

Afera Marketing Committee (MKC) Meeting Minutes

Date: 5 October 2016

Time: 09.00 – 12.30

Venue: SIDE Hotel Hamburg,
Germany

Present:

Ryan Miller (3M Europe)
Sharon Boyle (Advance Tapes International Ltd.)
Aris Venetis (Atlas Tapes SA)
Melanie Lack (H.B. Fuller Deutschland GmbH)
Evert Smit (Afera TC Chairman, Lohmann GmbH)
Stefan Neuner (Neenah Performance Materials)
Stefan Meirsman (Nitto Europe N.V.)
Louise Vincent (Parafix Tapes & Conversions Ltd.)
Matthias von Schwerdtner (tesa SE)
Mike Watson (Synthomer LLC)
Bert van Loon (Independent Strategist), guest
Astrid Lejeune (Afera Secretary-General, Lejeune
Association Management)
Bathsheba Fulton (Afera Editor)

Excused:

Michael Punter (Afera MKC Chairman, Parafix Tapes &
Conversions Ltd.)
Jean-Philippe Ponté (Ahlstrom Specialties)
Alberto Loro Lamia (Dow Europe GmbH)
Annegret Lange (Evonik Industries AG)
Suresh Subramanian (Organik Kimya SAN. Ve TIC. A.Ş.)
Karen Olson (Scapa PLC)
Klas Zetterman (ITW PSA & Components Group)
Carles Andreu (tesa Western Europe B.V.)

Chairman:

M. von Schwerdtner

Secretary:

A. Lejeune

Date of Next Meeting:

Tuesday, 14 February 2017 (09.00-12.30) at the
DoubleTree by Hilton, Amsterdam, The Netherlands. Lunch
will be included. Dinner with the Technical Committee is
scheduled **the evening before, meeting in the hotel
lobby at 19.00.**

Agenda

1. Opening/Agenda/Competition Law Compliance
2. Minutes and Actions of Meeting of 2 February 2016
3. Update on Creative Concept for "Ideas that Stick" Initiative
4. Afera Marketing Committee as Review Board
5. Afera Media Tools
6. Preparation of General Assembly Slides on Activities, Results of Marketing Committee (2016 Report, 2017 Outlook, Budget Needed)
7. Other Matters (submitted prior to the Meeting)
8. Next Meeting, Closing.

Note:

- Refer to the **Afera MKC Presentation 5 October 2016** slideshow for information co-ordinating with these Minutes.
- **Bolded, highlighted** names denote expected actions. Unless otherwise stated, **all actions are to be completed by the next MKC Meeting on 14 February 2016.**

1. Opening/Agenda/Competition Law Compliance

- 1.1 As MKC Chairman Mike Punter was unable to attend, Matthias von Schwerdtner chaired the meeting. A short round of introductions took place.
- 1.2 Afera's Competition Law Compliance Policy was reviewed and confirmed by all present.

2. Minutes and Actions of Meeting of 2 February 2016

- 2.1 The minutes were approved and signed as a true record of proceedings. Actions included in the minutes are covered in below agenda items.
- 2.2 Social media programme: See agenda item 3.1.
- 2.3 Website management: See agenda item 3.1.
- 2.4 Education awareness:
 - Afera would like to add information about the functionalities of tapes into the curricula of existing educational programmes in Europe. The chances of achieving this are greater than in creating a separate tapes educational programme that is accepted by relevant institutions.
 - Afera's educational curricula programme will be kicked off with a pilot project in the U.K. Through Mr. Punter's efforts, Afera has an opportunity to act on its intent to promote the awareness of adhesive bonding and fixing technology within the European academic design and engineering community. This will start with incorporating adhesive tape information into the syllabi of those studying BTEC and NVQ level qualifications through the relatively few examining bodies in the U.K. (this as opposed to university degree-level qualification). He also has the backing of the U.K. Institution of Mechanical Engineers (IMechE). Mr. Punter has said that when we succeed in this, Afera will roll it out across Europe, supported by Afera's members.

- Louise Vincent and Laura Still at Parafix have sent Afera Technical Committee (TC) Chairman (and MKC member) Evert Smit the detailed curricula of the mandatory and optional units of Engineering BTECs (Levels 1-5) available in the U.K. Specifically, they have provided the detail of BTEC Firsts (Level 1-2), BTEC Nationals (Level 3) and BTEC Higher Nationals (Level 4-5), as well as relating specification documents. They hope that from this Mr. Smit and a small TC working group (WG) including Uwe Maurieschat (Fraunhofer Institute IFAM), Jeff Burrington (HB Fuller U.K.) and Michael Raidt (Neenah Gessner GmbH), can identify the units where adhesive tape content can be added. Perhaps they will even be able to deliver a package of slides to be attached to these sections.
- By the TC's February 2016 meeting, Mr. Smit would like the WG to have finished reviewing the above with possible sections defined. Then in the TC meeting itself, he would like to decide what Afera would like to offer in terms of content and ask members to prepare documents. Content from the Tape College could be utilised, but this would have to be reworked. Mr. Smit should then be able to provide a good overview of the initiative. Ultimately he would like to present Afera's input together with Mr. Punter to the relevant bodies in the U.K.

2.5 Membership recruitment:

- Afera conducted a Membership Satisfaction Survey in 2016. See **Afera Membership Satisfaction Survey (MSS) Results 2016** attached to these minutes. Ms. Lejeune and the MKC members discussed the following results, which indicate that Afera is on the right track in meeting its mission to add the greatest value possible to our members' businesses:
 - 66 of 110 members (60%) responded.
 - Adhesive tape manufacturers (33) and raw materials suppliers (20) made up the largest groups of respondents.
 - "Networking within the Association is important" and "the adhesive tape industry needs representation" were the most heavily weighted statements.
 - 94% of respondents rated membership in Afera a 3 or 4 out of 4.
 - "Networking possibilities with important industry players" and "Information, co-operation and representation on matters of European and global standardisation" were confirmed as very important aspects of membership. The next most important items were attendance of Afera events and access to market research data. Next time, for question 6 we will ask respondents to rate their preferences in order of importance (assigning a number value to each item).
 - 20% of respondents have attended more than 20 Afera events.
 - Most respondents want Afera's Annual Conference to be held in Italy in autumn. The highest-rated cities for holding events were Barcelona, Munich, Amsterdam, London, Rome and Brussels. (Next year's Conference will be held in Turin in October; 2018's International Technical Seminar will be held in Munich.)
 - Market data, technology (products, applications, innovation, test methods), raw materials, economic trends and environmental regulation are the most popular subjects for papers at events.
 - More than half of respondents indicated that they would be willing to invest time in one of Afera's committees.
 - 78% gave Afera's website a 3, 3.5 or 4 out of 4 for content and user-

friendliness.

- Many respondents are also members of FEICA, PSTC and IVK.
- As most respondents included their contact information, we could follow up the survey by contacting them to ask for more detailed points of view.
- **All MKC members** will review the MSS results and prepare to discuss them at the next MKC meeting in February 2017. **Ms. Lejeune** will add this item to the MKC meeting agenda for discussion.
- If Afera members and the wider industry are not aware of the benefits of membership – of all the activities and initiatives in which the Association is involved – and which are linked to all of the feedback above – this should be addressed (all the more) through our social media programme. See agenda item 3.1.
- Because of M&As, Afera members are disappearing along with their member fees. There are also many potential industry members who should be approached. The MKC agreed to create a Member Recruitment WG consisting of Melanie Lack, Stefan Neuner, **Mike Watson** (to assign this task to a colleague), Bathsheba Fulton, and headed by Stefan Meirsman. Mr. Smit volunteered to approach potential members personally but will not sit in the WG. **Ms. Lejeune** will send an updated *current* and *past* Afera member lists to all WG members and schedule the first conference call once both the **Afera Potential Members Master List** and **European Converter Master List** have been adequately updated by **the entire MKC**. See attached.
 - Possible goals:
 - 20 new members within the next year
 - expand *Afera News* subscriber base
 - discuss/resolve active and associate fee differences depending on size/location of companies and subsidiaries (**Ms. Lejeune** can put together an annual study/chart since 1999 of membership breakdown according to type, size and location to judge the fairness of charging active members according to size and suppliers a flat fee). Could a sliding scale be used based on sales to the industry?
 - Methods:
 - email campaign?
 - personal (call or face-to-face) approach by a member of the WG/MKC and TC in parallel
 - Divide the potential member lists over individuals who are responsible for making contact?
 - warn members that fees will increase if they don't actively participate in this initiative?

2.6 General communications: Ongoing.

2.7 Annual Conference: The MKC agreed that they really liked the event theme, structure, content and moderation. Ms. Lejeune explained that most of the organisation was performed by Bert van Loon and herself.

- Committee/WG support: Afera has real difficulty in functioning with adequate, consistent voluntary support, especially when it comes to organising the Annual Conference. The MKC agreed that paid support through expert consultants, such as Mr. Van Loon (who has never invoiced Afera for his work), Mark Macaré and Lutz Jacob, enables the Association to function optimally in reaching its goals. Allowing for an adequate budget for

paid support would be discussed in the Steering Committee meeting later that day. *At their meeting, the SC decided that two €15,000-funds would be earmarked for investment in planned consultants engaged by the MKC for content management and the TC for regulatory affairs management.*

3. Update on Creative Concept for "Ideas that Stick" Initiative

3.1 Website Management WG (Sharon Boyle, Louise Vincent, Mr. Van Loon, Ms. Lejeune and Bathsheba Fulton) activities status and way forward:

- See slides 33-45.
- Content and followers have increased on Afera's two Twitter accounts: <https://twitter.com/ProductDesign> (3,051 current followers of "Design that Sticks" with a touch of tape, product design topics and news) (note: more than FEICA, 735 and FINAT, 890) and https://twitter.com/Afera_Tape (89 current followers of "Afera Adhesive Tape", member and potential member tape network). **All MKC members** should follow these accounts themselves. Also, please supply Ms. Lejeune with your social media contacts within your organisations so they can follow and retweet posts from the accounts.
- "Why tape?" section of afera.com has been rewritten, edited and reviewed by Ms. Fulton, Ms. Vincent and the rest of the WG, with support from TC members. Aimed at those who don't know about or use tape yet, Why tape? will go live in its new form in 6-8 weeks.
- Website stats show moderately positive results but are set to reveal more once more/regular SEO work can be performed with the integration of the new Why tape? section into the website.
- **Ms. Vincent** will soon start a trial with either Buffer or CoSchedule which provide more analytics pertaining to post interactions and integrate with Google Analytics. She will keep in mind that the Web MGMT WG will create a metrics presentation to present with the MKC report at the 2017 GA in Turin.
- Our social media programme objectives:
 - Creating awareness of the functionalities of adhesive tapes to end users
 - Converting interest to Afera's member directory.
- How do we harvest value from our product design audience of 3,051 followers? Once the Why tape? section is taken live, the process and design engineers through @_Product Design will be linked back to the website through this. A "bridge" must be created between social media and Afera's website (between "being intrigued" and "becoming more interested"). We could:
 - Using Why tape? content (different subjects, 5-7 slides each), create 20 presentations in SlideShare that will attract search traffic consisting of those in the second and third stage of the buyer journey with active interest.
 - Mix some Why tape? content with a member case, with general process and design engineering content from "Design that Sticks", using it to create a newsletter or separate website. If members merely paid for their production cost and shared a case in the above scenario, Afera could distribute it to its social media followers and *Afera News* subscriber base on a monthly basis. Or we could distribute it to paying subscribers. If there are 1,000-2,000, the activity would pay for itself.
 - This is not about our members' business of tomorrow, but the

business of the future – not an easy task for an association.

- Budget allowing, the WG would like to outsource more of its content needs for social media. This would mean building more tailor-made content. Another option is creating curated content. Does Afera want to invest money in content creation? Is there financial room in P&L? Or are there assets which could be invested in a one-off project? Ms. Lejeune indicated that there was not any room within the regular MKC budget to expand in this category, but if this were judged to be supportive of Afera's mission, capital could be allocated for this activity. Once a budget has been allocated, the Web MGMT WG will draft a content creation programme with goals and strategies. *As mentioned briefly above, the SC agreed on a provision of €15,000 for content management at their meeting that afternoon.*
- The social media contacts within Afera member and wider industry companies (the people who are tweeting and driving your digital strategy) need to be identified in order for Afera to expand its social media network. **All MKC members** will provide these to Ms. Lejeune.
- Potential members need to be targeted through Afera's social media programme as well.
- Sharon Boyle indicated that the members of the WG learn from this activity and use that knowledge in their own companies.
- tesa appreciated the exchange of ideas, experience and information within Afera's Virtual Task Force which was the initial working group that kicked off Afera's social media programme. Mr. von Schwerdtner would like to hold a social media seminar again within the next year, even perhaps reserve 1 or 2 days a year dedicated to Afera and its member companies' social media programmes.

4. Afera Marketing Committee as Review Board

- 4.1 Annual Conference format with theme(s), moderation, interactive industry debates, bonus workshops:
 - The MKC agreed that Ms. Lejeune continue choosing a conference theme and organising the working and social programmes with the support of Mr. Van Loon, Ms. Feith and Ms. Fulton.
- 4.2 Brainstorm optimisation market data and trends update to Afera members:
 - Do studies on mechanical fastening exist? For the February meeting, **all MKC members** will draft a list of options of studies that Afera could invest in for presentation to members. Send these to Ms. Lejeune by 1 February 2017. **Mr. Watson** in particular will bring a shortlist of studies of interest to the industry. This may entail asking research companies that you are in contact with what relevant topics they offer. **The MKC** will then choose one for purchase and presentation at the Turin Conference in October 2017.
 - The MKC could explore adding a discussion and polling function to Afera's website, asking market research companies such as AWA and Freedonia to provide 10 times a year, for example, a piece of information from one of their studies. This item would then be subject to a poll and discussion of Afera/industry members, attracting traffic. This could also be promoted through Afera's social media programme.

5. Afera Media Tools

- 5.1 Afera's digital newsletter:
- *Afera News* has a direct circulation of 485.
 - The MKC indicated that they are happy with the current layout.
 - *Afera News* is easier to read now that all articles are headlined.
 - **Ms. Lejeune** will look into MailPlus to study the click-through stats to present at the February MKC meeting. Learning more about these analytics would help with sending recruitment emails more effectively.
- 5.2 Afera's website:
- See agenda item 3.1.
 - Ms. Vincent and Ms. Fulton have difficulty in finding interesting content about adhesive tape technology for the website and Twitter accounts. We would like more interesting content such as videos and articles. The MKC decided that branded tape technology articles and videos can be posted in social media and the Why tape? section, as this is raising the awareness of tape technology to the benefit of all companies in the industry. **Ms. Fulton** will mention in *Afera News* that the MKC has decided that branded content submitted by members will be shared online and in *Afera News*, and she will add it to Afera's developing website content style guide.
 - **Mr. Van Loon** will create a LinkedIn group for Afera's MKC and member company social media/online content delegates within which to discuss member content submissions.

6. Preparation of General Assembly Slides on Activities, Results of Marketing Committee (2016 Report, 2017 Outlook, Budget Needed)

- 6.1 See finalised **Afera General Assembly Presentation 6 October 2016**.

7. Other Matters (submitted prior to the Meeting)

- 7.1 Afera will host the Global Tape Forum and Global Test Methods Committee meetings with its International Technical Seminar in Munich in mid-April 2018. If anyone has a suggestion about or is willing to host a site tour in the area, please contact Mr. Smit.
- 7.2 PSTC's [Responsible Tape Manufacturer \(RTM\) Programme](#) was briefly discussed as a model for a possible Afera initiative to level the European playing field by ensuring that all producers of tape (even those importing tape into Europe) follow the same rules, as well as to create a logo as a recognisable quality stamp for use as a marketing tool. In its meeting the previous day, the TC had decided that this was a topic for the MKC, which concluded that the value proposition of such a programme for Europe was not strong enough.
- 7.3 Mr. Smit asked the MKC to consider holding a future February meeting at one of the member company sites, as several TC and MKC members have expressed an interest in visiting other Afera companies.

8. Next Meeting, Closing

- 8.1 Next Afera MKC Meeting will take place on **Tuesday, 14 February 2017 (09.00-12.30)** at the DoubleTree by Hilton, Amsterdam, The Netherlands. Lunch will be included. Dinner with the Technical Committee is scheduled **the evening before, meeting in the hotel lobby at 19.00.**
- 8.2 The Chairman closed the Meeting.

Astrid Lejeune
The Hague, 12 November 2016

Disclaimer

Afera operates within the regulatory framework of competition law as set out by the European Union and national legal systems and respects all rules thereof. Afera actively raises awareness about competition law among its Members and encourages its Members to comply with these rules. The purpose of discussions within Afera is to identify general trends and market developments without identifying individual company data. Afera does not accept responsibility or liability for any type of restrictive agreements concluded by its individual Members during Afera Meetings or within the context of Afera events, in spite of the aforementioned precautionary measures.
