

## Afera Marketing Committee (MKC) Meeting Minutes

Date: 3 October 2017

Time: 13.00 – 17.30

Venue: Starhotels Majestic,  
Turin, Italy

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Present: Jacques Geijsen (Afera MKC Chairman, American Biltrite Inc.)  
Sharon Boyle (Advance Tapes International Ltd.)  
Aris Venetis (Atlas Tapes SA)  
Alberto Loro Lamia (Dow Europe GmbH)  
Melanie Lack (H.B. Fuller Deutschland GmbH)  
Evert Smit (Afera TC Chairman, Lohmann GmbH & Co KG)  
Kim Meekers (Nitto Europe N.V.)  
Luca Villa (Nitto Europe N.V./Nitto Italia s.r.l.)  
Florian Heller (Mondi Group)  
Stefan Neuner (Neeah Performance Materials)  
Michael Punter (Parafix Tapes & Conversions Ltd.)  
Sonja Santhiram (Sekisui Alveo AG)  
Matthias von Schwerdtner (tesa SE)  
Astrid Lejeune (Afera Secretary-General, Lejeune Association Management)  
Bathsheba Fulton (Afera Communications)

Excused: Jean-Philippe Ponté (Ahlstrom Specialties)  
Annegret Lange (Evonik Industries AG)  
Stefan Meirsman (Nitto Europe N.V.)  
Suresh Subramanian (Organik Kimya SAN. Ve TIC. A.Ş.)  
Louise Vincent (Parafix Tapes & Conversions Ltd.)  
Tom Garcia (Scapa PLC)  
Matthias Renka (Synthomer Deutschland GmbH)  
Carles Andreu (tesa Western Europe B.V.)  
Beverly Weaver (TSRC (Lux) Corporation S.a.r.l.)

Chairman: J. Geijsen  
Secretary: A. Lejeune  
Date of Next Meeting: **Thursday, 22 February 2018 (13.00-17.30)** at the [Hilton Amsterdam](#), The Netherlands. Lunch will be included. Dinner is scheduled **the same evening** along with the Steering Committee, meeting in the hotel lobby at **19.00**.

## Agenda

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1. Opening, agenda, competition law compliance
2. Minutes and actions of 14 February 2017 meeting
3. Content marketing initiative
4. Afera MKC as review board: Annual Conference Programme WG
5. Afera media tools
6. Preparation of General Assembly (GA) 2017 presentation, MKC contribution
7. Other business
8. Next meeting, closing.

Note:

- Refer to the **Afera MKC Presentation 3 October 2017** 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 22 February 2018.**

### 1. Opening, agenda, competition law compliance

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- 1.1 Secretary-General Astrid Lejeune reviewed Afera's Competition Law Compliance Policy, which was confirmed by all present.
- 1.2 Ms. Lejeune explained the succession of the position of MKC Chairman from Mike Punter to Jacques Geijssen, which would be confirmed at the GA 2 days later.
  - Mr. Punter was thanked for his excellent service to the MKC and Afera, and it was noted that this would be his last MKC meeting.
- 1.3 Mr. Geijssen officially opened the meeting and briefly reviewed the agenda and action points covered in the items below. He said that he would add one additional team-building item to the end of the agenda (see agenda item 7).
- 1.4 Should the MKC be renamed "The Tape Industry Marketing Taskforce"?
  - This item was not discussed.

### 2. Minutes and actions of 14 February 2017 meeting

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- 2.1 The Minutes of the Afera MKC meeting held on 14 February 2017 at the DoubleTree by Hilton, Amsterdam, The Netherlands, were approved and signed as a true record of proceedings.

Progress on MKC topics which adds to Afera's mission to "grow the pie" for all companies in the European adhesive tape value chain: (All WG leaders are responsible for reporting back to the MKC on their progress at every meeting)

<b>MKC Working Groups</b>	
<b>Website Management (Web MGMT WG)</b>	<p>Louise Vincent, Leader            Sharon Boyle (to be replaced by Advance colleague Alicia Tissot)  <i>Possible tesa colleague</i> (action from previous meeting: <b>Matthias von Schwerdtner</b> to provide contact details)            Astrid Lejeune (to be replaced by Lejeune colleague Elke Verbaarschot)            Bathsheba Fulton            Bert van Loon</p>
<b>Education Awareness Initiative (Edu-WG)</b>	<p>Suresh Subramanian, Leader            Sonja Santhiram            Annegret Lange            Florian Heller            Carles Andreu            Evert Smit</p>
<b>Annual Conference Programme (ACP-WG)</b>	<p>Astrid Lejeune, Leader            Aris Venetis            Jacques Geijsen            Matthias von Schwerdtner            Evert Smit            Matthias Renka            Bert van Loon</p>
<b>Member Recruitment (Mem-WG)</b>	<p>Sharon Boyle            Stefan Meirsman            Stefan Neuner            Beverley Weaver            Alberto Loro Lamia            Astrid Lejeune            Bathsheba Fulton</p>
<b>Strategy</b>	<p>Melanie Lack, Leader</p>

2.2 Social media programme: See agenda item 3.1.

2.3 Website Management WG: See agenda item 3.1.

#### 2.4 Education Awareness Initiative WG:

- Educational curricula programme pilot project in the U.K.:
  - Mr. Smit explained Afera's project spearheaded by the MKC to target those people who ultimately will make the decision of how a product is made, by incorporating adhesive tape technology into higher education curricula for engineers. Afera's pilot is a partnership with Pearson, the largest technical and professional education awarding body in the U.K., focussing on apprenticeship qualifications.
  - Afera has provided sample Tape College presentation material to Pearson, who have reacted very positively to it. The Edu-WG have identified the unit in the level-3 degree courses of national education in engineering where 2-4 hours of instruction on adhesive tape content could be added: Unit 46 – Manufacturing Joining, Finishing and Assembly Processes (60 hours).
- Contact with additional European institutions, providing technical educational material on adhesive tape bonding technology:
  - On 24 October, Mr. Smit and Technical Committee (TC) Member Uwe Maurieschat will travel to meet with Bryony Leonard, who is responsible for the engineering, manufacturing and automotive sectors for level 2-3 vocational students at Pearson. Together they will determine how to co-create content on adhesive (tape) bonding technologies for trainees. Following Pearson's research into the U.K.'s current level of knowledge of "joining technologies", of which adhesive (tape) bonding is a part, Mr. Smit, Mr. Maurieschat and perhaps other Edu-WG members will attend face-to-face educational sessions with teachers and students. The teacher training effort will comprise Pearson, Afera and U.K.-based (Association member) companies. Afera, however, will be key in providing basic tape bonding information and actual bonding materials for future lessons. Mr. Smit says that this already exists at high level in *Why tape?* and in much more depth in the Tape College curriculum. (Recently Mr. Smit, on behalf of Lohmann, showed a few Afera-branded Tape College presentations to a large group of users from the electronics industry who assemble panels, etc., and they were very receptive to it.)
  - **Florian Heller** reported that he had contacted a professor at the University of Applied Sciences Kempten in Germany who teaches bonding technologies. He is receptive to adding adhesive tape technology to his master's coursework for bonding engineering. Mr. Heller has already provided him with the Tape College presentation and the link to *Why tape?*. The professor is already including material about tape in his courses this year but needs more in-depth technical information. **Sonja Santhiram** will meet with a vocational school in Switzerland next week and **Aris Venetis** a design school in Greece in November. **Melanie Lack/Mr. Heller** will check into contacts they may have at the Aachen University of Applied Sciences.
  - All 3 will report on their progress at the MKC's next meeting on 22 February in Amsterdam.
  - Together with the **Edu-WG** and **Mr. Heller**, **Mr. Smit** will determine and prepare the correct, detailed level of information and adhesive tape binding materials which should be submitted to Pearson and eventually the University of Applied Sciences Kempten. These two technical educational bodies will be treated as models to be developed

and expanded upon. Mr. Heller indicated that he would need to support of a (German) tape manufacturer.

- At the next MKC meeting, **Mr. Smit** will also explain how the technology of tape bonding will be weighed against adhesive bonding within the Educational Awareness Initiative and whether FEICA will co-operate with Afera in this sphere.

## 2.5 Membership recruitment WG:

- Converter pilot member recruitment initiative:
  - Mr. Punter reported that he was disappointed in his lack of success in recruiting converters from his assigned regions of the U.K., Ireland, Central Europe and Russia. He mainly emailed his contacts and made some calls. He said the responses were to the effect that Afera was a talking shop, too expensive and only meant for tape manufacturers. One said they already didn't get enough support from tape manufacturers, so why would doing this help?
  - Luca Villa, who is in charge of southern Europe for Nitto, said that he feels the greatest barrier converters have in this region is a local mentality and fear of disclosure of valuable internal company information. Even in some cases, as in Italy, the converters may not speak English. For this reason, some local converters have created their own group. In France, companies are more open, and Mr. Villa said he has 2 candidates for Afera membership there. Unfortunately they are not able to attend the Turin conference. He also has 2 Italian candidates, but they would like to have a bit more information about Afera. He is convinced that they would benefit from joining the Association and plans to fix appointments with the potential candidates.
  - Kim Meekers reported on her assigned regions of Benelux, Germany and other specific contacts in France, Spain and Italy. Nitto's approach, which has been rather successful so far, involved discussing Afera when face-to-face with their converter partners during routine customer visits. Their goal was to contact at least 30% of their list in this manner, and they were not finished yet. They found that cost was the first reason that people declined. And perhaps networking within Afera is too far from their shop floor. As Nitto has been focussing on southern Europe and only started this initiative in June (i.e. not an optimal time to reach businesses), they feel they need more time to work through their contacts lists.
  - Decisions taken:
    - Mr. Punter believes that there is a value proposition for converters (i.e. a rationale for their choosing Afera membership). But the success of this initiative will depend on the commitment of the WG members. Contacts **should not just be approached once but multiple times.**
    - **Tape manufacturers will drive this initiative** in that they can more effectively reach their converters (through routine visits). **Each Mem-WG participating member** should focus in on 4-5 converters at a time. Meanwhile, **Ms. Lejeune** will send all potential members information about Afera's Global Tape Summit 2018.
    - The **converter fee** (see below), as agreed upon by the Steering Committee in February 2017, will remain at its promotional level (nearly 50% off).

E) **CONVERTERS**  
Adhesive tape converters (only specialty non-graphic die cutters).

☐ Fee € 1.900 in 2017, € 1.000 in 2018 and 2019

- The **definition of converter** according to Afera, is a specialty non-graphic die cutter—an engineering company and not a slitter/distributor.
- The concept of **forming a subgroup or WG for converters should be re-explored**. This would be to promote their general activity. In 2009-2010, the “Specialty Die Cutters MKC Subgroup” consisted of delegates from (\*=current Afera member):
  1. 3M\* (Joan Rufat)
  2. Acos
  3. CMC Converting Machinery Cevenini srl (Carlo Cevenini)
  4. GWK Klebetechnik GmbH (Thomas Drews, Ahmad Katiela)
  5. Lohmann GmbH & Co. KG\* (Hermann Leuschen, Ralph Uenver)
  6. Miarco\* (Ana tena Benages, Hans van Dyck)
  7. Nolato Lövepac AB (Peter Åkerblom)
  8. Parafix Tapes & Conversions Ltd.\*
  9. Pronat Industries Ltd. (Jeremy Rosenstein)
  10. Stokvis/ ITW PSA & Components Group\* (Eric Hammerstein, Klas Zetterman)
  11. tesa Converting Center GmbH\* (Philip Ortin, Thomas Niemeyer).

They had an **active agenda** consisting of the following:

  - Participation in ICE Europe
  - Branding and promotion (e.g. preferred Afera converter logo, converter section within Afera website, presence at Afera events, dedicated press release)
  - Stock exchange
  - Professional standards
  - Converter handbook
  - Presenting/educating at Afera technical events.
- **Afera’s value proposition** to converters should be zeroed in on. See attached **Reference and follow-up email for converter recruitment** and **Tape Converters are typically isolated fancy joining up with others in Europe in a non-competitive environment**, which explain what Afera has to offer.
  - Converters are usually more flexible, have geographical advantage and superior (bespoke) engineering capabilities. Converters tend not to compete with each other after the quotation process. Afera offers them the ability to forge more relationships. Afera offers access to information in a fast-moving/changing market. There is no other European body dedicated to converters.
  - Afera needs to support them in meeting and getting discussions going at events. Under the Afera umbrella, we could invite converters to a free event, even a web conference or a mini online seminar, including speakers and a Q&A.



- Afera potential members master list:
  - Bathsheba Fulton reported that she has also updated this list with extensive member input – almost as much as the converter list, which has received more focus as it was our pilot recruitment project.
  - Utilising this list should be part of the MKC’s future agenda.

2.6 General communications:

- Member company press and social media communications list:
  - Ms. Fulton created this dedicated list of Afera contacts as a straight line into member companies regarding press submissions, website matters (publishing links to news items, events, images, logos, etc.), social media initiatives (Twitter and LinkedIn) and future projects (e.g. collecting industry news).
  - Contact information will not be listed publically.
  - ~50% of members have responded.
- Individual member email contact initiative in August and September 2017:
  - Ms. Fulton contacted all members regarding publishing the “Member of Afera” logo link, supplying comms contacts, following [Afera member tape network Twitter page](#) and [Design that sticks Twitter](#), reviewing *Why tape?*, and attending the Conference.
  - ~40% responded.

2.7 Annual Conference: See agenda item 4.

**3. Content marketing initiative**

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3.1 Website Management WG activities:

- Launch of *Why tape?* section of afera.com, website best practice/functionality, SEO, social linking, website content style guide, performance stats:
  - Ms. Lejeune explained that this WG was formed to carry out Afera’s mission of adding the greatest value possible to our members’ businesses by growing the market for adhesive tape solutions. This is done by targeting engineers and designers through strategically placed online content about the functionalities of tape.

**Website objectives & audience**

Our social media programme objectives:

- **Creating awareness** of the functionalities of adhesive tapes to end users
- **Converting interest** to Afera’s member directory
- **Serving current members** as a trusted source of information and contacts
- **Attracting potential members.**

Afera aims to reach its audience with the following breakdown in emphasis:

- Product designers and architects (50%)
- Existing members (40%)
- Prospective members (10%).

In addition of the WG’s extensive development of [afera.com](http://afera.com), Ms. Lejeune explained the creation and management of the two Twitter accounts, the [Afera member tape network](#) and [Design that sticks](#),



which have seen increases in their followers of 43% and 23% over the last year. The WG meets approximately 3 times per year.

- [Why tape?](#) 55-page section of the website offers a good base to start from on tape technology when it comes to inspiring and educating product designers and process engineers. It was launched in [March 2017](#), will be treated as a living document and has received Twitter link traffic. **Ms. Fulton** will draft a *Why tape?*

PowerPoint presentation from the content in this section.

- Afera team strategist **Bert van Loon** will present a MKC integration report at our next meeting on 22 February 2018.
- Ms. Fulton has completed two drafts of the *Afera Website Content Style Guide* (see above image), which will be used as an internal document to streamline Afera’s online communications.
- Ms. Lejeune also reviewed website best practice items such as improving the filters for member directory and news, a CTA on every page of *Why tape?*, a new site audit, site map, automated creation of meta data, KPIs list, the need for a CAPTCHA on the contact form to reduce spam emails, the need to generate auto-response from CMS when user subscribed or sent an email, and social media activities.
- In terms of web statistics, visits are stable and the bounce rate is decreasing. The member directory consistently receives the most hits on the website, and banner clicks are also relatively good and stable.
- See slides 5-22.
- **All MKC members** should offer their feedback, if they have some tips or advice, on all above items. They should also submit their company news to be added to Afera’s digital newsletter. **American Biltrite Inc.**, **tesa SE** and **tesa Western Europe B.V.** are the only companies represented on the MKC that have not submitted their press and social comms contacts to Ms. Fulton and are requested to do so ASAP. Additional WG members are always welcome.
- **Ms. Fulton** will email all Afera’s comms contacts to ask them how they retrieve their industry news.

### Afera | website content style guide

<b>Contents</b>	
Purpose of these guidelines	2
Website objectives & audience	2
Style	2
Voice	3
Content	3
Types	3
Headings	4
White space	4
Lists/bullet points	4
Call to action (CTA)	4
Keywords	4
Adding keywords to text	4
Titles	5
URL/Permalinks	5
Meta descriptions	5
Logos	5
Images	5
Size	6
Weight	6
Alt tags and title tags	6
Videos	6
Links	6
Gated pages	6
Non-gated pages	7
Filters	7
“Members only”	7
Dropdown menus	7
Linking Twitter accounts	7
Website goals	8
Review & improvements	8

### 3.2 [FEICA’s sustainability programme](#):



- FEICA has launched a new section of their website, in which they list “examples of good practice in the use of adhesives and sealants and how companies run their business to improve sustainable operations.” Mr. Smit reported that they are moving forward on this subject, whereas Afera’s TC struggled to get a sustainability project up and running because of the failure of members companies to provide usable material/examples. Mr. Smit said that someone from Lohmann should attend the meetings.
- Although FEICA would like to connect this initiative to Afera, Mr. Smit would first like to establish if it is in the Afera members’ best interest as the focus is mainly on chemicals and FEICA of late are more challenging to work with. **Mr. Smit** and **Ms. Lejeune** will meet with FEICA Secretary General Philip Bruce on 6-7 February 2018 to discuss this along with other items on top of the 2 associations’ general working relationship.

#### 4. Afera MKC as review board: Annual Conference Programme WG

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##### 4.1 Moderation, theme, content:

- Mr. Geijssen explained that arranging the speaker programme was “a rough ride”. That day one speaker had cancelled due to illness and another had to be cancelled because his submitted content did not match the programming committee’s standards.

##### 4.2 Freedonia market study presentation “An update of the PSA industry”: See attached finalised **Update on the PSA Industry by Matthias von Schwerdtner Afera Presentation 05102017.**

##### 4.3 Follow-up w/PSTC on decision drivers for adhesive tape usage report (2<sup>nd</sup> phase):

- Mr. Punter reported that he had not caught up with Dr. Graeme Roan about [the second phase of a study on decision-drivers for PSA tape usage](#) that the business development director at PSTC had commissioned on behalf of the PSTC’s marketing committee. He had not pursued the lead on a speaker for our Turin Conference as he felt it was not ideal that the PSTC had included liquid adhesives in the scope of the original study. Mr. Punter also feels that Afera is farther ahead in its research and understanding of the (European) markets for tapes.
- Mr. Heller reported that he had attended the PSTC’s spring conference in Las Vegas. He was especially impressed with the tabletop exhibition of suppliers to tape manufacturers. Stefan Neuner agreed. Feedback at Mondi Group’s stand revealed that this was the most important part of the event. Some important company decision-makers flew in just to attend the exhibition.
- Mr. Geijssen said that the PSTC’s “Week of Learning” was well-organised, well planned out (with concurrent sessions and a fair amount of balanced, comprehensible technical content), and it had 3 times the number of attendees of Afera’s Conference. The PSTC has a smaller base of very active members. The unwritten rule in the organisation is contribute or get out. Mr. Geijssen said that the PSTC’s combined Tape University is much better sequenced than Afera’s Tape College and caters to a wider industry audience. 3 people teach the course, and they have an auditor who teaches the teachers. A broader base of students also receives a well-put-together book.
- Ms. Lejeune agreed with what she heard as she has also attended the PSTC’s spring conference. She noted, and the MKC agreed, that whereas the PSTC’s event is focussed on doing business, Afera’s caters to a more

intimate group which is more focussed on building and maintaining relationships. In this manner, the Association organises a social programme including evening activities, which the PSTC doesn't have. Ms. Lejeune shared that the U.S. association culture is far more developed than it is in Europe. Many American employees treat going to the annual conference as their family holiday.

- The MKC agreed that it appreciates the differences between the 2 regional association annual events. Mr. Smit noted that the 1<sup>st</sup> Afera Global Adhesive Tape 2018 will offer a chance to organise a global event within Europe's culture. **Mr. Smit** said he would look into organising a poster session – one in which compelling ideas were put forward, not just the selling of companies.

## 5. Afera Media Tools

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### 5.1 Afera's digital newsletter:

- Do recipients forward *Afera News*?
  - Ms. Lejeune explained that she uses MailPlus to distribute *Afera News*, which is issued 6 times a year to a distribution list of 474. It was agreed that the newsletter is necessary, of high quality and highly valued but could do with better readership rates. The click-through rate is currently 9-10% which Ms. Lejeune says is the average among other comparable associations.
  - **Ms. Fulton** will organise sending an email reminder one week after the newsletter is distributed.
  - **Ms. Fulton** will organise sending the *Afera News* distribution lists per company to Afera member company (comms) contacts to expand and update the readership. **All MKC members** will send Ms. Lejeune email distribution lists for *Afera News* within their companies.
  - **Ms. Fulton** will check into seeing whether Twitter signups can also receive a request to sign up for Afera's newsletter.
  - **Ms. Lejeune** will find out if once someone has signed up for the Annual Conference, other events, or to be a sponsor, they can be kept from receiving the general signup/reminder emails on the same subject.
  - Various MKC members indicated that they didn't want to receive more emails from Afera than they already do. Ms. Lejeune shared that with another organisation, she communicates via a KISS (Knowledge Information Sharing System) platform, which houses messages and documents. Platform members can choose how often they are emailed and when they want to retrieve information. KISS itself is expensive, but Afera members can see that information sharing will move away from email and more in this direction.
  - **Ms. Lejeune** will evaluate the idea of having *Afera News* printed and sent only to members (as a member benefit). She will weigh the possibility of producing 3 issues a year instead of 6. This could be an item for further discussion in MKC meetings.

5.2 Afera's website: See agenda item 3.1 and slides 16-18 for website statistics.

### 5.3 "Member of Afera" logo link:

- 33 of 107 members have the "Member of Afera" logo link published on their websites. 13 more companies have this action pending, and Ms. Fulton has

sent them all reminders.

## 6. Preparation of General Assembly (GA) 2017 presentation, MKC contribution

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- 6.1 See attached finalised **Afera General Assembly Presentation Turin 5 October 2017**.

## 7. Other business

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- 7.1 Mr. Geijsen held a team-building exercise based on the question "Why are we here?":
- MKC members brainstormed and discussed the overall objectives and direction of the MKC with the purpose of defining and assigning WGs (see attached **Why Am I Here - Recap Annual Conference MKC Meeting** follow-up email from Mr. Geijsen) and creating a questionnaire for Conference attendees on the following Friday (see slides 32-33). The following values were established for participating in the MKC and attending the Conference:
    - Promoting my company/sales
    - Exploring partnerships
    - Getting to know people in the PSA industry
    - Keeping up with my formal PSA network
    - Keeping up with my informal PSA network
    - Gaining industry intelligence.The following values were attached to producing content out of the MKC (events and other communications):
    - Being inspired by speakers outside the PSA industry
    - Understand the PSA industry better
    - Understand PSA end user applications better
    - Understand the PSA supply chain better
    - Improve my technical knowledge.
  - Ms. Lejeune is attaching the **Afera Commodity Tape Manufacturers Briefing 25112016** and **Commodity and Packaging Tape Manufacturer Report 01052015** so that MKC members can better understand this segment of Afera membership and the European adhesive tape business landscape.

## 8. Next meeting, closing

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- 8.1 Next Afera MKC Meeting will take place on **Thursday, 22 February 2018 (13.00-17.30)** at the [Hilton Amsterdam](#), The Netherlands. Lunch will be included. Dinner is scheduled **the same evening** along with the Steering Committee, meeting in the hotel lobby at **19.00**.
- 8.2 The Chairman thanked everyone present for their attention and valuable contributions and closed the meeting.

**Astrid Lejeune**  
**The Hague, 11 November 2017**

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**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.*

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