

#### **Membership Development Report – July 2013** Europe, Middle East, Africa (Region 8)



This membership development report is issued on behalf of your IEEE Region, and the IEEE Member & Geographic Activities Board.



Hello, MD officers. This is the last monthly MD report before membership year ends. The next one will summarize August figures, compiled after August 15th, where a new membership cycle will begin. In July, growth in membership in R8 was more or less in sync with the global one, like in previous month. It is worh noting that we are very close to the membership goal for 2013 in the Region. Keep the good work!

-Antonio Luque, Membership Development Chair, Region 8

Regional Snapshot	Total this Month	'13 vs. '12		% Change	Aug 2013 40 Goa	2013 New Members (JULY)	
Total Membership	70,536	$\wedge$	401	0.6%	95.7%	Total	17,026
Higher-Grade	49,332	~	36	0.1%	82.4%	Higher Grade	4,379
Students	21,204	$\wedge$	365	1.7%	141.1%	Students	12,647
IEEE Worldwide - Total	387,450	$\wedge$	1,642	0.4%	408,000		91,956

2013 Retention	Cumulative – Through This Month										
Dashboard / Benchmark	Professionals	Graduate Students	Undergraduate Students	Total							
Region – Total Members	75.6%	73.7%	29.7%	70.6%							
Region – 1 <sup>st</sup> -Year Members	33.9%	59.6%	23.3%	37.0%							
IEEE – Total Members	79.7%	66.3%	25.1%	71.1%							
IEEE – 1 <sup>st</sup> Year Members	34.2%	48.7%	20.2%	30.6%							

First-Year Member Engagement	2013 Membership Cycle											
Recruitment	Member-Get-a-Member program: <u>www.ieee.org/mgm</u> , e-Membership program for new members.	1 March through 15 August half-year dues is available										
MGA Operations	First Year Member page available: <u>http://www.ieee.org/start</u> , register for the new member orientation.	Renewal opportunity to reach out to new members, those joined last year										
Section / Chapter Operations	Invite first year members to activities and events. Student members will be graduating and elevated end of August to higher grade.	Use the Correspondence templates located on <u>www.ieee.org/md</u>										
SAMIEEE Analyses	Each month new Member Alert message goes to Section and Section MD Chairs with report of new joined members	<ul> <li>(MD) All Members Joining since Beginning of Membership Year</li> <li>(MD) First Year Active Members</li> <li>(MD) Members Joining in Past 30 Days</li> <li>(MD) New Member Interest Information for Active IEEE Members</li> </ul>										
Volunteer Resources	Visit the MD Archive Guide for 2013 for MD Well held in June, http://www.ieee.org/about/volunteers/membersh	<b>č</b>										



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Best Section Total Retention	85.7% - Switzerland Section	82.7% - Finland Section
	83.9% - Croatia Section	82.6% - Serbia & Montenegro Section
Total Retention	83.5% - Slovenia Section	82.5% - Latvia Section

Tan Qaatian	Percentage Growth	Numeric Growth
Top Section	146.67% – Lithuanian Section	478 - Turkey Section
Recruitment Year over Year	109.65% – Tunisia Section	450 – U.K. & Republic of Ireland Section
	103.26% – Croatia Section	375 - Tunisia Section

Upcoming MD	Focus on first year member, try to know how was their experience, and be in close contact with them to encourage renewal.	<u>Click here to download from SAMIEEE a list of</u> <u>active first-year members</u>
Opportunities	Contact student members that were recently elevated to higher-grade and make sure they understand the benefits of staying with IEEE	Click here to download from SAMIEEE the list of Student Members with expected graduation date in 2013

	IEEE Region 8	www.ieee.org/r8						
	Benefits of Membership	www.ieee.org/benefits						
	First Year Member Experience	www.ieee.org/start						
	Online Supply Form	www.ieee.org/md						
MD Resource	IEEE Contact Center & Support	www.ieee.org/about/contact_center/index.html						
Links	Membership Statistics	www.ieee.org/md						
	mylÉEE	www.ieee.org/membership_services/membership/my_ieee.html						
	MD Manual, Membership Presentations	www.ieee.org/md						
	Member-get-a-Member	www.ieee.org/mgm						
	MD Webcast Archive Guide for 2013 to 2009	www.ieee.org/md						

#### **IEEE Annual MD Kit Distribution**

IEEE Section & MD Chairs and Student Branch Counselors:

The 2014 membership year is approaching. The Annual MD Kit will be reserved by MD Chairs and Student Branch officers for the 2014 membership year. The shipping of the Annual MD Kit kicks off the start of the membership year in September. We are following the same process we initiated in 2010.

Each MD Chair and Student Branch Counselor on record will reserve their Annual 2014 MD Kit via an online form (IEEE Account required for sign in). An email message will be sent to them with the link to the online form. When we reach the end of July and early part of August, it will be time to remove and recycle any older membership development materials.





#### **IEEE GOLD Membership Data**

#### **GOLD Status Indicator**

In March several new processes were introduced to the IBP system to manage the GOLD indicator code and reset it based on educational information provided by the member. Year over year data analysis is being compiled. These new validation processes in IT will substantially improve data quality but appear to skew the present GOLD member totals particularly as we examine year over year statistics.

The table below shows the current month with GOLD membership data. Each month's report will only show that month's data going forward until we have completed a year to begin year-over-year comparison.

Geo	graphic IEEE Gold Membersh	ip - July 2	2013	
Region	Higher Grade w/o GSM	GSM	Total	
1	3,189	465	3,654	
2	2,717	463	3,180	
3	2,908	624	3,532	
4	2,435	473	2,908	
5	3,061	433	3,494	
6	5,550	742	6,292	
R 1-6	19,860	3,200	23,060	
7	2,323	579	2,902	
8	10,354	2,413	12,767	
9	2,068	354	2,422	
10	11,146	1,815	12,961	
R 7-10	25,891	5,161	31,052	
TOTAL	45,751	8,361	54,112	

### Visit the MGA News web page for the latest news articles, including:

\* Call for nominations: MGA Wilson, Innovation, Leadership, Achievement, and GOLD Achievement Awards

- \* MGA Outstanding Section Award recipients announced
- \* Announcing 2014 IEEE MGA Board members and committee chairs
- \* Help promote the IEEE Foundation with print and Web ads

#### Additional IEEE news can be found at links on the right side of the page.

- Visit MGA News at <<u>http://www.ieee.org/societies\_communities/geo\_activities/mga\_news.html</u>>
- E-mail MGA staff <mailto:scoop@ieee.org> to submit feedback, subscribe, or unsubscribe



**IEEE Membership Information** 

### **IEEE Membership Development Team!**

Save the Date! Join us for the MD Webcast scheduled for Friday, 20 September 2013 offered at 10:00am Eastern (New York) or 14:00:00 UTC for one hour.

The July MD Webcast presentation and recording are now posted to the 2013 Webcast Archive page at http://www.ieee.org/about/volunteers/membership\_development/md2013archiveguide.html.

#### New MD Officer Orientation Sessions held in June 2013

If you missed any of the orientation webcast sessions held during June 2013 for New MD Officers, the presentation is now available on the MD portal page at <u>http://www.ieee.org/about/volunteers/membership\_development/index.html</u> Its link is in the right side column, 3<sup>rd</sup> item in the list.

### IEEE Day is scheduled for 01 October 2013 at locations

**around the globe!** The theme "Leveraging Technology for a Better Tomorrow" has been developed by a team of IEEE student volunteers, young professionals and staff. Visit the web at <a href="http://www.ieeeday.org/">http://www.ieeeday.org/</a> for more details.

Organize & get your section, affinity groups and society chapters to be involved.









### Section Performance > Retention

# Year-over-Year – Renewal: 2013 Membership Year – July 2013

	HIGHER GR	HIGHER GRADE MEMBERS w/o GSM			E STUDENT N	IEMBERS	UNDERGRAD	UATE STUDEN	T MEMBERS	то	TOTAL MEMBERS		
<b>REGION 8</b>	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	
Switzerland Section	2467	2153	87.3%	410	330	80.5%	42	18	42.9%	2,919	2501	85.7%	
Croatia Section	489	424	86.7%	180	149	82.8%	40	22	55.0%	709	595	83.9%	
Slovenia Section	265	231	87.2%	32	22	68.8%	12	5	41.7%	309	258	83.5%	
Finland Section	812	682	84.0%	208	174	83.7%	53	31	58.5%	1,073	887	82.7%	
Serbia And Montenegro Section	506	427	84.4%	154	134	87.0%	46	22	47.8%	706	583	82.6%	
Latvia Section	88	73	83.0%	25	22	88.0%	13	9	69.2%	126	104	82.5%	
Italy Section	3803	3166	83.3%	540	412	76.3%	115	55	47.8%	4,458	3633	81.5%	
Norway Section	900	743	82.6%	107	84	78.5%	15	5	33.3%	1,022	832	81.4%	
Germany Section	5811	4833	83.2%	1496	1171	78.3%	241	126	52.3%	7,548	6130	81.2%	
Sweden Section	1705	1394	81.8%	442	360	81.4%	39	12	30.8%	2,186	1766	80.8%	
Spain Section	3003	2489	82.9%	523	405	77.4%	270	155	57.4%	3,796	3049	80.3%	
Austria Section	962	781	81.2%	276	224	81.2%	76	50	65.8%	1,314	1055	80.3%	
Denmark Section	701	567	80.9%	116	89	76.7%	11	6	54.5%	828	662	80.0%	
Benelux Section	2775	2265	81.6%	631	507	80.3%	141	60	42.6%	3,547	2832	79.8%	
Zambia Section	113	91	80.5%	3	1	33.3%	0	0	#DIV/0!	116	92	79.3%	
Poland Section	820	668	81.5%	100	73	73.0%	69	29	42.0%	989	770	77.9%	
Malta Section	111	82	73.9%	43	38	88.4%	11	8	72.7%	165	128	77.6%	
Romania Section	866	672	77.6%	100	76	76.0%	30	14	46.7%	996	762	76.5%	
Belarus Section	29	26	89.7%	11	8	72.7%	6	1	16.7%	46	35	76.1%	
Hungary Section	333	269	80.8%	68	47	69.1%	43	20	46.5%	444	336	75.7%	
Czechoslovaki a Section	476	385	80.9%	73	41	56.2%	22	6	27.3%	571	432	75.7%	
Israel Section	1035	805	77.8%	94	55	58.5%	17	2	11.8%	1,146	862	75.2%	





### Section Performance > Retention

# Year-over-Year – <u>Renewal: 2013 Membership Year – July 2013</u>

	HIGHER GR	ADE MEMBER	S w/o GSM	GRADUA	TE STUDENT M	EMBERS	UNDERG	RADUATE ST	UDENT	TOTAL MEMBERS			
<b>REGION 8</b>	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	
U.K.& Rep Of Ireland Section	8106	6271	77.4%	1345	933	69.4%	351	132	37.6%	9,802	7336	74.8%	
Cyprus Section	195	148	75.9%	57	52	91.2%	34	12	35.3%	286	212	74.1%	
Bosnia And Herzegovina Section	134	92	68.7%	63	53	84.1%	18	13	72.2%	215	158	73.5%	
Portugal Section	781	605	77.5%	293	230	78.5%	186	83	44.6%	1,260	918	72.9%	
Bulgaria Section	237	175	73.8%	30	24	80.0%	24	13	54.2%	291	212	72.9%	
Lithuanian Section	77	56	72.7%	10	9	90.0%	4	1	25.0%	91	66	72.5%	
France Section	3277	2427	74.1%	358	233	65.1%	154	59	38.3%	3,789	2719	71.8%	
Republic Of Macedonia Section	108	84	77.8%	42	38	90.5%	29	6	20.7%	179	128	71.5%	
Greece Section	1307	993	76.0%	290	247	85.2%	428	207	48.4%	2,025	1447	71.5%	
Russia (Siberia) Section	186	136	73.1%	36	24	66.7%	8	4	50.0%	230	164	71.3%	
Russia Section	576	420	72.9%	39	27	69.2%	36	14	38.9%	651	461	70.8%	
South Africa Section	951	696	73.2%	144	123	85.4%	107	30	28.0%	1,202	849	70.6%	
Ukraine Section	338	237	70.1%	98	61	62.2%	36	15	41.7%	472	313	66.3%	
Kenya Section	96	65	67.7%	6	5	83.3%	11	1	9.1%	113	71	62.8%	
Russia (Northwest) Section	184	134	72.8%	32	19	59.4%	61	20	32.8%	277	173	62.5%	
Estonia Section	93	62	66.7%	20	14	70.0%	14	2	14.3%	127	78	61.4%	
Iceland Section	60	46	76.7%	12	8	66.7%	33	10	30.3%	105	64	61.0%	
Saudi Arabia Section	685	436	63.6%	34	27	79.4%	72	16	22.2%	791	479	60.6%	
Bahrain Section	74	52	70.3%	0	1	#DIV/0!	19	3	15.8%	93	56	60.2%	
Morocco Section	97	64	66.0%	28	20	71.4%	24	5	20.8%	149	89	59.7%	
Oman Section	113	75	66.4%	2	1	50.0%	25	2	8.0%	140	78	55.7%	





### Section Performance > Retention

# Year-over-Year – <u>Renewal: 2013 Membership Year – July 2013</u>

	HIGHER GR	ADE MEMBER	S w/o GSM	GRADUAT	E STUDENT N	IEMBERS	UNDERG	RADUATE ST	UDENT	TOTAL MEMBERS			
REGION 8	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	
Turkey Section	1125	722	64.2%	371	256	69.0%	589	183	31.1%	2,085	1161	55.7%	
Qatar Section	170	107	62.9%	11	10	90.9%	50	8	16.0%	231	125	54.1%	
Western Saudi Arabia Section	264	144	54.5%	39	23	59.0%	55	8	14.5%	358	175	48.9%	
Tunisia Section	265	146	55.1%	202	118	58.4%	188	44	23.4%	655	308	47.0%	
Kuwait Section	147	90	61.2%	9	5	55.6%	52	2	3.8%	208	97	46.6%	
Ghana Section	171	79	46.2%	13	13	100.0%	30	7	23.3%	214	99	46.3%	
United Arab Emirates Section	866	470	54.3%	85	63	74.1%	520	113	21.7%	1,471	646	43.9%	
Lebanon Section	342	161	47.1%	42	36	85.7%	416	152	36.5%	800	349	43.6%	
Iraq Section	118	54	45.8%	31	13	41.9%	7	0	0.0%	156	67	42.9%	
Nigeria Section	972	433	44.5%	110	74	67.3%	225	35	15.6%	1,307	542	41.5%	
Egypt Section	872	493	56.5%	277	204	73.6%	1034	169	16.3%	2,183	866	39.7%	
Iran Section	1268	349	27.5%	709	351	49.5%	513	77	15.0%	2,490	777	31.2%	
Jordan Section	253	135	53.4%	15	11	73.3%	382	44	11.5%	650	190	29.2%	
Reg 8-Countries Outside Sections	672	396	58.9%	95	49	51.6%	328	46	14.0%	1,095	491	44.8%	
Region 8 - Apo/Fpo	101	75	74.3%	11	8	72.7%	14	6	42.9%	126	89	70.6%	

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Section Performance > Recruitment

## Year-over-Year – <u>Recruitment: 2013 Membership Year</u>

	Hi	gher Gr	ade w/o	GSMs		Graduat	te Students	5	Un	dergradu	ate Stude	ents		Total			
Section Name	2013	2012	# Change	% Change	2013	2012	# Change	% Change	2013	2012	# Change	% Change	2013	2012	# Change	% Change	
Lithuanian Section	17	6	11	183.33 %	8	4	4	100.00 %	12	5	7	140.00 %	37	15	22	146.67%	
Tunisia Section	76	33	43	130.30 %	165	104	61	58.65%	476	205	271	132.20 %	717	342	375	109.65%	
Croatia Section	21	22	-1	-4.55%	75	38	37	97.37%	91	32	59	184.38 %	187	92	95	103.26%	
Morocco Section	13	17	-4	-23.53 %	22	20	2	10.00%	79	24	55	229.17 %	114	61	53	86.89%	
Cyprus Section	11	9	2	22.22%	17	16	1	6.25%	72	29	43	148.28 %	100	54	46	85.19%	
Malta Section	3	3	0	0.00%	11	7	4	57.14%	30	15	15	100.00 %	44	25	19	76.00%	
Turkey Section	116	131	-15	-11.45 %	190	151	39	25.83%	957	503	454	90.26%	1263	785	478	60.89%	
Bahrain Section	30	12	18	150.00 %	3	1	2	200.00 %	13	21	-8	-38.10 %	46	34	12	35.29%	
Zambia Section	15	12	3	25.00%	0	1	-1	-100.00 %	5	2	3	150.00 %	20	15	5	33.33%	
Kenya Section	27	28	-1	-3.57%	13	3	10	333.33 %	18	13	5	38.46%	58	44	14	31.82%	
Russia Section	120	107	13	12.15%	51	25	26	104.00 %	42	33	9	27.27%	213	165	48	29.09%	
Bosnia And Herzegovina Section	10	13	-3	-23.08 %	20	24	-4	-16.67 %	46	22	24	109.09 %	76	59	17	28.81%	
Belarus Section	1	0	1	#DIV/0!	5	2	3	150.00 %	3	5	-2	-40.00 %	9	7	2	28.57%	
U.K.& Rep Of Ireland Section	607	516	91	17.64%	1105	759	346	45.59%	422	409	13	3.18%	2134	1684	450	26.72%	
Denmark Section	53	68	-15	-22.06 %	83	64	19	29.69%	36	13	23	176.92 %	172	145	27	18.62%	
France Section	381	352	29	8.24%	273	266	7	2.63%	267	182	85	46.70%	921	800	121	15.13%	
Israel Section	75	88	-13	-14.77 %	83	57	26	45.61%	36	24	12	50.00%	194	169	25	14.79%	
Benelux Section	171	160	11	6.88%	304	212	92	43.40%	98	128	-30	-23.44 %	573	500	73	14.60%	
Poland Section	106	86	20	23.26%	27	40	-13	-32.50 %	68	50	18	36.00%	201	176	25	14.20%	
Saudi Arabia Section	101	105	-4	-3.81%	43	24	19	79.17%	98	83	15	18.07%	242	212	30	14.15%	



Section Performance > Recruitment

## Year-over-Year – <u>Recruitment: 2013 Membership Year</u>

	Hi	gher Gr	ade w/o	GSMs		Graduat	te Students	5	Un	dergradu	ate Stude	ents	Total			
Section Name	2013	2012	# Change	% Change	2013	2012	# Change	% Change	2013	2012	# Change	% Change	2013	2012	# Change	% Change
Russia (Siberia) Section	33	32	1	3.13%	24	21	3	14.29%	9	6	3	50.00%	66	59	7	11.86%
Portugal Section	41	30	11	36.67%	113	116	-3	-2.59%	183	158	25	15.82%	337	304	33	10.86%
Kuwait Section	23	23	0	0.00%	13	6	7	116.67 %	54	53	1	1.89%	90	82	8	9.76%
Republic Of Macedonia Section	9	5	4	80.00%	19	13	6	46.15%	13	20	-7	-35.00 %	41	38	3	7.89%
Greece Section	37	52	-15	-28.85 %	80	100	-20	-20.00 %	401	330	71	21.52%	518	482	36	7.47%
Hungary Section	33	24	9	37.50%	20	18	2	11.11%	28	34	-6	-17.65 %	81	76	5	6.58%
Czechoslova kia Section	35	33	2	6.06%	43	40	3	7.50%	28	27	1	3.70%	106	100	6	6.00%
Oman Section	14	20	-6	-30.00 %	6	6	0	0.00%	34	26	8	30.77%	54	52	2	3.85%
Qatar Section	48	34	14	41.18%	11	2	9	450.00 %	25	45	-20	-44.44	84	81	3	3.70%
Finland Section	41	50	-9	-18.00 %	74	59	15	25.42%	44	45	-1	-2.22%	159	154	5	3.25%
Nigeria Section	277	261	16	6.13%	124	72	52	72.22%	187	248	-61	-24.60 %	588	581	7	1.20%
Estonia Section	7	3	4	133.33 %	7	10	-3	-30.00 %	21	22	-1	-4.55%	35	35	0	0.00%
Romania Section	75	58	17	29.31%	26	43	-17	-39.53 %	28	28	0	0.00%	129	129	0	0.00%
Russia (Northwest) Section	31	24	7	29.17%	15	20	-5	-25.00 %	53	55	-2	-3.64%	99	99	0	0.00%
Switzerland Section	117	141	-24	-17.02 %	178	161	17	10.56%	59	55	4	7.27%	354	357	-3	-0.84%
Ukraine Section	50	54	-4	-7.41%	51	51	0	0.00%	39	37	2	5.41%	140	142	-2	-1.41%
Germany Section	304	334	-30	-8.98%	577	567	10	1.76%	212	222	-10	-4.50%	1093	1123	-30	-2.67%
Spain Section	121	134	-13	-9.70%	167	212	-45	-21.23 %	213	181	32	17.68%	501	527	-26	-4.93%



### Section Performance > Recruitment

## Year-over-Year – <u>Recruitment: 2013 Membership Year</u>

	Hi	gher Gr	ade w/o	GSMs	Graduate Students				Un	ate Stude	nts	Total				
Section Name	2013	2012	# Change	% Change	2013	2012	# Change	% Change	2013	2012	# Change	% Change	2013	2012	# Change	% Change
Iraq Section	30	48	-18	-37.50 %	14	27	-13	-48.15 %	36	10	26	260.00 %	80	85	-5	-5.88%
Italy Section	204	264	-60	-22.73 %	298	281	17	6.05%	143	141	2	1.42%	645	686	-41	-5.98%
Sweden Section	95	109	-14	-12.84 %	181	177	4	2.26%	38	53	-15	-28.30 %	314	339	-25	-7.37%
Lebanon Section	26	23	3	13.04%	20	26	-6	-23.08 %	347	377	-30	-7.96%	393	426	-33	-7.75%
South Africa Section	120	126	-6	-4.76%	71	86	-15	-17.44 %	104	109	-5	-4.59%	295	321	-26	-8.10%
United Arab Emirates Section	110	123	-13	-10.57 %	64	51	13	25.49%	460	528	-68	-12.88 %	634	702	-68	-9.69%
Norway Section	47	67	-20	-29.85 %	50	38	12	31.58%	11	15	-4	-26.67 %	108	120	-12	-10.00%
Iceland Section	4	6	-2	-33.33 %	1	5	-4	-80.00 %	35	34	1	2.94%	40	45	-5	-11.11%
Slovenia Section	9	10	-1	-10.00 %	13	15	-2	-13.33 %	7	9	-2	-22.22 %	29	34	-5	-14.71%
Serbia And Montenegro Section	38	51	-13	-25.49 %	43	62	-19	-30.65 %	41	32	9	28.13%	122	145	-23	-15.86%
Latvia Section	2	9	-7	-77.78 %	8	10	-2	-20.00 %	10	5	5	100.00 %	20	24	-4	-16.67%
Egypt Section	61	61	0	0.00%	84	106	-22	-20.75 %	737	965	-228	-23.63 %	882	1132	-250	-22.08%
Austria Section	38	59	-21	-35.59 %	87	92	-5	-5.43%	56	90	-34	-37.78 %	181	241	-60	-24.90%
Jordan Section	25	26	-1	-3.85%	9	8	1	12.50%	256	366	-110	-30.05 %	290	400	-110	-27.50%
Western Saudi Arabia Section	37	50	-13	-26.00 %	17	32	-15	-46.88 %	53	67	-14	-20.90 %	107	149	-42	-28.19%
Bulgaria Section	15	22	-7	-31.82 %	14	18	-4	-22.22 %	20	29	-9	-31.03 %	49	69	-20	-28.99%
Ghana section	46	66	-20	-30.30 %	8	8	0	0.00%	28	50	-22	-44.00 %	82	124	-42	-33.87%
Iran Section	23	89	-66	-74.16 %	192	527	-335	-63.57 %	185	596	-411	-68.96 %	400	1212	-812	-67.00%
Reg	186	169	17	10.06%	81	84	-3	-3.57%	268	311	-43	-13.83	535	564	-29	-5.14%

8-Countries																
Outside												%				
Sections																
Region 8 -	12	12	1	8.33%	2	7	5	-71.43	0	10	1	-10.00	24	20	5	-17.24%
Apo/Fpo	15	12	1	0.33%	Z	/	-5	%	9	10	-1	%	24	29	-5	-17.24%

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