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**REPORT ALL MEMBERS MEETING ‘MISSION & VISION’ COIFFURE EU**

**Date : Tuesday 19th of September 2018**

**Time : 10.00 – 17.00**

**Location : Sofitel Brussels, Jourdanplein 1 1040 Brussel**

**01. Opening**

The meeting is chaired by the president, Jef Vermeulen. The president gives the floor to the secretary-general Stéphane Coigné to lead the meeting because of problems with his voice. Next, the president thanks and welcomes all present members, as well as the interpreters and the expert.

**02. Introduction of the Mission and vision meeting and the Expert**

The secretary-general refers to the support day of the 18th of April and the Thematic Session of the 30th of June in Vilnius. During these two days the present members could actively give their input concerning the Mission and Vision for Coiffure EU, under the guidance of the expert. Based on the achieved input of all members, the expert has composed a draft Mission and Vision, following the strict rules of Mission and Vision management.

The expert thanks the president and gives the floor to the present members to give their remarks on the draft Mission and Vision text.

Edel stresses the importance of the political aspect that should be more present. Mark states that we should be the voice of our sector with the European Commission, and that the date should be used internally and not externally. Cor states that it should consist of shorter sentences which are concrete and powerful, because those reach the target audience of the hairdressers. Damien agrees with only using the date internally and that we must stress the role of being the unique conversation partner.

Blando indicates the contrast between the first and second part of the draft Mission and Vision. He poses that we already have achieved our expressed objectives and that we need new objectives. He sees those objectives already written in the first part of the text, and therefore, he thinks that the first and second part should be switched. Wolfgang agrees that a Mission and Vision should be short and powerful.

Stéphane asks if there are further remarks on the draft. Afterwards, he gives the floor to the external expert Daniël Samyn.

**04. Illustration by the Expert**

Daniël states that it is not the intention that he writes the text, but that he has only composed the draft Mission and Vision based on the results and the received input of the present members during the two previous sessions. He stresses the importance of cohesion. He has observed that not all members agree on the essential elements. To write a good Mission and Vision, it is important after all, that there is internal agreement on the essential elements.

Daniël points out that the present members are confusing the mission and the objectives.

The mission is not how things should be realised concretely. Those are actually the objectives, which should be formulated based on the SMART criteria.

Next, Daniël stresses that a Vision without concrete deadline is completely worthless according to the serious management approach concerning Mission and Vision. A date is needed to make all the members within the organisation accountable. Without date, one can keep on postponing indefinitely. By consequence, no date is a blank cheque to keep on waiting for action, which is not recommended for any organisation.

He also indicates that a ‘Mission and Vision’ should not be confused with a ‘Policy Text’. A Policy Text is in fact broader than just the Mission and Vision, because the objectives are also in it.

Daniël agrees that it should be concise, but he states that the length of the text is not at all a criterium. He references the example of Johnson & Johnson, which is referenced by all leading management books as a good Mission and Vision example, but it is actually the size of an A4. Daniël calls slogans and one-liners dangerous because they can be used against the organisation. He also points out the danger of using a shorter text, which would omit certain elements, because through this it would become incomplete towards the outside world. In the current text the necessary elements are included. Moreover, those are also the elements which have been discussed step by step during the 2 previous group sessions.

Daniël addresses the fact that the time investment of a Mission and Vision creation is normally 48 hours, while for now, only 14 hours have been used, in which everyone has been able to give their input during the previous sessions.

Of course, it is up to the meeting to decide either for a professional Mission and Vision which answers to the recognised criteria concerning mission and vision management, or for their own creation, but if there is a wish to operate on the European level (European Commission, Cosmetic Europe,…), then it should be asked, which is the best option for Coiffure EU.

**05. Discussion**

Blando repeats that all our objectives have been realised already, and that our global objective should be to strive for the improvement of our sector, based on elements which are already in the draft Mission and Vision text.

Wolfgang agrees with Daniël that the Mission and Vision should be a text for us, the members. The Mission and Vision must be the result of an exercise that we have to make ourselves. It should be a profile and a guide and not a slogan.

Daniël indicates that a Mission and Vision for a European organisation such as Coiffure EU should rather be on a more abstract level, than on the level of the hairdresser and his customers.

Stéphane asks all the present members what should concretely be added or changed to the text to arrive at a definitive version.

The president, Jef, takes the floor and stresses again that the text was the result of a democratic process in which all members have been able to give their input during two intense days of debate. If there is a wish to develop a professional Mission and Vision for Coiffure EU, then it is necessary to now be consistent and to further work with the obtained input of these two sessions. He states that slogans and eyecatchers, which are more on the level of the hairdressers, can possibly be developed later, based on the text at the end of the process. De president observes that the external expert has been able to clearly and thoroughly answer all the comments of the members. Next, he asks the approval of the present members to the Mission and Vision text as it has been composed by Daniël. The present members give their approval unanimously.

**06. Interruption**

The president thanks everyone for their input and interrupts the meeting for the lunch break.

**07. Strategic objectives**

The presidents reopens the meeting to continue working, based on the Mission and Vision text. He gives the floor to the expert Daniël Samyn. Daniël first zooms in on the Strategic Triangle.



Daniël indicates that he will split his presentation in two parts: first he will most shortly zoom in on the theoretical approach which is normally used to achieve a Mission and Vision text, second, he will explain how CEU can handle this process more concise and pragmatic over the course of the afternoon.

If we would work strictly following the normal practices of the trade, then it would have to be done as follows:

1. Mandate of the Organisation
2. Mission and vision
3. SWOT analysis
4. Identify the strategical issues
5. Formulate strategies to manage those issues
   1. Review the formulate strategies and generate consensus
   2. Develop a ‘vision for success’ for the organisation. What should the organisation be like and how should it function if the defined strategies have been implemented successfully.
   3. Develop an effective implementation plan
   4. Evaluate the strategies and readjust (plan, do, check and act)

Coiffure EU chooses for a more pragmatic and practical approach, more specifically as follows (but still conform the statutes of the organisation):

* Development of the Mission and Vision by the Secretary-General
* Proposal of the Mission and Vision to the BOD and ratification by the GA.
* Thorough analysis of the mandate (formal and informal)
* Limited SWOT: internal (capacities, issues) and external environment
* Which issues are important for us?
* What can we achieve?
* What do we have to achieve?
* What do we want to achieve?
* Formulating the objectives
* Action Plans

Traditionally the Mission and Vision text is framed as such:

|  |  |  |  |
| --- | --- | --- | --- |
| **Height of Level** | **Level** | **Content** | **Commentary** |
| 1 | Mandate |  |  |
| 2 | Mission & vision |  |  |
| 3 | Strategic space |  | Context, for example, the domain of legislation, political context |
| 4 | Strategic possibilities | Corporate Social Responsibility | What is possible? |
| 5 | Strategic objectives |  | These are not on the operational level (who, what, where, how). |
| 6 | Operational objectives translated into actions |  | These are on the operational level. |

On the higher level there are less differences of opinion, but the conflicts are more often unsolvable. At the level of strategic objectives, which are more concrete, there are more conflicts. These conflicts are much less serious.

An important question which must be asked is: what if we cannot achieve our objectives? What would the consequences be?

For strategic objectives, it is dangerous if not everyone is on the same wavelength, because then members could quit.

Another danger could for example come from the environment, the strategic space such as the EU Commission: for example if there is a conflict between de EU legislation and its implementation by the EU public servants, such as now is the case with the Agreement H&S. Because of this, Coiffure EU is in danger of losing relevance, by lack of results in the Social Dialogue. To resolve this, there are three paths, according to Daniël, which should be followed.

1. The internal cohesion must be preserved, we must speak with a single voice.
2. New members must be searched to have a larger representativity.
3. The role as point of contact and knowledge centre must be strengthened. For this, there is a need for a much larger visibility.

These three paths enforce each other as well. A larger visibility will lead to more relevance, and more relevance will lead to better cohesion.

These paths should by consequence also be reflected in the translation of the Mission and Vision into strategic objectives:

1. Composition of Internal Regulations as a guideline. This will lead to more clarity and transparency, and by consequence to more internal cohesion.
2. Development as reference institution: to really be able to be a relevant reference institution, facts & figures are required. In the first instance, it would be best to develop a limited set of indicators, which the members states will monitor over a longer period of time. The collection of these figures is a growth process in time. After a while, it is possible to expand the number of indicators. These indicators are most important for proving positions and opinions in policy texts and negotiations later on. This way, we do not offer only the structure but the content of the policy as well.
3. To be the first point of contact for the hairdressing sector. In the context of the Social Dialogue the CEU is the first point of contact for the EU Commission. Moreover, it is also the intent to be this for other political institutions / EU organisations. To be the first point of contact, it is necessary to have a large number of members, to have as large as possible public support and by consequence more impact. Another possibility could be for example: the establishment of a better cooperation with the cosmetics sector.
4. To achieve larger visibility: for this a good website is crucial. This can be also a portal for the indicators that CEU will monitor. A website which is not maintained and up-to-date is lethal. No-one will consult a website twice if they can’t find what they need. The objective is also to achieve a community of practice. A community of active members on the website who exchange information and help each other in solving problems.
5. Contribution of CEU to the existence of hairdressers. This is about current topics. These could be for example: the actual topic of the change in VAT in the Netherlands, or a continuation of the Ergohair project.

If CEU would be able to realise all these strategic objectives by 2025, then a large step will already been taken by the organisation.

Afterwards, a policy text can be written in which Mission, Vision and strategic objectives are clarified and made concrete towards our intended audience. The formulated objectives in that text should meet the SMART-criteria (Specific, Measurable, Achievable, Relevant, Time-bound). Then, it has to be indicated who will translate which objective into operational objectives and actions. Daniël gives the floor to Stéphane for this. **08. Objectives**

Stéphane explains that volunteers are wanted for the different objectives, and that he will divide members over the positions himself if there are not enough volunteers, to ensure that all objectives have enough members. Next, he states that the Secretary-General will deal with the Internal Regulations, but that other members are of course also welcome to help with this process.

Ramon of the Maltese delegation asks how the working groups will be organised practically. Wijnand of the Dutch delegation asks how the financing of the objectives will be arranged.

Jef answers that both questions are about the operational aspect, and that this is not the intent of this phase. The practical arrangement is not at hand now, for the moment it is only about the commitment.

Jakob says that through the Austrian Chamber of Commerce he has access to figures for the database, thus he would like to commit himself to it.

At the request of the Dutch delegation, the meeting is interrupted for 5 minutes for internal discussion about which objective everyone wishes to commit to.

Afterwards, everyone commits themselves for the objective as is indicated in the table below:

|  |  |  |
| --- | --- | --- |
| Objectives | | |
| Nr. |  | Responsible members |
|  | Write a set of internal rules and have them adopted by the Board of Directors of Coiffure EU, including criteria for the delegation of representatives of the member organisations, elaborated decision-making procedure, internal communication flow and distribution keys for mandates based upon age and sex (gender) by March 2019 | Secretary-General Stéphane Coigné, Claude Mouginot, Damien Ojetti |
|  | Design a database with (to be filled in: number) indicators on the economic and social position of the hairdressers in all EU Member States and associated countries, which is available online by the end of 2020. | Jakob Wild, Blando Palmieri, Luca Stella, Wijnand van Unen, Cor Bouw, Marcela Pezo |
|  | 3.1. Add two effective members from EU Member States or associated Member States to the association and start negotiations with two more potential candidate members by the end of 2020  3.2. Launch an annual consultation with two key players of the cosmetics market by 2020. | Wolfgang Eder, Cor Bouw, Jacques Minjollet |
|  | 4.1. Organise 1 or 2 annual events with wide national and international recognition on a theme that is important for hairdressers in the EU by 2020.  4.2. Update and maintain the website by the end of 2018 and link to the website of a CoP by February 2020. | Mark Coray, Ramon Vella, Edel Teige, Jurgita Trainaite, Marica Gauci |
|  | Achieve two substantive action points that are important for a sustainable and economically favourable position of the hairdresser in the different Member States by the end of 2020. | Jurgita Trainaite, Secretariaten |

The president Jef Vermeulen will make himself available for everyone who needs him. Miet Verhamme and Luka Tjampens will also be flexibly available.

Daniël concludes the session and thanks everyone for the cooperation.

**09. Various/ A.O.B.**

Wijnand talks about the new Dutch VAT tariff for hairdressers. The normal tariff for hairdressers of 6 % VAT will be raised to 9 % VAT now, with further increases still possible. Wijnand points out that in the Netherlands it is now necessary to be very alert on this VAT topic, because this can cause public relations damage if they are unable to prevent these VAT increases.

**10. End of the sessions**

The president thanks all the members for the discussion and decisions, and he thanks the interpreters.

**Present Members Represented by**

Belgium UBK/UCB Mr Jef Vermeulen (president)

Belgium UBK/UCB Mr Stéphane Coigné

Switzerland Coiffure Suisse Mr Damien Ojetti

Italy Camera Italiana dell'Acconciatura Mr Luca Stella

Italy Camera Italiana dell'Acconciatura Mr Blando Palmieri

Austria Bundesinnung der Friseure Mr Wolfgang Eder

United Kingdom National Hairdressers’ Federation Mr Mark Coray

The Netherlands Algemene Nederlandse Kappersorganisatie Mr Wijnand van Unen

The Netherlands Algemene Nederlandse Kappersorganisatie Mr Cor Bouw

Norway Norwegian Hairdressing and Beauty Industry Ass. Mrs Edel Teige

Lithuania Association of Hairdressers and Beauty Specialists Mrs Jurgita Trainaite

Austria Bundesinnung der Friseure Mr Jakob Wild

Malta Hair &Beauty Federation Mr Ramon Vella

Malta Hair &Beauty Federation Mrs Marica Gauci

Norway Norwegian Hairdressing and Beauty Industry Ass. Mrs Edel Teige

France Union nationale des entreprises de coiffure Mr Claude Mouginot

Croatia Udruga poslodavaca u obrtništvu, Mrs Marcela Pezo  
zadrugarstvu i malom poduzetništvu

**Also present Represented by**

Belgium UBK/UCB Mrs Miet Verhamme

Belgium UBK/UCB Mr Luka Tjampens (report)