OUR VISION: THE INSOL INTERNATIONAL VISION IS TO BE THE GLOBAL ASSOCIATION FOR RESTRUCTURING AND INSOLVENCY PROFESSIONALS OPERATING IN EVERY COUNTRY. WE INFLUENCE GLOBAL RESTRUCTURING AND INSOLVENCY PRACTICE AND POLICY, SUPPORTED BY A MEMBERSHIP WHO SHARE A GLOBAL PERSPECTIVE.
OUR PURPOSE: A MEMBER-DRIVEN NETWORK
MAXIMISING GLOBAL ECONOMIC VALUE BY IMPROVING SOLUTIONS TO CROSS-BORDER ISSUES, ADVANCING RESTRUCTURING AND INSOLVENCY SYSTEMS THROUGH THE DEEP EXPERTISE OF OUR MEMBERS.

OUR OBJECTIVES AND KEY STRATEGIES

MEMBER SUPPORT AND SERVICES
> Redefine membership criteria, roles and structure
> Develop extended member services with regional hubs and focus
> Expand networking and business opportunities during conferences, formal events and online
> Extend member and stakeholder communications to match global expectations

THOUGHT LEADERSHIP AND SCHOLARSHIP
> Promote and support the design and development of world leading restructuring and insolvency systems
> Empower our Committees, Working Groups and common interest groups to be effective and impactful
> Lead the expansion of local education in global issues with our Member Associations
> Harness the expertise of the INSOL International Fellows to lead bespoke thought leadership and scholarship initiatives

GLOBAL INFLUENCE AND ADVOCACY
> Deepen our relationships with key regional and local bodies
> Build strategic relationships with professional Peer Associations to foster communication and cooperation
> Support and complement the strategies of Member Associations within their regions with a global perspective
> Further develop the Global Insolvency Practice Courses
> Develop a Judicial Training College to meet increasing global demand
> Expand online training resource content and access
> Ensure technical products meet the needs of all members

TECHNICAL EDUCATION AND PUBLICATIONS
> Develop and implement an Investment Plan to support the new initiatives
> People management aligned to organisational intent and operating context
> Establish and standardise systems and processes to enable expansion in other regional hubs
> Develop global brand and marketing strategies which promote and further INSOL International's Vision

PEOPLE, RESOURCING AND CULTURE

INSOL INTERNATIONAL STRATEGIC PLAN 2021 OVERVIEW
CONTENTS

Strategic Plan 2021 Overview IFC
President’s Message 2
Chief Executive Officer’s Message 4
Our Operating Context to 2021 6
The Purpose of INSOL International 10
The Vision of INSOL International 12
The Values of INSOL International 14
Key Objectives:
Member Support and Services 16
Thought Leadership and Scholarship 18
Global Influence and Advocacy 20
Technical Education and Publications 22
People, Resourcing and Culture 24
Our Global Membership 26
Member Associations 29
Group of Thirty-Six 30
INSOL International Taskforce 2021 31
INSOL INTERNATIONAL IS NOW IN ITS 35TH YEAR. ITS ORIGINS CAN BE TRACED TO A SMALL GROUP OF FOUNDING MEMBER ASSOCIATIONS WHO DECided TO COLLABORATE ON IMPROVING CROSS-BORDER INSOLVENCY AND RESTRUCTURING MATTERS. IT WAS THEN A SIMPLE ASPIRATION THAT TODAY HAS EVOLVED TO A MEMBER ASSOCIATION WITH OVER 10,000 PROFESSIONALS LOCATED IN OVER 90 COUNTRIES.

INSOL International has over 40 national Member Associations and 25 Committees, it hosts colloquia, produces publications, and offers technical education via the world-leading Global Insolvency Practice Course and conferences and seminars. It’s been an extraordinary journey of passion, effort and achievement.

INSOL International operates in a rapidly changing global world and our challenge is that we must remain relevant. Relevant to our members, our stakeholders, and to the broader global economy. At our core we are a member-driven organisation. The need for our services is a growing one and so we will continue to expand into new geographies, and through that attract new members. However, for all members our focus must remain on maximising value for money with easy access to services, tailored and relevant solutions, communities of practices and adding to the bottom line of members’ businesses.

A global Taskforce was formed in 2015 to underpin the creation of this Strategic Plan. It has taken the widest possible input from stakeholders and members across the globe. It has focused on major strategic questions such as who are our members of the future and what membership model might best apply? What is our role for improving national and cross-border restructuring and insolvency systems? How do we leverage rapid advances in technology? How do we ensure we can operate as a financially viable business? The commitment of this Taskforce is commendable and I thank them for their considerable efforts and insights.

This Strategic Plan seeks to forge a path for the next five years to address these, and other, strategic questions. It also includes a multi-year road map for each objective to help explain how we plan to achieve our ambitions. It will require us to make changes and be bold. It is a dynamic plan that will inform our management activities, governance and business planning. It will be reviewed and updated to match our operating context and our progress. The Board and the Executive will keep you informed of progress.

My challenge to my fellow INSOL members is that if this is our strategic direction to 2021, then how might you best contribute to its implementation and resultant success? We have a small and highly dedicated support staff but they alone cannot implement this Plan. The effort and commitment of the few that started INSOL International now needs to be maintained as we look to enter our fourth decade.

I strongly commend this INSOL Strategic Plan 2021 to you.

Mark Robinson
President
I have had the pleasure of being associated with INSOL International since 1984 and part of the organisation for over 20 years. During this time, it has grown enormously through the passion and efforts of its members and INSOL International staff.

Thirty-five years ago a small group of practitioners recognised the importance of cross-border issues and took the decision to start an international association. INSOL International has since had a far reaching influence. The Founders originally achieved the support of half a dozen key national associations to establish a unique international association which now includes over 40 Member Associations and individual members from over 90 countries.

INSOL International can proudly claim the achievements you see on these pages. We are clearly a dynamic, changing and growing member-driven organisation.

These strengths will serve us well as we envisage an even more diverse membership being provided with targeted member benefits, working together to harmonise our profession around the world. We will continue to build on our conferences so they are even more pertinent to our members for professional networking and development. We will implement new technologies to improve accessibility to our valuable research works. We will respond to new member needs. And above all we will ensure we offer value for money for the membership fees paid.

It’s an aspiration grounded in the reality of successful experience.

We have worked with major international partners such as UNCITRAL since 1993 to help develop the Model Law on Cross-Border Insolvency. More recently we have worked on the Legislative Guide on Insolvency Laws. In 1995 we instigated a regular joint international Judicial Colloquium with UNCITRAL, joined by the World Bank in 2007.

Our relationship with the World Bank started in the late 1990’s and we have also worked with them to develop the World Bank Principles for Effective Insolvency and Creditor Rights Systems which incorporates the INSOL International Global Principles. And we look forward to developing the Judicial Training College mentioned in this Strategic Plan 2021 with them in the future.

In 2010 we started the Africa Roundtable Initiative which has developed to become a recognised forum for discussion and debate amongst the African Nations. We have also worked to build membership in Latin America and Asia and bring the profession from as many countries around the world together to share knowledge and assist each other.

The achievements of the last 35 years could not have been done without the commitment of all our volunteers; some have dedicated much of their spare time to INSOL, for which we thank them. Particular thanks go to the Group of Thirty-Six (G36) which was formed as a principle resource for our research, educational and training programmes around the world.

Without their generous support we would not have been able to achieve the extensive reach we have. The commitment of all our members is rare and helps make INSOL International special.

I would also like to take this opportunity to thank the dedicated team at the Secretariat without whom we could not provide such service. They are extremely hardworking and dedicated to making INSOL International the highest quality professional association for the membership and will continue to do so with your support to 2021 and beyond.

I look forward to this exciting future for INSOL International members across the world.

Claire Broughton
Chief Executive Officer, INSOL International

INSOL INTERNATIONAL CAN PROUDLY CLAIM THE ACHIEVEMENTS YOU SEE ON THIS PAGE. WE ARE CLEARLY A DYNAMIC, CHANGING AND GROWING MEMBER-DRIVEN ORGANISATION.
A COMPETITIVE AND CONSTANTLY CHANGING GLOBAL BUSINESS ENVIRONMENT.

INSOL International provides services to members of the restructuring and insolvency community across the globe. Its members are operating in a competitive and constantly changing business environment. The professional service of restructuring and insolvency also needs to adapt to these changes. These are some of the issues and ideas that influence how INSOL International might adapt to remain relevant to 2021 and beyond.
OUR BUSINESS ENVIRONMENT

The global economy has become increasingly complex and the implications of day-to-day economic shocks are magnified. Economic shocks are now of greater concern because, around the world, traditional policy approaches have been exhausted and financial resources strained or depleted to help economies recover from the last (and enduring) downturn.

There are at least three readily identifiable interlinked factors that have the potential to impact global economic outcomes: shifts in aggregate demand, structural economic challenges, and diverging growth patterns.

First, economies have and continue to struggle to achieve positive and sustained growth in aggregate demand. The effects of this have been compounded by the second factor – long-term structural challenges faced by the world’s major economies, including energy and resource market transformations, rising debt loads, rapid urbanisation, aging populations, the impact of technological innovation and increased global connectivity. Successful resolution of these complex structural challenges will determine the rate and amount of long-term growth in these economies.

Finally, the major economies of the world are increasingly divergent and the prospects for further integration have become less certain. The last global financial shock was followed by years of persistently weak growth and concerns over rising inequality – domestically and internationally. These trends continue today and are predicted to remain beyond 2021 while at the same time there is a predictable eastward migration of the global economy’s centre of gravity.

While the path to renewed and stronger global economic growth remains elusive, there will inevitably be an increased and sustained demand for cross-border restructuring and insolvency expertise in all countries and for all INSOL members. A particular challenge for us is how does INSOL International help to attract and retain young people in the profession? What are the new development paths for talented restructuring and insolvency professionals?

The demographic profile of INSOL International members in many markets will change over time. How should INSOL International embrace further diversity and increase its adaptability of services to members, training and education services and marketing aligned to cultural sensitivities?

OUR REGULATORY ENVIRONMENT

The domestic and global regulatory environment is becoming increasingly complex. Relevant to INSOL International, members, there is a recognised need across jurisdictions for more integrated restructuring and insolvency policies and laws. Indeed, many countries are in the course of reforming their restructuring and insolvency regimes and this will be a recurring theme on the global stage. The imperative for reform is particularly acute in some economies where there is a recognised connection between the pace of economic growth and the effectiveness of restructuring and insolvency laws. INSOL International’s global reach and reputation is critical in helping shape policy and law and in influencing regulatory developments in restructuring and insolvency. The challenge and opportunity for INSOL International is to most effectively expand its interaction with global policy and decision-makers to increase its influence in sculpting insolvency regimes across the globe.

While the path to renewed and stronger global economic growth remains elusive, there will inevitably be an increased and sustained demand for cross-border restructuring and insolvency expertise in all countries and for all INSOL members.

A particular challenge for us is how does INSOL International seek to assist members to meet this demand in markets where it does not yet have an established presence?

MEMBERSHIP AND MEMBERSHIP STRUCTURE

INSOL International exists to provide benefits for its members. An increasing number of active members contributing across many fronts such as technical, education, networking and advocacy is the desired aim. How does INSOL International expand the number of actively contributing members?

A cornerstone of INSOL International is the G36 featuring some of the most prominent and influential Firms across the industry. The opportunity is how to harness and grow the vital contribution of the G36.

The potential exists for an expanded number of market geographies and jurisdictions for restructuring and insolvency professionals.

How does INSOL International respond to this potential where a large and established presence does not yet exist?

INSOL International has always relied on Member Associations for access to members, support and sponsorship. This membership funding model has served INSOL International well for 35 years. However, will this approach serve us well in the future?

We have a highly-valued and globally-recognised Fellows qualification that has been a core offering of INSOL International on the education front since 2001. Should INSOL International expand this education offering in its current format, change the format or develop more follow-on qualification options for senior professionals?

Effective communication with our members is key to helping them in their busy professional lives. There is a range of communication options INSOL International now uses. There are also other options emerging through the advent of new technologies. How should INSOL International best reach its current and potential global membership?

OPERATING A GLOBAL MEMBERSHIP ASSOCIATION

INSOL International is a business that needs to operate to the standards expected by its members. It faces similar challenges to many growing businesses: with supporting its members well, accessing high calibre staff to manage activities, being well led by the Executive, well governed by an engaged Board and, of course, being financially viable. We will respond to these challenges in a timely and appropriate way consistent with a long-term future.

This list is not intended to be comprehensive. It merely serves to highlight the complexity in considering the future of INSOL International to 2021. There were many other trends, issues and ideas put to the Taskforce as it prepared to develop this Strategic Plan. The opportunity is to agree a strategic direction that will remain consistent to 2022, but provide flexibility for changes in tactics and strategic pivots as the global operating context evolves.
INSOL International exists to support its members wherever they may be and in whatever role they perform in the restructuring and insolvency profession. The origins of INSOL International were modest. We take a global view of membership and a global view of the value we can add for our members and the profession.

The ‘what and how’ of INSOL International activities constantly expands in response to our market. In essence, it focuses on improving restructuring and insolvency solutions where cross-border issues dominate. Those activities often include sharing knowledge and ideas that will further commercial objectives, developing networking contacts through facilitating profitable cross-border business opportunities, and helping support the global economy. We know that nationally based restructuring and insolvency issues are best handled by national level Associations and other member groups.

Importantly, we rely on the generous contribution of expertise and time from our membership and the G36. This is the powerful engine room of the growth and impact we aspire to achieve in global restructuring and insolvency.
The INSOL International Vision is an aspiration we strive for on a continuing basis. It is not something that will be achieved in the life of this Strategic Plan, this Board, or many of the current membership.

A dynamic global economy needs dynamic global restructuring and insolvency solutions. We know that some jurisdictions are highly sophisticated and experienced in their use of restructuring and insolvency systems while others are at the outset of their journey. It is not enough to focus on a smaller number of jurisdictions when there are many who need help. Taking a genuinely global mindset in the 21st Century makes sense.

A global economy where cross-border commercial transactions can occur with minimised risk and value protected as far as possible is an ideal worth pursuing. There is much to be accomplished and a clear focus is required. It’s the right thing to do for future generations.

The INSOL International Vision is to be the global association for restructuring and insolvency professionals operating in every country. We influence global restructuring and insolvency practice and policy, supported by a membership who share a global perspective.
OUR VALUES REPRESENT A CORE STRENGTH OF INSOL INTERNATIONAL. ALL OF US WHO PARTICIPATE IN INSOL INTERNATIONAL IN ONE WAY OR ANOTHER OPERATE IN WAYS CONSISTENT WITH THESE TIMELESS VALUES.
In 2021: INSOL International is a member-driven networking association with a global purpose. This means that the membership criteria, membership structure and member services constantly evolve to meet a global and diverse audience. Access to services is effortless, communication is timely and relevant, and members experience a personal and professional benefit by being involved in INSOL International.

Member Associations and the G36 provide their expertise in partnership with INSOL International. Conferences and face-to-face meetings are key to a rewarding and vibrant membership experience.

All practitioners in small or larger firms benefit from engaging in INSOL International activities. The networking value will assist all these businesses grow.

KEY STRATEGIES

Redefine membership criteria, roles and structure
Develop extended member services with regional hubs and focus
Expand networking and business opportunities during conferences, formal events and online
Extend member and stakeholder communications to match global expectations

FOR SUCCESS IN 2021

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2017
- Review overall membership and G36 models including the value proposition
- Explore and agree local/regional liaison models with focus on partnership
- Elicit input from Young Members on networking and business opportunities
- Review/develop communications channels e.g. website, apps, social media
- Identify and promote additional opportunities for the G36 membership
- Enhance the involvement and relevance of the Small Practice Network

2018
- Dialogue with Member Associations regarding membership model options
- Assess options for an initial local liaison hub
- Improve new member Induction Process
- Monitor effectiveness of new communication tools
- Develop an incentive plan to increase active membership

2019
- Undertake capacity building targeted at new and evolving associations to accelerate their membership of INSOL International
- Review Fellowship Programme
- Develop an Asia/China hub
- Plan implementation of other hubs in association with G36 and Member Associations

2021
- A compelling value proposition for being a member
- G36 network develops geographically
- Number of conference attendees increasing
- Increased online use of member services
- More business generated for members
- Cost effective and high impact INSOL International communications
THOUGHT LEADERSHIP AND SCHOLARSHIP

In 2021: The experience and expertise in the membership of INSOL International is extensive, valued and long-standing. It is best positioned to lead the industry in research, development and best practice across the globe. It is identified as setting the agenda on restructuring and insolvency, reflecting its unmatched expertise readily accessible in one organisation.

INSOL International members, irrespective of their location, relish the opportunity to be involved and to guide developments impacting the future of their profession.

KEY OBJECTIVES

Explore the opportunity to target key initiatives:
1. Develop a Legislative Colloquium
2. Develop legislative guides focusing on pre-insolvency proceedings
3. Develop best practice rules for administrators and creditors
4. Review and reconfigure existing Committees for relevance and impact

2017

2018

2019

2021

> Promote and support the design and development of world leading restructuring and insolvency systems
> Empower our Committees, Working Groups and common interest groups to be effective and impactful
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G36 and Fellows actively promote the adoption of the UNCITRAL Model Law globally

Committees meeting the members’ needs
INSOL International guiding development of best practice, lower cost, fast and efficient services
Credibility as cross jurisdictions expert
New Specialist INSOL International Group(s) established and achieving impact

> Renewed and sustainable leadership and conduct of Committees, Working Groups and Interest Groups
> Existing Committees rebranded and relaunched

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GLOBAL INFLUENCE AND ADVOCACY

INSOL International is part of a constellation of organisations shaping the restructuring and insolvency landscape.

INSOL International is a globally respected and frequently consulted source of expert professional advice for members, National Governments, Inter-Governmental organisations and Non-Government Organisations and international media. It has an integral role in promoting the adoption of the UNCITRAL Model Law on Cross-Border Insolvency. It encourages and supports development of systems that achieve fair outcomes for all stakeholders.

INSOL International’s Fellows act as our global ambassadors.

KEY STRATEGIES

FOR SUCCESS IN 2021

- Deepen our relationships with key regional and local bodies
- Build strategic relationships with professional Peer Associations to foster communication and cooperation
- Support and complement the strategies of Member Associations within their regions with a global perspective

KEY OBJECTIVES

- Identify and mobilise INSOL Global Advocacy Ambassadors
- Clarify strategic relationships with key international bodies
- Develop Stakeholder Engagement strategies for Peer Associations

2017
- Identify and mobilise INSOL Global Advocacy Ambassadors

2018
- Develop and validate targeted Advocacy Plans aligned to issues e.g.
  1. Establishment of base level of insolvency law
  2. Systems that achieve creditor protection
  3. Harmonisation of cross-border decisions

2019
- Implement Advocacy Plans and assess achievements
- Explore new opportunities with UNCITRAL and the World Bank

2021
- Recognised as the leading global professional organisation for the design, development and support of restructuring and insolvency systems
- The ‘go to’ organisation for governments seeking to improve, update and harmonise their insolvency and restructuring systems
- Lead the design, development and improvement of systems of co-operation and harmonisation on cross-border restructuring and insolvency issues
- Be a constituent of key regional and global bodies such as the Asian Development Bank, IMF, and the International Bar Association
TECHNICAL EDUCATION AND PUBLICATIONS

In 2021: INSOL International is a leading global source of curated technical expertise and high calibre education services to meet the dynamic needs of the global market place and members. Its publications are world class and are supported by training delivery that provides a well-regarded experience for users. The range of courses meets the needs of seasoned professionals and academics, as well as new entry members to the industry.

KEY STRATEGIES

FOR SUCCESS IN 2021

Further develop the Global Insolvency Practice Course
Develop a Judicial Training College to meet increasing global demand
Expand online training resource content and access
Ensure technical products meet the needs of all members

KEY OBJECTIVES

2017
> Design and implement a Judicial Training College and curriculum
> Explore concept of online INSOL International courses
> Develop a four year plan for technical education production using ideas from members and academics
> Expand the range of Small Practice technical products

2018
> Investigate the concept of International Certified Insolvency Practitioner accreditation
> Review and update Global Insolvency Practice Course
> World-recognised Judicial Training College established and operating
> Undertake digitisation and prepare plan to leverage INSOL International’s publication and data

2019
> Implement International Certified Insolvency Practitioner accreditation
> Structure new Global Insolvency Practice Course

2021
> Technical publications at world class level supported by individual peer review
> Fellowship training retains positive industry profile and relevance
> INSOL International technical education leadership recognised as world’s best practice
> New programmes for members
> Impact of academics’ research and collaboration with other INSOL members is recognised in academia as well as professional practice
PEOPLE, RESOURCING AND CULTURE

In 2021: The core of INSOL International lies in its people: members as well as staff. Its leadership is diverse, young and dynamic drawn from its members, G36 and Fellows.

Investment has been undertaken to ensure INSOL is fully resourced to match its strategic and operational ambitions. New structures and systems have been implemented to support the initiatives of the Strategic Plan. New operating locations are fully integrated and high-performing.

INSOL International’s brand is unique, authoritative and valuable.

KEY STRATEGIES

FOR SUCCESS IN 2021

- Develop and implement an Investment Plan to support the new initiatives
- People management aligned to organisational intent and operating context
- Establish and standardise systems and processes to enable expansion in other regional hubs
- Develop global brand and marketing strategies which promote and foster INSOL International’s Vision

KEY OBJECTIVES

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INSOL International’s brand is unique, authoritative and valuable.

2017
- Establish a Funding Committee to expand funding options
- Plan global expansion of geographic presence including staffing, resourcing, systems and processes

2018
- Third party funding and revenue sources identified
- Initiate and execute geographic expansion plans
- Continual staff training and development implemented
- New sources of funding secured to match expanding operations

2019
- Review and adopt expansion plans and implementation as basis to further expansion

2021
- INSOL International fully resourced to deliver effectively to an expanded global audience
- Effective INSOL International organisational knowledge and information flow exists within and across office locations
- G36 network at optimal size with geographical and professional diversity
- Increased brand and reputation performance amongst members and stakeholders
THE INSOL INTERNATIONAL FOOTPRINT ACROSS THE GLOBE CONTINUES TO EXPAND INTO NEW COUNTRIES. OUR MISSION IS FOR CONTINUED MEMBERSHIP GROWTH THROUGHOUT THE GLOBAL INSOLVENCY AND TURNAROUND PROFESSION.
American Bankruptcy Institute
Asociación Argentina de Estudios sobre la Insolvencia
Asociación Uruguaya de Asesores en Insolvencia y Reestructuraciones Empresariales
Association of Business Recovery Professionals – ABoR
Association of Restructuring and Insolvency Experts
Australian Restructuring, Insolvency and Turnaround Association
Bankruptcy Law and Restructuring Research Centre, China University of Politics and Law
Business Recovery and Insolvency Practitioners Association of Nigeria
Business Recovery and Insolvency Practitioners Association of Sri Lanka
Canadian Association of Insolvency and Restructuring Professionals
Canadian Bar Association (Bankruptcy and Insolvency Section)
Commercial Law League of America (Bankruptcy and Insolvency Section)
Especialistas de Concursos Mercantiles de México
Finnish Insolvency Law Association
Ghana Association of Restructuring and Insolvency Advisors
Hong Kong Institute of Certified Public Accountants (Restructuring and Insolvency Faculty)
Hungarian Association of Insolvency Practitioners
INSOL Europe
INSOL India
INSOLAD – Vereniging Insolventierecht Advocaten
Insolvency Practitioners Association of Malaysia
Insolvency Practitioners Association of Singapore
Instituto Brasileiro de Estudos de Recuperação de Empresas
Instituto Brasileiro de Gestão e Turnaround
Instituto Iberoamericano de Derecho Concursal
International Association of Insurance Receivers
International Women’s Insolvency and Restructuring Confederation
Japanese Federation of Insolvency Professionals
Korean Restructuring and Insolvency Practitioners Association
Law Council of Australia (Business Law Section)
Malaysian Institute of Certified Public Accountants
National Association of Federal Equity Receivers
Nepalese Insolvency Practitioners Association
NIVD – Neue Insolvenzverwaltervereinigung Deutschlands e.V.
Recovery and Insolvency Specialists Association (BVI) Ltd
Recovery and Insolvency Specialists Association (Cayman) Ltd
Recovery and Insolvency Specialists Association of Bermuda
REFOR-CGE, Register of Insolvency Practitioners within ‘Consejo General de Economistas, CGE’
Restructuring Insolvency & Turnaround Association of New Zealand
Russian Union of Self-Regulated Organisations of Arbitration Managers
Society of Insolvency Practitioners of India
South African Restructuring and Insolvency Practitioners Association
Turnaround Management Association (INSOL Special Interest Group)
GROUP OF THIRTY-SIX

THE GROUP OF THIRTY-SIX (G36) WAS FORMED AS A PRINCIPAL RESOURCE FOR OUR RESEARCH, EDUCATIONAL AND TRAINING PROGRAMMES AROUND THE WORLD. WITHOUT THEIR GENEROUS SUPPORT WE WOULD NOT HAVE BEEN ABLE TO ACHIEVE THE EXTENSIVE REACH WE HAVE.

Deep and broad consultation across the global stakeholder community of INSOL was a core-endeavor of the Taskforce, traversing many months and generating hundreds of conversations and rich data which formed the foundation of what is now the graphic depiction of INSOL International’s strategic future.

On behalf of all INSOL Members, the President and Board of INSOL International extend their sincere thanks and gratitude to Taskforce 2021 for their tireless commitment and relentless determination in formulating and designing the architecture that will sculpt INSOL’s future.

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