



# ILAR & ALANUR

Working together for a better  
wellness and self-care scenario  
in Latin America

S P E Y S I D E

CORPORATE AFFAIRS & PUBLIC POLICY

# ILAR & ALANUR – Cooperation Design

- **Cooperative work between associations from related sectors is an increasing trend around the world.** In a post pandemic **context of scarce resources**, the incentives for such proposals are on the rise.
- This cooperation can occur in **different shapes, according to the goals and specifics of each institution.**
- In this phase, a set of national and regional **examples will be presented so that ILAR & ALANUR can better develop strategies of joint projects in the future.**



**ILAR & ALANUR**

**Recap**

# ILAR & ALANUR – Progress so far

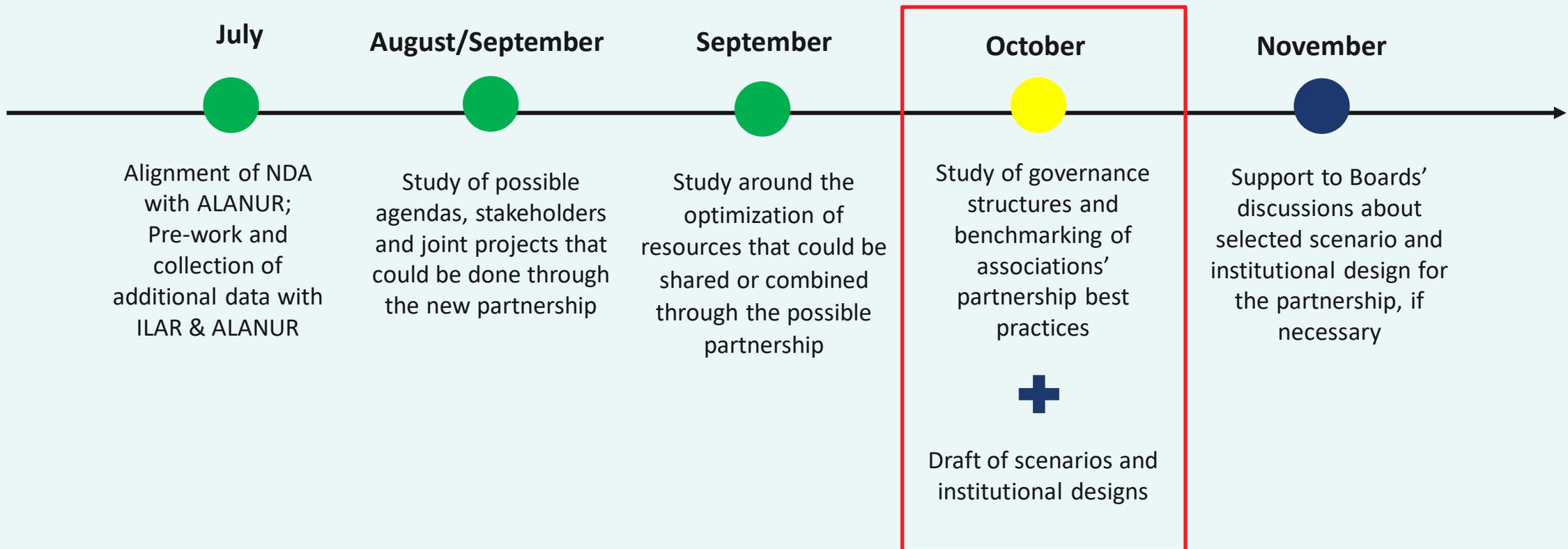
## Phase 1 Key Initial Findings

- Global economic situation and post-COVID-19 scenario impact over political-economic scenario.
- Trade associations will need to step up their games to raise awareness about sectors' agenda
- Cross-cutting matters, specially those related to healthcare systems and public health will be on top of all stakeholders' mind, specially government, civil society and legislators.
- Partnering with other associations can be a strategic step towards better resources allocation, as well as multiple possibilities of engagement and advocacy.
- Key Messages must be well structured to reflect both sectors' positions and main contributions to the debate of self-care and life quality.

## Phase 2 - Objectives

- Understand potential of cooperation, partnership and convergence between ILAR and ALANUR, as two relevant regional associations with the possibility to expand results, positioning and strategic agenda.
- Analysis of multiple scenarios and paths to design new organizational dynamics, towards a joint agenda, that promotes all matters involved with self-care.
- Support both ILAR and ALANUR Board to have a broad view of growth possibilities and trails to continue to achieve sectors' goals and agenda mobilization.

# Phase 2 | ILAR & ALANUR Axis of Analysis



# ILAR & ALANUR – Joint Agenda Analysis

## General Insights

- Joining capabilities and institutional power may take associations to higher-level negotiation table and policy-making agenda. Very positively, ILAR & ALANUR agendas have a high degree of intersection and relatedness.
- Being part of high-level discussions is an important institutional re-positioning that can contribute to advances in regulatory and policy discussions.
- Working together with a broader topic will strengthen key messages and approaches together with governments, regulatory agencies and other stakeholders.
- Self-care, wellness and better access to healthcare are part of **United Nations 2030 Agenda** and governments concerns for the following years. Sectors that are position as one that contributes to these topics will be prioritized in terms of policies and resources.
- Additionally the holistic agenda is an interesting pathway to promote awareness about the sectors and evidence-base messages. With that, there is a bigger capability to build bridges and structure long-term relationship with well-positioned stakeholders, especially from regulatory agencies and governments.

## Key Initiatives proposed

- Initiatives proposed seek to reach **three main goals**:
  - 1. Expansion of Stakeholders Network**
    - Participation in high-level forums/meetings/agendas
  - 2. Expansion of Policy-Making Power**
    - Joint work related to United Nations 2030 Agenda
    - Best practice/health data/industry-related research database
  - 3. Health Literacy Awareness**
    - Paper on industries contributions to health care systems during Covid-19 pandemic
    - Social Media Campaigns on self-care

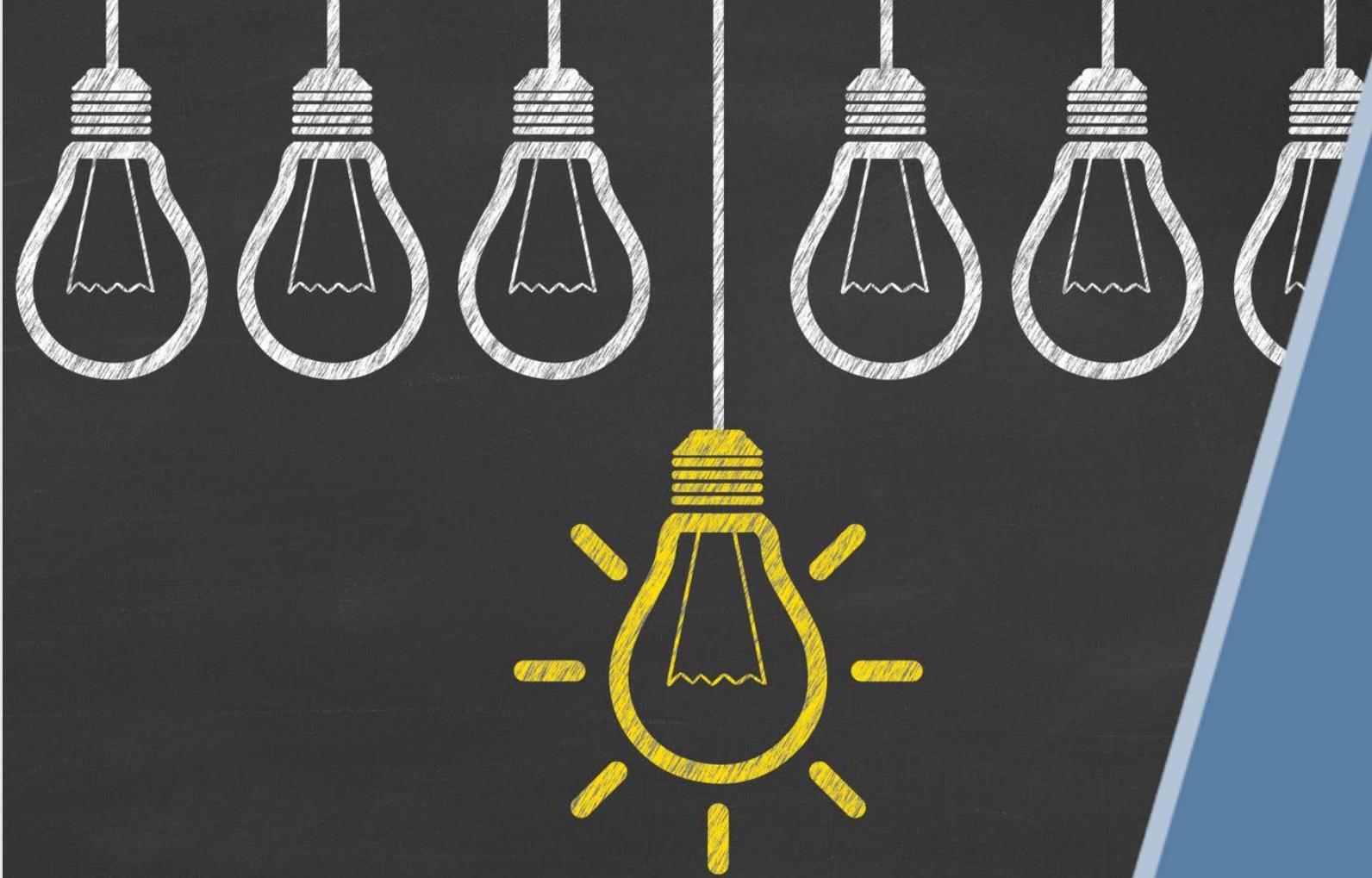
# ILAR & ALANUR – Joint Resources Analysis

## General Insights

- BRL currency had one the highest rate of devaluation in the world (33,8%) in 2020, which has significantly impacted on ALANUR's budget allocation and long-term financial planning. Changing fiscal address could be a very interesting option to ALANUR.
- Joining financial assets could contribute to a more dynamic use of resources and savings for both associations.
- The possibility of joining resources between associations does not mean a only-way path of institutional presentation and governance scenarios. Even if the back-office structure is designed in a combined format, there are multiple options to design the best way of achieving sectors' goals in the challenging post-COVID-19 scenario.
- Working together could also mean attracting new members and related sectors (such as medical devices), a key factor to long-term financial sustainability and also to enhance associations' opportunities to be part of negotiation tables and decision-making process for policy and regulatory framework.
- Together, associations would represent USD 19 bi market and leading sectors for the discussion of healthcare, self-care and better nutrition in Latin America.

## Key Initiatives proposed

- Shared use of **suppliers**, such as:
  - **Public Affairs Consultancy**
  - **Communication**
  - **Translation**
  - **Newsletter**
  - **Legislative Monitoring**
- Shared use of **human resources**
- Eventual shared use of **budget** for specific projects implementation



**ILAR & ALANUR**

**Benchmarking**

# ILAR & ALANUR – Types of Cooperation

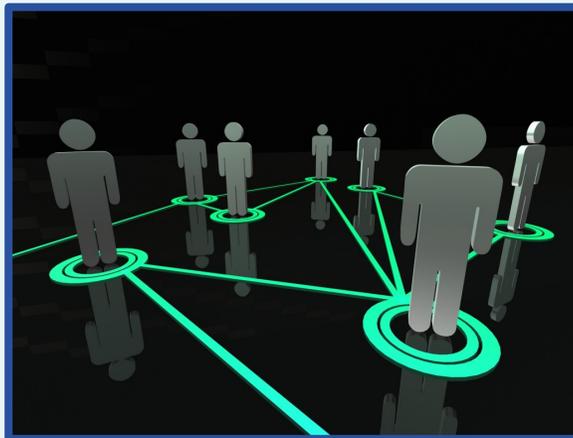


## Partnership



In this type of cooperation, associations agree on specific events/research/initiatives to be performed together. Changes in governance are usually connected to joint initiatives.

**Example: ABIEPAN + ABIMAQ**

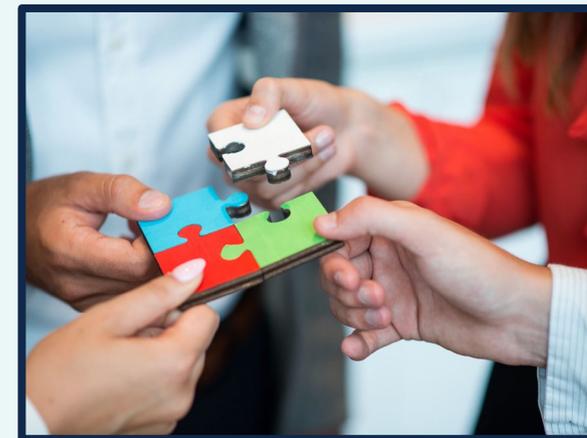


## Coalition



Coalitions are (temporary) alliances of actors that work for similar specific goals, but do not form a permanent association. A broad range of initiatives can be jointly performed. Governance is created for the coalition.

**Example: Coalizão Brasil**



## Merge



The highest degree of cooperation, when actors find such convergences that they form a new/broader association. In this case, governance, budget and initiatives are redesigned or readapted.

**Examples: ABIMAPI; FHCP**



**ILAR & ALANUR**

**Institutional Scenarios**

# Scenario 1 - Partnership

## Description

In this type of cooperation, **associations agree on specific events/research/initiatives to be performed together**. There is **no need of significant change in each association's governance**, but there **might be expansion of membership rules or participation possibilities** to include new scope of joint works.

## Institutional Effect

Partnership agreements between ILAR & ALANUR could be arranged for a set of initiatives. **Both associations would remain independent.**

## Governance

There would be no changes in the associations' governance and institutional structure. We recommend the creation of a Working Group or Partnership Committee focused in coordinating selected joint initiatives.

## Potential Initiatives

**Joint- Investment for Studies/Reports**

**Self-Care Day Campaign**

**Self-Care Joint Calendar: series of webinars in 2021**

**Joint Initiative for UN 2030 Agenda: SDG nº 3 (Good Health and Well-Being)**

# Associations Benchmarking | ABIEPAN + ABIMAQ



+



Partnership 

## Context

- **Partnership between ABIEPAN (Brazilian Association of Equipment, Ingredients and Accessories for Food Industries) and ABIMAQ (Brazilian Association of Machinery and Equipment), agreed in 2018.**
- **Though the partnership, manufacturers of machinery and equipment for bakery, confectionery, cookies, ice cream, gastronomy, etc., could participate in ABIMAQ, as a representative entity.**
- **After the agreement, a Sector Chamber of Machinery and Equipment for Bakery and Food Service (CSMPAN) was created in the very structure of ABIMAQ, but with the possibility that ABIEPAN members also participate.**
- **For 24 months, ABIEPAN members will be able to keep paying the same membership fee value, thus accessing all the additional services offered by ABIMAQ.**

## Result

- **The partnership between ABIEPAN and ABIMAQ allowed ABIEPAN's members to reposition the sector with an association with great institutional weight and part of a coalition of influencers of national industrial policy guidelines.**
- **The partnership model also provided its members with the possibility of evaluating the joint action of the associations before signing a commitment later on.**
- **In addition, the partnership made it possible to maximize existing resources through data sharing, joint action of collaborators and apportionment for payment of collaborators who have functions within the two associations.**

# Scenario 2 - Coalition

## Description

Coalitions are **(temporary) alliances of actors that work for similar specific goals, but do not form a permanent association.** A **broad range of initiatives can be jointly developed,** and a **new governance is created for the coalition itself,** usually with board members adding Coalition activities to their activities as associations' members.

## Institutional Effect

Coalition initiated by ILAR & ALANUR could be based in the common agenda of self-care and well-being. **Associations would remain independent, yet with higher proximity.**

## Initiative

**LATAM Self-Care Coalition**

## Governance

Coalition would demand the design of a proper institutional framework:

- Creation of an Executive Committee and specific Working Groups
- Elaboration of a Strategic Plan related to the main goal – Creation of self-care policies in Latin America that include OTCs and food supplements as pillars of better healthcare in the region.
- Elaboration of official guidelines and Coalition launch materials.
- Definition of participation and voting rules, as well as funding structure (examples of funding options are directing percentage of membership fees to the coalition or annual sponsorship by members)

# Associations Benchmarking | Coalizão Brasil



## Context

- Another approach that has been widely used by institutions that want to unite efforts around common themes is **coalitions**.
- In this sense, the **Coalition Brazil Climate, Forests and Agriculture is a multisectoral movement, composed of agribusiness entities, environmental and climate organizations, representatives of academia, sector associations and companies in the areas of wood, cosmetics, steel, pulp and paper, among others.**
- All these forces - which had little dialogue among them – have come together to deal with the **issues arising from climate change under the perspective of a new economy, based on low emission of greenhouse gases (GHG).**

## Result

- The Coalition has a **governance arrangement similar to that of a traditional association, however there is no need to pay an association fee - all the work is done in a collaborative and voluntary way.**
- Brazil Coalition **organizes itself in instances that organize activities, debates, task-forces and statements, which are elaborated and approved by a group of representatives from different sectors.**
- The **construction of the coalition improved the dialogue with the government** and allowed the **actors who are part of the "organization" to meet with ministries and parliamentarians more often.**
- **Being part of the coalition also did not prevent members from continuing their work in sector associations and other more focused groups.**

# Scenario 3 - Merge ↷

## Description

The highest degree of cooperation, when actors find such convergences that they form a **new/broader association**. In this case, **governance, budget and initiatives are redesigned or readapted**.



## Institutional Effect

In this case, a **new association would be created**, adding and adjusting topics from both ILAR & ALANUR.



## Initiative

**LATAM Self-Care Association**

## Governance

- A new association would require new institutional framework, we suggest:
  - **To built-up a strong decision-making process** and representation of **both sectors** in the **Board of Directors**, with **equal opportunity** of decision over agenda priorities and use of resources.
  - The **creation of Working Groups of each sector**, who would be responsible to support the Board in the definition of each sector's priorities; and thematic working groups/committees (public affairs, regulatory affairs, special projects) could turn into multisector groups.
  - **Definition of a timeline of membership fees adaptation**, possibly organized accordingly to revenue and number of sectors part of companies' business.

# Associations Benchmarking | ABIMAPI



Merge →

## Context

- **ABIMA (Brazilian Association of the Food Pasta and Industrialized Bread & Cake Industry) and ANIB (National Association of the Biscuit Industry) shared similarities in their initiatives and engaged stakeholders.**
- The merger of the two institutions was announced in December 2014, resulting in the **creation of ABIMAPI (Brazilian Association of Biscuit, Pasta and Industrialized Bread & Cake Industries).**
- When the merger of the two associations was announced, the **positioning was very focused on the representativeness of the new association, in terms of direct and indirect jobs, billing, technological innovations, contribution to the Brazilian economy.**

## Result

- Within the new association, the **new board** had a **representative from each sector**, working together with a Executive President, who came from ABIMA and was largely respected by all companies.
- The **union of the associations allowed members to increase power and potential to influence the formulation of public policies for the sector.**
- **All members continued to have their respective sectors included in the new association through technical chambers and specific commissions, but expanded their dialogue with public authorities and other sector stakeholders.**
- The members were also emphatic in saying that **it was key to have a strong and "exempt" leadership involved in the union of the organizations.**

# Associations Benchmarking | FHPC



Merge →

## Context

- On September 1, **Food & Consumer Products of Canada (FCPC) and Consumer Health Products Canada (CHPC) have formally merged to create Food, Health & Consumer Products of Canada (FHCP).**
- The process was **initiated by CHPC**, which mapped potential partners to promote new initiatives driven by the fact that the **association had a restrictive representation – only one sector – what made part of discussions and policy-making decision out of the association hands.**
- **CHPC was already seen as a regulatory reference by the government and had the expertise to support regulatory improvement for other sectors related to consumer health, such as nutrition, oral health, sexual health, medical devices.** Representing only one sector also impacted on the association revenue and future sustainability, specially with fusion/merge movements in the consumer health sector.
- They found **great synergy with the Food and Consumer Products Association from Canada** – which, coincidentally, shared some of her largest associates. **The synergy was mainly driven by the expertise that FCPC had on advocacy strategies for manufacturing/retail services. On the other hand, FCPC understood that it could benefit from CHPC's knowledge of regulatory issues.**
- After approaching the CEO of FCPC for discussing possible partnerships, they started to discuss potential joint actions, including a merge process. Discussions lasted around 18 months and one of the most important aspects was deep alignment between both Associations' Executive Directors – same goals and style of work – for the merge to move forward.

## Result

- **To guarantee governance in the new structure, they had aligned how the management of the new association was going to work.** From Day 1, there was an agreement between executive directors to organize dynamics between CEO and COO to share decision-making process and communicate strong alignment for all members.
- **Besides that, they organized the structure of the new association so it would contemplate all sectors equally.** They will have a board of directors representing all sector and that will have the final saying in all sensitive themes. Also an Executive Committee, composed by VP's from the Food, Health and Home Products segments and which will oversee more of the operational and day to day issues of the association. Finally, they will have thematic committees that will help the Executive Committee to define what will be the targets and goals for each sector of the association.
- **With the merge between the associations, it conquered greater political leverage to negotiate with the government and other key-stakeholders from Canada (USD5bi of GDP in the country, 60k jobs).** Also, the complementary expertise of the associations – regulatory affairs on side and public affairs on the other – was a great attractive for new members to join the new association.

# Additional Scenario | Expansion of Scope - AESGP



Expansion of Scope ↗

## Context

- The **Association of the European Self-Care Industry (AESGP)** is **the voice of the manufacturers of non-prescription medicines, food supplements and self-care medical devices in Europe.**
- Founded in 1964, they were **primarily focused on “self-medication” (later self-care).** In 1998, AESGP establishes its **Food Supplements Committee** and, in 2012, its **Medical Devices Committee.**
- Discussions about **legislation for the three sector have been one the key drivers for AESGP to be involved with more than one sector.** The association was one of the main (and for a long time, the only) association with regulatory and technical capabilities to discuss both national and regional issues with governments.

## Result

- AESGP primarily operates via **6 technical committees.** These committees are composed of AESGP members’ representatives; they meet regularly and develop AESGP positions in key areas, such as **Regulatory Affairs; Herbal Medicinal Products; Medical Devices; Food Supplements; Pharmacovigilance and Economic/Public Relations.**
- With the **deep knowledge they had as well about pharma,** they were seen as **key to the process of clearing all aspects that put dietary supplements separated from medicines/drugs legislation.**
- They manage to **share high-level information for all three sectors,** as hub for information and are known for their database for the sectors – regulatory framework for EU as reference.

# Additional Scenario | Expansion of Scope - CHPA



Expansion of Scope ↗

## Context

- Founded in 1881, the **Consumer Healthcare Products Association (CHPA)** is the leading voice of over-the-counter (OTC) medications, dietary supplements, and consumer medical devices industries in the United States.
- It had been focused, for over a century, in OTC's, until 2000, when food supplements were incorporated as a topic. In 2020, CHPA broadened its program of work on dietary supplements and formally expanded scope to include consumer medical devices (CMDs).
- CHPA has been for quite long time a reference of regulatory and policy discussions in the perspective of FDA, so government was happy to have CHPA as the main interface for all consumer health products discussions (dietary supplements, OTC and medical devices). Also, most members work in more than one sector, perceiving themselves as self-care companies.

## Result

- **CHPA'S governance does not separate these different sectors, which all work as self-care players, even though approaches may differ.** In this sense it is led by a board of directors and the President and CEO supervises the association's 30-plus employees across six departments: Administration & Finance; Communications & Public Affairs; Business Development & Industry Relations; Legal, Government Affairs & Policy; Regulatory & Scientific Affairs.
- **CHPA's credibility helped these newly incorporated sectors to be listened by regulatory stakeholders, especially FDA.**
- With this expansion, they are able to **better assess common issues and stakeholders:** sales of healthcare products at retail; FDA as main government body.
- They cemented their position as **evidence-based association, source of reliable information.**



## **ILAR & ALANUR**

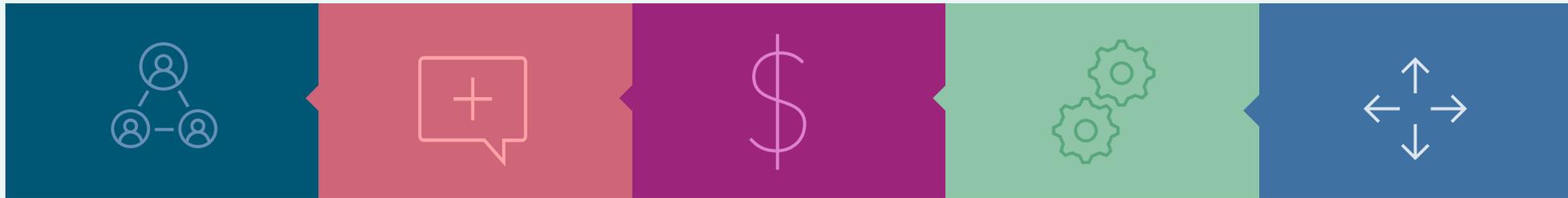
**Our recommendation to  
development of joint  
initiatives**

# Benchmarking | Key findings

Developing partnership and joint initiatives has impacted positively for all cases

It also impacted positively in more resources and financial sustainability.

Partnership and coalition can turn into long-term collaboration or even new institutional framework, in accordance to results acquired



All associations managed to leverage their position with government authorities and key stakeholders

Level of partnership may vary and reflects level of convergence and common goals. They also can be developed in phases.

# ILAR & ALANUR | Final Findings

## Convergence Level

Based on studies and interviews conducted on Phase 1 and 2 of this project, **Speyside has identified a high-level of convergence between ILAR and ALANUR, both in terms of institutional structure, business goals and sectors' challenges.**

## Partnership Goals

The main goal of the partnership could be **the creation of self-care policies** in Latin America that **include OTCs and food supplements as pillars of better healthcare** in the region. On the **administrative side**, objective would be of **cost reduction and resources optimization.**

## Expected Results

Connecting OTC and Food Supplements with **Self-care and Well-being agenda will leverage associations as references and strengthen policy-shaping possibilities.** These will **impact directly in regulatory discussions** for each sector and in the **recognition** of how these **sectors can contribute to a post-COVID-19 scenario.**

**We recommend the development of a multi-phase partnership scenario, with specific goals and the evaluation of results after 01 year to decide further enhancement of the partnership.**

# ILAR & ALANUR | Self-care and well-being Partnership

## Joint use of resources

Most cost-effective measure would be merging administrative structure to reduce costs and gain traction for new projects.

\*We recommend the evaluation of ALANUR to change its administrative structure to join ILAR structure in USA

## Joint Agenda

2021 Joint Agenda could focus in highlighting the **importance of OTCs, food supplements and other self-care devices** in a broader agenda of **health care sustainability, population empowerment and selfcare.**

\*We recommend working together to include both sectors in UN 2030 SGD nº 3 discussions

## Partnership Celebration

Associations should celebrate a **Collaboration Agreement** focused in main goals (of agenda and of administrative joint structure)

ILAR and ALANUR would maintain its **independent institutions branding**, but in the backstage would share administrative structure.

We recommend the **evaluation of partnership results** after **01 year of Collaboration Agreement** and possibilities of **moving forward** with the **creation of an integrated institutional framework.**

# Next Steps

1. ILAR and ALANUR boards' feedback and comments about Phase 2 Findings.
2. Boards' approval of Partnership Recommendation.
3. Celebration of Collaboration Agreement.
4. Definition of timeline to implement partnership.
5. Approval of 2021 joint initiatives calendar.



SPEYSIDE GROUP

---

**Thank you!**