Afera

**Marketing Committee
8 October 2019
13.00 – 17.30 hrs.
Pestana Palace Hotel, Lisbon**
Room Correio-Mor

Antitrust law: the dos

Important for your session

✓**You must ensure this!**

Together with the chairperson of the meeting, make sure there is no antitrust violation in connection with an Association gathering. The following points must be strictly observed:

PREPARING FOR THE MEETING

✓**Agenda items and meeting documents may not contain any topics which might implicate antitrust law.**

DURING THE MEETING

✓**Restrict discussion to the agenda items or activity programme set beforehand**

✓**Have the session fully minuted**

✓**In case of spontaneous statements with antitrust content, react immediately**

and actively dissociate yourself from the violation:

- •**Point out to participants that this issue may not be discussed**

- •**If necessary, postpone the discussion until you have received relevant legal clarification**

- •**If the discussion continues, note your objection in the minutes, suspend the meeting or leave the meeting premises (also to be recorded in the meeting minutes)**

- •**Report the matter to the Secretary-General of the Association and your company.**

AFTER THE MEETING

✓**The minutes of the meeting should be concise and straightforward.**

A F E R A M K C

Antitrust law: the don'ts

Important for your session

×You must avoid this!

Employees of competing companies are prohibited from holding formal or informal discussions, exchanging information or entering into agreements on any of the following matters:

PRICES, in particular:
×Pricing, price differentials and pricing strategies

×Individual sales and payment terms, individual discount, credit notes and credit conditions.

PRODUCTION, in particular:

×Individual manufacturing or sales costs, cost accounting formulas, methods of cost calculation, figures related to products or product groups on procurement costs, production, inventories, sales, etc.

×Production changes, e.g. due to maintenance work, or the limitation of the market supply of a product.

FUTURE MARKET BEHAVIOUR, in particular:

×Allocation of markets or sources of supply, whether geographic or by customer

×Relationships with individual suppliers or customers, in particular where this could lead to their disappearance from the market

×"Blacklists" or boycotts of customers, competitors or suppliers

×Proposed technology, investment, design, production, distribution or marketing activities of individual companies concerning specific products.

AFERA MKC

A F E R A M K C

1. **Opening, agenda, competition law compliance** AL/JG

2. **Minutes and actions of 5 February 2019 meeting in Düsseldorf, Germany** All

   2.1   New MKC members

3. **Afera's strategy 2019-2025** ES/AL

   3.1   Operationalise and activate all initiatives, broader review of projects' objectives and work approach

4. **Marketing Communications (MarCom-WG)** EV

   4.1   Content marketing/social media programme

     -   Specific focus on MarCom-related topics for every Afera project

     -   Social media stats, recent PRs

5. **Content Generation & Engagement (CGE-WG)**

   5.1   Annual Conference Programme AL/BvL

     -   Moderation, theme, content

     -   Afera Mem Co. CEO Dinner 2020, Istanbul

   5.2   CGE-Working Group plan decided upon within the team JG

6. **Membership Recruitment (Mem-WG)** AL

   6.1   Afera updated potential members master list going forward

     -   Breaking it down into tape manufacturer and supplier groupings JG

   General discussion on Mem-WG objectives and plans forward

     -   SC decided to let distributors join Afera – are there interested distributors out there?

     -   Allowing new Members to attend 1 Afera event for free?

7. Education awareness initiative > Next-generation workforce (Edu-WG)   ES

    7.1   Education curricula programme pilot project in the U.K. w/Pearson BTEC

    7.2   Shifting emphasis to war for talent/next-generation workforce topic (w/FINAT)

    7.3   Fraunhofer invitation to Lohmann, 3M and tesa to assist in improving its European Adhesive Engineer and Specialist certification programmes (i.e. working on an additional slot dedicated to tapes)

8. Afera media tools, general communications   AL/BF

    8.1   *Afera News* contribution from members (incl. case studies), Afera app

    8.2   New website template, *Why tape?* update, Member Co. descriptions

    8.3   "Member of Afera" logo link

    8.4   Media list shared with MKC Members

9. Preparation of General Assembly 2019 presentation on activities, results of MKC   All/JG

10. Other matters (please submit prior to the meeting)   All

11. Next meeting in_____ ADM or Düsseldorf?, closing   JG

2. Minutes and actions of 5 February 2019 meeting in Düsseldorf, Germany   All

    2.1   New MKC members

3. Afera's strategy 2019-2025 ES/AL

3.1 Operationalise and activate all initiatives, broader review of projects' objectives and work approach

Context & Background

- Afera has evaluated and updated their *strategy* in summer 2018
- Strategic Focus and Strategic Initiatives were presented in October 2018
- Strategic Initiatives were *related* to the *existing* projects-portfolio, with the following *options*:
  - Continue
  - Start
  - Strengthen / Grow
  - Stop
- Projects were linked to the *existing* committee and workgroup structure with some *modifications* (e.g. new workgroup)

One question: are we currently (Q3-2019) *on track* in activating the strategic initiatives and what, if any, are bottlenecks and potential solutions to improve and facilitate progress?

Overall findings

- The *motivation* from all member representatives in the Afera Network, to be involved with the various strategic initiatives is *high*
- Various teams face bottlenecks to activate the projects and create an effective and efficient work method for their team
- The ability to turn ambition & intentions into concrete action & results *depends* on a number of (inter-related) *conditions*:
    - Availability of time
    - Availability of (industry) knowledge / network / skills
    - Clear project (team) deliverables and focus / agenda
    - Clear roles of team participants
    - Personal leadership style of member representatives
    - Simple and effective reporting and communication methods
- Some conditions are within our control, while others are simply a 'given'.

These conditions are outlined in the following slides

Conditions:
Availability of time

- Member representatives are extremely busy professionals, making it hard to find time for volunteer work
- Current business cultures allow less liberty and/or permission to spend time on association tasks than in previous times
- In committees / work groups it is often practically complicated to find a suitable time for all members to set up an (online) meeting

Control of this condition: *limited control – we cannot influence the time available, only use the time available to its best advantage*

Conclusion & potential solution
- We can accelerate projects progress by focusing on defining (smaller) *partial* project deliverables, that fit in available time AND that can effectively and efficiently delivered by small subgroups (1-3 Member representatives), rather than large groups
- To use available time to its best advantage, we can probably increase effectiveness by more explicitly defining how we can get the best output from our bi-annual meetings (thinking, brainstorming, diverging, collective decision-making, agenda-setting) and use the times in between to create deliverables, reporting and meeting-preparation.

Conditions:
Availability of (industry) knowledge / network / skills

- Various projects need specific knowledge, network access or skills, that can be divided in.
  - *Industry-specific* skills, network or knowledge
  - *Non-industry-specific* skills, network or knowledge

Control of this condition: *limited control – we are quite successful to get the people with the right (industry) knowledge / network / skills, but we always depend on availability and the time that they can spend on Afera projects.*

Conclusion & potential solution

- We can accelerate projects progress by separating industry-specific versus non-industry-specific tasks. Non-industry-specific tasks can be outsourced for faster delivery than in volunteer/remote teams, while still being managed by the project lead / Member representatives

Conditions:
Clear project (team) deliverables and focus / agenda

- For various projects, it seems to be hard to draft a clear list of deliverables and break it up in a roadmap and partials.
- Technical projects seem to be more successful to activate than 'marketing' projects.
- New projects seem to be more difficult than ongoing projects
- Ongoing projects might benefit from a redefinition of *next-level* objectives
- Defining focus / deliverables/ roadmap needs to be aligned with strategy and approved by the SC. This is not 'formally' defined, leaving room for miscommunication / mis-alignment.
- Defining focus / deliverables/ roadmap is strongly related to other conditions (availability of time, clear team roles etc.)

Control of this condition: full control – we are quite successful to get the people with the right (industry) knowledge / network / skills, but are depending on availability and the time that they can spend on Afera projects.

Conclusion & potential solution

- *Help* the project leads to define objectives/deliverables, aligned with Afera / Strategy (simplify, format, hands-on support) and convert approved objectives/deliverables into a practical roadmap and action plan 2020-2022.

Conditions:
Clear roles of team participants

- Many teams *experience* 'lack of commitment' (members missing planned conference calls, unresponsiveness, lack of input, lack of adopting and delivering tasks, unprepared for meetings)
- The *implicit* notion of being member of a wg/committee is that members will *contribute* knowledge + time to do/deliver partials. This is *not addressed and validated*.
- Inns some WG/Committees (e.g. Regulatory, Marketing) some members clearly join the group as *observer* rather than contributor

Control of this condition: *full control*

Conclusion & potential solution

- Afera should decide whether an observer-only role in a wg/committee is acceptable (if yes, the role can be 'serviced' in different forms TBD)
- Explicitly define and share within teams which role (+ input/output) every team member offers.
- We can use methodologies from Prince2 / Lean Six Sigma to identify roles. Although the term 'Responsibility assignment matrix' sounds threatening but is offering comfort and clarification in team roles and expectation management. [see next slide]

Clear roles of team participants - 'Responsibility assignment matrix'

There are several alternative forms, but one simple form is 'RACI', defining the following roles:

- **R = Responsible**
  Those who do the work to complete the task. There is at least one role with a participation type of *responsible*, although others can be delegated to assist in the work required .

- **A = Accountable**
  The one ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those *responsible*. In other words, an *accountable* must sign off (approve) work that *responsible* provides. There **must** be only one *accountable* specified for each task or deliverable.

- **C = Consulted**
  Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.

- **I = Informed**
  Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication

More info: link

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Conditions:
Personal leadership style of member representatives

- Even more than in a regular organisation, personal leadership styles vary largely in volunteer / peer environment organisation of an association.

- Styles may vary from '*solo-runners*' (autocratic) to '*broad enablers*' (democratic) etc.

- Control of this condition
  - No real control, unless you make it part of the 'recruitment' process, which is not to be expected in this volunteer / peer environment

- Conclusion & potential solution
  - The process of defining focus / deliverables / roadmap and following activation with partial tasks should suit different personal leadership styles

Conditions:
Simple and effective reporting and communication methods

- Apart from the minutes of the bi-annual committee meetings, most committees are struggling to find a simple and effective reporting method (progress / status / results / actions).
- A simple and unified model would
    - save reporting time
    - support continuity in case project roles are transferred to another person
    - Would enable the SC to integrate project updates to an integrated overview that increase efficiency and effectiveness

Control of this condition: *full control*

Conclusion & potential solution

- Develop a few simple and clearly valuable (time saver, easy to use, helpful to have an overview) templates that are THE KEY standard documents used (attachments are always possible if needed) to report and monitor in a unified form.
- Reports (*suggestion V1 – TBD*)
    - Progress (results, deliverables, status, budget)
    - Meeting template (topic, status, outcome/action)
    - New project (goals, strategic alignment, resources, action plan)

Overall findings

Finding	Control	Conclusion / Action
Availability of time	Limited control	We can accelerate projects progress by focusing on defining (smaller) *partial* project deliverables, that fit in available time AND that can effectively and efficiently delivered by small subgroups (1-3 Member representatives), rather than large groups
Availability of to (industry) knowledge / networks / skills	Limited control	We can accelerate projects progress by separating industry-specific versus non-industry-specific tasks. Non-industry-specific tasks can be outsourced for faster delivery than in volunteer/remote teams, while still being managed by the project lead / Member representatives
Clear project (team) deliverables and focus / agenda	Full control	*Help* the project leads to define objectives/deliverables, aligned with Afera / Strategy (simplify, format, hands-on support) and convert approved objectives/deliverables into a practical roadmap and action plan 2020-2022.
Clear roles of team participants	Full control	Explicitly define and share within teams which role (+ input/output) every team member offers.
Personal leadership style of member representatives	No control	Develop work processes/structure that are effective with different leadership styles.
Simple and effective reporting and communication methods	Full control	Develop work processes/tools that make peer & remote team work easy, effective and efficient.

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Practical approach for the Lisbon meetings

- Agree with all project leads to use the meeting to evaluate and update or create the 'agenda' 2020-2021 for the Committee/WG, using a simple format
- Optional: add a *report-buddy* to project leads were helpful
- Brief the leads with suggestions to come up with the best agenda (feasible, available resources, aligned with SC (or pending alignment / approval) etc.)
- Evaluate and determine roles in team (RACI)
- Let all leads define partial projects 2020 with a simple 'roadmap' and 1-3 people who are committed to deliver
- This input should allow the SC on Wednesday in Lisbon to evaluate if the current agenda is feasible or needs to be re-prioritized

Industry Theme	Strategic Initiative	Activity/Working Group
People	1. Raise awareness of demographic changes in workforce	Survey/tentative Conference presentation, MKC CGE-WG
People	2. Team up w/associations in adjacent technologies	ES agreement, Reg-WG, Sus-WG
People	3. Educating future industry workforce	Edu-WG
People	4. Educating new entrants to the industry	Tape College, TC-WG
Product/market development	5. Embedding adhesive tape tech in edu curriculum of mechanical engineers and product designers	Edu-WG
Product/market development	6. Promote knowledge/awareness of end-user application possibilities	CGE-WG, MarCom-WG
Environment/sustainability awareness	7. Increase industry perception/-awareness of necessity and that sustainability is an opportunity	Sus-WG
Environment/sustainability awareness	8. Promote end-user awareness about environmental PST success stories – 2019 Sustainability Award	Sus-WG, CGE-WG
Industry definition and structure	9. Increase (modern) new networking opportunities in a safe/trusted environment	Afera Member Company CEO Dinner 2020, Technical Seminar 2020 tabletop exhibition, CGE-WG, MarCom WG
Industry definition and structure	10. Challenge ourselves/raise ambition beyond "normal" through knowledge and inspiration	Afera Mem Co CEO Dinner, enlisting scientist to speak at committee meeting/Conference on latest technical developments, Annual Sustainability Award, CGE-WG
Industry definition and structure	11. Establish globally recognised test methods	TM-WG, GTMC
Regulation/political positioning	12. Team up w/associations in adjacent technologies	See #2 above
Regulation/political positioning	13. Increase relevant direct or indirect influence on regulatory bodies	Reg-WG
Regulation/political positioning	14. Raise awareness/knowledge of regulatory/political positioning among members	Reg-WG, Mem-WG, CGE-WG
Association	15. New member recruitment activities	Mem-WG
Association	16. Ensuring long-term focus (Association policy and execution) for industry interest	SC
Association	17. Existing member engagement activities	Committee and WG meetings, Annual Conference, Tape College, Technical Seminar and surveys

TC-MKC Working Groups	
9th Afera Tape College 2019 (TC-WG)	Reinhard Storbeck, tesa, Leader Danny Beekman, Kraton Ian Grace, Loparex Renate Roeterd, Bostik Ralf Rönisch, Coroplast Gert-Jan van Ruler, DRT Martijn Verhagen, Lohmann
Education Awareness Initiative (Edu-WG) (external scope)	TC members Evert Smit, Lohmann, Leader Danny Beekman, Kraton Jeff Burrington, H.B. Fuller Uwe Maurieschat, Fraunhofer IFAM Michael Raidt, Neenah Gessner MKC members Deniz Bölükbaşı, Organik Kimya Florian Heller, Mondi Aldo Mazzocchi, tesa Sonja Santhiram, Sekisui Alveo Martha Sloboda, Scapa Isabelle Uhl, Dow
Regulatory Affairs (Reg-WG)	Mark Macaré, Afera Public Affairs Manager, Leader Jeff Burrington, H.B. Fuller Alan Gilding, Advance Tapes Axel Hessland, IVK/FEICA Dirk Lamm, tesa Reinhard Storbeck, tesa Miriam Verbruggen, Lohmann Ingrid Wasbauer, Nitto
Test Methods (ad hoc, TM-WG)	Lutz Jacob, Leader Uwe Maurieschat, Fraunhofer IFAM, Leader as from 2020 Danny Beekman, Kraton Thomas Christ, BASF Ralf Rönisch, Coroplast Thorsten Meier, certoplast David Vanraes, Henkel Jürgen Kahl, tesa

AFERA MKC	Content Generation & Engagement WG (CGE-WG)	**TC members** ==Thorsten Meier, Certoplast, Leader== Jeff Burrington, H.B. Fuller Alan Gilding, Advance Tapes **MKC members** Jacques Geijsen, Leader, American Biltrite Astrid Lejeune, Afera Bert van Loon, Afera Matthias von Schwerdtner, tesa Evert Smit, Lohmann Aris Venetis, Atlas
	Sustainability WG (Sus-WG) Also a MKC WG	**TC members** ==Ian Grace, Loparex, Leader== + EPD Programme Jeff Burrington, H.B. Fuller Thomas Christ, BASF Alan Gilding, Advance Tapes Axel Hessland, IVK/FEICA Andrea Lackner, Mondi Uwe Maurieschat, Fraunhofer IFAM Gert-Jan van Ruler, DRT Michel Sabo, Nitto Yasemin Seyren, Organik Kimya Reinhard Storbeck, tesa, EPD Programme Martijn Verhagen, Lohmann, EPD Programme **MKC members** Deniz Bölükbaşı, Organik Kimya Giovanni Scognamiglio (tentative), 3M
	Membership Recruitment WG* (Mem-WG) (internal industry scope)	**TC members** Jeff Burrington, H.B. Fuller Teoman Köksal, A&G Ambalaj Michel Sabo, Nitto **MKC members** ==Jacques Geijsen, interim leader, American Biltrite== Alicia Tissot, Advanced Tapes Bathsheba Fulton, Afera Stefan Meirsman, Nitto Stefan Neuner, Neenah Elke Verbaarschot, Afera Beverley Weaver (tentative), TSRC
	Marketing Communications (MarCom-WG)	==Elke Verbaarschot, Leader, Afera== Bathsheba Fulton, Afera Tom Garcia, Scapa Bert van Loon, Afera Thorsten Petersson, tesa Alicia Tissot, Advanced Tapes

4. Marketing Communications (MarCom-WG)   EV

4.1   Content marketing/social media programme

- Specific focus on MarCom-related topics for every Afera project

- Social media stats, recent PRs

AFERA Project Basics	Project name:	*Marcom*		Document date:	2019-10-08

Broad (long term) goal >	Support all WGs in their outreach to communicate the process of their initiatives as presented in Afera strategy + manage on- and offline communication efforts

SMART goals 2019-2020 deliverables>	• KPIs – overview of activities and their success/ reach/ traffic o x% increase… • Content - structured content calendar, when, what, which occasion • Clearer guidance for Afera events of what, why, who, …. • Customer journey map with the target of understanding the needs of the recipients, i.e. "where to pick them up"

Resources >	Budget↓	Skills↓	Tools↓
	Elke (20 – 30%) structure and content; Bathsheba – content submission/ content research (5 – 10%);	• Marcom expertise • SEO – key word creation • Content creation – not always easy to find "new" content • Administration/ analytics – ongoing self-education (e.g. google webinar on analytics)	• New web site → better lay out • Dbase/list • Content from platform, member company web sites (some of which are very outdated), .. • Feedback from WG on specific communication (e.g.flyer)

Which Marketing-Communication support needed >	Twitter – desgin that sticks (Traffic genberator) , Afera; LinkedIn; Website – news letter Create a membership forum comparing state of the art MarCom Get more input on content about initiatives of the different WGs (e.g. sustainability report)

Which Technical support needed >	CMS existing – ok!

Team profile >	Skills, Network, Insights needed in the team ↓
•	See skills above

Team	Team Lead & Members ↓

	Elke, Bathsheba, Various from industry being part of the Marcom Group	

If more space is needed, please add the reference to your expanded text or file the box (e.g. 'See note 4' or 'see budget2019.xls')

AFERA Project UPDATE	Project name:	MarCom		Document date:	2019-10-08
				Report period (from – until)	
Which external professional support needed (if any) >	Somebody like Bert van Loon				
Update "progress and results" in past report period (deliverables, kpi's etc.)	See Elke's Marcom update (will show later)				
Update change in approach / plan – new challenges	More active on social media – higher engagement, more visibility of the Afera brand, Better planning and structure of what and when (committee Astrid, Elke, Bathsheba, anybody lese from Mktg Committee?) Challenge → how to measure and make it visible to the association and members				

6. Membership Recruitment (Mem-WG) AL

6.1 Afera updated potential members master list going forward

- Breaking it down into tape manufacturer and supplier groupings JG

General discussion on Mem-WG objectives and plans forward

- SC decided to let distributors join Afera – are there interested distributors out there?

- Allowing new Members to attend 1 Afera event for free?

14H30 STEFAN Neuner / BEVERLEY / Botshabe

AFERA Project Basics	Project name: MEMBERSHIP RECRUITMENT			Document date:
Broad (long term) goal >	2019 : 107 Members WHY MORE? Quantity / Quality members			
SMART goals 2020-2021 deliverables >	Representation of the industry - Producer ⟶ FULL VALUE CHAIN	- New Material supplier (liners / monomers / Chemicals)	* Converters / Distributors	
Resources >	Budget ↓	Skills ↓	Tools ↓	
			- Target list	
Which Marketing-Communication support needed >	* flyer : added value Networking / Info sharing / Topic College / * Special fee ⟶ ROI * Direct Mailing		⟶ NEWSLETTER	
Which Technical support needed >				
Team profile > •	Skills, Network, Insights needed in the team ↓			
Team	Team Lead & Members + role **Responsible** (for partial(s)), **Accountable** (1 Leader), **Consulted, Informed** ↓			

AFERA Project Basics	Project name: SUSTAINABILITY		Document date:	RESOURCE
Broad (long term) goal >	EDUCATE AND INFORM THE INDUSTRY ABOUT THE SUSTAINABILITY / NETWORK			
SMART goals 2020-2021 deliverables >	— Define what sustainability means for our industry and stakeholders. — Materiality matrix survey —			

Resources >	Budget ↓	Skills ↓	Tools ↓
	— ? CONSULTANCY! 3rd. PARTY — SURVEY	— being very polite — — communication — clarity — simplicity — responsive	— survey workings — — people — web sites (communication)
Which Marketing-Communication support needed >	— help us draft the survey language, and communication of results.		
Which Technical support needed >	— provide us with the reality check of the current situation on sustainability in the industry — (policies, products, process, trends)		
Team profile > •	Skills, Network, Insights needed in the team ↓ — MEMBERS WHO HAVE SUSTAINABILITY PROGRAMS/GROUPS? — REACH OUT TO THEM and CHECK WHAT EACH DO FOR SUSTAINABILITY / THEIR PRIORITIZATION		
Team	Team Lead & Members + role **Responsible** (for partial(s)), **Accountable** (1 Leader), **Consulted**, **Informed** ↓ 		

7. Education awareness initiative > Next-generation workforce (Edu-WG)   ES

7.1   Education curricula programme pilot project in the U.K. w/Pearson BTEC

7.2   Shifting emphasis to war for talent/next-generation workforce topic (w/FINAT)

7.3   Fraunhofer invitation to Lohmann, 3M and tesa to assist in improving its European Adhesive Engineer and Specialist certification programmes (i.e. working on an additional slot dedicated to tapes)

FUTURE WORKFORCE (~~CUE~~) [PSA industry]

AFERA Project Basics	Project name: ~~NEXT GEN WORKFORCE~~		Document date: 2019-10-08
Broad (long term) goal >	HAVE THE RIGHT WORKFORCE FOR OUR INDUSTRY'S SUSTAINABLE (GROWTH)		
SMART goals 2020-2021 deliverables >	STR. • DEFINE OUR FRAMEWORK — MUTUALY OP. — HAVE PROGRAMS @ EVENTS (Y/Y) READY 2020 2020 AGREE ON MODEL — AMBASSADOR ~~REGISTERING~~ RUNNING 2020 7000 WHAT DOES OUR BRANDING MODEL SYSTEM IN PLACE LOOK LIKE		

Resources >	Budget ↓	Skills ↓	Tools ↓
	= external support TBD (as per Union P)	— NETWORK — EXPERTISE (HR/T.Aq.)	TBD
Which Marketing-Communication support needed >	— Internet presence — Network of people	— Alumni platform	— HR skills * part of a conference
Which Technical support needed >	— Experts in Chemistry / Science of Adhesion		* Sponsoring Uni research * Outside Chemistry !
Team profile > •	Skills, Network, Insights needed in the team ↓ — Network in the talent pool (.TBD) — Ambassador for ambassadors — PR expertise — HR → not generic → TBD ▸		
Team	Team Lead & Members + role Responsible (for partial(s)), Accountable (1 Leader), Consulted, Informed ↓		

∘ Resp. — Str. Mkt. Op. Mkt + TC
∘ Accountable (leader) — (ES)

[∘ Supporting } — Univ.
[∘ Consulted } — PSTC, n-adhesives / MKVS, Uni. HR prof. Employer Branding
[∘ Inf. → MKT, TC, SC + members (basically ∑ Afera)

∑ First

5. Content Generation & Engagement (CGE-WG)

    5.1   Annual Conference Programme   AL/BvL

        -   Moderation, theme, content

        -   Afera Mem Co. CEO Dinner 2020, Istanbul

    5.2   CGE-Working Group plan decided upon within the team   JG

A F E R A M K C

8. Afera media tools, general communications AL/BF

8.1 *Afera News* contribution from members (incl. case studies), Afera app

8.2 New website template, *Why tape?* update, Member Co. descriptions

8.3 "Member of Afera" logo link

8.4 Media list shared with MKC Members

September 2019 media coverage

9. **Preparation of General Assembly 2019 presentation on activities, results of MKC**   All/JG

10. **Other matters** (please submit prior to the meeting)   All

11. **Next meeting in_____ ADM or Düsseldorf?, closing**   JG