



# *2020 to 2025 Strategy*

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working together for a sustainable aerosol industry



Delivering a sustainable industry with our members.

### The BAMA 2025 Strategy sets out the Association’s ambitions for the next five years.

Our five year strategy is to work with members to identify solutions that overcome medium term issues e.g. Brexit and Covid-19 recovery and lay foundations for long term sustainability.

#### Expertise

Improved online services in order to share its knowledge and expertise more effectively

Training offering is set to be reviewed and improved

Training seminars will continue to be available at preferential rates

#### Advocacy and lobbying

BAMA will represent the best interests of the UK industry across all areas

A clear focus on specific regulations for:

- Environment
- Waste management
- Labelling
- Transport
- Chemicals

BAMA will continue to represent the industry at National, EU, UN and other international meetings

#### PR and crisis management

Continue to focus on B2B communication

Illustrating the positive impact aerosols have on health and wellbeing

Highlighting the industry’s continued significance in UK manufacturing and to the wider economy

Comment will be provided to leading industry publications, offering insight and opinion

#### Governance and finance

An increasingly challenging time for all in industry

Significant emphasis on transparency and accountability

Keeping members informed

Offer members the best possible value for money

### Going forward

Communication | The BAMA Standard | Sustainability | Training | Industry guides, test methods and standards

### Membership

BAMA is renowned globally for setting the highest standards of excellence and a wide array of support services to help members throughout the industry. We will expand its membership throughout the supply chain to include marketers, machinery and component manufacturers, chemical producers, hauliers and distributors. The new Associate Membership category will expand the knowledge base to include other associations, educational institutions and service providers to inform discussions within its committees and working groups.

All the work BAMA does is on behalf of, and supported by, its members.



# *Introduction*

Since its introduction as a dispensing format, aerosol manufacturing worldwide has grown enormously. We now see annual global production figures going beyond 16 billion cans, with the UK producing nearly 10% of this number. Manufacturing is growing exponentially in China and South America as these markets continue to develop consumer driven economies.

Despite the varied challenges facing industry today, the UK remains the largest filler in Europe and the third largest in the world, with significant exports which make an important contribution to the UK economy.

BAMA has always had a global outlook, and this will continue in the coming years, but without losing sight of the fact that its primary role is to represent the aerosol industry in the United Kingdom.

This plan sets out the ambitions of BAMA for the next five years. However, in the current uncertain political climate it is likely that there will be changes in the regulatory landscape, significant political upheaval and other events which are impossible to imagine or predict, that may affect these ambitions.

Whilst planning for the next five years, the goal of the Association must be to look beyond this plan to create a sustainable industry, in a host of different ways, for the next 20 to 30 years.

It remains critical that BAMA retains the knowledge, resources and support of its members to be able to respond to any short-term issues which the industry might face, locally and globally.

**Our members are the foundation of the Association.**



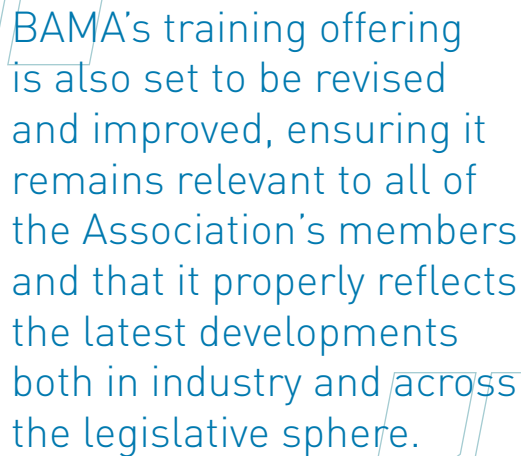
Despite the varied challenges facing industry today, the UK remains the largest filler in Europe and the third largest in the world...

## BAMA's strategy focuses on its core strengths

1. Expertise
2. Advocacy
3. PR and crisis management
4. Governance and finance

**The pillars are the fundamental structures of the Association and support the work we do for and with our members.**

**To build on these pillars, and further support the membership, BAMA will look to develop in the following ways:**



BAMA's training offering is also set to be revised and improved, ensuring it remains relevant to all of the Association's members and that it properly reflects the latest developments both in industry and across the legislative sphere.

**Membership:** BAMA is renowned globally for setting the highest standards of excellence, combined with a wide array of support services designed to help its members throughout the industry.

As the aerosol format is being adopted for more applications by an increasingly wide variety of sectors, notable growth in the 2018 filling figures were recorded for industrial, technical and veterinary products particularly, BAMA will seek to continue expanding its membership throughout the supply chain. In particular, the Association will encourage marketers, machinery and component manufacturers, chemical producers, hauliers and distributors to become members, showcasing the benefits of membership through a variety of channels.

In addition, through the new Associate Membership category, BAMA will expand the knowledge base to include other associations, educational institutions and service providers to inform discussions within its committees and working groups.

**Expertise:** Following a review, and after consulting with members, BAMA will deliver improved online services in order to share its knowledge and expertise more effectively with all stakeholders.

BAMA's training offering is also set to be revised and improved, ensuring it remains relevant to all of the Association's members and that it properly reflects the latest developments both in industry and across the legislative sphere.

Training seminars will continue to be available to the Association's members at preferential rates while guidance designed to help members navigate complex directives, such as the requirements of REACH, will remain a significant benefit of BAMA membership.

**Advocacy:** As regulations continue to evolve BAMA will represent the best interests of the UK industry across all areas.

BAMA's focus will primarily be upon specific aerosol regulations but the Association's activity will include regulations on the environment and waste management as well as labelling, transport and chemicals.

Now that the UK has left the EU, BAMA will continue to represent the industry at National, European, UN and other international meetings to ensure that the industry's voice is heard at all levels and stages of regulatory development.

**PR:** BAMA's PR programme will continue to focus on business to business communication.

Ongoing PR activities will help to support the Association's advocacy work as well as highlighting the positive impact aerosols have on the lives of consumers on a daily basis.

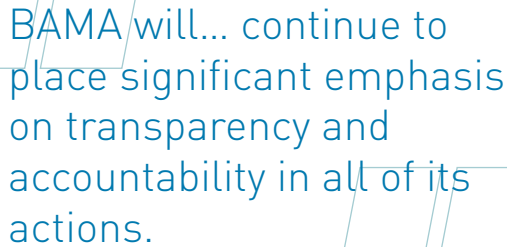
Press releases and announcements will continue to be issued, highlighting success stories such as the record filling figures recorded in 2018, celebrating events such as the Innovation Day and BAMA Awards and highlighting the industry's continued significance in UK manufacturing and to the wider economy.

In addition, comment will be provided to leading industry publications, offering insight and opinion, designed to illustrate the breadth of expertise as well as services offered by the Association.

In the event of significant problems impacting on the industry BAMA will ensure that it has a positive and robust crisis plan in place to support its membership.



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BAMA will... continue to place significant emphasis on transparency and accountability in all of its actions.

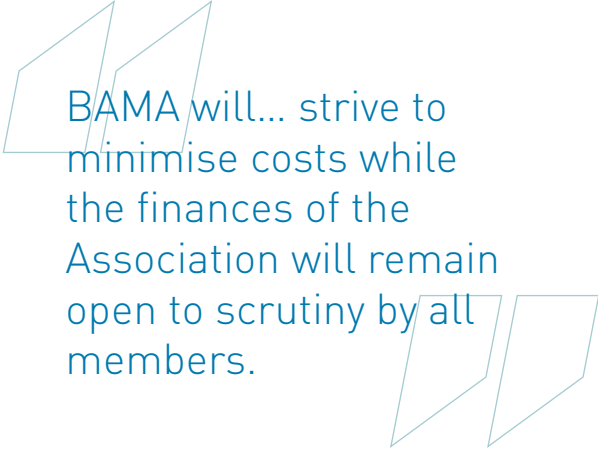
**Governance:** At an increasingly challenging time for all in industry with greater political uncertainty than ever, it is vital that the membership's confidence in the Association remains strong. BAMA will therefore continue to place significant emphasis on transparency and accountability in all of its actions.

This will mean that major strategic decisions are developed and implemented in such a way that they are open to scrutiny and provide clarity for all stakeholders.

In addition, to reinforce this approach, BAMA will ensure that the Association's members are kept informed on a regular basis through a variety of communication channels including the Board Update published in each issue of *Aerosol Focus*, as well as the *BAMA Briefing* and of course the Annual Forum.

**Finances:** As a not for profit organisation BAMA must continue to offer members the best possible value for money. We will therefore strive to minimise costs while the finances of the Association will remain open to scrutiny by all members.

However, as companies continue to work in a leaner fashion, there is a growing reliance upon associations such as BAMA to review regulations and to offer advice and guidance. It may therefore be necessary to increase staff numbers with a commensurate increase in membership subscription costs.



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# *Going forward*


## Communication

The website will be fully updated to improve accessibility and in order to offer a greater level of information to members.


In addition, new functionality such as e-learning will be introduced. The Association's newsletters, which continue to gain traction along with other communication channels, will be monitored and updated where appropriate to ensure they meet the needs of members and that they are reaching the audience they are intended for.

To monitor interaction with members a Membership Management System (MMS) will be implemented and integrated into the new website and other communication channels such as e-mail.

This will allow the Association to produce a 'statement' for each member when subscription renewals are due which will help them to understand the services they have received from BAMA during the previous year as well as showcasing the value of membership.



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## The BAMA Standard

*The BAMA Standard* has been the industry guide for best practice throughout the last 20 years.

For many of the Association's members it has become the basis for their working practices and operational standards.

To encourage verification against it, *The Standard* will be split into the individual modules against which members can be verified and receive accreditation. The Association will develop the modules in a variety of ways to maximise accessibility and to improve interaction for all users.

The modules will be rolled out gradually during 2020 when each becomes available as a stand alone unit.

For those looking to be accredited to *The BAMA Standard*, the Association will offer pre-accreditation services to help members identify where they meet requirements and where they fall short. This will either be done by the Secretariat or through selected consultants and will be offered as a free of charge service for members. Non-members would be required to pay.

To gain formal accreditation against *The Standard*, BAMA will identify a small number of external agencies who would carry this out. This would be a paid for service.

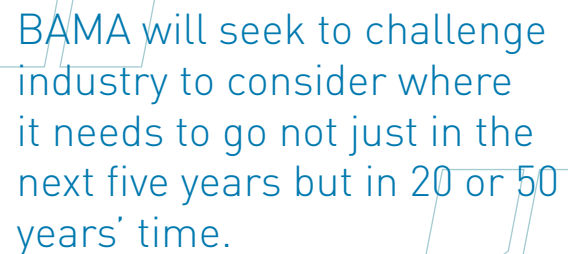
## Sustainability

The *Future of Aerosols* study informed members that sustainability has many facets which go far beyond the more obvious or immediate environmental issues.

BAMA will seek to challenge industry to consider where it needs to go not just in the next five years but in 20 or 50 years' time, to make products which offer performance that is equal to or exceeds the current offerings.

This will mean exploring areas on the boundaries of the existing aerosol industry or even looking at systems which are far outside the scope of existing products.

In turn this will allow members throughout the supply chain, to consider and influence the direction of the industry in future years. It will also give BAMA and our sister associations, the opportunity to develop defensive strategies for the current aerosol package where alternatives do not offer the same performance, value or any environmental benefits.



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## Industry guides, test methods and standards

BAMA will work with its members to produce a series of guides and training literature to help reinforce the fundamentals of the industry.

The Association's aim is to capture the combined knowledge of industry experts within these guides and to help provide reference materials for those coming into the industry in the future.

BAMA will review and revise the *BAMA Test Methods*, last published in 1998, and re-publish them for use by the UK industry. In addition, as technology develops, new methods and techniques will be offered to help test a whole variety of different aspects of aerosol technology. These could include predictive electro-chemistry, photo optical spray pattern analysis, particle size and inhalable particle determination, ultrasound and thermal imaging systems for formulation and can fill analysis. New test methods could also be included to help companies that are developing new technology or when they make significant changes to existing technology.

BAMA will monitor the development of international standards, beyond the EU and US. Wherever possible, BAMA will seek to influence these standards to help UK manufacturing.

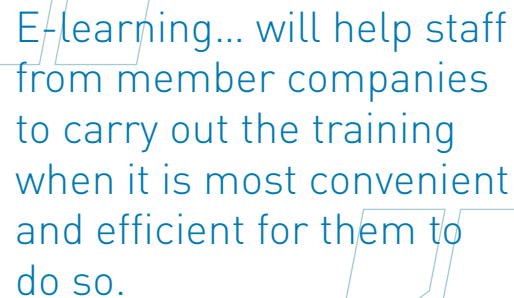
Now we have left the EU we will look at how we can create formal mutual recognition of aerosol standards with other countries or trading groups to help facilitate international trade.

## Training

As part of the Association's work to develop the new website, e-learning functionality will be introduced.

This will help staff from member companies to carry out the training when it is most convenient and efficient for them to do so. Initially this will be basic aerosol training, such as was covered in the "Aerosols: The Basic" webinar but there is no reason why it could not be developed further in the future and cover more complicated issues such as regulation and in-depth technical matters.

In addition, the current suite of training courses will be reviewed and revised to ensure that they are meeting the needs of the Association's members. This will include the open and in-company training offerings.



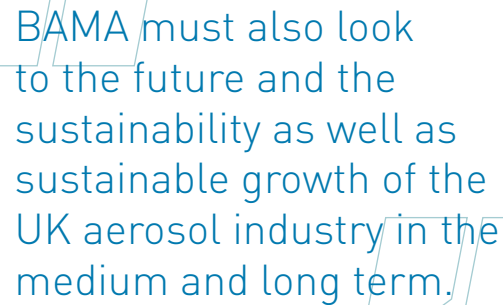
E-learning... will help staff from member companies to carry out the training when it is most convenient and efficient for them to do so.

## Summary

By continuing to focus on the fundamentals set out in the 2020 Strategy, the Board and the Secretariat will be able to continue to develop the services provided by the Association most effectively. This will maximise the Association's relevance for all stakeholders and will provide the best value for money for members.

BAMA must also look to the future and the sustainability as well as sustainable growth of the UK aerosol industry in the medium and long term.

By using the three-horizon model, featured in the *Future of Aerosol 2* study, BAMA will help its members to identify technological solutions which could benefit manufacturers and fillers in the medium term, and then investigate "blue sky" technology for the longer-term sustainability of the wider industry.



BAMA must also look to the future and the sustainability as well as sustainable growth of the UK aerosol industry in the medium and long term.

# BAMA deliverables 2020 to 2025

	2020		2021		2022		2023		2024		2025	
	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
<b>Communication</b>												
Website update	█	█	█	█								
MMS	█	█	█									
<b>BAMA Standard</b>												
Create modules	█	█										
Develop and roll out new accreditation model	█	█	█	█	█	█	█	█	█	█		
<b>Sustainability</b>												
Continuation of the <i>Future of Aerosols</i>	█	█	█	█	█	█	█	█	█	█		
<b>Industry development</b>												
Guides	█	█	█	█	█	█	█	█				
Test methods	█	█	█	█	█	█						
Standards	█	█	█	█	█	█	█	█				
<b>Training</b>												
Webinars	█	█	█									
Online	█	█	█	█	█							
In-company	█	█	█	█	█	█	█	█	█	█	█	█
Face to face	█	█	█	█	█	█	█	█	█	█	█	█



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