

Membership Development Report – April 2014 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.



Dear MD officers,

April is transition month in the MD calendar, where our focus should be divided among recovering members in arrears, and making use of the half-year dues to recruit new ones. In addition, it is a good moment to start important campaigns in your Sections, such as promoting the elevations to Senior Member, or upgrading Associate members to full members. See details on next page, and use SAMIEEE to obtain lists of potential Senior Members and of current Associate Members.

-Antonio Luque, Membership Development Chair, Region 8

Regional Snapshot	Total this Month	'14 vs. '13		% Change	Aug 2014 40 Goa	2014 New Members (APRIL)	
Total Membership	63,714	-143		-0.2%	87.6%	Total	12,234
Higher-Grade	44,607	^	733	1.7%	81.5%	Higher Grade	3,059
 Students 	19,107	V	-846	-4.2%	106.5%	Students	9,175
IEEE Worldwide - Total	348,431	V	-5,454	-1.5%	405,000		65,598

2014 Retention		Cumulative - Through	gh This Month	
Dashboard / Benchmark	Professionals	Graduate Students	Undergraduate Students	Total
Region – Total Members	74.8%	62.3%	31.1%	68.1%
Region – 1 st -Year Members	34.0%	47.4%	22.8%	33.5%
IEEE – Total Members	78.3%	53.9%	23.3%	68.0%
IEEE – 1 st Year Members	33.1%	36.7%	17.6%	26.5%

First-Year Member Engagement	2014 Membe	ership Cycle
Recruitment	Recruit using e-Membership option, visit web at www.ieee.org/emember	Showcase new membership programs including MentorCentre, Resume Lab, GoogleApps@IEEE
MGA Operations	First Year Member page available: http://www.ieee.org/start , register for the new member orientation.	Renewal opportunity to reach out to new members, those joined last year
Section / Chapter Operations	Half-year dues began for new members.	Use the Correspondence templates located on www.ieee.org/md
SAMIEEE Analyses	New! Section Vitality Dashboard link, www.ieee.org/vitalitydb will take you directly to the dashboard to view reports.	Check out the reports you can download
Volunteer Resources	Visit the MD Archive Guide for 2014 for MD Wel	bcast recordings



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D (0 ()	85.1% - Slovenia Section	81.2% - Spain Section
Best Section Total Retention	81.7% - Italy Section	80.4% - Norway Section
Total Notolition	81.6% - Switzerland Section	79.3% - Croatia Section

Tan Oarthan	Numeric Growth										
Top Section	362 – Iran Section	83 – Kuwait Section									
Recruitment Year over Year	116 - United Arab Emirates Section	62 – Saudi Arabia Section									
Todi Over Tear	101 - Jordan Section	61 – West Saudi Arabia Section									

	Use half-year dues promotion to recruit new members.	This is a good moment of the year to start a campaign to upgrade members who qualify to Senior Member grade.
Upcoming MD Opportunities	Many Associate Members could be promoted to Members without increasing their fees. Let them know that the process is straightforward and help them to apply.	Click here to dowload from SAMIEEE the list of new members in your Section

	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	Section Vitality Dashboard	www.ieee.org/vitalitydb
	mylEEE	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 2014 to 2009	www.ieee.org/md

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

- * Thank you for submitting officer, meeting, and financial reports
- * Register now for IEEE Sections Congress 2014, 22-24 August, in Amsterdam, Netherlands
- * Welcome new members in your Section and invite them to attend an orientation webinar
- * Last call for nominations: MGA William W. Middleton Distinguished Service Award: deadline 15 May
- * Call for nominations: IEEE Fellow Class of 2016; online system makes nominations easier
- * Member Discounts: Liberty Mutual scholarship program, Dell discounts
- * IEEE Power & Energy (PES) Scholarship Plus Initiative now accepting applications: deadline 30 June
- * IEEE Smart Cities Initiative launches, seeks engagement from global municipalities: deadline 16 May
- * Call for nominations: 2015 IEEE-HKN Board of Governors: deadline 1 June

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

- Visit MGA News at http://www.ieee.org/societies communities/geo activities/mga news.html>
- E-mail MGA staff <mailto:scoop@ieee.org > to submit feedback, subscribe, or unsubscribe

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IEEE Membership

IEEE Young Professional (GOLD) Status Indicator

The table below shows the current month with Young Professional (GOLD) membership data. We now can show the comparison of year-over-year.

		Geogra	aphic IEE	E Gold	Member	ship - Ap	ril 2014			
Region	Highe	r Grade w	o GSM		GSM		Total			
	2014	2013	% Change	2014	2013	%Change	2014	2013	% Change	
1	2,001	2,089	-4.2%	519	604	-14.1%	2,520	2,693	-6.4%	
2	1,765	1,866	-5.4%	482	615	-21.6%	2,247	2,481	-9.4%	
3	1,695	1,744	-2.8%	618	767	-19.4%	2,313	2,511	-7.9%	
4	1,561	1,565	-0.3%	471	594	-20.7%	2,032	2,159	-5.9%	
5	1,964	2,040	-3.7%	480	575	-16.5%	2,444	2,615	-6.5%	
6	3,771	3,785	-0.4%	851	1,026	-17.1%	4,622	4,811	-3.9%	
R 1-6	12,757	13,089	-2.5%	3,421	4,181	-18.2%	16,178	17,270	-6.3%	
7	1,535	1,564	-1.9%	693	782	-11.4%	2,228	2,346	-5.0%	
8	7,670	7,585	1.1%	2,524	2,848	-11.4%	10,194	10,433	-2.3%	
9	1,482	1,452	2.1%	346	457	-24.3%	1,828	1,909	-4.2%	
10	7,279	7,022	3.7%	1,787	1,858	-3.8%	9,066	8,880	2.1%	
R 7-10	17,966	17,623	1.9%	5,350	5,945	-10.0%	23,316	23,568	-1.1%	
TOTAL	30,723	30,712	0.0%	8,771	10,126	-13.4%	39,494	40,838	-3.3%	

Membership Related Quick Survey – We need Your Input!

Section Communications Survey:

Please help us! To help you better communicate products and services to members in your geographic area please complete the short survey linked below. Consider your local communication channels as you respond to the questions. Your responses will help us identify and develop content to meet your needs.

The survey is linked: http://ieee.fluidsurveys.com/s/communications_in_sections/

Book Drawing for MD Webcast on 22 May 2014!

Join us for the MD Webcast scheduled for Thursday, 22 May 2014 offered at 10:00AM Eastern Daylight Savings Time (New York) or 14:00:00 UTC for one hour. This session will focus on the new member benefit, IEEE ResumeLab. We will have a random drawing among those who attend the live broadcast for 5 copies of the book, "Purple Squirrel, Stand Out, Land Interviews & Master the Modern Job Market", by Michael B. Junge.

You may now register for the Thursday, 22 May 2014 MD Monthly Webcast at: https://cc.readytalk.com/r/heubarpmbpb0&eom









Section Performance > Retention

Year-over-Year - Renewal: 2014 Membership Year - April 2014

	HIGHER GRA	ADE MEMBER	S w/o GSM	GRADUATI	E STUDENT M	IEMBERS	UNDERGRADI	JATE STUDEN	T MEMBERS	то	TAL MEMBER	S
REGION 8	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal
Slovenia Section	260	229	88.1%	28	19	67.9%	7	3	42.9%	295	251	85.1%
Italy Section	3673	3117	84.9%	546	376	68.9%	155	79	51.0%	4,374	3572	81.7%
Switzerland Section	2508	2120	84.5%	425	292	68.7%	67	36	53.7%	3,000	2448	81.6%
Spain Section	2845	2408	84.6%	442	318	71.9%	325	208	64.0%	3,612	2934	81.2%
Norway Section	866	725	83.7%	107	65	60.7%	14	4	28.6%	987	794	80.4%
Croatia Section	504	432	85.7%	182	143	78.6%	115	60	52.2%	801	635	79.3%
Hungary Section	353	284	80.5%	44	35	79.5%	41	26	63.4%	438	345	78.8%
Serbia And Montenegro Section	532	420	78.9%	150	126	84.0%	46	27	58.7%	728	573	78.7%
Sweden Section	1733	1373	79.2%	442	322	72.9%	34	17	50.0%	2,209	1712	77.5%
Romania Section	835	658	78.8%	74	46	62.2%	33	25	75.8%	942	729	77.4%
Germany Section	5842	4749	81.3%	1531	990	64.7%	253	150	59.3%	7,626	5889	77.2%
Austria Section	951	764	80.3%	253	177	70.0%	87	54	62.1%	1,291	995	77.1%
Poland Section	856	689	80.5%	81	57	70.4%	76	30	39.5%	1,013	776	76.6%
Benelux Section	2801	2239	79.9%	661	435	65.8%	138	53	38.4%	3,600	2727	75.8%
Finland Section	842	654	77.7%	213	154	72.3%	51	25	49.0%	1,106	833	75.3%
Estonia Section	89	72	80.9%	18	15	83.3%	13	3	23.1%	120	90	75.0%
Denmark Section	722	558	77.3%	131	91	69.5%	34	15	44.1%	887	664	74.9%
Czechoslovaki a Section	464	370	79.7%	66	36	54.5%	24	4	16.7%	554	410	74.0%
Israel Section	998	771	77.3%	110	56	50.9%	26	7	26.9%	1,134	834	73.5%
Republic Of Macedonia Section	125	95	76.0%	38	30	78.9%	18	8	44.4%	181	133	73.5%



Section Performance > Retention

Year-over-Year - Renewal: 2014 Membership Year - April 2014

	HIGHER GR	ADE MEMBER	S w/o GSM	GRADUA'	TE STUDENT M	EMBERS	UNDERG	RADUATE ST MEMBERS	UDENT	то	TAL MEMBER	S
REGION 8	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal
Belarus Section	35	27	77.1%	11	6	54.5%	2	1	50.0%	48	34	70.8%
U.K.& Rep Of Ireland Section	8211	6196	75.5%	1536	823	53.6%	360	121	33.6%	10,107	7140	70.6%
Russia Section	587	433	73.8%	70	40	57.1%	41	14	34.1%	698	487	69.8%
Latvia Section	95	68	71.6%	21	14	66.7%	12	7	58.3%	128	89	69.5%
Malta Section	125	84	67.2%	31	27	87.1%	25	14	56.0%	181	125	69.1%
Lithuanian Section	93	72	77.4%	16	9	56.3%	10	1	10.0%	119	82	68.9%
France Section	3288	2378	72.3%	355	174	49.0%	225	91	40.4%	3,868	2643	68.3%
Russia (Siberia) Section	207	148	71.5%	33	19	57.6%	13	5	38.5%	253	172	68.0%
Portugal Section	804	598	74.4%	279	181	64.9%	236	112	47.5%	1,319	891	67.6%
Bosnia And Herzegovina Section	123	93	75.6%	63	43	68.3%	57	27	47.4%	243	163	67.1%
Bulgaria Section	228	150	65.8%	22	17	77.3%	25	16	64.0%	275	183	66.5%
Cyprus Section	213	154	72.3%	56	44	78.6%	57	15	26.3%	326	213	65.3%
Greece Section	1231	916	74.4%	238	164	68.9%	552	235	42.6%	2,021	1315	65.1%
Zambia Section	119	77	64.7%	0	0	#DIV/0!	2	0	0.0%	121	77	63.6%
Iceland Section	58	45	77.6%	8	8	100.0%	38	12	31.6%	104	65	62.5%
South Africa Section	1011	651	64.4%	134	80	59.7%	97	21	21.6%	1,242	752	60.5%
Ukraine Section	366	235	64.2%	70	34	48.6%	52	22	42.3%	488	291	59.6%
Qatar Section	184	114	62.0%	14	9	64.3%	26	7	26.9%	224	130	58.0%
Saudi Arabia Section	639	408	63.8%	59	31	52.5%	90	17	18.9%	788	456	57.9%



Section Performance > Retention

Year-over-Year - Renewal: 2014 Membership Year - April 2014

	HIGHER GRA	ADE MEMBER	S w/o GSM	GRADUAT	E STUDENT M	IEMBERS	UNDERG	RADUATE ST MEMBERS	UDENT	TOTAL MEMBERS			
REGION 8	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	
Russia (Northwest) Section	185	127	68.6%	23	12	52.2%	65	17	26.2%	273	156	57.1%	
Kenya Section	114	67	58.8%	16	10	62.5%	16	4	25.0%	146	81	55.5%	
Western Saudi Arabia Section	242	139	57.4%	29	18	62.1%	47	14	29.8%	318	171	53.8%	
Iran Section	655	311	47.5%	344	212	61.6%	183	83	45.4%	1,182	606	51.3%	
Kuwait Section	144	97	67.4%	8	2	25.0%	46	2	4.3%	198	101	51.0%	
Morocco Section	119	61	51.3%	36	20	55.6%	65	22	33.8%	220	103	46.8%	
Lebanon Section	313	178	56.9%	48	35	72.9%	427	154	36.1%	788	367	46.6%	
Bahrain Section	102	48	47.1%	6	3	50.0%	5	1	20.0%	113	52	46.0%	
Egypt Section	844	492	58.3%	241	177	73.4%	722	158	21.9%	1,807	827	45.8%	
Oman Section	104	69	66.3%	6	5	83.3%	70	5	7.1%	180	79	43.9%	
Iraq Section	120	61	50.8%	19	9	47.4%	22	0	0.0%	161	70	43.5%	
United Arab Emirates Section	825	462	56.0%	93	51	54.8%	442	68	15.4%	1,360	581	42.7%	
Turkey Section	1146	684	59.7%	391	217	55.5%	1097	176	16.0%	2,634	1077	40.9%	
Ghana Section	156	71	45.5%	15	4	26.7%	27	4	14.8%	198	79	39.9%	
Nigeria Section	1073	437	40.7%	143	55	38.5%	146	29	19.9%	1,362	521	38.3%	
Jordan Section	227	125	55.1%	20	11	55.0%	264	40	15.2%	511	176	34.4%	
Tunisia Section	356	123	34.6%	272	108	39.7%	496	58	11.7%	1,124	289	25.7%	
Reg 8-Countries Outside Sections	833	445	53.4%	92	41	44.6%	300	58	19.3%	1,225	544	44.4%	
Region 8 - Apo/Fpo	98	72	73.5%	7	2	28.6%	8	4	50.0%	113	78	69.0%	



Section Performance > Recruitment

Year-over-Year – Recruitment: 2014 Membership Year

	Hi	gher Gr	ade w/o	GSMs		Gradua	te Student	s	Un	dergradu	ate Stude	ents	Total			
Section Name	2014	2013	# Change	% Change	2014	2013	# Change	% Change	2014	2013	# Change	% Change	2014	2013	# Change	% Change
Iran Section	44	18	26	144.44%	265	146	119	81.51%	354	137	217	158.39%	663	301	362	120.27%
Kuwait Section	14	15	-1	-6.67%	130	8	122	1525.00%	10	48	-38	-79.17%	154	71	83	116.90%
Qatar Section	30	34	-4	-11.76%	7	7	0	0.00%	80	22	58	263.64%	117	63	54	85.71%
Iraq Section	38	21	17	80.95%	30	12	18	150.00%	2	5	-3	-60.00%	70	38	32	84.21%
Bosnia And Herzegovina Section	10	7	3	42.86%	14	12	2	16.67%	30	11	19	172.73%	54	30	24	80.00%
Western Saudi Arabia Section	37	26	11	42.31%	16	12	4	33.33%	92	46	46	100.00%	145	84	61	72.62%
Ghana section	23	24	-1	-4.17%	5	4	1	25.00%	21	4	17	425.00%	49	32	17	53.13%
Oman Section	19	12	7	58.33%	8	4	4	100.00%	47	33	14	42.42%	74	49	25	51.02%
Jordan Section	21	16	5	31.25%	8	6	2	33.33%	286	192	94	48.96%	315	214	101	47.20%
Bulgaria Section	15	14	1	7.14%	26	13	13	100.00%	23	19	4	21.05%	64	46	18	39.13%
Kenya Section	21	11	10	90.91%	11	8	3	37.50%	13	14	-1	-7.14%	45	33	12	36.36%
Romania Section	52	61	-9	-14.75%	36	16	20	125.00%	42	20	22	110.00%	130	97	33	34.02%
Saudi Arabia Section	95	85	10	11.76%	49	31	18	58.06%	107	73	34	46.58%	251	189	62	32.80%
United Arab Emirates Section	101	76	25	32.89%	63	48	15	31.25%	417	341	76	22.29%	581	465	116	24.95%
Austria Section	33	27	6	22.22%	59	61	-2	-3.28%	70	48	22	45.83%	162	136	26	19.12%
Serbia And Montenegro Section	42	30	12	40.00%	40	33	7	21.21%	37	37	0	0.00%	119	100	19	19.00%
Hungary Section	28	19	9	47.37%	12	12	0	0.00%	21	27	-6	-22.22%	61	58	3	5.17%
Czechoslovakia Section	35	33	2	6.06%	30	29	1	3.45%	17	17	0	0.00%	82	79	3	3.80%



Section Performance > Recruitment

Year-over-Year - Recruitment: 2014 Membership Year

	Hi	gher Gr	ade w/o	GSMs		Gradua	te Student	S	Un	dergradu	iate Stude	ents	Total			
Section Name	2014	2013	# Change	% Change	2014	2013	# Change	% Change	2014	2013	# Change	% Change	2014	2013	# Change	% Change
Germany Section	249	219	30	13.70%	426	424	2	0.47%	141	152	-11	-7.24%	816	795	21	2.64%
Russia (Siberia) Section	19	24	-5	-20.83%	9	13	-4	-30.77%	13	3	10	333.33%	41	40	1	2.50%
Portugal Section	24	27	-3	-11.11%	70	94	-24	-25.53%	179	164	15	9.15%	273	285	-12	-4.21%
Lebanon Section	22	23	-1	-4.35%	14	18	-4	-22.22%	318	336	-18	-5.36%	354	377	-23	-6.10%
U.K.& Rep Of Ireland Section	425	391	34	8.70%	657	823	-166	-20.17%	358	323	35	10.84%	1440	1537	-97	-6.31%
Ukraine Section	56	42	14	33.33%	28	45	-17	-37.78%	27	33	-6	-18.18%	111	120	-9	-7.50%
Slovenia Section	8	9	-1	-11.11%	10	11	-1	-9.09%	6	6	0	0.00%	24	26	-2	-7.69%
Zambia Section	11	8	3	37.50%	0	0	0	#DIV/0!	1	5	-4	-80.00%	12	13	-1	-7.69%
Sweden Section	77	62	15	24.19%	95	138	-43	-31.16%	34	24	10	41.67%	206	224	-18	-8.04%
Nigeria Section	214	187	27	14.44%	57	97	-40	-41.24%	104	125	-21	-16.80%	375	409	-34	-8.31%
Republic Of Macedonia Section	1	7	-6	-85.71%	5	16	-11	-68.75%	27	13	14	107.69%	33	36	-3	-8.33%
Egypt Section	54	47	7	14.89%	99	62	37	59.68%	553	662	-109	-16.47%	706	771	-65	-8.43%
France Section	210	276	-66	-23.91%	171	193	-22	-11.40%	185	171	14	8.19%	566	640	-74	-11.56%
Poland Section	67	85	-18	-21.18%	28	20	8	40.00%	41	49	-8	-16.33%	136	154	-18	-11.69%
Italy Section	126	161	-35	-21.74%	194	215	-21	-9.77%	96	104	-8	-7.69%	416	480	-64	-13.33%
Russia Section	75	95	-20	-21.05%	30	40	-10	-25.00%	35	28	7	25.00%	140	163	-23	-14.11%





Section Performance > Recruitment

Year-over-Year – Recruitment: 2014 Membership Year

	Hi	gher Gr	ade w/o	GSMs		Graduat	te Students	5	Un	ate Stude	nts	Total				
Section Name	2014	2013	# Change	% Change	2014	2013	# Change	% Change	2014	2013	# Change	% Change	2014	2013	# Change	% Change
Norway Section	27	39	-12	-30.77%	36	39	-3	-7.69%	10	7	3	42.86%	73	85	-12	-14.12%
Greece Section	41	28	13	46.43%	57	64	-7	-10.94%	251	319	-68	-21.32%	349	411	-62	-15.09%
Benelux Section	105	137	-32	-23.36%	213	225	-12	-5.33%	52	74	-22	-29.73%	370	436	-66	-15.14%
Spain Section	63	90	-27	-30.00%	92	119	-27	-22.69%	160	165	-5	-3.03%	315	374	-59	-15.78%
Estonia Section	2	6	-4	-66.67%	10	7	3	42.86%	15	20	-5	-25.00%	27	33	-6	-18.18%
Switzerland Section	74	86	-12	-13.95%	91	138	-47	-34.06%	51	42	9	21.43%	216	266	-50	-18.80%
Finland Section	33	31	2	6.45%	47	58	-11	-18.97%	15	29	-14	-48.28%	95	118	-23	-19.49%
Israel Section	38	51	-13	-25.49%	39	63	-24	-38.10%	30	30	0	0.00%	107	144	-37	-25.69%
Russia (Northwest) Section	20	29	-9	-31.03%	14	14	0	0.00%	30	46	-16	-34.78%	64	89	-25	-28.09%
Belarus Section	5	1	4	400.00%	0	5	-5	-100.00 %	0	1	-1	-100.00 %	5	7	-2	-28.57%
Turkey Section	63	87	-24	-27.59%	117	140	-23	-16.43%	417	621	-204	-32.85%	597	848	-251	-29.60%
Cyprus Section	8	8	0	0.00%	10	13	-3	-23.08%	38	60	-22	-36.67%	56	81	-25	-30.86%
Latvia Section	4	1	3	300.00%	4	7	-3	-42.86%	3	8	-5	-62.50%	11	16	-5	-31.25%
Denmark Section	26	41	-15	-36.59%	45	62	-17	-27.42%	11	21	-10	-47.62%	82	124	-42	-33.87%
Lithuanian Section	3	14	-11	-78.57%	10	7	3	42.86%	5	7	-2	-28.57%	18	28	-10	-35.71%





Section Performance > Recruitment

Year-over-Year – Recruitment: 2014 Membership Year

	Hi	gher Gr	ade w/o	GSMs		Graduat	e Students	5	Un	dergradu	ate Stude	ents	Total			
Section Name	2014	2013	# Change	% Change	2014	2013	# Change	% Change	2014	2013	# Change	% Change	2014	2013	# Change	% Change
Croatia Section	19	18	1	5.56%	34	65	-31	-47.69%	51	88	-37	-42.05%	104	171	-67	-39.18%
Morocco Section	13	8	5	62.50%	17	18	-1	-5.56%	26	76	-50	-65.79%	56	102	-46	-45.10%
South Africa Section	60	83	-23	-27.71%	37	47	-10	-21.28%	17	90	-73	-81.11%	114	220	-106	-48.18%
Tunisia Section	36	51	-15	-29.41%	58	147	-89	-60.54%	242	451	-209	-46.34%	336	649	-313	-48.23%
Iceland Section	4	3	1	33.33%	1	1	0	0.00%	13	35	-22	-62.86%	18	39	-21	-53.85%
Bahrain Section	8	26	-18	-69.23%	1	1	0	0.00%	5	13	-8	-61.54%	14	40	-26	-65.00%
Malta Section	2	2	0	0.00%	1	8	-7	-87.50%	9	29	-20	-68.97%	12	39	-27	-69.23%
Reg 8-Countries Outside Sections	105	145	-40	-27.59%	49	55	-6	-10.91%	244	227	17	7.49%	398	427	-29	-6.79%
Region 8 - Apo/Fpo	4	11	-7	-63.64%	3	2	1	50.00%	5	7	-2	-28.57%	12	20	-8	-40.00%