



Kellen Contribution

Leveraging and assessing the value of
your trade association membership

PAC Webinar – 31 March 2026

Kellen

Kellen is a **global leadership, management and strategic consulting** company focusing only on trade associations.

Kellen Europe is the Brussels office of Kellen. Kellen has offices also in Beijing, Chicago and Washington, DC.

In Brussels, we have 40+ staff (different countries and different backgrounds).

We specialise in:

- Leadership and management
- EU public affairs, advocacy and campaigning
- Communications and digital strategy
- Meetings and events organizations
- Strategic advice for associations and corporations

Our clients benefit from the reach and influence of a large, global firm, combined with personalised service from a specialised and dedicated team.

How associations create value to their members

- Trade associations (TAs) at national, regional and global levels **contribute to the inclusive and democratic process of policy-making** by representing the unified voice of the sector, advocating and campaigning for the competitiveness of the industry and communicating the benefits the sector brings in terms of economic, environmental and social values.
- This can only happen if the associations operate, communicate and campaign **effectively** and if the association remains **relevant** to its members.

How associations create *new value to their members*

- TAs need to evolve to bring additional value => “Next-generation” of values – three *new pillars*:
 1. from Representation → to Shaping the conversation/ecosystem
 - Voice → active influence / impact
 2. from Connecting members → to Empowering the members to be more prepared
 - Network → intelligence building
 3. from Alignment forum → to agile Platform for Actions
 - Place to build consensus → place for actions and initiatives

Effectiveness of TAs

1. Strategic planning:

- strategic directions with measurements and KPIs
- accountabilities (President, Board members, Committees' Chairs, DG /Directors in the Secretariat)

2. Strong governance:

- clear roles and responsibilities
- rapid, efficient and transparent decision making process
- high-level representatives in the Board to ensure business perspectives
- crisis communication plan is not common but it should be
- Sustainable budget

3. Secretariat

- experienced and driving DG & Secretariat
- motivated staff
- listening and speaking to members regularly

Effectiveness of TAs

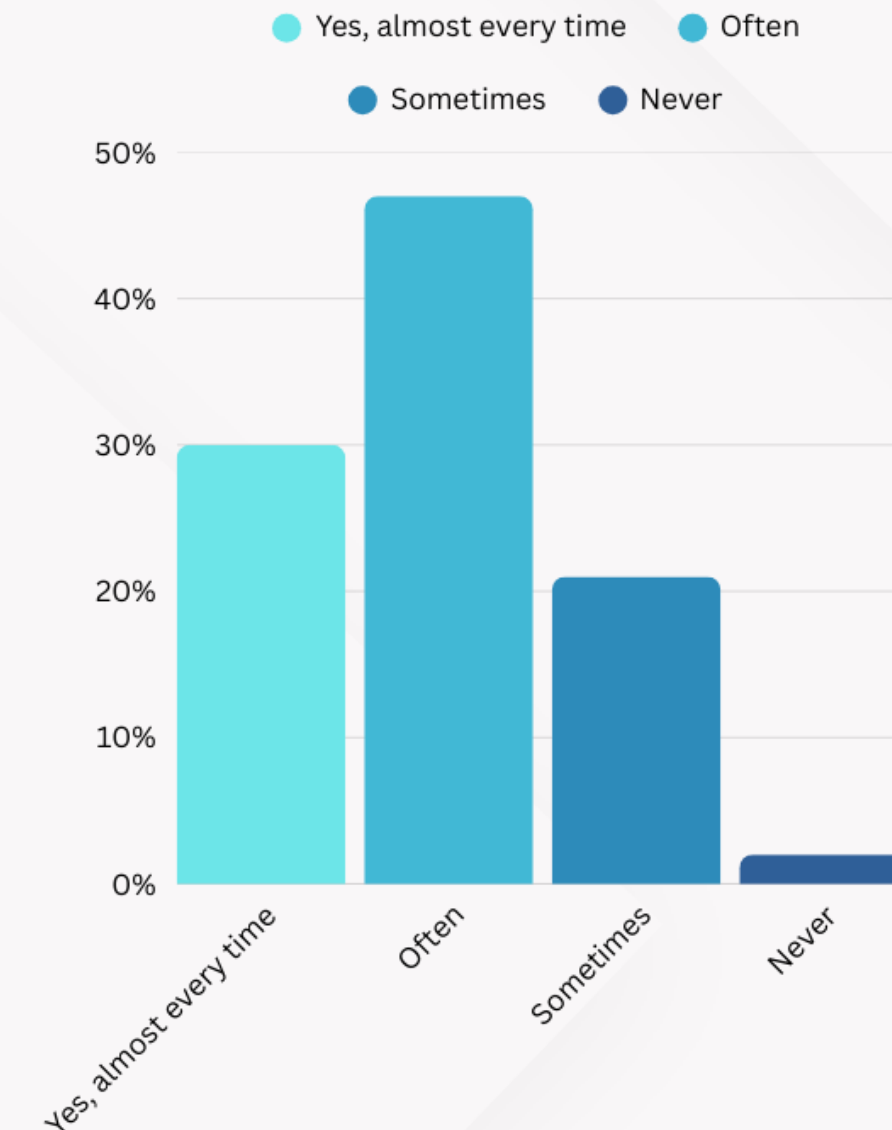
5. Advocacy:

- defined advocacy strategy & KPIs
- strong consensus-driven approach
- ability to be proactively consulted by the EU Commission =>
- more creative & assertive (concrete asks - alternative solutions)
- activation of (broader) coalitions

6. Communication:

- defined communication strategy & KPIs
- social media as primary strategic tool for communication
- media relations strategy built on proactive engagement with journalists (only less than half TAs surveyed have it)

Is your trade association "proactively" consulted by the European Commission on crucial topics for your industry, before any official initiative is considered or taken?

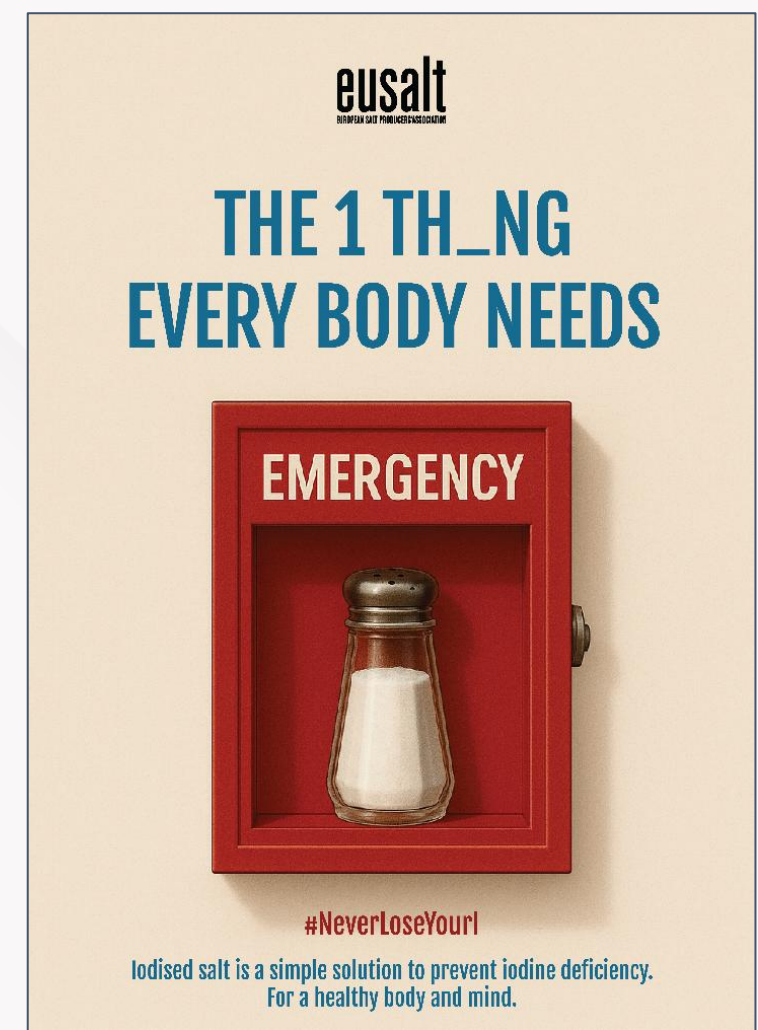


Case studies: Campaign

Iodine

#NeverLoseYourI

Iodised salt and public health – our most comprehensive campaign demonstrating how strategic communication supports complex policy objectives



Re-emergence of Iodine Deficiency

A growing public health concern across Europe, documented by WHO

Dominated Debate

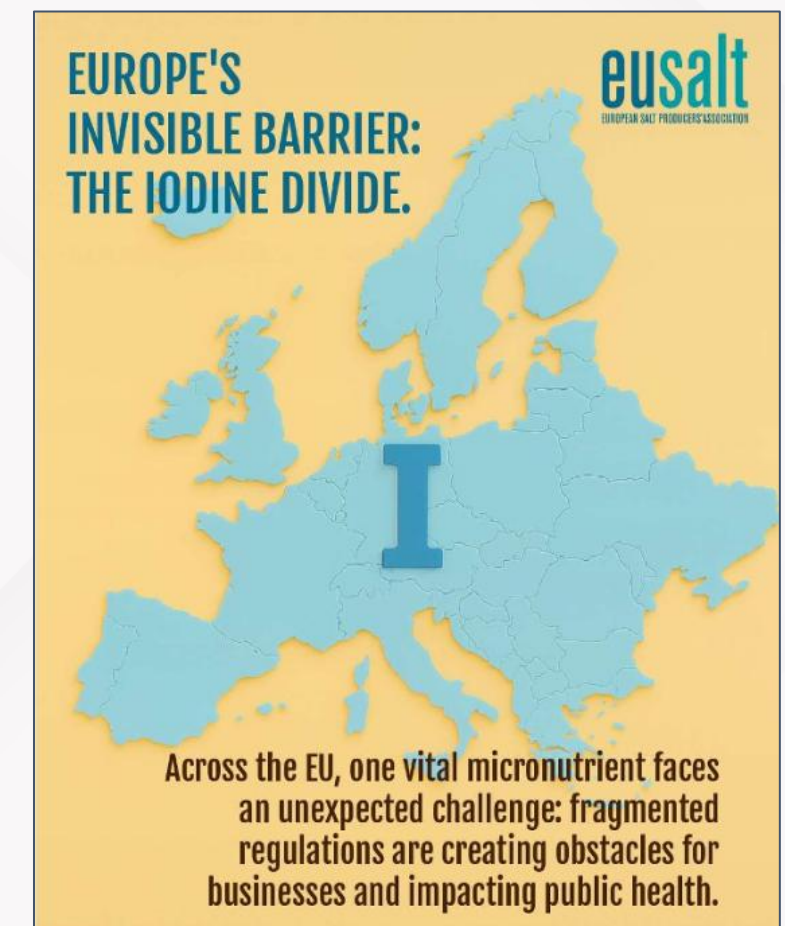
Salt reduction policies dominate the nutrition debate, overshadowing other considerations

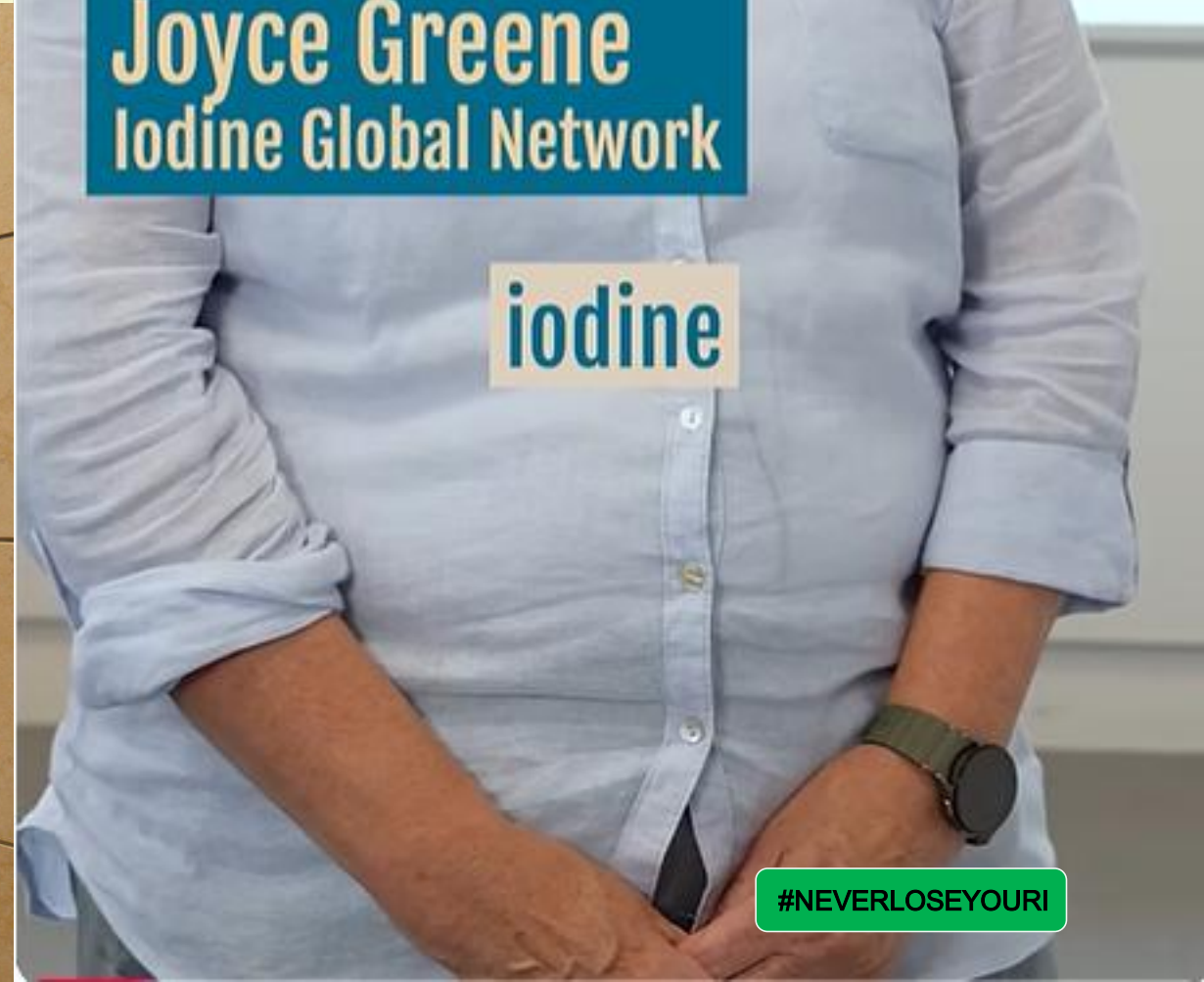
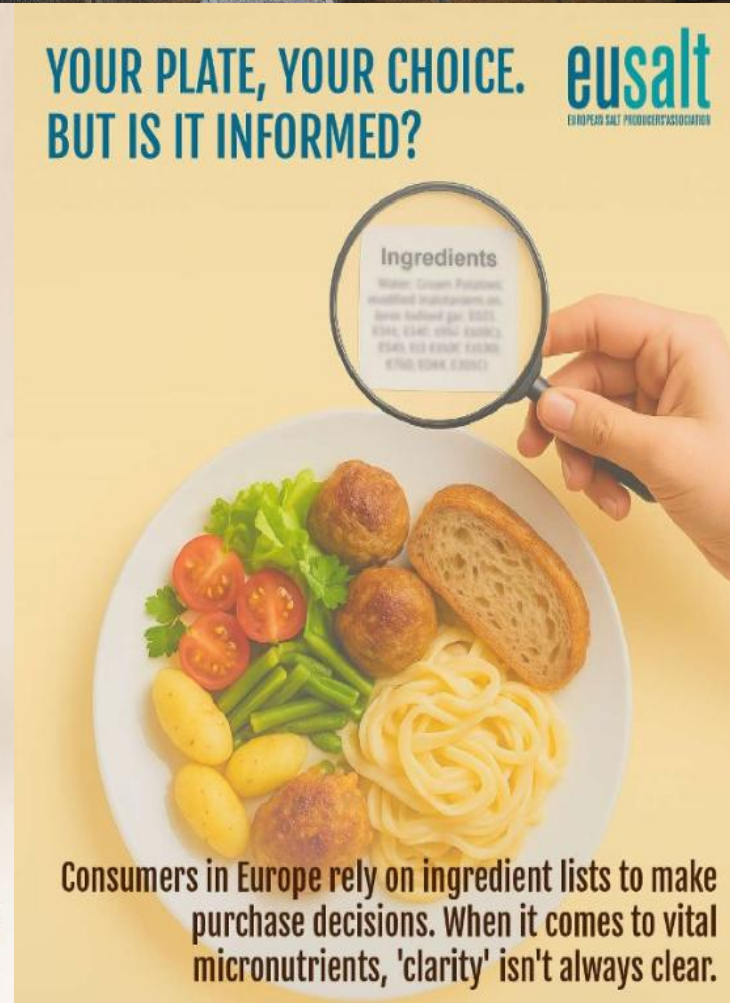
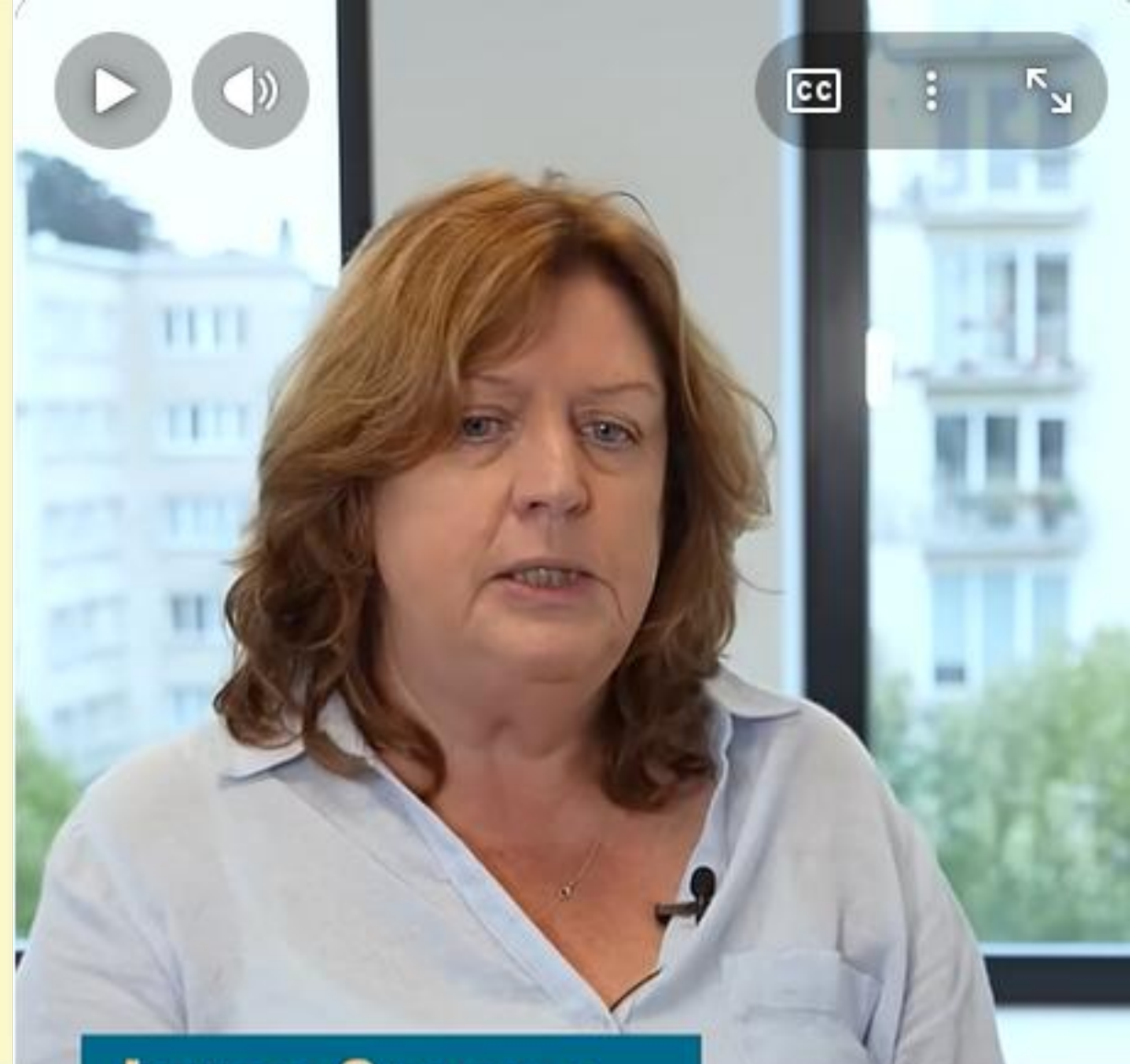
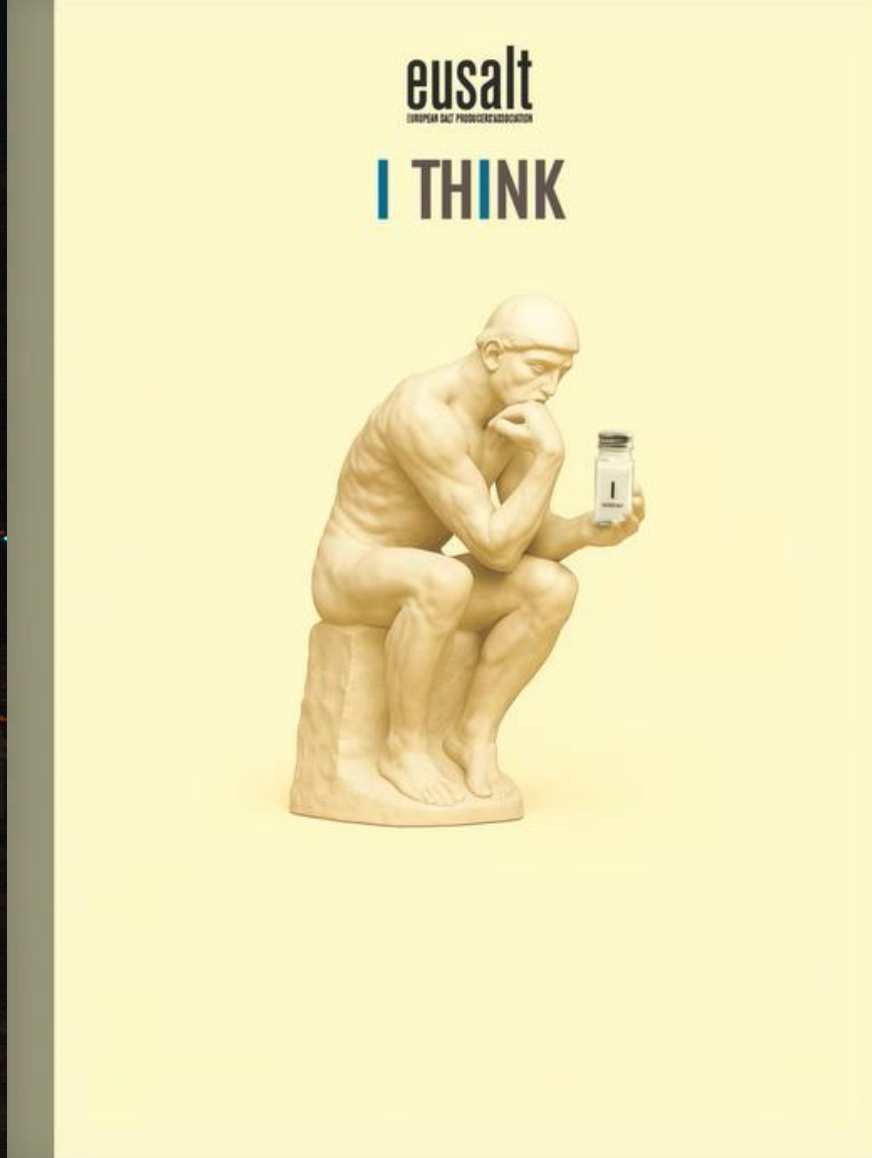
Low Awareness

Minimal public and policy understanding that iodised salt exists and matters for health

Fragmented Responsibilities

Divided EU competencies on health and nutrition create additional complexity





CASE STUDY – #NeverLoseYourI

Mobilising Stakeholders & Measuring Impact

Strategic Partnerships

Iodine Global Network (IGN)

Collaboration with leading global experts on iodine deficiency prevention

Civil Society & NGOs

Engagement with health-focused organisations to broaden credibility and reach

WHO & IGN Data

Use of authoritative scientific evidence to support all messaging

External voices were crucial. This ensured the campaign was not perceived as industry-only messaging.

Results Achieved

High

Brussels Visibility

Strong poster presence in key policy locations

Strong

LinkedIn Engagement

Meaningful interactions with target audiences

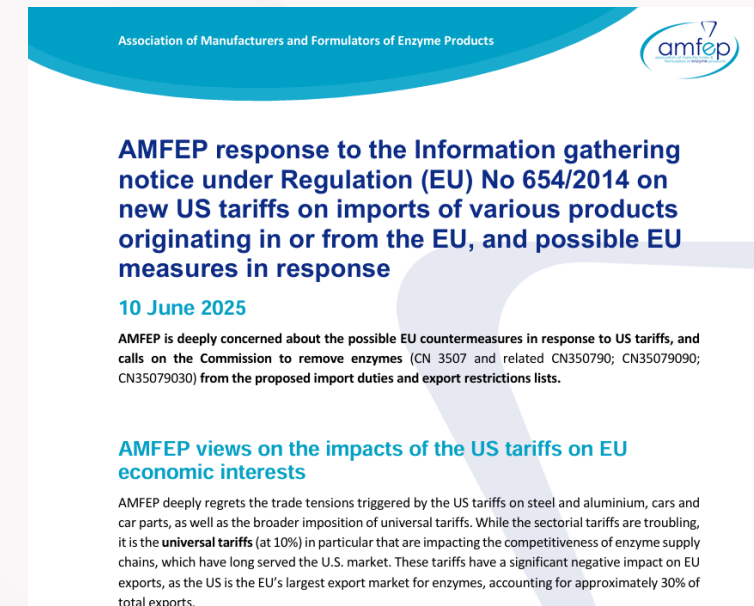
Impact is not only numbers. It's also conversations, follow-up meetings, and recognition of EU salt as a serious voice on health.

Case studies: Advocacy & Geopolitics

Enzymes

Part of the countermeasures to US tariffs

As response to the US tariff, the EU proposed a package of countermeasure which included export restrictions and targeted enzymes (together with steel & aluminium)



Gathered import and export data

Built a narrative with different scenarios

scenarios the countermeasure could result on, based on long, medium and short term impact

=> AMFEP was successful as enzymes were removed from the counter-measure list

Issue not anticipated but was the focus of the Secretariat for 3 months

Case Studies: Parliament Event

Candles

EU 72-hour preparedness kit

The European Commission released in March 2025 European Preparedness Strategy to strengthen civil preparedness including through a recommended 72-hour preparedness kit. The strategy suggest citizens prepare by having these products in stock.



Advocacy in the European Parliament to underline the importance of the inclusion of candles, portable batteries, water and nonwovens hygiene products in the kit.

Multi/stakeholder breakfast event in the Parliament

Together with associations representing 4 different products (EDANA, Natural Mineral Water Association, ECMA and EPBA) included in the survival kit, ECMA hosted an event in the European Parliament in support of the European Preparedness Strategy.

The event was attended by 50+ representatives of industry associations and EU policymakers (MEPs, Cabinet).



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Thank you