



Kellen Proposal of Services and Fees to VIPA International - 2021 Contract

VACUUM INSULATION PANEL



GLOBAL ASSOCIATION

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1. Introduction

Kellen presents herewith a Proposal for Services to VIPA International for the period January-December 2021.

Kellen has been managing VIPA International since the very beginning when we hosted the facilitation session in November 2013 in our offices in Brussels. Seven years after this first meeting we are pleased to see that the Association is growing in size and activities and look forward to contribute to a continued growth in 2021 and beyond.

Kellen's approach is to engage in long-term relationships with its clients. We are very keen in a long-term relationship with VIPA International. Our commitment is to serve VIPA International to the highest level of professionalism, integrity, cost-effectiveness and satisfaction.

A key driver for a successful partnership with Kellen is to ensure common expectations. Based on the activities carried out in the past years and on what has been discussed in previous Board meetings, we have summarised below the key responsibilities and tasks Kellen proposes to carry out in 2021 to effectively support VIPA International growing as an association and fulfilling its vision and mission.

We look forward to further discussions with the VIPA International leadership and to a mutually rewarding partnership.

We remain at your disposal for any further information you may wish to receive from us.

With kind regards,

Raquel Ponte Costa
Senior Association Manager

2. Proposed Services

Kellen structured this offer of services based on the activities we have been carrying out for VIPA International in the past years. We remain flexible and ready to re-discuss the deliverables and hours should the leadership of the Association finds this needed.

In terms of staff we propose continuing with the same team:

- Raquel Ponte Costa, Senior Association Manager, acting as Executive Director
- Huw Longton, Communications Manager, acting as Communications Manager
- Stefan Gielis, Association Manager, acting as Certification Manager
- Veerle Guns, Managing Assistant, acting as Managing Assistant

The sections below provide more details about the services included and the team member responsible for their successful achievement.

2.1 Operations and day-to-day management

Kellen proposes continuing to be the central point of contact for the association, available to both members and non-members. This function includes, but it is not limited to:

- Manage the day-to-day operations of the Association and ensure the liaison between the Association's leadership (Board) and the general membership;
- Act as the initial point of contact for general inquiries relating to VIPA International, by passing them on to the Board and/or relevant Working Groups, as appropriate;
- Maintaining VIPA International's files and records in compliance with audit, legal and competition law requirements;
- Keeping the VIPA International database of contacts (members and non-members) up-to-date and in full compliance with the General Data Protection Regulation (EU) 2016/679;
- Deal with membership requests and application forms (liaise with applicant in case more information is needed; forward to Board for approval; arrange invoicing; add company information to the website; brief new member about the association procedures; ask them to sign the Code of Conduct; ask if they want to take part in the WG of the Association; inform of the schedule of meetings planned);
- As agreed by the Board during the September Board meeting, as of 2020, membership fee invoices will be sent both via email and via post together with a personalised letter;
- Follow-up with the members in default of payment, via phone and email;

The vast majority of the tasks listed above will be the responsibility of the Managing Assistant with the support of the Executive Director for overall supervision.

2.2 Financial management

VIPA International is a not-for-profit Association registered in Delaware, USA. The finances of the Association are managed by the US office of Kellen in Atlanta, in close collaboration with the staff in Brussels. Kellen proposes to contribute to the sound management of the Association's finances via the following services:

- Issue membership fee invoices for existing members and new members joining the Association.
- Prepare and process invoices, receivables and payables as per the agreed internal rules
- Liaise with the Treasurer for payment approvals
- Prepare financial updates to the Board and Executive Committee
- Prepare annual accounts to be approved by the General Assembly
- Track finances relative to budget and prepare annual budgets based on the past year's figures and estimates for the following year
- Fill in annual tax declarations and other paper work in compliance with legislation and financial procedures in the US

2.3 Communications deliverables

It is our understanding that the Association will continue focusing on communication activities in 2021. In co-operation with the Digital Communications Working Group, Kellen proposes to implement the following activities:

- Manage the LinkedIn page of the Association and keep it up-to-date on a bi-weekly basis with new content
- Manage the revamp process of the website (liaise with IT company and members about layout; analyse which content needs to be reviewed; thorough checking before release)
- Publish 2 case studies
- Publish 6 press releases
- Issue a Newsletter both to members and external contacts twice a year
- Draft the Association's Annual Report of Activities to be distributed at the General Assembly and to be used as a tool for membership outreach

The communication deliverables will be the responsibility of the Communications Manager, Huw Longton.

2.4 Quality Certification

The Board of VIPA International started reviewing existing quality certification schemes for VIPs mid-2020. Stefan Gielis joined the team in the summer of 2020 to take the lead in this project. It is not

yet clear how this initiative will develop in 2021. Kellen proposes 32 hours of Stefan's time to be dedicated to this project.

2.5 IVIS 2021

VIPA International is a platinum sponsor of IVIS 2021 and will be responsible for organising one session of 1h30 during the event. Kellen calculated the hours needed to agree with the members on the topics, speakers and format of this session. Time has also been allocated to invite speakers and brief them about the session. As discussed with the Executive Committee on 24 November, Kellen will not carry out any communications (event logo) or promotional activities (paid advertisement on LinkedIn) related to IVIS and the session that VIPA Intl will host.

Also included in this budget item is the participation of Raquel Ponte Costa at the two-day event.

2.6 Support to meetings & conference calls

The meetings and the conference calls of the different Working Groups are crucial to make the Association progress on specific issues and priorities. As usual Kellen will continue providing support to the Board of Directors and the Working Groups of the Association. Next year and in light of the global pandemic we foresee only one face-to-face meeting to take place alongside IVIS in the UK in September 2021. We include in this proposal three virtual meetings of two hours.

Here is a non-exhaustive list of responsibilities of Kellen in the management of the main bodies of the association:

- Ensure compliance with competition law principles and the Articles of Association during the meetings as well as on all activities of the Association;
- Preparations of all documents necessary for the meeting, including agenda;
- Liaison with members (Board or WG members) on input or specific support documentation needed for the meeting;
- Support the chair in managing the discussions during the meeting;
- Contribute to the discussions by bringing strategic advice on next steps, based on experience with other associations and knowledge about sector;
- Draft minutes and coordinate actions, ensuring these are completed within the given timeline or before the next meeting;

We highlight that any logistical arrangements (meeting rooms and sleeping rooms) related to the face-to-face meetings are out of the scope of services of Kellen.

The management of the Board will be the responsibility of the Executive Director with the support of the Certification Manager. We propose that the Communications Manager also attends part of the board meetings so he can report directly on his tasks.

2 Proposed fees

Kellen proposes a fixed fee of 93,225 euros for services to VIPA International from 1 January 2021 to 31 December 2021:

Kellen Services 2021				
1. Operations & day-to-day management		Total Hours	Fees EUR	
General operations				
Managing membership inquiries				
Communications admin (contacts)				
Sending fee invoices via post and following-up unpaid fees				
Subtotal		214	30.190	
2. Finances Kellen Atlanta		Total Hours	Fees EUR	
Subtotal			2.000	
3. Communications		Total Hours	Fees EUR	
Managing website				
6 press releases				
2 case studies				
2 Newsletters internal & external				
Managing LinkedIn presence				
Annual Report of Activities				
Website & logo revamp				
Subtotal		191	24.990	
4. VIP Quality Certification		Total Hours	Fees EUR	
Project management (32hours)				
Subtotal		32	4.210	
5. IVIS		Total Hours	Fees EUR	
Liaison with Brunel Uni on sponsorship				
Contacting and briefing speakers				
Attendance IVIS (2 days, only Raquel)				
Event Task Force calls (2 calls, 10h each)				
Subtotal		66	9.065	
6. Support to meetings and conference calls		Total Hours	Fees EUR	
Board (3 conf calls: 12h per call + 1 meeting 20h)				
Executive Committee (2 conf calls, 5h per call)				
General Assembly (1)				
Digital COM Working Group (2 conf calls 12h per call)				
Technical Working Group (2 conf call, 10 h per call)				
Subtotal		160	22.770	
Grand Total		663	93.225	

This fee will be invoiced on a quarterly basis and it will be monitored by the Executive Committee to control items delivered and time spent for transparency purposes.

Kellen estimated for each of the above-mentioned services, how much time will be involved for each level of staff. An hourly fee is applied, based on seniority and experience. The budget amounts quoted are excluding Value Added Tax (Kellen is registered for VAT purposes in Belgium), but are including all employer-employee taxes, social premiums, insurances, benefits, pension, allowances, education, training, office space and equipment. Kellen meeting rooms are available at the daily rate of 425 euros (up to 24 people) and upon availability.

3 Conclusion

Kellen sincerely hopes that the VIPA International's leadership will positively consider this proposal, which has been tailored to the needs of the Association for 2021.

Kellen is committed to ensure the quality-driven, effective and efficient continuation of the secretariat activities through the leadership of Raquel Ponte Costa in her capacity of Executive Director of VIPA International and to support VIPA International in its further development.

Kellen's proposes a fixed fee of 93, 225 euros to VIPA International from 1 January 2021 to 31 December 2021.

Should VIPA International require additional services than those identified in the current Proposal and agreed upon in the services contract or should the activities under each task require a higher effort due to increased VIPA International needs, Kellen will inform the Association and reach a mutual agreement prior to realisation.

We wish to underline that Kellen is fully committed to providing high quality services to VIPA International and to support VIPA International in achieving its goals.