |
| Eamonn      | O'Callanain    | Ireland              |
| Anna        | Pittet         | Switzerland          |
| Mimi        | Ramalho        | Canada               |
| Sebnem      | Tekin Neijmann | Turkey               |
| Shane       | Tremeer        | South Africa         |

**Apologies**

|          |                |                                    |             |
|----------|----------------|------------------------------------|-------------|
| Susanna  | Tocca          | AIM GROUP INTERNATIONAL            | Portugal    |
| Jan      | Van den Broeck | Aim Group International, Brussels  | Belgium     |
| Paloma   | Belles         | AOPC                               | Spain       |
| Hanne    | Kvalheim       | CAP Partner                        | Denmark     |
| Alexis   | Richard        | Colloquium                         | Belgium     |
| Rob      | Zikkenheimer   | Congress Care                      | Netherlands |
| Georgia  | Tsatsou        | Erasmus Conferences Tours & Travel | Greece      |
| Murat    | Ceyhun         | FLAP KONGRE A.S.                   | Turkey      |
| Olivier  | Cassedanne     | HOPSCOTCH CONGRES                  | France      |
| Arianna  | Caldon         | KEY Congress & Communication       | Italy       |
| Monimita | Sarkar         | KW Conferences Pvt Ltd             | India       |
| Luigi    | Cammi          | PLS Educational                    | Italy       |
| Marzia   | Folegani       | Publi Créations                    | Monaco      |
| Luc      | Niville        | Semico                             | Belgium     |
| Aysun    | Altuner        | ZED Event Management & Consultancy | Turkey      |

**Welcome and Opening**

Michel Neijmann, President of IAPCO, warmly welcomed all members to the Annual Meeting and officially opened the proceedings. He also welcomed the attending destination partners and thanked them for their support of IAPCO.

Michel Neijmann, President of IAPCO, officially opened the General Assembly, attended by IAPCO members only. He thanked the sponsors of the Annual Meeting.

**Leaving Lisbon**

The President referred back to the General Assembly in Lisbon and that during the past year the Council had reviewed the proceedings taking into account the feedback from the members, with a remit to engage and activate the members. Hazel Jackson, our facilitator, was introduced as the moderator of the Meeting.

**Engagement**

Members had been extremely active during the past year on IAPCO business, and were asked to present details of their engagement:

- Sarah Markey-Hamm, ICMS - AIME Education Programme, Melbourne – February
- André Vietor, Barceló Congressos - AIPCO Conference, Dublin – March
- Bruna Bertolini, MCI France - JMIC Conference, London – May [with Sissi Lignou, AFEA]
- Markus Preussner, INTERPLAN - Member Inspection, Prague - May
- Nicola McGrane, Conference Partners - ECM Summer School, Vienna – Aug; Member Inspection, Prague - May
- Andrew Dergousoff, ICS Vancouver - SMART Monday IMEX America, Las Vegas – October
- Mathias Posch, ICS Vancouver, and Michel Neijmann, Figur - Convening Leaders PCMA, Vancouver – January
- Alain Pittet, Congrex Switzerland - Meetings Africa Seminar, Johannesburg – to take place the following week!
- Peder Andersen, DIS - Member Inspection, Istanbul – July; Member Inspection, Amman - November
- Jan Tonkin, The Conference Company, and Mathias Posch, ICS Vancouver, Assoc. Day, IMEX Frankfurt - May
- Ori Lahav, Kenes International – mini-conference at ICCA, Buenos Aires – November

The President recognised those that were not present but who had also been actively engaged:

- Ajay Bhojwani, MCI UAE - IAPCO/PCMA Seminar IMEX Frankfurt – May
- Philippe Fournier, MCI France - JMIC Presidency
- Magdalina Atanossova, AIM International - IAPCO ADMEI Seminar IMEX Frankfurt – May; IAPCO ADMEI Seminar IMEX America – October
- Carlos de Sebastian, Tilesa Kenes - Facilitator at IAPCO/IBTM Seminar, Barcelona – November
- Sarah Fitzpatrick, Conference Partners - ABPCO Round Table, London – October
- Sissi Lignou, AFEA - JMIC Conference, London – May [with Bruna Bertolini, MCI France]

### **Other Activities**

IAPCO had participated in many other international and industry events:

- IMEX Frankfurt
- IT&CMA, Bangkok
- IMEX America
- IBTM World
- PCMA
- HCA
- CIC
- JMIC

### **EDGE**

André Vietor, Chair of the Training Academy, presented the new educational offering from IAPCO: EDGE – Experts in Dynamic Global Education. He outlined how the new programme had come into being with the remit of being both Accessible, Affordable and Convenient. EDGE programmes comprised of 3 levels of education: Levels 1, 2 and 3.

He also presented web-EDGE, the new on-line offering, which currently provided an on-line starter pack of webinars.

Jan Tonkin presented EDGE Auckland which had taken place in New Zealand in August 2015 – Level 2. Peder Andersen presented EDGE Copenhagen which had taken place in Denmark in January 2016, also Level 2.

Mathias Posch provided details of the forthcoming EDGE Seminar in Whistler, Canada, on 25-27 May 2016 – Level 2. Other future EDGE Seminars included EDGE Seoul 17-19 November 2016 [Level 2] and EDGE Athens 17-19 January 2017 [Level 1].

### **Education**

Other educational activities during 2015 included the Qatar National Seminar, the Thailand [series 3] National Seminar and two mini conferences at ICCA.

Three seminars had been held at IMEX Frankfurt, with PCMA, IAPCO solo and with ADMEI.

As part of the continuing drive for educational excellence and to meet the needs of members to maintain quality, a high standard of education had been introduced into this Annual Meeting, as Level 3 education.

### **Membership**

Sarah Storie-Pugh, Executive Director of IAPCO, outlined the current membership status. Three new members had been accepted during 2015: Guarant from the Czech Republic, Arab Organizers from Jordan, a new country for IAPCO, and an International Office Member, ICS Denver, the first member from the United States.

Various International Office Members had resigned resulting in a current membership of 116 subscribing members from 41 countries:

- AIM Group Sofia
- Acqua, Brazil
- MCI Brussels
- MCI Madrid
- MCI Barcelona
- MCI Melbourne

36 enquiries from 27 countries had been received but which had not translated into full applications. One member application, having reached site inspection, had been unsuccessful in their application.

At the end of 2014, 24 companies had been non-compliant; at the end of 2015 only 8 companies were non-compliant.

### **Annual Survey**

Michel Neijmann reported on the Annual Survey figures, full details of which would be available on the website:

- 8591 meetings organised (7075 in 2014)
- 3.17m participants (2.86m in 2014)
- 5429 employees (5224 in 2014)
- 804k sqm handled (631k in 2014)
- 2.42m hotel rooms (3.81 in 2014)
- 5.12 B€ economic impact

### **Dashboard**

Olivia Galun, Secretariat, presented the new Member Dashboard, which would go live on 1 May, with circulation of member certificates. This would enable members to manage their own profiles, would contain a personal quality check-list mechanism and would provide a one-stop easy access to the on-line member library.

### **Partnerships**

Nicola McGrane, leading the Corporate Partnership programme, outlined the partnerships that had been in place during 2015. This had equated to, and thus saved on subscriptions:

- 1373 euros / per Company Member
- 824 euros / per International Office Member
- 412 euros / per National Office Member

She continued and confirmed the partnerships for 2016

- Destination Partners
  - Dubai
  - Hong Kong
  - Toronto
  - Melbourne
  - Hamburg
- Other Partners [Venues]
  - KLCC Malaysia
  - ACC Liverpool
  - Jumeirah Madinat
- Partners in Kind [Council Meetings]
  - Emirates
  - Edinburgh
  - Washington
  - Gothenburg

Estimated value: 140000 euros

The Technology Partnership category would be discontinued to avoid any potential conflict of IAPCO being seen to endorse a particular IT product.

### **Finance**

Peder Andersen, Treasurer, presented the current financial position, details of which had been previously circulated. The reserves as at 31 March 2015 were at 215k, and it was estimated that the reserves at 31 March 2016 would be slightly in excess of this. The audited accounts had been circulated to all members with no comments received, and were therefore approved.

The Treasurer reported that, in addition to the budget circulated, Council recommended that 15k be allocated to further marketing. This was agreed, and the budget thus approved.

### **Burundi**

Patrizia Semprebene reported on the crisis in Burundi. IAPCO's CSR project was to build a basketball court for the hospital in Bubanza but due to the current civil war, this had all been put on hold. The funds were held in an IAPCO CSR account and would be held there until such time as the future of the country was determined. Currently 6335€ had been received/pledged.

### **Working Groups**

Mathias Posch reported on the working groups and reflected on how important they were to the development of the Association and to the networking for new members. Two new working groups were proposed:

- RfP for the provision of housing services
- Closing Reports template

However, insufficient interest was shown in these topics and no new ones were proposed.

### **Council**

Michel Neijmann expressed his thanks to Sumaira Isaacs for her work on Council during the past two years, and also to Patrizia Semprebene Buongiorno, stepping down after 14 years on Council. He particularly acknowledged the extensive contribution by Patrizia.

As the nominations received for Council filled the existing vacancies, there would be no elections. Michel Neijmann announced that Jan Tonkin would be the next president, with her selected Vice-President as Mathias Posch.

The new council would therefore be:

|                |                                       |
|----------------|---------------------------------------|
| President:     | Jan Tonkin                            |
| Vice President | Mathias Posch                         |
|                | Alain Pittet [new member]             |
|                | Jean Evans [new member]               |
|                | Kayo Nomura                           |
|                | Keith Burton                          |
|                | Michel Neijmann [ex-officio]          |
|                | Nicola McGrane                        |
|                | Peder Andersen:                       |
|                | André Vietor [co-opted]               |
|                | Medhat Nassar [co-opted] [new member] |

### **2016 Activities**

Michel Neijmann reported on the Activities currently in progress for 2016

- Bespoke – Meetings Africa Seminar
- Member Dashboard goes live!
- IMEX Frankfurt
- Awards Programme launched
- EDGE Whistler
- Bespoke Seminar Suzhou
- ECM Summer School - Zagreb
- Case Studies Project
- IT&CMA - Bangkok
- IMEX America
- Bespoke mini conference – ICCA - Kuching
- EDGE Seoul
- More web-EDGE throughout the year
- IBTM World Barcelona
- EDGE Athens
- Annual Meeting 2017 Dubai

There were no questions on the information submitted and thus the President **closed the GA Part 1.**

## **IAPCO MATTERS – Saturday 20<sup>th</sup> February 2016**

### **STRATEGIC MARKETING PLAN**

Michel Neijmann, President of IAPCO, presented the Strategic Marketing Plan, to which Council had been working for the past three years, and thanked Hazel for her input in guiding Council:

**Mission Statement:** *The IAPCO mission is to raise the standards of service amongst its members and other sectors of the meetings industry by means of continuing education and interaction with other professionals.*

#### **Core Values:**

- *Get Involved*
- *Be Extra-ordinary*
- *Uphold the Trust*
- *Proud of our Profession*
- *Set the Benchmark*
- *Because Learning Matters*

**Brand Promise:** *Access to learning that drives your business*

- *Global Credibility and Visibility*
- *Intimate and Inspiring*

#### **The 3-year Key Thrusts:**

1. *To define and be ready to execute the full new accreditation process:*  
This was “work in hand” and following feedback from members in Lisbon, a detailed survey was sent to all members. The results of this survey led to the formation of a Quality Review Task Force.
2. *To improve the education programme so that it is relevant to drive business, affordable, inclusive and using technology:*  
This had been completed and implemented.
3. *To have successfully engaged the business development hit list and create a clear communication plan so that IAPCO is the industry voice:*  
Work had begun on this, and was being continued.
4. *To drive alternative revenue streams to membership so that 40% of revenue is outside of membership:*  
This had been achieved.

The President confirmed that there would be on-going review of the new Strategic Marketing Plan under the new President.

### **ACCREDITATION AND QUALITY REVIEW**

#### **Refer to ppt presentation – attachment 1**

Keith Burton, Council representative on the Quality Review Task Force, outlined the current position

Michael Kern, Leader of the Quality Review Task Force, presented the findings of the Task Force and the proposed way forward.

|               |  |
|---------------|--|
| Leader:       | Michael Kern, Dekon  |
| Members:      | Sissy Lignou, AFEA<br>Luigi Cammi, PLS<br>Sarah Markey-Hamm, ICMS<br>Monimita Sarkar, KW<br>Ajay Bhojwani, MCI UAE |
| Council Rep.: | Keith Burton, African Agenda   |

The immediate step was to strengthen the Non-Compliance status of the membership and the use of the Accreditation logo, with the Quality Review Task Force presenting their proposals to Council in April for immediate implementation.

Members were asked if they had questions, none were raised. Members were asked for a show of hands as to whether the Quality Review Task Force was proceeding in the right direction to which the majority of members present confirmed. The remit to Council was therefore to continue as proposed.

### **Non-Compliance**

Two members [Atout France, and Convention Linkage, Japan] had not attended the required number of Annual Meetings and the recommendation to the members was that their membership should be automatically terminated should they not be present in Dubai. The members voted: 96% were in favour of the termination. Members questioned why this was not happening immediately; Keith responded that the strengthening of the implementation of the quality requirement was currently being looked at, awaiting the results of the Quality Review Task Force.

### **CASE STUDIES**

#### **Refer to ppt presentation – attachment 2**

Jurriaen Sleijster presented the new project currently in progress regarding Case Studies, details of which had been compiled by the Case Studies Working Group.

- Jurriaen Sleijster
- Roslyn McLeod
- Patrizia Semprebene Buongiorno
- Jan Tonkin
- Dan Rivlin

The following steps were proposed to progress the concept

1. Form an Editorial Committee
2. Design a "matrix" for writing case studies
3. Develop a promotional campaign for the use of these case studies
4. Put in place a support system to help IAPCO members
  - (a) write case studies
  - (b) ensure consistency in the use of the tool
5. Develop a mechanism to measure the impact of the initiative and improve it
6. Long-term activity, so create a committee around it

Editorial Committee

- Jurriaen Sleijster
- Sissi Lignou
- Jason Yeh
- Alain Pittet
- Sarah Markey-Hamm
- Kristen Tremeer

There being no Questions on the information submitted and thus the IAPCO Matters session was closed.

## **GA Part 2 – Sunday 21<sup>st</sup> February 2016**

### **Working Group – Bid Procedure**

#### ***Refer to ppt presentation – attachment 3***

The Working Group consisted of:

Georgia Alexopoulou  
Paloma Belles  
Annette Gleich  
Alain Pittet from  
Jocelyne Muelli  
Katrin Suchi  
Inge Hanser



Inge Hanser, as leader of the Working Group, presented the recommendations to be applied by IAPCO members when asked to submit Bids.

It had been agreed that this could not form part of the Code of Conduct as it would be a recommendation rather than an enforcing step. However, we have to make a start somewhere, and it was felt that it would give strength to the Association. It was recommended that if circumstances meant that members could not embrace this, they should inform IAPCO why and of the circumstances so that data could be collected for further discussion at the 2017 GA.

Christina Aru recommended that, as IAPCO ambassadors, they should target a few local associations to say this is how we should act.

Roslyn McLeod recommended that members working closely with the CVBs should educate them to embrace this; use the mechanism of the CVB to influence the clients. She also felt that a minimum of 3 weeks was too little.

Jurriaen pointed out that this would not work for all clients as, for example, corporate clients are different, different size of event etc.

It was agreed that the existing RfP document would be updated with this recommendation from the working group, as some concerns were expressed about the monetary element, subject to final endorsement by Council. It was agreed that, as a call to action, everyone would endeavour to educate their CVBs.

### **Annual Reports**

Michel Neijmann asked for approval of the Annual Report 2016. Christina Aru proposed approval, seconded by Jean Evans.

Inge Hanser proposed approval of the financial reports incorporating the estimated accounts to 31 March 2016 and the budget for the year 1 April 2016-31 March 2016; seconded by Medhat Nasser.

### **Awards**

Michel Neijmann announced the winners of the IAPCO Awards and congratulated the victors:

#### ***Regional Client Award***

ESOT – AIM Group International

#### ***International Client Award***

IEEE 802 LAN/MAN Standards Committee - Arinex

#### ***Supplier Award***

Société d'Exploitation de l'Acropolis de Nice - Kenes Group

Michel Neijmann introduced Andrew Dergousoff as the winner of the 2014 Innovation Award, such innovations were leading us to the edge of conference organisation.

Andrew outlined his innovation, the recognition and benefit he had received as a result, and the IAPCO networking which had followed, stressing the benefit of the IAPCO brand. He had in fact received a landslide of activity, with coverage on the front page of IMEX Daily, three magazine interviews and ten website announcements. He was extremely grateful for the honour bestowed.

Andrew then introduced the shortlisted entries for the 2015 Innovation Award and their video submissions presented:

- Martin Rasmussen, Copernicus Meetings, Germany
  - PICO: Presenting Interactive Content
- Gaia Santoro, AIM Group International, Italy
  - Creating an event within an event using social media
- Yoshihito Takahashi, Congress Corporation, Japan
  - Online Luncheon Ticketing System app

The members voted for their preferred winner, the results of which would be announced at the IMEX Gala Dinner.

### **2018 Annual Meeting Destination**

Michel Neijmann was pleased to announce the winner of the 2018 Annual Meeting Bid, but before so doing he thanked all the destinations who bid, there were fantastic submissions and on behalf of IAPCO he was proud of such excellence. He reiterated that there was a strict scoring criteria for the submission of bids. And the winner for 2018 is .....



There being no further business, the President **closed the GA Part 2.**

### **Closing – Sunday 21<sup>st</sup> February 2016**

Hazel Jackson summed up the activities of the past three days, the learnings and the outcomes.

The Members completed their evaluations of the Meeting.

Michel Neijmann, President of IAPCO, prepared to close the Annual Meeting.

He warmly thanked:

- Gearhouse and the technicians who had served the meeting so well;
- The partners and sponsors who financially supported IAPCO activities;
- The African Agenda team who had been simply outstanding throughout;
- Keith Burton for his hosting of the Annual Meeting the extraordinary experience he had provided for all the members;
- Hazel Jackson, our facilitator, who had conducted the proceedings in such an informative and exceptional manner;
- The Council without whom the advancement of IAPCO, the ever-increasing recognition of the brand and the value for members would not be possible;
- The IAPCO Office, Olivia Galun and Sarah Storie-Pugh, who continued the smooth running of the Association.

The members enthusiastically endorsed his expressions of thanks.

Michel had the pleasure to hand over his Presidency to the new President, Jan Tonkin, to take effect as of 1 April.

Jan Tonkin took to the stage to acknowledge Michel and the work of his exceptional presidency. His leadership and guidance of Council had served to promote and enhance the value of IAPCO and she thanked him warmly for his contribution to the Association.

To close the Annual Meeting, Jan Tonkin handed over to Medhat Nassar to introduce the destination for the 2017 Annual Meeting: Dubai.

**The 2016 Annual Meeting & General Assembly was drawn to a close.**