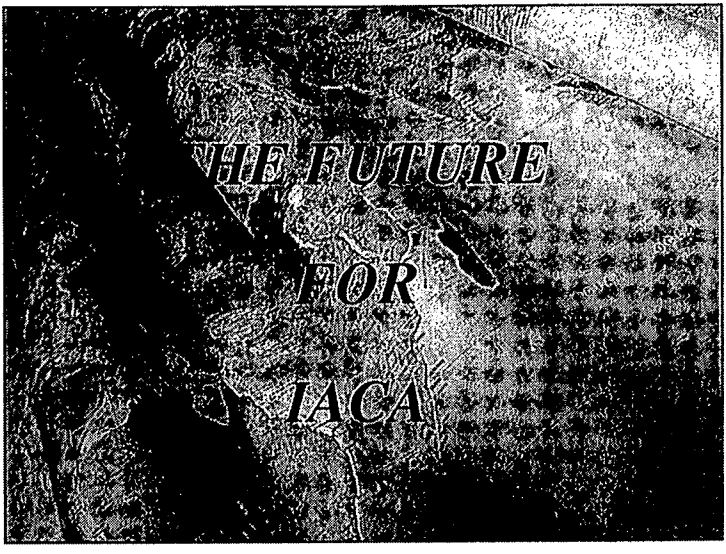


The Original Environment

- *National Firms*
- *Narrow Scope*
- *"Unsophisticated" Clients*
- *High Marginal Tax Rates*
- *Broad Deductibility of Expenses*
- *Slower Pace of Life*

Initial Member Needs

- ***Networking for Senior Partners***
- ***Basic Information on "Foreign" Environments***
- ***Trends in Benefit Program Design***

Initial Meeting Design

- ***Long Duration***
- ***Social (Networking) Focus***
- ***Reliable Information***
- ***Otherwise Relatively Undemanding Professional Content***

Our Current Environment

- *Multinational Corporations*
- *"Formal" Networks of Smaller Firms*
- *Wider Scope*
- *"Sophisticated" Clients*
- *Lower Marginal Tax Rates*
- *Limited Deductibility of Expenses*
- *Faster Pace of Life*

Current Member Needs

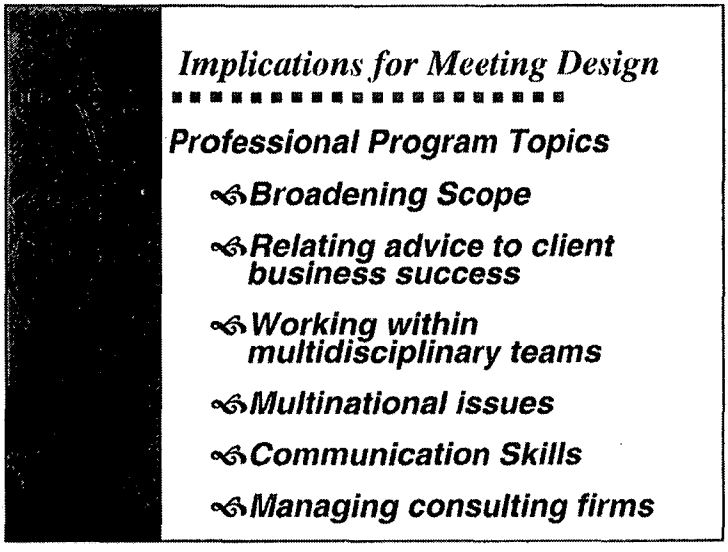
- *Senior Managers do not see as much need for networking*
- *Risk of Narrowing Focus for Actuaries*
- *Senior Actuaries need Professional Value to justify attendance*
- *Clients now expect focus on business results*
- *Travel and meeting expenses not as tax effective*

Implications for IACA

- *More communications with members on professional issues*
- *Bring consulting orientation to IAA*
- *Bring International orientation to national consulting organizations*
- *Continue biennial meetings*

Implications for Meeting Design

- *Shorter Duration*
- *Professional Program Focus*
- *Networking where possible*
- *Travel and Tourism before and after meeting - not during*


Implications for Meeting Design
Professional Program Topics
Broadening Scope
Relating advice to client business success
Working within multidisciplinary teams
Multinational issues
Communication Skills
Managing consulting firms