



Kellen Proposal of Services and Fees to VIPA International - 2016 Contract

VACUUM INSULATION PANEL



GLOBAL ASSOCIATION

Raquel Ponte Costa
Senior Consultant

Brussels
November 2015

Table of Contents

1. Introduction	3
2. About Kellen.....	3
3. Proposed Services	4
3.1 General management	4
3.2 Finances	5
3.3 Communications	6
3.4 Public affairs activities (EU only).....	7
3.5 Support to meetings and conference calls	8
3.6 Other services – events management	9
4. Fees	11
5. Team Composition	12
Conclusion.....	14

1. Introduction

Kellen has been involved in the creation of VIPA International since the very beginning when we hosted the facilitation session in December 2013 in our offices in Brussels. Two 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 2016 and beyond.

Kellen's approach is to engage in long-term relationships with its clients. We are obviously very interested 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 2015 and on what has been discussed in previous Board meetings, we have summarised below the key responsibilities and tasks required by Kellen 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.

2. About Kellen

Kellen is the foremost professional services company for Associations on a global level, with offices in the US, Europe, Asia and alliances around the globe. Our company prides itself on results-oriented, cost-effective services that are responsive to an organisation's needs.

Our mission is "To deliver solutions, opportunities and innovations for our clients". More information about our company can be found on www.kellencompany.com

Leader in the Association Management Industry

Kellen has 25 years of experience in Brussels and is recognized as a leader in the Association management industry for over 50 years. Our company is a long-time member of ASAE, the American Society of Association Executives and the ESAE, the European Society of Association Executives. Kellen has established a role of thought leadership in the European association environment, through its educational activities such as its yearly EuroConference – a platform for Association executives to learn and share best practices on Association management as well as through its knowledge reports, executive lunches and workshops.

Experienced Staff

Kellen professionals are association professionals. Kellen staff handles the day-to-day administration and long-term strategic planning for over 70 local, regional, national and global associations. Client associations gain access to Kellen's wealth of association best practices, decades of management experience, time tested operational frameworks and technology innovations. Furthermore, Kellen provides strong financial and operational discipline to ensure client associations maintain an appetite for new opportunities and a keen sense of the bottom line.

Kellen facts & figures:

- Founded in 1964
- serves more than 10,000 companies worldwide through its 100 client associations
- has offices in Atlanta, Chicago, Denver, Washington D.C., New York City, Beijing and Brussels
- has strategic alliances around the world, in Brazil, the Middle East, Singapore and India
- Is part of the WorldCom Group, an extensive network of PA/PR and consulting firms in 100 cities in over 60 countries
- Kellen provides services to several industry sectors, including food (30% of its turnover), energy & construction (20%) and other manufacturing or professional services (50%).
- Professional staff has grown from approx. 100 to 275 in 2015

Brussels:

- In 2004, Ernst & Young Association Management joined forces with Kellen Company and became Kellen Europe - rebranded globally in 2015 to Kellen
- On 1 February 2014, Kellen Europe has acquired AGEP, a Brussels based Association Management Company (AMC), serving for over 20 years a range of trade Associations in the European food and food processing industries.

3. Proposed Services

Kellen details below a list of tasks and responsibilities we commit ourselves to deliver in the third year of activities of VIPA International. These are based on the draft document: VIPA International 2016 Work Plan which will be discussed in detail at the next Board meeting on 2 December 2015.

We have structured our proposal in five main areas of activities:

- General management
- Finances
- Communications
- Public affairs activities (EU only)
- Support to meetings and conference calls

In addition, we also include one section on our event management capabilities. VIPA International will host the next edition of IVIS in 2017 together with the *Centre Scientifique et Technique du Bâtiment* (CSTB) in France. Since the roles and responsibilities of VIPA International are not yet clearly defined, this proposal only highlights our experience in this area. We are happy to provide a separate quote once more information is available on the concrete responsibilities of the Association in the organisation of the event.

3.1 General management

Kellen proposes to continue being the central point of contact for the Association, available to both members and non-members. This will allow the Association's leaders to concentrate on strategic issues that bring value to the members, while Kellen takes care of the operational side of things. The following services relate to the general administration aspect of the Association:

- Manage the day-to-day operations of the Association
- Ensure the liaison between the Association's leadership (Board) and the general membership

- Act as the initial point of contact for general inquiries and requests (members/non-members) received via the mailbox, phone and the website request form
- Maintain VIPA International files and records in compliance with audit, legal and competition law requirements
- Deal with membership requests and application forms (forward to Board for approval; liaise with applicant in case more information is needed; add company information to the website; brief new members about the Association procedures; etc)
- Maintain an updated list of members and contacts, including former members and prospect companies
- Engage with the prospect companies and keep them informed about the developments of the Association
- Manage suppliers like the website provider
- Ensure compliance with anti-trust rules and governances principles
- Provide language support in +10 languages including native English, French, Dutch, German, Spanish, Italian, Portuguese and Polish
- Based on availability, provide complimentary conference facilities for any meetings up to 30 people in the Brussels office or any other Kellen office

In 2016, VIPA International will have to review the Bylaws, approve a new membership structure and Board composition. Kellen offers to provide support during the process:

- Guide the Board discussions and prepare recommendations for new membership categories and for a new structure for the Association
- Liaise with an external legal counsel
- Provide strategic support during the process, especially from a governance point of view
- Arrange any extraordinary conference calls or Taskforce that might be required to lead the process

1. General management	Total Hours	Fees EUR
Subtotal	145	19,525
1.2 Extra support to review the Bylaws in 2016	Total Hours	Fees EUR
Subtotal	22	3,410

3.2 Finances

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
- Follow-up through personal contact with the members in default of payment, via phone and email.

- Prepare and process invoices, receivables and payables as per the agreed internal rules
- Liaise with the Treasurer for payment approvals
- Prepare quarterly financial updates to the Board
- Prepare annual accounts to be approved by the General Assembly
- Arrange yearly audit with external auditor as agreed by the Board
- 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

2. Finances	Hours	Fees EUR
Subtotal	28	3,220

3.3 Communications

In co-operation with the VIPA International Communications and Public Relations Working Group, Kellen proposes to implement all activities decided by the Working Group and by the Board to ensure that the Association has the appropriate tools to communicate about itself and about VIPs. Effective communication is a vital aspect of every association. VIPA International has debuted very well with a well-functioning website, a clear visual identity and new content being published on a regular basis (5 case studies, 9 press releases, 3 Newsletters and one Annual Report in 2015). In 2016, Kellen proposes to continue building on these activities and to look for other venues to promote VIPA and VIPs. The following communications services are included in our communications package:

- Management of the website and reserved area (adding new content (case studies, press releases), logos of new members, update contact information, add minutes and documents of all meetings to the reserved area, etc)
- Publish 5 case studies (estimate based on 2015 numbers)
- Publish 6 press releases
- Issue a Quarterly Newsletter to members
- Prepare a reduced version of the Quarterly Newsletter for external distribution (non-members)
- 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
- Prepare presentations for any events where VIPA is having a speaking slot
- Prepare collateral materials as needed (posters, brochures, roll-up banners, etc)
- Manage the database of contacts of VIPA International (currently 55 EU stakeholders (Associations, NGOs, think tanks); 37 specialised EU press; 200 contacts of EU institutions (Commission, Parliament and Permanent Representations of the different Member States to the EU)
- Provide guidance and strategic advice to the Communication & PR Working Group and to the Board about communications activities that could be undertaken by the Association

3. Communications	Total Hours	Fees EUR
Case Studies (3h per case study, 5 CS a year)		
Press Releases (5h per press release, 6 PR a year)		
Quarterly Newsletter for members (10 hours per edition)		
Quarterly Newsletter for non-members (1 hour)		
Annual Report of Activities		
Manage website		
Manage database of contacts		
Prepare ppts/collateral material		
Subtotal	149	21,320

3.4 Public affairs activities (EU only)

In the framework of the Public Affairs Working Group, Kellen proposes to guide the discussions and work on the implementation of the activities decided by VIPA International. Kellen's services relate only to developments at European Union level and not at national level:

- Monitor European Union pieces of legislation and initiatives impacting the VIP industry, for instance the Energy Performance of Buildings Directive; the Energy Efficiency Directive; Regulation for Energy Efficiency Labelling; circular economy package, just to mention some¹
- Establish contacts with stakeholders based in Brussels (other EU industry Associations, NGOs, interest groups, policy makers at the institutions like European Commission or the European Parliament) as decided by the Public Affairs Working Group and the Board
- With the support of the different Working Groups of the Association, draft a case for VIP to be used in advocacy activities, i.e. talking points about the product properties, applications, performance, lifecycle and sustainability aspects, etc
- Discuss with the Public Affairs WG and the Board any advocacy activities that the Association might undertake, providing guidance and strategic advice on the best tactics and the expected outcomes
- Prepare replies to EU public consultations and draft position statements as required by the Public Affairs Working Group and the Board

In 2016, the European Commission will start the review process of the Energy Performance of Buildings Directive. This Directive is one of the key pieces of legislation about buildings in Europe. At this stage, VIPA International has not yet decided on the approach it will take during the revision process (active advocacy vs. monitoring). Should the Board of VIPA International require additional PA services than the ones listed above, Kellen will discuss this with the Board and provide a separate quote.

Kellen wishes to highlight that similar expertise is available in other offices of the company in the USA (Washington) and P.R. China (Beijing).

¹ Note that Kellen uses an external monitoring service (Dods EU Monitoring) and will charge the costs of this service to VIPA International as out-of-pocket expense (annual fee of 506 EUR). With Dods, our PA services are done in a much more efficient and professional manner. We can focus our time on providing intelligence and targeted analysis.

The team of the Washington office of Kellen includes former manufacturers, writers, editors, engineers and seasoned construction association managers who all fully understand the building industry, its marketplace, distribution channels and regulatory challenges. The Washington office has been involved with setting national standards for the building sector that were driven by federal legislation as well in the framework of the ENERGYSTAR standards. Kellen represents clients through a variety of methods including as participants in industry coalitions, on committees and working groups, in testimony and speeches and trade shows and through day to day contact with influential businesses as well as trade and consumer media. The Washington office has built close relationships with governments, media outlets and industry organizations such as the American National Standards Institute (ANSI), the International Code Council (ICC), the National Institute for Building Sciences, just to name some.

Kellen China, registered as Kellen Management and Consulting (Beijing) Company Limited, entered into the China market in 2006 and received its Wholly Owned Foreign Enterprise (WOFE) business license. Kellen is authorized to provide a range of professional services. Its professional staff is sensitive to variances in international business practices and cultures, and works directly with organizations and individual members around the globe to develop membership, manage international conferences, and provide marketing and public relations, and other association management services. The staff in the Kellen China office is proficient in both Chinese and English, and is supported by various independent contractors and vendors for the day-to-day operations.

4. Public Affairs activities (EU level only)	Total Hours	Fees EUR
Monitor legislation and initiatives at European Union level		
Establish contacts with stakeholders in Brussels		
Prepare replies to public consultations, position statement, etc		
Draft a case for VIP		
Subtotal	34	4,545

3.5 Support to meetings and 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. It is often difficult to predict in advance the number of conference calls happening in one year. Below we include a description of the tasks involved in the management of each Working Group and Taskforce of the Association. Based on the numbers of 2015, we have estimated the following meetings/conference calls in 2016:

- General Assembly: 1 face-to-face meeting
- Board: 4 face-to-face meetings and 2 conference calls
- Executive Committee: 3 conference calls
- Communications & PR WG: 3 conference calls
- Public Affairs WG: 3 conference calls
- Technical WG: 3 conference calls
- IVIS 2017 Taskforce: 3 conference calls

Kellen will provide the following services related to the organisation of the above-mentioned meetings:

- Coordinate with the President of VIPA International and the chairs of the WGs the agenda and the related supportive documents for each meeting
- Circulate the agenda, presentation and other documents to all participants at least one week before the meeting
- Perform the management of proxies and ensure the quorum for voting purposes during meetings/calls (this is especially relevant for the General Assembly)
- Facilitate the discussions during the meeting and report on actions completed in between meetings
- Prepare the meeting minutes, get them reviewed and approved by the Chair of each WG, circulate them to all members and upload them on the reserved area of the website
- Follow-up the actions decided during the meeting and coordinate any activities that need to happen in between meetings and conference calls
- Support the Chairman of the Board and the Chairs of each WG in the completion of their respective tasks
- Ensure all WGs work toward the successful completion of the annual work plan of the Association
- Ensure governance and compliance with antitrust laws at the meetings/conference calls

Kellen wishes to clarify that any arrangements related to the face-to-face meetings listed above are out of the scope of services of Kellen. The booking of the hotel rooms for the members participating at the meetings is also outside the scope of the activities of the Secretariat. If such activities will be required from Kellen, these will be discussed with the Treasurer and the President before they take place.

Important Note: The expenses (travel and accommodation costs) incurred by Kellen in relation to the aforementioned tasks shall be reimbursed ad hoc and as per realised.

5. Support to meetings and conference calls	Total Hours	Fees EUR
Board (4 meetings, 2 conf calls, 20h per meeting, 10h per call)		
Executive Committee (3 conf calls, 5h per call)		
Communications & PR Working Group (3 conf calls 5h per call)		
Public Affairs Working Group (3 conf calls 5h per call)		
Technical Working Group (3 conf calls 5h per call)		
General Assembly (1, 24h)		
IVIS 2017 Taskforce (3 conf calls 5h per call)		
Subtotal	300	42,515

3.6 Other services – events management

Kellen manages over 300 events and meetings each year ranging from an annual 1,200 attendee fund raising gala and awards ceremony in city-wide conventions and exhibitions as well as smaller board and committee meetings. From the selection of sites to planning menus to creating an environment conducive to event and meeting objectives, we understand the importance of attending to every detail. We rely heavily on timelines and careful budgeting to assure all events and meetings are conducted in a

cost-effective way. Our objective is simple: to ensure that every event is flawlessly planned and implemented.

Kellen professionals have planned and managed more than 2,000 major meetings and special events, serving tens of thousands of attendees. We are experts in all phases of meetings, event and exhibition management, including marketing and promotion, programme development, sponsorship, onsite management, social events, registration (including on-line systems), exhibits and table-top displays, fund raising auctions and preparation of event and meeting proceedings and evaluation of results.

A few examples of the support we provided in the past year to some events in Europe:

Polyurea Development Association Europe (PDA Europe): www.pdaeuropeconference.com/

Kellen supports the Polyurea Development Association Europe (PDA Europe) with the organisation of the Annual Conference (over 120 participants) which takes place in a different European city every year. The conference lasts for two days and is preceded by the associations' internal meetings (Board and Committees) and a training session. In addition to the conference, a table-top exhibition (between 10 and 15 stands) also takes place during the two days event. Kellen manages the event logistics as well as the marketing and communications activities which includes promotion through invitations/mailings, brochure, conference website, social media (LinkedIn) and media partnerships (negotiation of partnerships, creation of adverts, etc).

International Association of Lighting Designers (IALD) www.iald.org/Events/Global-Event-Calendar

Kellen manages the European office of the International Association of Lighting Designers (IALD), an internationally recognised association based in Chicago and dedicated solely to the concerns of independent, professional lighting designers. Kellen organises monthly events (from 50 to 100 attendees) in a different European capital to promote IALD in Europe with the help of a local contact or member. Kellen's responsibilities include marketing these events through promotional mailings, managing the social media networks used by IALD (Facebook and Twitter), getting sponsors and media partners.

European Rental Association (ERA) <http://erarental.org/en/convention>

Since 2006, Kellen organises the association's Annual Convention (between 250 and 350 participants) in various European capitals over 2 or 3 days. A table-top exhibition (between 20 and 30 stands) takes place alongside the convention. Kellen is responsible for the full event management including logistics and onsite support as well as promotional activities.

4. Fees

The hourly rates of the Kellen dedicated team to VIPA International are as follows:

- Raquel Ponte Costa: 155 EUR
- Francesco Gattiglio: 130 EUR
- Bénédicte Lambert: 115 EUR

Please find inserted the chart with the overview of the Kellen proposed fees. The chart shows the total number of hours and of fees allocated per activity and per team member.

Kellen Services	Hours	Fee	Hours	Fee	Hours	Fee		
1. General management	Bénédicte	Francesco	Raquel	Total Hours	Fees EUR			
	55	6,325	30	3,900	60	9,300		
Subtotal	55	6,325	30	3,900	60	9,300	145	19,525
1.2 Extra support to review the Bylaws in 2016	Bénédicte	Francesco	Raquel	Total Hours	Fees EUR			
	-	-	-	-	22	3,410		
Subtotal	-	-	-	-	22	3,410	22	3,410
2. Finances	Bénédicte	Francesco	Raquel	Total Hours	Fees EUR			
	28	3,220	-	-	-	-		
Subtotal	28	3,220	-	-	-	-	28	3,220
3. Communications	Bénédicte	Francesco	Raquel	Total Hours	Fees EUR			
Case Studies (3h per case study, 5 CS a year)	-	-	-	-	15	2,325		
Press Releases (5h per press release, 6 PR a year)	-	-	-	-	30	4,650		
Quarterly Newsletter for members (10 hours)	-	-	8	1,040	32	4,960		
Quarterly Newsletter for non-members (1 hour)	-	-	-	-	4	620		
Annual Report of Activities	-	-	10	1,300	5	775		
Manage website	24	2,760	-	-	-	-		
Manage database of contacts	6	690	-	-	-	-		
Prepare ppts/collateral material	-	-	5	650	10	1,550		
Subtotal	30	3,450	23	2,990	96	14,880	149	21,320
4. Public Affairs activities (EU level only)	Bénédicte	Francesco	Raquel	Total Hours	Fees EUR			
Monitor legislation and initiatives at European Union level	-	-	12	1,560	-	-		
Establish contacts with stakeholders in Brussels	-	-	5	650	5	775		
Prepare replies to public consultations, position statement, etc	-	-	6	780	-	-		
Draft a case for VIP	-	-	6	780	-	-		
Subtotal	-	-	29	3,770	5	775	34	4,545
5. Support to meetings and conference calls	Bénédicte	Francesco	Raquel	Total Hours	Fees EUR			
Board (4 meetings, 2 conf calls, 20h per meeting, 10h per call)	2	230	100	13,000	100	15,500		
Executive Committee (3 conf calls, 5h per call)	-	-	-	-	15	2,325		
Communications & PR Working Group (3 conf calls 5h per call)	-	-	-	-	15	2,325		
Public Affairs Working Group (3 conf calls 5h per call)	-	-	15	1,950	-	-		
Technical Working Group (3 conf calls 5h per call)	-	-	-	-	15	2,325		
General Assembly (1, 24h)	4	460	10	1,300	10	1,550		
IVIS 2017 Taskforce (3 conf calls 5h per call)	4	-	-	-	10	1,550		
Subtotal	10	690	125	16,250	165	25,575	300	42,515
Grand Total	95	10,465	190	24,700	348	50,530	656	94,535

Kellen agrees that VIPA International will pay these activities as realised, i.e. should less press releases or case studies be published than the ones originally budgeted for, Kellen will adapt the amount of the fees and expenses accordingly and vice versa. If Kellen notices that this amount is not enough or if Kellen is

asked to perform a task that is outside the scope of work envisaged, it will advise the VIPA International Treasurer and President of this forthwith and come to a prior mutual arrangement. If the involvement and the expenses from Kellen' side are significantly higher than agreed upon and if the needs of VIPA International differ throughout the contract duration, for example an unforeseen increased on the number of meetings, VIPA International and Kellen will agree on a revision of the fees to the interest of both parties.

Kellen fees include all HR services, social security, benefits and allowances, property insurance, office equipment and systems, including computer network, internet access, VOIP telephone and voicemail, color copiers, etc. The fees do not include out-of-pocket expenses linked to travel and accommodation required outside of Brussels. All additional out of pocket expenses will be discussed and approved by the Treasurer of VIPA International.

5. Team Composition

Kellen proposes to continue with the same team composition for VIPA International:

Raquel Ponte Costa acting as Executive Director



Within Kellen, Raquel Ponte Costa is a Senior Consultant specialised in EU regulatory affairs and digital communications. In terms of policy areas, Raquel focuses on renewable energies and energy efficiency. She leads the client teams of two major Kellen clients: she acts as Executive Director of the Vacuum Insulation Panel Association (VIPA International) and as General Manager of the European Association for the Streamlining of Energy Exchange – gas (EASEE-gas). In addition, Raquel is also the Communications Manager of the European Window Film Association (EWFA). Much of her work includes the development of awareness raising strategies to position products and industries within the different policy debates taking place in Brussels. In doing so, she explores the latest trends in digital communications tools and techniques (videos, social media, email marketing, website, etc). Raquel coordinates the team working on a UN-funded project for the promotion of solar thermal energy in developing countries (www.solarthermalworld.org).

Before joining Kellen Europe, Raquel Ponte Costa worked as a trainee at IWTO (International Wool Textile Organisation) on communications and meetings management. Prior to that, Raquel also worked as a trainee in the European Parliament with a Portuguese MEP who was a member of the AGRI and ENVI Committees.

After graduating with a degree in European Studies and International Politics in Portugal, Raquel continued her academic career at the Institute for European Studies of the *Université libre de Bruxelles* (ULB), where she concluded a Master in European Studies. She completed in 2013 the Accelerated Management Programme offered by the Solvay Brussels School of Economics and Management. Raquel Ponte Costa speaks fluently English and French and has a very good understanding of Spanish, besides her Portuguese mother tongue. Raquel Ponte Costa joined Kellen Europe in February 2009.

Kellen Proposal of Services and Fees to VIPA International - November 2015

Francesco Gattiglio acting as Policy Officer



Francesco works as Consultant with a focus on EU regulatory affairs. His areas of expertise within Kellen are energy efficiency, electricity market and transport. He acts as EU Affairs Officer of EUROBAT, the Association of Automotive and Industrial Battery Manufacturers and as Policy Officer of EWFA, the European Window Film Association. He is also working as Account Manager for an UN-funded project for the promotion of solar thermal energy (www.solarthermalworld.org). He works mainly on Public Affairs and advocacy, digital communication (especially social media) and awareness raising campaigns.

Francesco joined Kellen in September 2014. He also worked as Interim Policy Officer at the European Commission (DG Environment – International, Regional and Bilateral Relations) and as trainee at the environment and energy teams of Burson-Marsteller Brussels. Before that, he worked as trainee at the Communication Office of the Portuguese NGO “Doctors of the World” and at the Political and Communication Office of the Italian Embassy of Caracas, Venezuela.

Francesco obtained a BA in International Studies and an MA in International Relations at the University of Florence. He completed his education at the University of Warwick, where he obtained an MA in International Political Economy. Francesco is Italian and besides his Italian mother tongue he speaks fluent English and Spanish and has a basic understanding of French and Portuguese.

Bénédicte Lambert acting as Managing Assistant



Bénédicte provides day-to-day support to the leadership and members of European associations. Her responsibilities include the coordination of association meetings, member databases, registrations, administration and contacts with stakeholders. She has a good knowledge of the chemicals and consumer products industries and is also familiar with the functioning of the European Institutions.

Bénédicte has gained experience in the organization of events, organization of annual meetings and award dinners as well as tradeshows and high-level meeting between the CEOs of very large companies. In Kellen Europe, she is responsible for HR issues, mainly recruitment and training. Bénédicte studied translation English/German at *Institut Supérieur des Traducteurs et Interprètes* (ISTI) in Brussels, Belgium. She also holds a degree in Human Resources Management, from ICHEC.

Bénédicte is Belgian of French mother tongue. She speaks fluent English and German and holds a very good knowledge of Dutch and a good knowledge of Spanish. Bénédicte joined Kellen in 2000.

Conclusion

Kellen sincerely hopes that VIPA International's leadership will positively consider this proposal, which has been tailored to the needs of the Association for 2016.

Kellen is committed to ensure the quality-driven, effective and efficient continuation of the activities and to support VIPA International in its further development.