



The European Association of Electrical Contractors

AIE Strategic Plan 2019-2021

Shifting up a gear



The Strategic Plan 2019-2021 is a 360° strategy, setting straight-forward objectives covering all key areas for our association.

With the decarbonization, digitalization and electrification of the EU economy, the electrical contracting sector is gaining in importance and this trend is set to continue for many years to come. The sector is at the forefront of new technological and business trends and it offers growing employment opportunities. EU and national policies are leading or at least accompanying the evolution that our sector is going through. For these reasons, **AIE – the only EU representative organization of the electrical contracting sector – needs to grow and make the voice of electrical contractors better heard in Brussels.**

The overarching theme of this three-year strategic plan is “shifting up a gear” and the objective to move to the next level is two-fold:

- 1. Enhance AIE representativity and credibility**
- 2. Make AIE the authoritative sector representation both for the sector itself and for policy makers**

Shooting the target requires efforts on many fronts. The AIE team will work hard, counting on members’ support and engagement at all levels, from the Board/PCC, to the General Secretaries Committee and Working Groups and Task Forces.

1. AIE: the EU association representing all electrical contractors across Europe

Today, AIE has 14 paying members from 12 western and northern European countries (including Norway and Switzerland). However, to be a credible interlocutor for EU policy makers, we need to represent the interests of electrical contractors from all over Europe. This means that **associations from southern and/or eastern Europe** should join the AIE and actively and lastly contribute to the work of our association. As the needs and perspectives of electrical contractors from different EU regions may be dissimilar, having more associations onboard will be both a challenge for discussions and positions within the association and an opportunity to enrich our debates and policy asks.

To make sure national associations join and remain within AIE, we need to:

- **Reform our membership fee structure**, so that AIE membership becomes affordable for national associations with limited financial resources
- **Diversify our revenue streams**, so that in spite of limited membership fee income, we can increase and improve our activities and services

AIE and national Sec Gens members gathered in a “Budget Task Force” will explore the possibility of adapting the current membership fee structure and will investigate possible new revenue stream opportunities.

It is absolutely important that any possible new membership fee rule sticks to the principles of fairness and proportionality. New revenue streams may include corporate membership and sponsorship and EU projects. As regards enhanced corporate engagement with AIE, we will make sure that AIE will not appear as tied to specific companies and will continue to properly represent the balance between small and large businesses. Participation in new projects should be assessed carefully, to make sure

that any new project would finance important activities and would not prevent the AIE team from fulfilling key and necessary tasks.

Increasing our revenues, possibly via new streams, will allow AIE to return to a balanced budget and to finance new activities and services, as well as to finance the staff that is needed to deliver these activities and services. AIE must enter a virtuous circle, whereby increased revenues help AIE become stronger and have a better value proposition for new members, who with their contributions again support the growth in AIE profits.

Objectives	June 2018	By end of 2021
Number of member associations	14 member associations from western and northern Europe	18 member associations, incl from southern and eastern Europe
Total revenue / year	Avg 180,000 EUR	Avg 230,000 EUR
Sponsorship/partnership income / year	5,000 EUR	Avg 30,000 / year
Participation in EU projects	1 (ending in Dec 2018, no profits)	1 profitable project
Number of FTE	1.5	2-2.5

2. AIE: the authority for the EU electrical contracting sector

The many transformations and evolutions, which our sector is going through, are leading on the one hand to an increasing number of policy areas and initiatives impacting our electricians, and on the other hand to a growing need for cooperation with neighboring sectors.

Electrical contractors in Europe are impacted at least by the following EU policy areas:

1. Energy (renewable energy, energy efficiency...)
2. Electricity (AC/DC debate, electrification, ...)
3. Safety, incl fire safety (inspections, renovation, ...)
4. Buildings (renovation, new technologies)
5. Products regulation (energy labelling, eco-design,...)
6. Standardization (of products, processes,...)
7. Transport (electromobility)
8. Digitalization (along the electrical and the construction value chains)
9. Public procurement (environmental sustainability, digitalisation requirements, SMEs participation,...)
10. SMEs (protection and support)
11. Fiscal rules (e.g. VAT Directive)
12. Education and employment (skilling and up-skilling, education and training)
13. Competition/internal market (posting of workers, regulated professions, ...)

AIE should monitor and pass on information about developments happening in all these areas. We should also position ourselves on and influence some of these key areas. Only this way, we will have a clear value proposition, and we will be able to retain our members and have new associations join.

To be able to do so, in 2019-2021 we will:

- **Sharpen our involvement in EU stakeholders fora/groups/associations**, in order to easily obtain information about relevant debates at EU level that we can pass on to our members, and in order to more effectively influence relevant discussions. Today we are members of WorldSkills Europe, we participate in the Electrification Alliance, in the Small Is Beautiful Campaign, in FEEDS and we are in the process of joining the Electromobility Platform. In the future, provided that benefits outweigh the costs, we may join i.a. the Renovate Europe campaign and EUAPME – the EU Association of SMEs. These or other organizations, which we may decide to be members of in the future, should allow us to be abreast of topics such as building renovation, safety, electromobility, SMEs, employment, public procurement, fiscal and competition policies, etc



- **Organize workshops or webinars with specialists and policy makers on specific policy areas which we cannot actively follow** but which our members are interested in, as an additional members' service
- **Facilitate contacts between our member associations and EU policy makers** from the same country, esp. Members of the EU Parliament; for instance, AIE could organize short lunch or evening debates on national issues which are relevant for EU-level discussions or vice-versa
- **Strengthen cooperation with the electrical and construction value chains**, delivering common positions and advocacy strategies on topics of common interest e.g. digitalization and BIM
- **Maximize efficiency and productivity of the existing and upcoming Working Groups and Task Forces**, for these groups to continue to be valuable information exchange hubs, but also to more strongly help AIE increase visibility and influence
- Increase relevance and frequency of **policy updates/info-flashes** for members, to provide them with timely, high-quality and complete information and intelligence.

In parallel, we should first, be on the frontline on topics which are very important for us, and secondly, we should improve our visibility and reputation, by working on our “brand recognition”.

In the next three years, AIE will **lead at least one successful campaign**, which will at the same time benefit our sector and make our association and electrical contractors more known in Brussels.

Even if the name “AIE” is associated with a strong and long history and legacy, a more explicit name for our association would be beneficial in terms of recognition, image and reputation. We need **a name, which relates to the sector we represent**, and which sticks to people' mind. This is important in Brussels, where thousands of associations try to be out there and make contact with the EU institutions.

Alongside a new name, we need **a fresher logo and a more modern website**. Besides allowing quicker and easier updates from the AIE team, our future website will show that we are a dynamic association, active on all relevant issues. This will make us more attractive for other stakeholders and for policy makers.

The sec gen will **speak in more events** and **AIE will organize at least one flagship event per year in Brussels**, to enhance our visibility and reputation.

Finally, as Twitter and Politico become the most consulted media by EU policy makers, we will **strengthen our social media activity and media outreach** so as to increase our chances that our messages reach politicians in Brussels. We will try and place posts, quotes and articles on the most relevant social media and media whenever we reach a milestone and we will build a strong network with the communication advisors within our member organizations, to spread our messages down to the national level.

Objectives	June 2018	By end of 2021
New visual identity (name, logo, website)	//	Process completed, positive feedback received
Number of info-sessions/webinars/events for members	0	2/year
Frequency of policy updates for members	Bimonthly	At least monthly
Number of AIE events in Brussels	0	At least 1/year
Number of sec gen public speeches	2/year	6/year
Number of campaigns led by AIE	0	At least 1
Social media activity	60 Followers/ Avg. 1 Retweet	1,000 Followers/ Avg. 10 Retweets
Media coverage, number of articles mentioning AIE	0	1/month
Number of press releases	2/year	6/year