



Lisbon Agreement

Presidents' Summit
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Introduction

Formed in 1955, in Copenhagen, as a non-profit Federation of European Industrial Editors Associations, FEIEA is now the Federation of European Internal Communication Associations, embodying co-operation among national member associations, currently in 11 countries: Austria, Belgium, Denmark, Germany, Czech Republic, Italy, Portugal, Slovakia, Slovenia, Switzerland and United Kingdom.

FEIEA's main goal is to connect European internal communicators. It aims to speak with a European voice on internal communication issues at a pan-European level in dealing with the European Union and business, economic, academic and social organizations across Europe.

FEIEA's independence provides a network of professional support for internal communication professionals whose responsibilities include communication strategy and planning, employee engagement and change management, as well as the management and operation of print-based, audio-visual or electronic communication channels.

It aims to broaden members' knowledge of corporate communications subjects, encouraging the practice of 'doing things the right way'.

The development and awareness of the profession of internal communicators is our main goal through the organization of our events, providing best-practice sharing and networking at a European level. The implementation of a certification programme for internal communication is our next step.

This will consolidate FEIEA as one of the few federations with a main purpose - the one job of internal communication itself i.e. not a business like oil, post or railways. We don't represent management or syndicates, but we truly represent people and the professionals that communicate with them.

FEIEA exists primarily to connect and to support national associations. To facilitate this we have a Secretary-General and a back office that provides a permanent link to every national association.

FEIEA is now at a turning point, developing the added value that members want from us. It is time to establish a long-term common strategy for FEIEA, enabling us to focus our activities in actions that will benefit all members and European internal communicators.



Foundations and Goals

All members of FEIEA believe in its existence and share the same ideals and aims - to increase the awareness of internal communication and to share best practices throughout Europe.

We all believe that FEIEA is the body to achieve this in the future and are committed to the existence of FEIEA and to its principles. We will contribute to its success because we believe that a pan-European collaborative approach is more effective than a national approach.

It is clear that all members will benefit from this and, through them, all national individual members (either an individual or working a corporate member). FEIEA members can deliver a European product at their national level.

FEIEA aims to represent all European internal communicators - those affiliated via our national associations, people from those countries but who are not affiliated, and those from non-member countries.

Although FEIEA is a federation by name, its behaviour and statutes make it more of a confederation, because all the power is in the members and there is no top-down control. This also allows members to have bilateral relationships or other external links.

FEIEA must, above all, be the result of the sum of its members and facilitate the workflow between them.

The traditional 'internal communication' scope will be widened to align FEIEA with 21st century organizational needs and reality. Without losing its focus on internal communication, wider topics such as corporate communication, human resources, journalism, brand journalism, information technology management and corporate social responsibility are on FEIEA's horizon.

The Council is the main body of FEIEA and it takes the major decisions. The Executive represents and manages FEIEA. This means that the representative and executive roles are clear, with a true separation of powers.

All activities and events organized by FEIEA are for the benefit of the national associations and European internal communicators. As we share these activities, the revenue should also be shared.

Therefore, FEIEA can clearly play a valuable role in the future, but only if attached to national associations, being more aligned with their priorities and with their programmes of activity. All members should be aware of FEIEA and make an effort to be part of its decisions and activities.

FEIEA follows and applies true compliance and governance rules, has an open and transparent policy and follows an adequate professional ethic, reporting its activities and financial status to members.

FEIEA's events and meetings are to be used as an opportunity for members to exchange opinions and experiences while also maintaining market competition and to avoiding antitrust policies and corruption.

Members can only be national (or regional, but never both) associations that represent internal communication within their boundaries. This can be an association that only focuses on



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internal communication or has a broader remit that includes internal communication. The national associations can represent individuals and/or organizations. Individual members directly linked to FEIEA may no longer be accepted, although he/she can become an associate member of an existing member association.

The new realities of today's society must be considered when it comes to FEIEA activities and behaviour, either from people – e.g. millennials – and from technologies – eg social media networking.

FEIEA walked an infrastructural path last year, creating a permanent back office structure that already plays an important role. Nevertheless it can be more effective and establish better links with members.

Partnerships for the exchange of services or goods are acceptable within FEIEA as long as they provide true added value for its activities and/or reduce costs. Partners should have a pan-European scope and be a valued brand. FEIEA provides guidelines on these partnerships. Financial sponsorship is not an option.



Statutes and Legalisation

The FEIEA statutes need updating to meet members' expectations, due to the new challenges and realities.

Therefore the Executive should produce a proposal to be discussed and approved by the Council by the end of 2014.

This proposal will maintain the Council's primacy and the separation between deliberative and executive roles. Financial control and the auditing process will also be considered.

According to principles of equity, subsidiarity and solidarity, all members have the right to elect and to be elected and they all have the same voting weight – one vote per member.

On the same principles, the member fee will be a fixed percentage from the FEIEA members' member fees. This means that all contribute the same for the European cause – FEIEA.

To address legal and financial aspects, FEIEA needs to be completely legalised and have a fiscal number in order to comply with national laws.

This will be done immediately, beginning with the creation and legalization of the FEIEA back office structure in Portugal. Other members' countries may follow.



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Identity

The acronym 'FEIEA' no longer expresses the real name and mission of our federation.

As FEIEA celebrates its 60th anniversary in 2015, it is an opportunity to change its identity.

The recommendation is that FEIEA adopts the name:

FEIEA – European Association for Internal Communication

Due to tradition, to preserve the historical process, to honour the founders and, specifically to recognize the affiliation generated over the past 60 years, the acronym FEIEA remains.

To strengthen and confirm our foundations and goals, FEIEA assumes the signature:

Connecting internal communicators since 1955

A new logo will be developed reflecting FEIEA and European heritage, namely the blue and the yellow stars.

The marketing and communication plan must be developed under these change. The internet URL should be “.eu” – primarily –, “.com” and “.org” if available.



Main Projects

The three main FEIEA projects are the Grand Prix, Certification and the study of the European internal communication trends. All will be run by FEIEA, managed by the Executive, but with participation from members and third-parties.

Activities should primarily have a pan-European scope and be financially sustainable. Its revenue share should be increased to allow members to be rewarded by their effort, work and commitment.

The Grand Prix should keep its pan-European essence, but must be redesigned according to the task force report highlighting best practices and the added value for the awarded projects. The Grand Prix Ceremony should be improved to position itself at a European level and raise awareness of the competition.

The Certification project will be launched as an experiment in 2014 before wider adoption during 2015. FEIEA members are a key part of this project, either in an active audit role and in revenue sharing. A “senate” is to be designated by members – one representative per association – to supervise the process. This may lead to a FEIEA European Internal Communication Code of Ethics.

The study of European internal communication trends should be based on the Delphi method and embrace all country members. A granted university will be recommended to be a project partner. This project will allow FEIEA to be an active partner to European institutions, so a partnership on this behalf must be also made, either for dissemination of information; awareness and founding.

The FEIEA Professional Event series will be restricted and condensed to the most relevant national event, having a Pan-European theme and issuing an outcome in written English for wider sharing. . A specific FEIEA logo must be used in all communication and other members will benefit from the same conditions as national association members.

A monthly webletter will be issued by the back office for FEIEA members i.e. only to be delivered to national associations and not to be forward to its own national members. Nevertheless, individual articles can be disseminated through national association’s media after approval.

A platform for document and file sharing should be set up, highlighting examples of best practice.

Sectorial/thematic working groups related to internal communication themes or business areas should be implemented, leading to an increase both of community involvement and face to face meetings. This allows more people to be engaged with FEIEA and produces papers for sharing. Each country member should propose a sector/theme to be responsible for.

Benchmarking studies within and outside FEIEA must be carried out with the depth of subjects increased.

FEIEA needs to have an answer to the question: “how many internal communicators, organizations and people are touched by FEIEA, its national-members and its corporate members?”.



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Growth and Links

To meet our goal of having members in FEIEA from all European countries with an Internal Communicators Association, we should carry out a review to find the contacts of existent national associations.

The Executive should try to have contacts with these associations and answer all requests for membership.

Special attention must be given to Spain, France and Lithuania.

The Romanian issue has to be clear by next Council, ending the actual statute by becoming, or not, an applying member.

The Executive shall increase formal contacts with European institutions, in particular with the Commission and the European Parliament, raising awareness of FEIEA and to the importance of internal communication and its issues. It should also explore the possibility of the Commission becoming an associate member.

To reflect globalisation and to give more awareness to FEIEA and European internal communication subjects, FEIEA should start introducing some institutional contacts at the same level/basis with other organisations such as the Global Alliance and Euprera.



Signature

We, as a representation of our national associations, share the vision of a sincere partnership among us and believe that FEIEA is the right body to achieve this for of a common future for internal communication throughout Europe.

Lisbon, 15th of March 2014

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