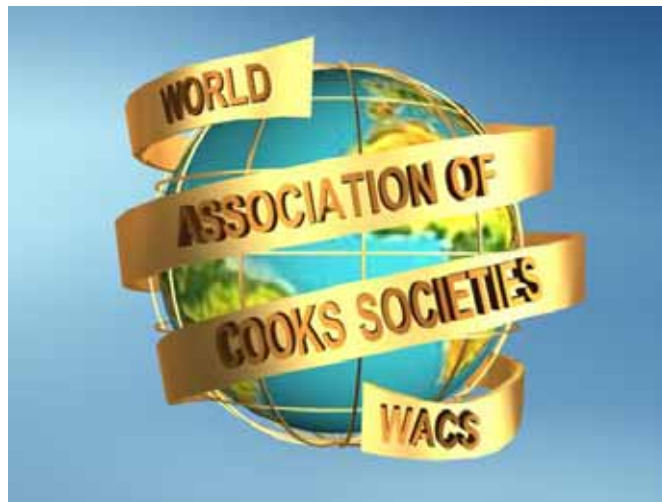


WORKSHOP DOCUMENTATION

17th – 18th February 2003, Singapore



EXECUTIVE SUMMARY

Prepared for the WACS Board of Directors

I. Introduction to workshop

In order to ensure gender-equity it is understood that any reference to HE or SHE automatically includes both genders.

Note of disclaimer:

In the process of analyzing the parts of WACS that work and do not work, we are engaging in some criticism of people who cannot be here to defend themselves. The ineffectiveness of the existing system is the true root of the problems of WACS today. The leadership currently operates in an ineffective system, and is by no means the cause of the problems we have identified.

All workshop delegates also recognize that the current board has made progress particularly with the new statutes and the success of the culinary board.

DISCUSSION EXTRACTS

1 Introductory statements

Graham Hawkes is here in an advisory role as his background in the WACS board is substantial. He has no voting rights but is to assist us in queries and issues that need to be addressed.

Chairman's vision for this workshop:

- The meeting should follow strictly the set agenda and time schedule.
- Voting will be conducted after every point has been discussed.
- Would like this workshop to be perceived as just the starting relationship for further WACS development.
- Would like to see everything discussed during this workshop to be implemented at the forthcoming congresses and regional forums.
- Advises that all speak freely about existing problems.

2 Characteristics of WACS as a worldwide umbrella group

Advantages:

- Numbers in membership
- International recognition
- Local government and tourism support
- Networking for training, jobs, business and lifestyle opportunities

BUT, do they really exist or are they just potential opportunities?

Note: Highly Confidential

Not to be disseminated to persons outside of the WACS Board of Directors and WACS Strategic Planning Task Force

The delegates discussed the strengths and weaknesses of WACS as follows:

- WACS does not leverage its position as a worldwide organization.
- Do we want to be a fraternity or a professional organization?
- Local members do not know what WACS stands for, nor do they see a value to them. The only exception is the participation at culinary shows. WACS is seen as a social club.
- Is WACS really attractive to sponsors, who expect qualitative and quantitative returns.
- There are many competitive associations, such as the Food and Wine Society and the Slow Food movement, which are more effective and provide greater value.
- The Bocuse d’Or is more prestigious than any WACS competition, because of its marketing and star chef component.

>> *Viewing of the 1992 marketing video produced for South African Chefs Association under the leadership of Bill Gallagher. (SEE APPENDIX A)*

3. Reflections on Bill Gallagher’s 1992 WACS Marketing Plan

- The video produced by Bill Gallagher 12 years ago, also known as the BG doctrine will be digitised, translated and distributed, courtesy of Peter Knipp Holdings.
- The video provides great direction, but could include greater focus on education. Although approved and endorsed, it was not followed up.
- WACS needs to take ownership and accountability for implementing the approved directives over time. This should not be construed as criticism, but as a reminder to put in place a structure and ensure its implementation.
- WACS needs to attract opinion leaders and star chefs in order to appeal to the youth and the media.

CONCLUSIONS	
Issues	Status
WACS marketing plan developed by Bill Gallagher to be called the ‘Gallagher Doctrine’, and to be copied, distributed and used as reference for all WACS members in future.	✓ Voted and accepted by all
WACS to move away from ‘fraternal group’ status and move towards ‘professional organization’ status.	Not voted on but generally agreed
Strategic planning task force to take ownership of all actions assigned to them at this workshop so that recommendations agreed on and adopted by the board will be implemented.	Not voted on but generally agreed

II. Communication barriers & solutions

DISCUSSION EXTRACTS

1. WACS Official Website: www.wacs2000.org

- Internet is a communication tool that is cost effective and almost all members now have access. Important events can be webcast live – like the upcoming congress in Ireland. Ideally, www.wacs2000.org should be the CNN of the chefs' world.
- Peter Knipp Holdings (PKH) has been to date responsible for every sponsor of the website. No one in WACS has put forward a single converted sponsor since its creation. Therefore, because of the lack of funds generated by the website, translation services cannot be made available at this moment.
- Possibly because there are no clear job descriptions, directors didn't know their expectations so ownership was not always there. Propose that the onus and responsibility is on continental directors to note which community does not have access and get it in hardcopy to them. But can we afford a budget for this task?

2. Languages

- Different languages are recognized as a potential problem. Languages belong to a culture and it is the culture that may prevent information sharing. With no clear job descriptions for leaders, they are left to their own cultural interpretations of their role in WACS.
- It is necessary to suggest guidelines for effective communication, horizontally and vertically, with clear objectives, timelines, goals and specifications on who is responsible for communicating what.
- Propose that for the 2004 congress, we hire professional communication trainers to conduct workshops that all national appointed presidents are required to attend. Suggested that board members also undergo similar training.
- We should consolidate our many languages and work with English as an official business language in WACS, because this is in line with moving from fraternity style association to streamlined professionalism. Also recommend that the President of WACS also speaks English, or always has a translator present.
- Some things (e.g. statutes and culinary guidelines) must be revised in more languages. This and other translation services should be the continental director's responsibility. They do not have to cost a fortune: The regional directors should delegate translation responsibility to the member presidents, and accordingly, member presidents would be expected to find somebody who can provide the service at low cost, or find sponsors to cover costs.

3. Information dissemination from the Board

- There is a WACS board meeting every year. Do information and insights gained from that meeting get disseminated? Do they disseminate it properly but then it gets stuck somewhere? It's possible that it doesn't get recorded properly. About ¾ of a page of meeting minutes is given out, which doesn't provide enough details on what went on.
- During the previous presidium, all board members received the papers (including the minutes of the previous meeting), relevant to the agenda 2 to 3 weeks prior to the meeting. During this presidium, board members only receive a meeting notice. As such, this goes to show that having a permanent secretary could really make a difference.

4. Mission statement and slogan for WACS

As proposed by Mr Ferdinand Metz

Mission Statement

The World Association of Cooks' Societies (W.A.C.S.) is a non-political professional organization, dedicated to maintaining and improving the culinary standards of global cuisines.

We accomplish these goals through education, training and professional development of our international membership.

As an authority and opinion leader on food, W.A.C.S represents a global voice on all issues related to the culinary profession.

Slogan

" W.A.C.S, the global authority on food. "

CONCLUSIONS	
Issues	Status
Guidelines for effective communication must be formulated and presented to WACS by 2004.	✓ Voted and accepted by all
English as an official working language for all WACS business and events, with a set of other languages (yet to be determined) used for translation of crucial documents.	✓ Voted and accepted by all
Mission statement for WACS	✓ Voted and accepted by all

III. Leadership Structure (part a)

DISCUSSION EXTRACTS

1. Continental areas and directorship

- Currently we have 5 continental directors. We're talking about changing WACS – it isn't going to happen with just 5 people. Propose that we redefine the continental management structure.
- If a continental director speaks one language, how effective can he be as a continental director in some areas?
- By re-zoning regional management, we are not trying to create independent areas by economic virtue. Quite the opposite. We hope they will be working closer together because they are better managed. However, how the zones are redefined is an issue that has to be taken up soon at the regional meetings.
- We have to increase the amount of management in order to serve a growing association. We've grown but the presidium structure has not adjusted itself to our growth.
- Another solution is that each continental director can have 2 assistants – it's not an elimination of directorship, but a re-assignment of representation in the new zoning, and the setting up of more effective distribution of workload and responsibility.
- Do we have the finances? If you're going to have so many directors, it's going to escalate costs.
- The countries are not meant to be grouped by economic virtue.

2. Regional Vice Presidents Roles and Responsibilities

In response to the following major areas of concern...

- Members aren't receiving a formal certificate, no package of membership information, no steps and protocol of what the responsibilities are.
- Printed and documented/archived material gets lost over the years.
- The above-mentioned problems happened because continental directors don't receive standardized job descriptions. Therefore to carry out their roles and responsibilities they use their own interpretation of what a continental directorship entails.

Note: Highly Confidential

Not to be disseminated to persons outside of the WACS Board of Directors and WACS Strategic Planning Task Force

...the WACS Strategic Planning Task Force advises that:

- A standardized form is designed for each continental director to fill in which works as a brief ‘synopsis’ of the countries that are under their jurisdiction.
- Continental directors train and brief member presidents on WACS macro and micro procedures and policies (while at the same time receiving training and instruction from WACS themselves)
- Continental directors are the main communicators of information to their region, which means they distribute membership packages, annually meet with regional members, and effectively handover documentation to successors.
- They should also be responsible for generating a yearly membership survey update that would include information on sponsorship matters, details of the hardware and software they possess and an inventory of capability.
- A quarterly report on activities should be submitted to the board, to coincide with a financial yearly report. This should be ready a month before the congress convenes.
- Continental directors should implement and drive marketing plans for their regions.

CONCLUSIONS	
Issues	Status
Redefine the continental management structure into 9 zones, with 9 continental directors (or regional vice presidents). <u>North and Central Europe</u> ; <u>Baltic and Mediterranean countries</u> ; <u>North America</u> ; <u>South America</u> ; <u>South-East Asia</u> ; <u>North Asia</u> ; <u>Pacific region</u> ; <u>North Africa</u> ; <u>South Africa</u> . <i>(SEE DETAILS IN APPENDIX B)</i>	✓ Voted and accepted by all

IV. Leadership Structure (part b)

DISCUSSION EXTRACTS

1. The Presidium

- Electing the presidium from the board would mean the candidate has a good understanding of all the member's views. Fresh views and innovation may come from the new members of the 9 appointed continental directors.
- We should not prevent a talent from coming forward to lead if available. Not because you are a better PR and marketing person or because you speak well, though those are bonuses. However, we should set a standard of minimum qualifications, or minimum resources required. Experience should count.
- Should the President, Vice president and/or permanent secretary be from the same country? Under the current system, that's the only way they can communicate, but for the proposed professional model, not necessarily.
- Examples of corporate-like structures currently functioning well in the culinary world: Nordic countries, America, Switzerland, Germany and possibly many others.

2. Presidium structure overall (*SEE APPENDIX C*)

The WACS Strategic Planning Task Force strongly recommends this new corporate model as the potential solution to many, if not all of our existing problems within WACS. It does not have to be adopted overnight, but through a series of interim shifts in overall thinking and direction, we hope to achieve this goal.

Elected officials:

- President – Vice President - Secretary General
- Treasurer and 9 Continental Directors.
- The past president will automatically become the Ambassador
- The Honorary President will chair the Past Presidents' Committee
- The Vice President will oversee all committees
- Each of the 9 Continental Directors will run one committee (see appendix C)

Appointed or employed:

- The Executive Director
- The Finance Manager
- Any future staff member

- Theoretically, we already have a WACS headquarters in Switzerland. Perhaps the new permanent secretariat and office can be housed there in the interim, with a figure like Norbert Schmidiger to ensure continuity. As we find more funds, we can expand this office and its functions.

Note: Highly Confidential

Not to be disseminated to persons outside of the WACS Board of Directors and WACS Strategic Planning Task Force

- The 9 elected continental directors are tasked with defining the key areas of progress needed to be made and making recommendations to move ahead. Fellow directors will vote on each issue, as presented by their colleagues.
- Of course, we have to look at the finances involved in adopting such a model, but the reigning question is not whether we can afford to – **it’s whether we can afford not to.**

3. Voting System

i) Proxy votes

- Under the new statutes one needs to nominate one person in writing and only one other country can be nominated as a proxy – if you’re going to use your vote you have to be there. However, an issue still exists because a voter could be offered the one allowable proxy vote from several countries.
- Difficult to control proxy votes. However, if we allowed a proxy vote for a certain set of predetermined issues, published in the official agenda, sent to all congress attendees beforehand by mail, that might be one way to control the problem. Proxy votes will not be accepted for issues not stated on the pre-mailed agenda that may come up during the congress.

ii) Inconsistencies in voting

- Icelandic group noted the inconsistencies in voting between congresses. For example, in congresses prior to the one in Kyoto, when voting for the congress venue, there was one vote for yes, and then 2 more after. At Kyoto there was only one for yes, and no further votes were taken.
- Propose that if the vote does not produce a clear majority of 50+% percent on an issue of importance, then there should be a second vote.

CONCLUSIONS	
Issues	Status
New corporate model (see attached APPENDIX C) represents a more structured and optimistic future for WACS, and will help facilitate its organization and management.	√ Voted and accepted by all
Proxy vote allowed for a certain set of predetermined issues, sent to all congress attendees beforehand by mail. Proxy votes for issues discussed at congress but not on the pre-mailed agenda will not be accepted.	√ Voted and accepted by all
If a vote does not produce a clear majority by (yet to be determined) percentage on an issue of importance, then there should be a second vote.	√ Voted and accepted by all

V. Leadership Structure (part c)

DISCUSSION EXTRACTS

1. Should WACS have a full time paid Permanent Secretariat?

- There appears to be no inventory of material in WACS archives.
- Some country members with existing permanent offices include Norway, South Africa, New Zealand (working on one), Japan, Germany, USA and Switzerland.
- Countries who do not have the facilities should take advantage of those who do.
- We can build a complete permanent office in stages. Phase one can be done on a low cost and within a stipulated time frame. For instance, we can take the current office we have in Switzerland, hire a full-time person to assist Norbert Schmidiger.

>> *Mr Norbert Schmidiger's 3-page email regarding his views towards the current status of WACS was translated and shared with the group by Peter Knipp.*

EXTRACTS FROM MR SCHMIDIGER'S NOTES:

- Sometimes we are compared with FIFA or United Nations on political levels, although we never have the structure or could accomplish the structure required to be such a professional organization. We don't have the financial means to be on the same level, and we also need to recognize that we don't need to be. We should find our own strengths and advantages.
- If we want to set a goal, why not make it one where we can have a board that takes over the development of WACS completely?
- Large national associations appear to have greater potential to lead WACS because they have good infrastructure, such as permanent office, media relations, etc. But these only form 10 – 12 % of all WACS members, which also shows that only few have the real power. How then can small associations with little resources effectively contribute to the future of WACS?
- It is our responsibility that each leader's position be clearly defined, with a plan to tackle issues that is accomplishable, achievable and realistic. It is important that we don't have too many complicated goals. 3 important ones are:
 - Global communication with all member associations.
 - The development of professional training programmes
 - Building on the success of the WACS culinary committee

Note: Highly Confidential

Not to be disseminated to persons outside of the WACS Board of Directors and WACS Strategic Planning Task Force

DISCUSSION EXTRACTS (CONT'D)

- All agree for the need of a business plan, and a permanent office to start things off. Need a dedicated and passionate person who has a positive outlook on turning WACS around.
- All agree that the key lies in the 'who and where'. There's also material things to consider, like office space, computer terminals, salary, etc. Wherever it is located, the person in charge needs to know WACS, but also has to be guided or assisted by a senior WACS member close by.
- If we want English to be the official language, the person must communicate in English, and his primary role will be one of communication, until further developed.

Some options for the temporary office include:

- South Africa – SACA (Bill Gallagher supervising)
 - Singapore – PKH (Peter Knipp supervising)
 - USA – ACF (Ferdinand Metz supervising)
 - Japan – AJCA (Petriea Gardiner supervising)
 - Switzerland – SKV (Norbert Schmidiger supervising)
- The person can be a volunteer who is given due reimbursement for the office space, staff, telephones, IT access and all other tangible things. However, if no such person exists, we'll have to consider full reimbursement. Have to note that this can cost up to 40 – 60,000 USD per year. 3,000 USD per month for the administrator's salary.
 - Ideally he should not be hired from the same country as any of the presidium, because if we want a truly global representation in the leadership, the secretariat, board members and presidium should be from all over the world

CONCLUSIONS	
Issues	Status
Need for a permanent secretariat, but not necessarily an immediate office location. Possibly a temporary location for a few years in the interim until permanent office can be built.	✓ Voted and accepted by all

VI. Strategic Plan for the future

Incorporating a Rollover System to ensure continuity

DISCUSSION EXTRACTS

1. Plans for the future

- Once the right structure is put in place, rolling out these new plans should not be a problem. The video was not followed up on, but this will be. We must be committed to reach a conclusion.
- However, if we make our recommendations to this board and in a few years' time there is a complete new board in place, they may not get followed through. If you don't have a rollover in place it might happen. There have to be some people who are involved now who will also be able to stay for a longer term.
- Feedback from the Nordic countries is that all of them want something to happen by 2004 so that "WACS can gain back the trust of its members".
- From now until the 2004 congress there are 3 intermediate platforms available for the recommendation and implementation of these changes:
 - Asia-Pacific Forum in Mauritius in May 2003, where the board will have a meeting the day before
 - August 2003 South Africa Forum
 - October European meeting in Italy.
- Could ask for the vote at the May meeting, because if August is the voting deadline, then that may not make implementation possible by the next congress. Board members should have time to go to various meetings during the year to propose this plan and get a feeling from all the rest.
- Should make possible the presentation of a short document in several languages, like Spanish, French, German, etc.
- By 2008 all this should be completely implemented, and WACS should be totally revitalized with new image, new re-branding – a complete changeover from fraternity to a professional organization. May 2003 should already see the start of it.
- A good idea would be that statutes be taken as a first order of business at the 2004 congress so the whole thing can flow from there.

2. Rollover system

Note: Highly Confidential

Not to be disseminated to persons outside of the WACS Board of Directors and WACS Strategic Planning Task Force

Two trains of thought –

1. Elect the continental directors and the presidium on staggered years so the continuity of mainstream projects and ideas and standards can be preserved. (i.e. “rollover”) Danger is that it creates a comfort zone. This is the system currently in place and you can see how mistakes or oversights get passed on down the line. The system inhibits innovation.
 2. Elect a whole new board of continental directors and presidium every 4 years so that each new leadership has time to stabilize and bring to pass all the plans they set out at the beginning of their term. (i.e. “cut and clean”) You are guaranteed the accountability of that specific presidium, though you may not be guaranteed the quality will be continued once established. There’s also no way to check that what we propose to this presidium will be followed through by next one.
- All participants advised put these insights and ideas out on the floor at various future meetings, in order to make it the adoption of a rollover system a democratic decision.
 - What we’re looking for now is really an interim measure to see some of it through the short term.
 - If we’re coming from the premise of fraternity to professional model, when a president of CEO gets elected in a company, he has somebody to report to. Rollover system will be a professional-based system, and we need a mid-term rollover introductory system to move to the hardcore ‘wipe slate clean every 4 years’ model.

CONCLUSIONS	
Issues	Status
New leadership structure discussed at length and decision to implement in stages stands. First presentation of new structure at Board meeting in Mauritius, May 2003. <i>(SEE DETAILS IN APPENDIX C)</i>	√ Voted and accepted by all
New election procedures to be recommended <i>(SEE DETAILS IN APPENDIX D)</i>	No vote but generally agreed

VII. Biennial Congress

1. What do we want to get out of it?

We want to give delegates valuable knowledge gained for the time spent there. As such the following would fulfill our objective:

- Education: Parallel interactive seminars/workshops
- Live demonstrations (visible ones!) by cultural specialists or masterchefs
- Representation of country's culture (but not in excess)
- Supplier and trade exhibition specifically geared for export
- Recommendation of tourism board and organizational committee of local restaurants (delegates to make their own reservations)
- Member countries cross-promotional booth with their own sponsors
- Keynote speakers on various topics – criteria and check
- On-site promotions: Food and wine, gourmet beers and other beverages
- Youth forum
- Feedback mechanism
- Daily news report / live webcasts updates
- WACS Business Centre
- IT kiosk / Internet Café (sponsorship)
- Reports (statutes update, detailed audited financial report, etc.)
- Congress agenda
- Q & A (submitted in advance, possibly on the net) for directors

2. How long should the conference be?

- 1 day reception
- 1 or 1 ½ days congress meeting
- 4 days of workshops, with sightseeing on last day
- Sunday – Thursday
- Full tour package made available for delegates who wish to relax after congress

3. Regional director's reports

- 10/15 minute overview per director, then Q & A, **or**
- Split up the members into their regions for the regional director's report, then all congregate for the:
 - chairman/board's report
 - sub-committee reports, signed off by the Vice President

4. Hosting the Congress

- Any application to host a congress has to go through the respective Continental Director and only one application from each continent or sub-continent can be considered. This would give us a maximum of nine bidders for hosting a congress.
- The congress committee will review all eligible bids and bring their top three choices for a vote by the membership. If after the first round of voting a country has received 50% or more, it will be awarded the congress.
- Should there be no single majority after the first round, then the lowest bidder will be eliminated and there will then be a run-off vote between the two finalists, with a majority being the winning bid.

5. Running of Congress

- WACS President appoints a Sergeant of Arms for the organization of the leadership meeting
- Feedback to be documented which then serves as a guiding principal for future congress committees
- This person may later be given an honorary role.

CONCLUSIONS	
Issues	Status
Congress Sergeant of Arms needed, appointed by President, to be aided by sub-committee in the managing of a congress. To report development of congress as updated by host country.	Not voted on but generally agreed.

VIII. Membership

DISCUSSION EXTRACTS

Proposal to reorganize WACS membership structure

“PROFESSIONAL MEMBERS”	
a. National	<ul style="list-style-type: none"> • 750 swiss francs • Competition opportunitites
b. Regional <i>(only if the national association agrees with it)</i>	<ul style="list-style-type: none"> • 500 swiss francs • Competition opportunities
c. Individual	<ul style="list-style-type: none"> • Only available in countries that do not have official country membership in WACS. • Competitions opportunities.
“CORPORATE MEMBERS” <i>Supporting role, guide, show and share their opinions, without voting rights on association issues. Recognized at all official WACS events.</i>	
Category A	<ul style="list-style-type: none"> • 100,000 + swiss francs
Category B	<ul style="list-style-type: none"> • Up to 100,000 swiss francs
Category C	<ul style="list-style-type: none"> • 50,000 swiss francs
“STRATEGIC ALLIANCE PARTNERS”	
A Groups needing WACS	<ul style="list-style-type: none"> • Competitions opportunities.
B Groups WACS needs	<ul style="list-style-type: none"> • Competitions opportunities.
“HONOURARY MEMBERSHIP” <i>With 2 levels of honorary awards criteria</i>	
Category A	
Category B	

1. Benefits of WACS membership

- Basic tangible benefits for all: membership cards and booklets, benefit packages. A printed pamphlet of membership benefits. Handbook. Lapel pins, badge/jacket patch. Directory. Certificate. A functional database is also a solid, tangible, quantifiable asset.
- Follow the example of some worldwide associations out there: you can't be a local member if you aren't an international member. You have to pay international fees before you can pay local ones.

Note: Highly Confidential

Not to be disseminated to persons outside of the WACS Board of Directors and WACS Strategic Planning Task Force

- Propose that if you're a member of local assoc., you automatically become an individual WACS member. Different levels of membership: basic, gold and deluxe. There is a difference between country membership fee and individual membership fee. How about a time-limited subsidy? We help you to understand how you can make money (eg. board member helps you put a business plan together). Then you can add true value for the members.
- Greatest benefit lies in education: starting up countries (like Mauritius) to develop their qualifications through apprenticeship programmes, certifications, etc. Entry-level membership with education fund, exchange programme.
- Honorary membership: should be open to any member – outstanding members with culinary background, as well as business contributors must be given due recognition.
- Recognise that since 1992 member countries increased significantly, in spite of having no membership benefits.
- Must remember not to come across as insensitive to countries that are just starting out. An understanding of each other's countries and cultures is vital. Also have to be careful – we gave support to Fiji who did not return the true value of that relationship.

2. What constitutes a country when applying for membership?

- Though looking at past frameworks, we don't want to contradict with the new definitions we're coming up. Mistakes have happened because nobody wanted make the decision.
- Asking questions like "Do you have your own currency, your own army?" may render at least 5 current members unqualified to be part of WACS. We want to bring people together.
- How are we going to rectify past country membership problems? We have to choose on criteria: League of Nations / FIFA / United Nations. ISO country code / International Trade Organization / IMF. We need to follow a leader because we are not in a position to define geographical boundaries. Mission statement says we're not political.
- In fairness to both countries who are tabled for the discussion, they should be considered and remain as full members. This was agreed upon by all present.

Note: Highly Confidential

Not to be disseminated to persons outside of the WACS Board of Directors and WACS Strategic Planning Task Force

3. Are members willing to pay more for better quality membership?

- Should we adopt a per member fee? No, because right now there are other associations out there fighting for membership, and members currently cannot see the benefits of promised ‘quality’ membership.
- It would be unacceptable to raise fees so soon after Mastrich. We ought to make the changes happen with the new pool of money coming in we can then afford to make changes to membership fees.
- How can we expect to make the changes if we don’t have the funding? Paying a full-time secretariat...etc. Ans: Don’t touch on the national fee structures, but work on the other fee structures. Corporate membership needs to be redefined.
- Regional membership needs to be reduced. Why? They don’t have voting right on the top level. They have to pay additional fees for competitions. A regional member currently pays a fixed amount of swiss francs and can use the logo while a national member has to pay a further fee. WACS has gone on to include smaller countries that can’t afford, that’s what a family is all about.
- Potential income for WACS for the website: if 20 countries support with sponsorship, possibly \$20,000.

CONCLUSIONS	
Issues	Status
Is a sporting organization like FIFA, etc. an inappropriate model for our membership structure?	✓ Voted as inappropriate, 4:3
To put the new membership pitch as a priority at meeting in May 2003 because of its importance in the future of WACS.	Not voted but generally agreed

IX. Financial Issues

DISCUSSION EXTRACTS

1. Financial Structure of WACS

- We could review our budget and allocation of funds, but should spend time here tackling opportunities rather than existing shortcomings. Think of how to make money. Are we making money today through our membership income, sponsorship and competitions?
- Evaluation of past practices: ask for a financial report for past 12 or so years. What happened in management structure over the years was that initially ACF supported WACS and Bill Gallagher gained good sponsorship in South Africa. The past two presidiums drew very little from the WACS bank. Now we've started finding more benefits (eg. Train the trainer) only recently.

2. Sponsorship returns

Case study: business relationship with Nestlé

- Why don't we go to Nestlé, who now sponsors Golden Chefs Hat in 24 countries, and say WACS can give you access to another 46 countries? Nestlé has put together a working document on how to run Golden Chefs Hat. How much value is it in terms of dollars – are they just coming in so associations can run competitions for them? The level of returns is also guided by needs. For some countries this competition may be important to them, but others may not be able to afford it.
- Multi-national companies like Nestlé work in order to maximize return on any relationship they've started with WACS. Therefore they have to be dealt on WACS board level. We also have to come up with a membership category for large multinationals like Nestlé with whom we can potentially form long-lasting mutual relationships for the exposure of our profession.

Now what we need to work on: an implementation and marketing plan, and possibly another few-day working session like this one to set structures that we've discussed in place.

CONCLUSIONS	
Issues	Status
A more creative financial strategy must be discussed and implemented in order to maximize benefits of being a worldwide business organization. More time in a separate meeting is needed for such a discussion.	Not voted but generally agreed

Note: Highly Confidential

Not to be disseminated to persons outside of the WACS Board of Directors and WACS Strategic Planning Task Force

X. Implementation Task List

<i>Action</i>	<i>By</i>	<i>Deadline</i>
SESSION I		
Transcribe, digitize and translate the WACS 1992 marketing video into several languages (as yet undecided how many). This will be shown to the current board before dissemination.	Peter Knipp	Partially completed
SESSION II		
Look for a world body to propose to WACS board as examples of how communication has progressed from a soft style fraternity to a hardcore business operation.	All	TBC
Suggest guidelines for effective communication, horizontally and vertically, with clear objectives, timelines, goals and specifications on who is responsible for communicating what.	TBC	TBC
SESSION III		
Find out from Price Waterhouse what should be in a quarterly report.	Petria Gardiner	TBC
Obtain ACF magazine article by Edward Leonard on branding.	Peter Knipp	TBC
Further develop ideas about 9 planned sub committees.	All	TBC
SESSION IV		
Draw up proposed lists of specific duties for each of the positions in new corporate model of leadership.	TBC	TBC
SESSION V		
Create a list of all hardware and software needed by a permanent secretariat and office, including how much it would cost and ideas on who would be an ideal person to hire for the job.	TBC	TBC
Request inventory/archives of existing WACS documentation and hardware in admin office.	TBC	TBC
SESSION VI		
A week or two before board meeting, this strategic planning task force is to meet and confirm how the new structure is to be presented at the board meeting. Then board members will have to vote.	All	TBC

Note: Highly Confidential

Not to be disseminated to persons outside of the WACS Board of Directors and WACS Strategic Planning Task Force

<i>Action</i>	<i>By</i>	<i>Deadline</i>
One-liner descriptions which serve as supplement to the current titles we have decided on for the positions created in new leadership structure.	TBC	Partially completed, SEE APPENDIX E
Set up of a closed session workshop corner on the official website for all members of this strategic planning task force to login and check for updates and assignments.	Peter Knipp	TBC
SESSION VII		
Strategic Planning Task Force to develop a standard questionnaire for Continental Directors to send out and collect data on what members want to participate in/ see at a World Congress.	TBC	TBC
SESSION VIII		
Further research on memberships and their criteria	G. Hawkes	TBC
To take ownership of finding a world body with a concrete definition of what constitutes a country that we want to follow.	Murray Dick	Completed SEE APPENDIX F
Ask member countries for their input as to what is relevant and important to them in a membership.	TBC	TBC
Proposal for a membership kit – what is in it? Ultimately, membership committee will have to hand over a full proposal to the temporary Executive Director (with quotations, etc.)	TBC	TBC
SESSION IX		
Set up a separate WACS marketing and budgeting meeting, and review Bill Gallagher’s marketing plan as a base from which to work.	TBC	TBC
Obtain financial reports from the past 10 – 12 years and review them.	TBC	TBC