

A photograph showing two people in business attire shaking hands. The person on the left is wearing a grey suit jacket, and the person on the right is wearing a teal blazer. The background is a light-colored wooden surface.

Association Management Services

Kellen Europe established in Brussels the concept of Association Management with the objective of providing key management services to associations and special interest groupings. Over the last 15 years, Kellen Europe has gathered considerable experience regarding the needs of these different national and international bodies. That experience enables us to rapidly anticipate the needs of emerging or existing associations and to provide appropriate organisational solutions.

In Europe, federations (groupings of national associations) used to be common. However, due to global integration and consolidation, there is a growing tendency towards direct company membership at a European level. In some cases, different levels of membership have been created and “hybrid” organisations have been formed. At the international level, looser alliances and satellite offices are being established so that business leaders can be better informed about developments in global trade, legislation and regulation.

The increase in international trade and the political enforcement of free-trade rules has impacted in all industries. Like European associations, International and national associations based in the United States strive to follow these rapid changes by developing a more efficient and cost-effective European representation. A model of representation that allows them to be present in Europe, better serving their members, providing accurate market information, and engaging in transatlantic dialogue initiatives with European and international authorities and regulators.

Some of the benefits of hiring an association management company are:

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|---------------------|---|-----------------------|
| Lower Costs | • | Higher Standards |
| Maximum Flexibility | • | Minimum Risk |
| Clearer Goals | • | Greater Effectiveness |

What services can we offer?

We offer an extensive range of services, which we tailor to meet the specific requirements of individual clients.

These include:

Management Services

The primary objective of this activity is the day-to-day administration of and communication for the association. We also provide direct assistance to enhance the management of meetings and conferences as well as implementation of strategies in line with the goals of the association. For new associations we can also offer business planning, legal and tax advice on an on-going basis.

Strategic Advice

Europe-based associations can rely on Kellen Europe to deliver the most objective and independent advice on the different aspects of the functioning, management and strategy of the organisation. For US-based national and international associations, Kellen Europe acts as trusted advisor in the assessment of market potential and type of management or representation model that will best work in Europe. The objective is to provide the association with all the necessary information to support its strategic decisions with respect to international expansion.

For further information on how we can help you, please contact:

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Government Affairs

Our privileged position enables us to accurately monitor and analyse policy developments, and advise our clients on government affairs strategies. We achieve this through the maintenance of ongoing monitoring and contact-building programmes designed to suit our clients' objectives and through close liaison with EU and other government policy- or decision-makers. The Kellen Company benefits from offices in Brussels and Washington as well as a network in other major capitals in Europe and the world.

Communications & Marketing

We act as an initiator and facilitator in the design and production of promotional materials, hosting websites, liaising with members, interest groups and the media. Our experience with the definition of marketing and communication objectives increases the visibility of the association within the market, with the media and vis-à-vis potential members.

Market Research

Continuous qualitative and quantitative market analysis allows us to provide useful sector-intelligence for the benefit

of our client associations. In addition, these market insights enable us to conduct benchmarking and market tracking programmes, often leading to the identification of business opportunities.

European Representation

We act as the European representative office to a number of US-based organisations active in Europe. Our experience in setting-up European offices has helped us create efficient models of European representation of international and national US-based associations. Our most valuable service assets lay in the strategic input that Kellen Europe provides during the preparatory phases of setting-up the office, including management, legal and tax issues. Throughout our representation services, our staff seeks the most effective integration with the staff structures in the headquarters of the association, whilst our management continuously revises the best model of representation by providing the association with a "goal orientated" assessment of the European activities.

How we work

Association Staff Teams

We put together project teams composed of professionals who are carefully selected in consultation with the client. All Kellen Europe staff members have a variety of complementary backgrounds and skills, are competent in at least three European languages and have extensive experience in the management and representation of national, international and European associations.

The team structure and the availability of backup whenever required also mean that we can guarantee continuity and flexibility at all times.

Cross-fertilisation

Although the objectives of individual associations may be quite different, they often face common challenges and can benefit from existing expertise in meeting these objectives. Through their involvement with a wide variety of different associations, individual project teams are able to assimilate and disseminate best practices to the benefit of the clients. This valuable transfer of knowledge extends to the recognition of the needs and requirements of each association.