



building sharper brands



# UFEMAT strategy day Summary

Towards a new vision for UFEMAT

07.11.2022

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# Introduction

# UFEMAT strategy day 28<sup>th</sup> October 2022

Strategy day held to review the results of research and discuss the future strategy and direction for a new vision for UFEMAT.

Attendees:

JADRAN-IMPEX	Croatia	Lara Marias
		Palle Thomsen + Annette Thomsen
DANSKE BYGGECENTRE	Denmark	
BDB	Germany	Michael Hölker
UFEMAT	UK	John Newcomb
FEDERCOMATED	Italy	Giuseppe Freri
FEDERCOMATED	Italy	Mario Verduci
BAUCENTER DECKER-RIES	Luxembourg	Laurent Decker
ANDIMAC	Spain	Sebastian Molinero

# Why a new vision for UFEMAT is important

- Provides a compass to navigate changing market and member needs
- Sets direction for the next 3-5 years
- Aids strategic decision making
- Increases focus
- Fosters support
- Secures the future
- Leaves a legacy



# CMDi programme

## Schedule:

- Research - September
- Workshop - October
- Strategy development - November
- Present vision - December
- Board input / member approval - January 2023
- Member input - February
- Communications items - tbc
- Launch new vision - Dublin, April

## Output for stage 1 budget:

- Vision statement
- Mission statement
- Values
- 5x top-level themes to support the new vision

# Research summary

# Research: 4 interviews, x10 questions

DANSKE BYGGECENTRE	Denmark	Palle Thomsen
BDB	Germany	Michael Hölker
WIENERBERGER [industrial member]	Austria	Martin Kasa [not attending workshop]
FEDERCOMATED	Italy	Giuseppe Freri

## TOTAL MEMBERSHIP

- 14 Commercial members
- 6 Industrial members
- 3 Adherent members

# Research overview

*“Really appreciates this opportunity to develop a new strategy, if we follow the same path, UFEMAT may decline - a new strategy needed. It needs a relaunch”*

*“Very difficult to achieve results with European parliament for construction sector, UFEMAT tries but needs more resource to have the ability to be heard.*

*“Seek EU funding - we need to work together to develop a project to achieve it and get people behind our new vision to drive more funding and gain much greater political recognition.”*

*“UFEMAT must be better positioned as the representative with Brussels, more events with high level politicians in Brussels. More leverage.”*

*“Time is right to get distributors and suppliers together, get to know each other, shift this at a European level, working together will enhance the sector.”*

*“We need to understand who we are and our identity and our shared vision. Must put in place a list of things we want to own together.”*

Members are keen to contribute, want to be heard, want to see change.

Research paints a clear picture: UFEMAT needs clarity, focus and funds to be able to fulfil its role.

UFEMAT's future is not secure.

A relaunch is needed.

# Why are you a member?

Networking for suppliers, lobbying and senior networking for merchants, ideas exchange for all

*“Historical reasons and mainly networking. There are no benefits for suppliers other than networking”*

*“It’s necessary to have representation in Brussels.”*

*“To exchange ideas with senior industry stakeholders and to develop a united front on important projects of shared interest and with common goals.”*

*“To meet with European counterparts - easier to relate and understand what’s happening in different markets, learn, see the differences, make senior contacts.”*

## What is UFEMAT'S primary role?

Platform for ideas exchange, lobbying European parliament, informing and influencing

*"An information and networking platform, especially for smaller merchants and countries. For the industrial members there is NO added value."*

*"To inform about new regs planned in Brussels and to influence the process for all members.."*

*"It's a lobbying organisation, representing the material supply sector, bringing forward ideas and projects across leading stakeholders, in a united way together. A platform for a meaningful exchange of ideas."*

*"Bringing Europe together. To integrate the young merchants, achieve more standardisation in Europe and ensure new CPR directive is for the best interests of members."*

## What has been UFEMAT's biggest success?

United front for the supply chain, data sharing, influencing regs eg 305 2011

*"Presenting a united front for the supply chain in Brussels."*

*"Made contact with European commission about CPR, but need to extend this influence to have more impact."*

*"EU regulation 305 2011. A great example of getting everyone behind an important issue and making it happen. But the added value of this law hasn't been fully realised because not EVERYONE on board, regional and multinationals didn't conform."*

*"A useful logistics analysis - data is good to share, could do more. EITM is important.."*

# Which benefits do members use?

1. <b>Networking</b>	5	5	4	3
2. European benchmarking	0	3	3	2
3. <b>Lobbying of the European parliament</b>	3	5	3	5
4. Access to market data	3	5	1	4
5. Access to European digitalisation programme via ETIM	2	2	5	2

## What's missing?

Focus on effective lobbying

More ideas exchange events

Trying to standardise is too big a task for UFEMAT's limited resource?

## What do members most and least value?

Most valued is ideas exchange. Political representation should be most valued, but is least

*“UFEMAT doesn't represent all of Europe, central and Eastern, Switzerland. Also not a good balance between small and large merchants, low representation of larger merchants, especially at events.”*

*“Benchmarking least valued - is impossible as can't compare across different markets which have so many different materials and approaches. Sustainability is an important point, but needs nationwide activities, not European wide.”*

*“Most value exchange and sharing ideas, doing things together. Least valued is Political representation to European this needs to be boosted and improved and is missing today.”*

*“Members most value being able to share experiences in a forum. Reluctance to pay the price to make UFEMAT really effective.”*

## Is the role of UFEMAT 'to inform and defend the interests of distributors of building materials'?

Yes but...

*"Can it 'defend' with current budget?"*

*"Agree, but add **prepare** members for what's coming."*

*"Yes. But would like to propose setting up a permanent ideas exchange event with both merchants and suppliers to enrich sector understanding with a shared discussion of industry challenges. Also very important to establish a permanent industry table of suppliers and manufacturers is needed."*

*"Agree, but add **promote**."*

# What would the world miss the most if UFEMAT ceased to exist tomorrow?

The sector working together, should be lobbying

*“Not a lot. A good once a year congress.”*

*“Representation with European parliament – needs more focus on this and less on trying to standardise things across countries.”*

*“The sector working together at a European level.”*

*“Should be lobbying, but it isn’t.”*

## What one thing does UFEMAT want to be famous for in 3 years' time?

Bringing Europe together, young people, lobbying

*“Facilitating conversations at the European level that affect at national level.”*

*“Should be CPR/CE marking harmonisation and Brussels understanding the practical considerations of building materials regulations.”*

*“Should be famous because we look ahead and own the future - and shift experience to young generation – stand for them and listen to them – the youth should be what we become famous for.”*

*“Successful lobbying. Bringing together the young merchants of Europe..”*

## What could hold UFEMAT back from achieving it?

Funding, fire-souls, fragmentation, political recognition

*“Very limited budget, what can it do with this amount? Therefore expectations will be low of what achievements can be made.”*

*“It’s hard to achieve a unified voice with so many differences across the UFEMAT membership.”*

*“Lack of political recognition and financial resources, prevent UFEMAT from looking ahead and fulfilling its role.”*

*“Fire-souls, people who fight for what’s important. And money, always about money.”*

# Workshop inputs

# What are the biggest challenges facing UFEMAT?

- Funding and resources – especially for lobbying
- Political recognition at the European Parliament
- Succession planning – Marnix, future leaders and young people
- Strengthen interaction, networking, value added events between distributors and suppliers
- Sector recognition
- Economic environment, managing change and crisis, distributor consolidation
- More networking opportunities that add value to busy people eg best practice sharing, collaboration from other Associations, data sharing, actionable topics [more than socialisation]
- How to focus on new behaviours, eg circular economy, environment, waste management
- How to ensure members stay ahead of the curve, skills shortage,
- Documentation of impact on environment and forcing change through the supply chain to end users and their customers
- Excessive bureaucracy and lack of practical knowledge within European Parliament that is stopping modernisation and sustainable improvements at a reasonable cost

# What value would you like UFEMAT to be delivering to members over the next 3 years?

- Enhance the safe and sustainable delivery of building materials
- Creating a permanent exchange, visible alliance and stronger relationship between distributors and suppliers, share joint successes and work together to share best practice
- Invite suppliers to become equal members and provide added value for them, remove A, B, C tiering
- Strengthen UFEMAT recognition at EU and sector level
- Increase representation of the whole the sector and countries, to strengthen political influence
- Ensure link with UK is maintained to ensure benefit of shared knowledge, sector improvements and support pan-European trading
- Build data around key products, sustainability/impact and market size across countries
- 1 platform to talk about product classification and standardisation

# What is the purpose of UFEMAT?

- Protect the future of the sector and make it easy to be a successful entrepreneur
- Create more value for both distributors and suppliers
- Influence the success of the future of building materials
- Building members knowledge, competitive tools, political influence
- To bring the whole of Europe together as one powerful voice
- 1958 founding fathers principle still remains – defend against European Parliament, European threats
- Prepare members for what is coming
- To be the ears and mouth of distributors and suppliers
- To protect and promote the core values of the industry
- Represent common interests by building a consortium for sustainable growth
- Become the transparent platform for information sharing around building materials, eg challenge of meeting emission targets, cost transparency, skills shortage

# What values should have?

- Openness
- Trust
- Positive energy
- Passion for the sector
- Young people/future focus

# What are the top 3 things UFEMAT should focus on to achieve its purpose?

- Stronger political representation
- Added value networking across the supply chain
- Addressing future challenges
- Organisation, funding and resources of UFEMAT

# What resources does UFEMAT need to do these things properly?

- Investment needed in political specialist [or agency], political specialist circa E100k, high profile person to lobby on full time basis
- Resource to develop a major project of common interest to both distributors and suppliers to focus on and seek funding for

# How could UFEMAT fund the resources it needs?

- Review how best to increase member fees by adding recognition and value
- Bring in new supplier members by creating value for them – research how to do this
- Review sources of EU funding, projects
- Seek funding around projects that suppliers are interested in supporting and sponsoring
- Create a business case for a major project to focus on
- Become essential to suppliers so they join UFEMAT – conduct research with them to find out how to achieve this
- Add training funding streams

# Actions

# Actions for UFEMAT

- Address resourcing, funding, succession issues – Marnix to develop proposal
- Strengthen political representation by reviewing best approach and finding politician to support UFEMAT – part of above
- Review how to access Euro funding by agreeing on one major shared distributor/supplier project to focus on eg digitalisation, packaging, sustainability
- Review how to develop and engage young generation [21-40 years]
- Review how to add value, recruit and engage supplier members
- Review how to introduce more added value networking and events eg working groups/forums/online events
- Ensure EITM is successful and product standardisation starts to be introduced
- Build closer relationships with other organisations across Europe eg Euromat/FEST
- Training opportunities – subject for Dublin conference

# THANK YOU

CMDi is a research-led strategic consultancy that helps organisations in the built environment review, construct and implement step change improvements designed to strengthen brand value.

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