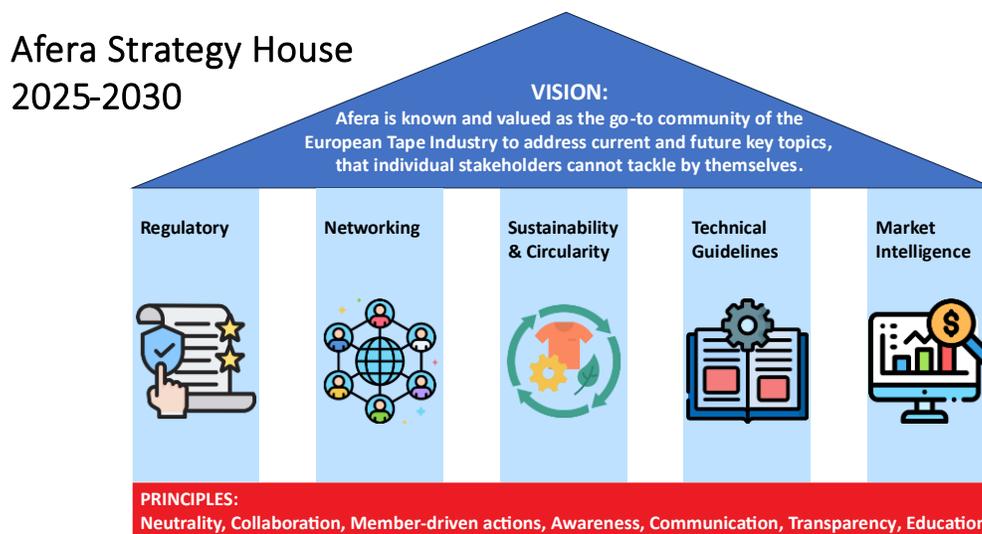


From insight to action: How Afera refreshed its strategy with Members, for Members

A Member-driven strategy update is now shaping Afera’s priorities, activities and results across the European adhesive tape industry.

In 2025, Afera undertook a full strategic alignment process — not to reinvent its direction, but to refine and strengthen it. From Member feedback in April, through a focused Steering Committee session in Milan, to its unveiling at European Tape Week and continued implementation into 2026, the Association has translated insight into action across the adhesive tape value chain.



A strong foundation: What Members told us

Afera’s 2025 Strategic Member Survey confirmed that the Association is both valued and trusted but also highlighted where Members expect more. With 52 participating companies and a 47% overall response rate, the Survey reflected a highly engaged and experienced Membership base. Over 84% of respondents have been Members for more than five years, and Afera’s overall relevance was rated just above 4 out of 5. The results were clear in their **priorities**:

1. **Standardisation and technical guidelines**
2. **Advocacy and regulatory support**
3. **Market intelligence and industry data.**

At the same time, Members called for stronger support in regulatory developments, sustainability and circularity, and workforce education — alongside continued investment in networking and knowledge-sharing.

Importantly, satisfaction with Afera’s current services remains high. Events and networking scored strongest, and 90% of respondents confirmed that Afera’s services are valuable. Even more telling, every respondent expressed willingness to support Afera’s activities going forward.

This combination — high satisfaction paired with clear expectations — set the direction for the next phase.

[View the Member Strategy Survey results \(Members only\)](#)



From feedback to strategy: The Milan session

At the end of June 2025, Afera’s Steering Committee met in Milan for a dedicated one-day strategy session, hosted at Assogomma.

Led by Steering Committee Member Melanie Ott, the session focused on reviewing the 2018–2025 strategy, assessing its continued relevance, and — critically — integrating the results of the April Member Survey. The conclusion was not to replace the existing strategy, but to refresh and sharpen it. The outcome was a clearer, more structured

framework built around **five strategic pillars**:

- **Regulatory**
- **Sustainability and circularity**
- **Technical guidelines**
- **Market intelligence**
- **Networking.**

These pillars reflect both what Afera has historically done well and where Members expect increased focus. They are supported by core principles (neutrality, collaboration, transparency, communication and education) and anchored in Afera’s role as the go-to community for addressing shared industry challenges.

Sharing the direction: European Tape Week 2025

Three months later, the refreshed strategy was presented to Members at the 68th Annual Conference during the 1st Afera European Tape Week in Thessaloniki. In her presentation *Futureproofing the adhesive tapes industry*, Ms. Ott set out both the rationale for the update and the actions already underway.



She highlighted a world in transition — from regulatory expansion and sustainability demands to supply chain disruption, digitalisation and workforce challenges — and made clear that Afera must remain both relevant and proactive.

The strategy presented was therefore deliberately evolutionary: continuing what works, strengthening where needed, and introducing new focus areas such as [market intelligence](#). The “strategy house” introduced at the conference formalised this structure, aligning Afera’s activities under the five pillars and translating them into concrete initiatives — from [regulatory newsletters](#) and webinars to [trend surveys](#), [sustainability tools](#) and [expanded outreach](#).

[View Melanie Ott’s *Futureproofing the adhesive tapes industry* Presentation \(Members only\)](#) [<add link>](#)

Reinforcing the focus: [General Assembly 2025](#)

The same direction was reaffirmed at [Afera’s General Assembly](#) in November. The Association’s priorities were clearly restated:

- Serving both specialty and commodity tape manufacturers at the core
- Strengthening networking and event quality
- Advancing standardisation and technical guidelines
- Expanding advocacy and regulatory engagement
- Building market intelligence capabilities
- Deepening sustainability and circularity work.

At the same time, Afera’s Committee and Working Group structures began to evolve to support these priorities more directly, particularly in [regulatory affairs](#), [market intelligence](#) and [high-quality content delivery](#).

Delivering results: Progress by the end of 2025

By the close of 2025, tangible progress had already been made across all strategic pillars:

- ✓ Afera strengthened its role as the voice of the European adhesive tape industry, representing both commodity and specialty manufacturers while reinforcing collaboration across the full value chain.
- ✓ Events were elevated significantly, culminating in the successful launch of European Tape Week — combining strong technical content, high-level speakers and enhanced networking opportunities.
- ✓ In standardisation, a new edition of the [Afera Test Methods Manual](#) was released, reinforcing Afera’s position as a technical reference point and delivering a concrete Member benefit.

- ✓ Regulatory affairs saw major expansion, with new guidance tools and position papers on key files such as PPWR, DfR, EUDR and CSRD, alongside the launch of a dedicated [Regulatory Affairs section](#) on the Afera website and a [Quarterly Update](#) to keep Members informed.
- ✓ Market intelligence was formalised as a core pillar, with the release of the [Afera European Pressure-Sensitive Tape Market Report 2025](#), developed with AWA, providing Members with robust, industry-specific data to support strategic decision-making.
- ✓ In sustainability, Afera launched [TACK](#), its PCF calculation tool for adhesives and tapes, developed together with IVK. Adoption by more than 30 companies already demonstrates its practical value in addressing Scope 3 challenges.

Across all these areas, progress was driven by collaboration, trust and strong Member engagement.



Strategy in motion: Committee review in Amsterdam

At last week's Committee Meetings in Amsterdam, the Association moved from implementation to refinement — reviewing in detail how our strategic initiatives are performing in practice and where further emphasis is needed. Discussions centred on several key areas aligned with the 2025–2030 strategy:

- Strengthening market intelligence by improving segmentation, methodology transparency and incorporating global trade dynamics into European data
- Expanding communication and engagement through more proactive use of [LinkedIn](#) and content-driven dialogue with the industry
- Accelerating webinar development as a regular touchpoint to maintain visibility and deliver continuous value between physical events (initial subjects including CSRD and AI)
- Reinforcing Member recruitment efforts through more targeted outreach and clearer articulation of Afera's value proposition
- Advancing technical leadership through potential investment in deeper analysis of test method variability, underlining standardisation as a core industry need.

These discussions reflect a shift from defining strategy to actively optimising it, ensuring that each initiative delivers tangible value for Members and remains aligned with evolving industry expectations.

Moving forward: A strategy delivered together

This momentum continues into 2026, with Afera's Committees and Working Groups operating fully in line with the refreshed strategy:

- Advancing regulatory guidance and advocacy on key E.U. files
- Further developing sustainability tools and circularity initiatives
- Continuing standardisation work and technical method development
- Expanding market intelligence activities and data-sharing
- Enhancing event programming, education and industry outreach.



The strategy is no longer a framework; it is embedded in Afera's day-to-day work.

A strategy shaped by Members, delivered together

Afera's 2025–2030 strategy refresh demonstrates a clear trajectory: listening to Members, translating insight into structure, and delivering measurable outcomes. With strong engagement across the Membership and all initiatives already underway, the Association enters 2026 with a clear direction and a solid foundation. Futureproofing the adhesive tapes industry is not a single milestone but a continuous process. And, as 2025 has shown, it is one that Afera is advancing together with its Members.

Further Information

- [Member Strategy Survey results \(Members only\)](#)
- [Melanie Ott's Futureproofing the adhesive tapes industry Presentation \(Members only\)](#) <add link>