

# Strategic Retreat : Outcomes

8<sup>th</sup> March 2024





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Mission

Vision

2030 Roadmap

Key Decisions

## BoD Strategic Retreat

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### Key Decisions:

1. Hire a Director General (2-3 days/week)
2. Increase Associate Membership fee by €1k
3. Build closer relationships with Suppliers through different membership categories\*
4. Position FEST as the go-to reference point for market information and standardized product data

\*For example:

- Bronze = €4K current situation
- Silver = €8K participation in WGs
- Gold = 15K ???

FEST represents the interests of national trade associations of sanitary ware products and the heating wholesale trade.

**Our Mission** is to bring together European Wholesalers, Trade Associations and Suppliers to network, share knowledge and best practice so they can make informed decisions that drive business success and collectively contribute to a more sustainable world and better quality of life for all.

**Our Vision is that by 2030, FEST is:**

1. The leading European Trade Association of the Sanitary Ware and Heating Wholesale Trade.
2. The representative voice of our business to all relevant Stakeholders (Suppliers, Installers and EU governmental bodies)
3. The go-to Partner and leading Industry Reference Point for information and standardised product data that profoundly impacts our industry
4. A trusted Partner for Sustainability and quality of life.

A light blue arrow pointing to the right, containing the text '2030 Roadmap' in a bold, dark blue font. The arrow is positioned on the left side of the slide, pointing towards a vertical blue bar with a white dashed line that runs down the center of the page.

2030 Roadmap



The Leading European Trade Association  
in our field



The Representative voice of our business



The go-to Partner for market information  
and standardized product data



A preferred Partner for Sustainability ESG  
and Quality of Life

FEST's Vision (Where we want to be in 2030)	Key Results to get there (KPIs)	Priority Actions
<p><b><u>Key Objective N° 1:</u></b></p> <p><b>Fest is the leading European Trade Association of Sanitary Ware &amp; Heating Wholesale HVAC</b></p>	<ol style="list-style-type: none"> <li><b>1. Satisfied &amp; Engaged Members:</b> increased WG participation (more of the right people); enhanced communication effectiveness, integrated Associate Members.</li> <li><b>2. A strong Value Proposition</b></li> <li><b>3. Comprehensive European Representation:</b> from every European country, either through a trade association or at least one wholesaler</li> </ol>	<ul style="list-style-type: none"> <li>• <b>Prepare Value Proposition</b> (<i>DG &amp; Presidium</i>)</li> <li>• <b>Conduct distinct NPS Surveys</b> to (1) Trade Associations, (2) Wholesalers, (3) Associate Members (<i>DG with Grayling</i>)</li> <li>• <b>Compile European Inventory</b> of pertinent trade associations and wholesalers on a country-by-country basis. Initiate outreach to encourage membership and engagement in WGs/activities (<i>DG</i>)</li> <li>• <b>Define clear &amp; validated mandates for each WG:</b> ensure alignment with member needs and regulatory / business priorities; clarity on objectives, target participants and planned activities so potential members can see the added value of participating. (<i>DG</i>)</li> </ul>

FEST's Vision (Where we want to be in 2030)	Key Results to get there (KPIs)	Priority Actions
<p><b><u>Key Objective N° 2:</u></b></p> <p><b>Fest is the representative voice of our business to all relevant Stakeholders (Suppliers, Installers and EU governmental bodies)</b></p>	<ol style="list-style-type: none"> <li><b>1. Well defined Scope and what we stand for</b> – well communicated and posted on our website</li> <li><b>2. EU regulatory partners proactively contact FEST</b> when considering regulatory change</li> <li><b>3. Impactful EU representatives</b> are speakers at our Congress</li> <li><b>4. Members proactively</b> reach out to us</li> </ol>	<ul style="list-style-type: none"> <li>• <b>Catalogue key topics of importance to FEST and develop Position Papers</b> on key subjects to clearly articulate what we stand for (<i>Grayling with DG &amp; Board</i>)</li> <li>• <b>Monitor, reach out and register FEST as a stakeholder with the EU Commission</b> after defining our scope (<i>Grayling</i>)</li> <li>• <b>Define our Relevant Stakeholders</b> (<i>Grayling with BOD</i>)</li> <li>• <b>Explore joining EuroCommerce</b> to elevate the wholesale sector's profile. Invite EuroCommerce to speak at our congress (<i>Board &amp; Grayling</i>)</li> <li>• <b>Enhance external communication</b> through linked in and new website (<i>DG with partner</i>)</li> </ul>

FEST's Vision (Where we want to be in 2030)	Key Results to get there (KPIs)	Priority Actions
<p><b><u>Key Objective N° 3</u></b></p> <p><b>FEST is the go-to partner and leading Industry Reference point for market information and standardised product data that profoundly impacts our industry.</b></p>	<ol style="list-style-type: none"> <li><b>1. A standardised and maintained EMDG format</b> that is adopted across European countries</li> <li><b>2. Universal usage of EMDG by all suppliers</b> for effective data communication.</li> <li><b>3. Greater participation and broader representation</b> of both regular and associate members in the WGs</li> </ol>	<ul style="list-style-type: none"> <li>• <b>Initiate EMDG format update through a BoD Task Force</b>, focusing on maintaining the EMDG standard and ensuring widespread adoption <i>(DG)</i></li> <li>• <b>Strengthen collaboration with ETIM</b>, leveraging their influence to promote EMDG adoption among suppliers <i>(DG)</i></li> <li>• <b>Invite ETIM</b> to actively participate in our WGs and speak at our Congress <i>(DG)</i></li> <li>• <b>Define precise Terms of Reference for WGs</b>, ensuring diverse and relevant expertise and accommodating varying membership levels. Pilot a new WG structure, starting with WG Master Data. <i>(DG with Grayling)</i></li> <li>• <b>Conduct market research</b> with data-sharing 'clubs' to position FEST as the central clearing house <i>(DG)</i></li> </ul>

FEST's Vision (Where we want to be in 2030)	Key Results to get there (KPIs)	Priority Actions
<p><b><u>Key Objective N° 4</u></b></p> <p><b>A preferred partner for Sustainability ESG and Quality of Life</b></p>	<ol style="list-style-type: none"> <li><b>3-5 suppliers (associate members) are actively involved in the Sustainability WG</b>, paying a 'silver' membership fee. This ensures their active contribution, fosters collaboration and creates win-win through exchange of insights, influence and networking.</li> <li><b>FEST drives Circular Economy initiatives by creating win-win with Suppliers</b> through collaboration on joint projects that leverage FEST's agility and business understanding.</li> <li><b>Enhanced EMDG format to integrate sustainable data and features</b> (defined in collaboration with suppliers) to streamline the process for sustainability data input.</li> </ol>	<ul style="list-style-type: none"> <li><b>Compile a list of win-win topics and potential suppliers</b>, identifying key contacts. Invite them to actively contribute to the WG <i>(DG)</i></li> <li><b>Include Sustainability/Circular Economy on the Congress agenda</b>, actively inviting suppliers to engage in discussions during the conference <i>(DG &amp; President)</i></li> <li><b>Establish a Working Group and Committee, led by ETIM</b> with diverse stakeholders to integrate sustainability data into the EMDG <i>(President &amp; DG)</i></li> <li><b>Monitor and share the Corporate Sustainability Reporting Directive (CSRD)</b> developments with members &amp; WGs. Leverage WGs to develop strategic responses and initiatives <i>(Grayling with DG)</i></li> </ul>

# FEST Opportunities / Threats

Opportunity	Threat
<p><b>Leadership &amp; Governance:</b></p> <ul style="list-style-type: none"> <li>• Strong leadership within FEST</li> </ul>	<p><b>Staff &amp; Organisational Challenges:</b></p> <ul style="list-style-type: none"> <li>• Lack of qualified staff, leadership gaps, time constraints, financial &amp; HR</li> </ul>
<p><b>Collaborative Support &amp; Representation:</b></p> <ul style="list-style-type: none"> <li>• Support from all European wholesalers, suppliers &amp; installers.</li> <li>• Increased membership representing diverse regions in Europe.</li> <li>• Involvement of more experts in FEST activities</li> </ul>	<p><b>Membership Engagement &amp; Perception:</b></p> <ul style="list-style-type: none"> <li>• Insufficient engagement, concerns about sharing information, participant willingness in strategy execution</li> </ul>
<p><b>Financial &amp; Human Resources:</b></p> <ul style="list-style-type: none"> <li>• Sufficient HR &amp; financial resources within FEST</li> </ul>	<p><b>Insufficient HR &amp; financial resources</b></p>
<p><b>Brand Recognition &amp; Marketing:</b></p> <ul style="list-style-type: none"> <li>• Strong brand recognition</li> <li>• Effective marketing programs, including robust website &amp; media strategy</li> </ul>	<p><b>Competitive Landscape:</b></p> <ul style="list-style-type: none"> <li>• Other trade associations, concentration / consolidation of wholesalers, potential industry merger with Electrical</li> </ul>
<p><b>Information &amp; Data Quality:</b></p> <ul style="list-style-type: none"> <li>• Quality of data, including the EMDG extension on sustainability</li> <li>• Digital Passport for products on the internet enabling easy access to information</li> </ul>	<p><b>Market Dynamics &amp; External Influences:</b></p> <ul style="list-style-type: none"> <li>• Shifting B-to-C dynamics, external threats (geopolitics, war, financial crises), legislative changes and conflicting priorities</li> <li>• Potential reduced green focus in national &amp; EU politics?</li> </ul>
<p><b>Technological Advancements:</b></p> <ul style="list-style-type: none"> <li>• Computers making more human decisions on non-contaminated data, enhancing decision-making processes</li> </ul>	<p><b>Technological &amp; Industry Shifts:</b></p> <ul style="list-style-type: none"> <li>• Impact of 3D printing, digitalisation making traditional models irrelevant, industry merger uncertainty</li> </ul>



## Profile:

A self-driven and seasoned professional, well-versed in the sectors intricacies and challenges. Robust leadership skills with experience in leading similar organizations. Located in Brussels. A collaborative approach, with effective salesmanship and entrepreneurial mindset. Charisma, the 'likeability factor' and a willingness to travel are key attributes. Proficiency in English is a must, and multi-lingual capabilities are a plus. Has a collaborative mindset in supporting the FEST Board of Director's direction. Familiarity with data standardization is an additional asset.

## Key Responsibilities:

1. **Strategic Leadership:** Deliver the vision, mission and strategy. Drive and achieve tangible results aligned with FEST's objectives
2. **Membership Development:** Cultivate and maintain relationships with new and existing members. Conduct necessary visits to enhance membership engagement
3. **Communication Management:** Oversee and coordinate all communication efforts
4. **Working Group Coordination:** Drive the re-energization of the WGs, enhancing structure, terms of reference and results. Ensure diverse expert representation, including associate members, fostering impactful results. Initiate the restructuring of the WGs using the Master Data WG as the initial pilot\* to test and refine approach.

## Recruitment Process:

- Presidium decides, creates job advert by the next General Assembly
- Job advert posted; interviews conducted with aim to employ DG by September 2024
- Salary Budget: €50,000 + €10,000 for travel

# Our new DG :

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# Madeleine de Hauke

**CEO, Business4Good**

**Executive Leadership Coach, Trainer and Facilitator, Madeleine helps your Leadership Pipeline remove blocks to unlock 100% of their potential and hone leadership skills in 4 key areas: (1) Strategic Clarity; (2) Results-Focus; (3) Impact & Influence; and (4) Self-Mastery.**

A medical doctor with 20+ years' experience in the Life Sciences industry across three continents, Madeleine now works with people at each stage of the Leadership Pipeline to master the skills and mindset it takes to inspire teams and achieve Big Goals in today's reality of non-stop disruption. Her unique focus on whole-person growth is grounded in neuroscience.

Unapologetically pragmatic and with a reputation for holding a safe space, she uncovers the elephant in the room to turn team-dynamics challenges into sustained shifts for synergy, inclusiveness and collaboration. The result is peak performance with wellbeing - innovation with expanded positive impact.

A two-time TEDx Speaker, she is visiting professor at Duke, Antwerp and Hong Kong Universities on leadership, innovation and meeting optimisation. Also known as 'The Meeting Doctor' she has twice been featured in the Financial Times for her work on curing "Meeting Syndrome".

## Certifications:

- Executive & Life Coach (ICF)
- Collective Intelligence Facilitator (Robert Dilts)
- Neuroscience of Change Practitioner
- Kolbe Strengths Assessment

## Languages:

- English (mother-tongue)
- French (fluent)



## Let's stay in touch!

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