WIA-Europe Strategic Plan 2014
As we are continuously growing, and evolving towards a well-established association, we realized WIA-Europe members deserve in deeper attention to better understand needs and expectations. Collecting needs and expectations, however, drove us to realize that they are very different in content and form, due to different background, cultures, experiences, pro-activeness.

After just five years from its creation, WIA-Europe demonstrated that such an association was strongly needed, and at the same time, the original enthusiasm in few cases diminished.

The strategic plan 2014 intends to address these issues and tackle them. The 2013 plan demonstrated in most cases that the strategic decisions taken were correct and improved the global performance of the Association quite a lot.

In the 2014 strategic plan, therefore, you will find clear indications of our intentions to consolidate the internal structure and the relationships with external entities, as like as the meticulous planning of actions and activities.

We need you all to grow and consolidate. We need you to help WIA-Europe to become the Association to be involved in for all the men and women who want to contribute to a gender balanced representation in the aerospace sector in Europe and worldwide, but also for the ones who consider important to advocate aerospace as an enabler for innovation and socio-economic growth.

Simonetta Di Pippo
President,
Women in Aerospace Europe
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Introduction

Women in Aerospace Europe (WIA-Europe) was co-founded by Simonetta Di Pippo and Claudia Kessler in May 2009, and announced publicly in June 2009 at Le Bourget at the ESA stand. This year, 2014, we then celebrate our 5th anniversary. 2014 is therefore a year for a first evaluation of the achievements and of the areas on which WIA-Europe has to focus its attention in the short-term to better perform, eventually. WIA-Europe has demonstrated its increasing maturity with several initiatives. Currently, it reached ≅ 350 individual members and 15 corporate members, substantially doubling the result obtained at the end of 2012. In addition to the Strategic Agreements signed with WIA in US, ISU, COSPAR, SGAC already by the end of 2012, in line with our objectives and in order to support education of women in the aerospace sector, WIA-Europe has partnered with the LUISS School of Business and Management’s Aviation MBA Program. Moreover, since 2013 we became also member of IAF. One of the 2013 key strategic guidelines, which brought the most for WIA-Europe, is the growing of Local Groups. In 2013, we had Brussels, Paris and Rome launched and the number of members in these towns immediately increased, confirming that there is a direct link between the local presence of WIA-Europe and the interest of members in the activity of the Association.

The strategic plan has been structured in a flexible way, conceived as a rolling document, to be updated every year on the basis of the experienced gained and demonstrated in the previous year. 2013 has been the first year for the WIA-Europe strategic plan to be finalized and approved by the General Assembly. In order to take into account the lessons learned in this first “strategic” year, a matrix has been introduced to deeply take into account the need to better focus on Directors’ related responsibilities, allowing a better discharge of their respective responsibilities in order to fulfil the mandate and the strategic guidelines contained in the WIA-Europe strategic plan itself. We experienced in fact that there is a strong relation between the commitment of a Director and the results obtained in her or his field by the Association.

We, Women in Aerospace Europe, believe it is our duty to increase our presence and credibility in order to become more “incisive” in the European aerospace arena, and even more worldwide. The strategic plan will help us to fulfil such a goal; it identifies the opportunity for us to grow and contains a collection of challenges to which our association will decide how best to respond.
Chapter 1 – Definition of the Horizons and Current Situational Assessment

The formulation of the WIA-Europe strategy is guided by the “Three horizons” view. (Baghai, Coley & White 1999, *The Alchemy of Growth*, Perseus). The goal behind this view is to give appropriate consideration to the longer term ambitions of the organization, while retaining a focus on the immediate core business activities fundamental to WIA-Europe’s health.

The three horizons view has been adapted to suit WIA-Europe’s make up and situation by tailoring the applicability of each horizon to the organization’s operating model.

Table 1 describes how each horizon can be viewed in a WIA-Europe context.

**Table 1 - Applicability to WIA-Europe for each horizon**

<table>
<thead>
<tr>
<th>Horizon</th>
<th>Applicability to WIA- Europe</th>
</tr>
</thead>
</table>
| Near Horizon: 2014 view  | • The current leadership group is executing this work plan for the year, keeping in mind the long-term view and building relationships that will endure.  
                           • The organization is becoming more structured, even if it is not yet in its stable phase. |
| Medium Horizon: Five year view | • The current leadership group may have moved on, but still linked to the organization.  
                           • The organization will be establishing itself but has a basic structure in place. |
Far Horizon: Ten year view

- A far reaching vision describing what WIA-Europe will look like in ten years based on successful execution in the previous decade.
- The current leadership is likely to have withdrawn, but will still retain contact for support.
- The organization will have consistent practices.
- The external environment may be significantly different to what it is today, with the aerospace sector trying to establish its new way ahead and with a higher degree of political and economic cohesion of Europe.
- WIA-Europe to be considered as the reference organization for women who want to accomplish their careers in the aerospace field.

Long-term goal and vision

- WIA-Europe should have accomplished its main goals, but still has to maintain its visibility and influence to support mainly the young generations to come.

Internal Environment Analysis

Given the organisation has only been in operation since 2009, the number of activities and programs that WIA-Europe engages in, promotes and runs is quite significant. Nevertheless, there is certainly room for improvement and challenges preventing faster growth. Table 2 provides an overview of the current situation of WIA-Europe's three key organizational growth areas.

Table 2. Internal Success Factors and Situation

<table>
<thead>
<tr>
<th>Factors</th>
<th>Current situation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Growth</td>
<td>Internal</td>
</tr>
</tbody>
</table>

Membership in WIA-Europe grew very quickly across the first 18 months of operations, slowing significantly thereafter, and speeding up again in 2013. More alarming to note is that some early members have not renewed their annual membership, indicating perhaps an impression of lacking value. It should be noted that membership is strong in some cities/areas but is weaker and even non-existent in some other geographic areas that have a significant aerospace sector. This unbalanced situation is very often linked to the presence or not of a local group in the area. There is a widely untapped market for membership both in key space cities, as well as the whole aviation side of aerospace.
WOMEN IN AEROSPACE EUROPE

| **External** | WIA-Europe has a strong brand and reputation in very localized geographic areas that correspond directly with the location of the organization’s board members who drive local activities. The organization needs to spread its reach and reputation beyond these limited regions. The fact that WIA-Europe currently has very little media coverage of its activities beyond internal social media and newsletters contributes to this limitation. Improving this media and branding reach would also contribute to its partnerships, which also currently are limited to a handful of space organizations directly connected with board members’ networks. One important valuable connection is the link between WIA-Europe, WIA-US, and the WIA’s in Canada and Africa. This relationship is strong, but more knowledge sharing and relationship formalization could be of use. |
| **Output** | WIA-Europe has been well represented at major space conferences (e.g., International Astronautical Congress, Berlin Air Show, etc.) with WIA-Europe breakfast and networking events, less on the side of presentations on activities and panel discussions. The organization offers several networking and training opportunities, but they tend to happen repeatedly in the same cities. WIA-Europe has yet to produce its own reports and non-training workshops/conferences, but it is beginning to contribute towards them, which is a starting point. |
| **Financial** | **Revenue**

Some of WIA-Europe’s funds come from members’ dues. In 2013, more corporate sponsors contributed to WIA-Europe, but more support is needed and possible. WIA-Europe started in 2013 to approach corporate partners, but not yet systematically. Most corporate sponsorship relationships are based on the networks of the current board members. The establishment of a Director for Corporate Membership, approved by the GA in June 2013, has shown its potential in terms of growth, confirming that the strategic approach in this respect was correct.

**Expenditure**

Expenditure is distributed in a balanced manner between operational and programming costs. Since its establishment, WIA-Europe has built up a solid rainy day fund to counter financial risk. More spend at the moment is not possible for WIA-Europe without increased fundraising or tapping into the reserve fund. |
Chapter 2 – Vision and Goals for the Long Term (2022) and Medium Term (2015-2017)

The long and middle term views are meant to give a high-level guiding view of how WIA-Europe intends to develop as an organization and what goals it would like to achieve while fulfilling its mandate of supporting women in the aerospace sector.

**Long-Term**

Women in Aerospace Europe would like to be confirmed as the premier professional network for all women who are interested in either the aviation or space sector. To that end, WIA-Europe aims to have 800 members as the minimum number of members by 2022. As a result of growing the WIA-Europe network, as well as the activities that the organization holds, WIA-Europe will strive to support women represent 40% of the workforce in the aviation and space sectors focusing in parallel on increasing the female representation at top management level. To this extend, WIA-Europe should closely monitor the legislative evolution on establishing quota, both at European and national level.

**Medium-Term**

Women in Aerospace Europe would like to become the premier professional network for all women who are interested in either the aviation or space sector. This horizon is meant to see the realization of goals which will take multiple years to achieve. Achievement of these goals would represent WIA-Europe maturing from nascent stages to an established organization. This phase is important for solidifying the organization's foundation while growing its reach throughout the European continent in both the aviation and space sectors. The approach depicted here is based on the assumption that the WIA-Europe Strategic plan is updated each and every year, with a deeper review by 2015.

1. **700 Members by 2017 (as the minimum number)**

Building the size of WIA-Europe’s network is crucial both for the effectiveness of the organization to our members but also for reputational establishment on the continent.

2. **Establish foundations of becoming “the” premier professional network for European women in aerospace.**

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1 (Function: (female % of aerospace employees in Europe in 2012 : WIA-E members 2012 – female % of aerospace employees in Europe 2017 (estimated 30%) : WIA-E members in 2017)
WIA-Europe would like it to become a natural step for all women starting their career in aerospace to become members.

3. **Have a national point of contact in main European countries by 2017**

This is crucial for the growth of the organization as well as the creation of meaningful, local events for members. The local groups should also be well established. The national point of contact has to be established with an open call. This need will be reassessed in 2016.

1. **Target further educational and professional associations**

The network of educational and professional associations linked to WIA-Europe with partnership agreements and/or joint activities must be improved dramatically. Hereafter, a list of “must do” entities is provided, with a short explanation of their importance for us.

   a. **Universities**

   WIA-Europe has to select a restricted number of Universities and aerospace related centers in Europe and has to reach partnership agreements with them. This will allow making WIA-Europe well known at university level, also contributing to the goal of becoming “The reference organization in Europe for female aerospace experts”.

   b. **European Institute for gender equality (EIGE)** is the EU agency in this field. WIA-Europe must establish a stable relationship with this agency, to better tackle the issue of female representation in the aerospace field in Europe.

   c. **NEREUS (Network of European Regions Using Space Technologies)** is an initiative by regions from all over Europe. Being an association with a regional structure, and with regional members, it’s fitting fully with the WIA-Europe goal of implementing local groups.

   d. **Others**

   Other associations and organizations can be proposed for partnership agreements and joint activities, and they can be considered in the yearly update of the present Strategic plan. Investigate the possibility to engage in partnerships with other aerospace associations (e.g. AIAA, CEAS...).
2. **Reinforce the local groups**

It has been recognized that local and regional groups are key in developing and reinforcing the association, also in the light of bringing the organization closer to the needs of members with regional specificity.

3. **Standing plenary at IAC every other year**

Due to the visibility which WIA-Europe can gain through a plenary event at IAC, and given the growing attendance every year, standing plenary at IAC every other year is key for fulfilling the primary goals of WIA-Europe. Events must be conducted along a technical topic at every occasion, and joint plenary events (co-organized with other WIAs) should be pursued. Plenary events organized with other key partners are also a valuable option, with specific focus on collaborations with SGAC and UNOOSA.

4. **Communication strategy**

By 2015-2017 an incisive communication strategy must be in place. The Director of Communication has therefore a strong role in the development of the association.

5. **Mentoring**

By 2015-2017 an incisive mentoring strategy must be in place. The Director of Mentoring has therefore a strong role in the development of the association.

6. **Conference/exhibitions**

A plan for organizing a biannual conference and to start being regularly present at the most important exhibitions has to be put in place.
Chapter 3- Objectives for near term horizon 2014

The present strategic plan is key for reinforcing the association on the near term solidifying in parallel its long-term objectives. On this basis, all the near term activities listed hereafter must be considered crucial for either near term achievements or long term successes.

1) Increase in visibility and credibility

Regular use of local, national and “event-driven” media
A planning for 2014-2015 must be drawn up for events which will help WIA-Europe to be exposed and visible. Events must be planned well and in advance. Interviews and articles on specialized newspapers should be sought.

2) Presence at national and international main events

A planning for 2014-2015 must be drawn up for events which will help WIA-Europe to be exposed and visible. Events must be planned well in advance. A preliminary list 2014 -2015 is provided hereafter. The final list must be ready by April each year.

a. Farnborough (2014)
b. IAC in Toronto (2014)
c. World Space Week (2014)
d. Others

3) Platforms and publications

a. Annual reports must be printed regularly, and it is a condition sine qua non that WIA-Europe continue to publish the reports in current excellent form.
b. The excellent newsletter is an important publication WIA-Europe must continue to offer to its members. An editorial committee must be re-established.
c. Optimize web presence (Facebook, LinkedIn, Twitter, web site, etc.) on the basis of an in depth communication strategy.

4) Complete and approve the bylaws

WIA-Europe bylaws are essential for the functioning of the association. The main body of the document has been approved in 2013 but not the annexes. Process to be improved and accomplishments monitored.

5) Hire a part-time staff member (e.g., an executive director)
The day-by-day management of the organization will become more and more important and therefore, in order to fulfill the strategic objectives of WIA-Europe, a good organization is also needed. The recruitment could also start in the short term, assuming that the organization has the financial resources to do so properly, at least part-time.

5) Implement a computerized membership system

Membership fees monitoring and reminders are essential and vital tools for the life of the association. A computerized membership system has been implemented, improvements and new features to be considered to allow a better fulfillment of the WIA-Europe mandate and goals.

6) Finalize a plan for increasing membership recruitment also in further European countries

   a. Review of major corporations
   b. Review of the situation in the eastern countries
   c. Checking and expanding sponsorship list, with specific attention to:
      i. Institutional (agency) membership
      ii. Industry membership
      iii. Students/young professionals
      iv. Interaction and feedback/reporting to sponsors

7) Finalize a plan for the creation of the WIA International Forum, with an official event to present it at IAC 2014 in Toronto.

A plan must be conceived by WIA-Europe and then proposed to the other WIAs for further discussion and approval. IAC 2014 in Toronto could be the first occasion to publicly present the WIA International Forum, with a plenary or equivalent event.

8) Increase the presence locally with the creation of other local sections, and develop further the existing ones

Presence increase has been one of the most successful actions put in place by WIA-Europe in the course of 2013. In 2014, while specific attention would be devoted to the creation of new local groups, selection of new local leaders and maintenance/improvement of existing local groups must be pursued.

9) Broadening the onsite training for WIA-Europe members and non-members

Onsite training has been successful in the last year only in specific locations. A standard approach is missing. A precise plan must be available in advance to get more members and non-members involved. Agreements with other
organizations, which have already long term experience in the field of training, could be sought. ToR of the Director of Training to be potentially reviewed in order to allow the fulfillment of the mandate.

10) **Reach 500 members by the end of 2015**

The experience we got in 2013 is that members are increasing when local groups increase and are active. Keeping the number growing is strictly linked to the ability to organize interesting and frequent activities at local level. With proper strategies and Directors fully committed, the goal of having 500 individual members by the end of 2015 is feasible.

11) **Define a plan to involve more women from the aviation field, to increase the avio side of the Association**

Some actions have been taken in 2013 to enlarge the “avio” side of the Association. The agreement between WIA-Europe and LUISS for their Aviation MBA is an example. WIA-Europe expert members speaking at “avio” related congress is another one. The appointment of a dedicated project manager for the development of links, agreements, joint projects, acquisition of corporate members, etc. has to be decided. Due to the priorities in other areas, this action, which is considered highly strategical for the future of the Association, cannot be tackled in the shortest term. A review will be done in 2015 to assess the status and check the actions to be taken in this respect.

12) **Federate other women organizations in Europe (not ready to become members, but ready to stipulate a partnership agreement such as the Royal Aeronautic Society)**

This strategic action should be under the responsibility of the Director for Institutional relations. A detailed plan has to be developed.

13) **Reinforce the awards and grants programme**

A detailed plan has to be developed by the Director for Awards and Grants.

14) **Start specific projects (SIPA press, EC, etc.)**

Being associated to important projects such as SIPA Press project “Space Girls Space Women” could help WIA-Europe to reach consensus and visibility with minor efforts from our side. Participation in proposals for funding should instead be decided when the ratio cost vs benefits is considered adequate.

15) **Define and implement a benefit program for Corporate members**
Benefit for corporate members should be increased and at least once per year, a meeting and/or an event with them has to be planned. Other benefits have to be implemented. A detailed strategic plan has to be prepared by the Director for Corporate Membership.

16) **Statistical data base for WIA-Europe**

The European Commission is regularly publishing a report, She Figures, in which figures on presence and representation of women in science in Europe is reported. WIA-Europe should implement a project aimed at establishing an accurate database containing all the statistical data on the European situation in the field of aerospace, with also estimation on trends and areas of issues. This will allow WIA-Europe to identify problems and eventually better customize its overall strategy on the basis of the statistical evolution. Internships opportunities could be seek.

17) **IAF (International Astronautical Federation)**

IAF is the most important globally represented entity in aerospace. WIA-Europe became member in 2013. A partnership approach should be sought with IAF in the course of 2014.

18) **WIA Europe Youth Program**

The program should supports events, trainings and possibly also conferences targeted specifically at our student and young professional members’ needs, in collaboration with the regional development and the mentoring Directors. These young members should ultimately become the pipeline for memberships if WIA-Europe can retain them throughout their career. Within this program, relationships with universities and young professionals programs in large aerospace corporations must be included.
## Matrix Strategic actions → Director’s in charge

<table>
<thead>
<tr>
<th>Long term</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Medium Term</strong></td>
<td></td>
</tr>
<tr>
<td>• 700 members at the end of 2017</td>
<td>Director for Individual Membership/All</td>
</tr>
<tr>
<td>• establish foundations of becoming the “premiere” professional network for European women in aerospace</td>
<td>All</td>
</tr>
<tr>
<td>• Target Universities to develop partnership agreements</td>
<td></td>
</tr>
<tr>
<td>• Contact and develop relationship with EIGE</td>
<td>Director for Institutional Relations</td>
</tr>
<tr>
<td>• Contact and develop relationship with NEREUS</td>
<td>Director for Institutional Relations</td>
</tr>
<tr>
<td>• Contact and develop relationship with others (AIAA, CEAS, etc.)</td>
<td>Director for Institutional Relations</td>
</tr>
<tr>
<td>• Reinforce the local groups</td>
<td>Director for Regional Development</td>
</tr>
<tr>
<td>• Standing plenary at IAC every other year</td>
<td>Director for International Relations</td>
</tr>
<tr>
<td>• Communication Strategy</td>
<td>Director for Communication</td>
</tr>
<tr>
<td>• Mentoring</td>
<td>Director for Training and mentoring</td>
</tr>
<tr>
<td>• Conference/exhibition</td>
<td>Director for Communication</td>
</tr>
<tr>
<td><strong>Near Term</strong></td>
<td></td>
</tr>
<tr>
<td>• Increase visibility</td>
<td>Director for Communication/Secretary of the Board</td>
</tr>
<tr>
<td>• Presence at national and international level</td>
<td>Director for Communication/International Relations/Corporate Membership/Secretary of the Board</td>
</tr>
<tr>
<td><strong>• Annual reports</strong></td>
<td>Director for Communication/Secretary of the Board</td>
</tr>
<tr>
<td>----------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td><strong>• Newsletters</strong></td>
<td>Director for Communication/Secretary of the Board</td>
</tr>
<tr>
<td><strong>• Optimize presence on Twitter/Facebook/etc.</strong></td>
<td>Director for Communication</td>
</tr>
<tr>
<td><strong>• Complete and approve the bylaws</strong></td>
<td>Director for Legal Affairs</td>
</tr>
<tr>
<td><strong>• Hire an executive director</strong></td>
<td>President/Chair of the Board</td>
</tr>
<tr>
<td><strong>• Implement a computerized membership system</strong></td>
<td>Director of Individual membership</td>
</tr>
<tr>
<td><strong>• Plans for more members: Review of major corporation</strong></td>
<td>Director of Corporate membership</td>
</tr>
<tr>
<td><strong>• Plans for more members: Review the situation in Eastern Countries</strong></td>
<td>Director of Corporate Membership, Individual Membership and Regional Development</td>
</tr>
<tr>
<td><strong>• Plans for more members: Students/Young professionals</strong></td>
<td>Director of Individual Membership/Regional development/ Institutional Relations/mentoring and training</td>
</tr>
<tr>
<td><strong>• Interaction/feedback with sponsors</strong></td>
<td>Director of Corporate membership/treasurer/regional development</td>
</tr>
<tr>
<td><strong>• Plan for the creation of a WIA international forum</strong></td>
<td>Director of International relations</td>
</tr>
<tr>
<td><strong>• Development of new local groups, selection of new leaders</strong></td>
<td>Director of Regional Development</td>
</tr>
<tr>
<td><strong>• Onsite training</strong></td>
<td>Director of mentoring and training/regional development/corporate membership</td>
</tr>
<tr>
<td><strong>• 500 members by the end of 2015</strong></td>
<td>All</td>
</tr>
<tr>
<td><strong>• federate other organizations</strong></td>
<td>Director for Institutional relations</td>
</tr>
<tr>
<td><strong>• reinforce the awards and grants program</strong></td>
<td>Director for Awards and Grants</td>
</tr>
<tr>
<td>• Start specific projects</td>
<td>Depending on the project</td>
</tr>
<tr>
<td>----------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>• Benefit program for corporate members</td>
<td>Director for corporate membership</td>
</tr>
<tr>
<td>• Statistical database</td>
<td>Chair of the Board/Director for International Relations</td>
</tr>
<tr>
<td>• IAF</td>
<td>Director for International Relations/Chair of the Board/President</td>
</tr>
<tr>
<td>• WIA-Europe Youth Program</td>
<td>Directors for Regional Development/Mentoring</td>
</tr>
</tbody>
</table>
## Chapter 4 – Quantitative Metrics for Measuring Progress

This section is intended to identify some of the quantitative metrics for measuring WIA-Europe’s growth and progress based on established goals laid out in the organization's strategy. These statistics can be used to identify trends and provide a quick health check-up throughout the year.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Growth</strong></td>
<td><strong>Internal</strong></td>
</tr>
<tr>
<td></td>
<td>• Number of members</td>
</tr>
<tr>
<td></td>
<td>• Number of national points of contact</td>
</tr>
<tr>
<td></td>
<td>• Number of local groups</td>
</tr>
<tr>
<td></td>
<td><strong>External</strong></td>
</tr>
<tr>
<td></td>
<td>• Number of sponsors (i.e., donors)</td>
</tr>
<tr>
<td></td>
<td>• Number of partners (i.e., non-donating organizations like SGAC)</td>
</tr>
<tr>
<td></td>
<td>• Media coverage of WIA-Europe (i.e., number of mentions in various traditional media outlets)</td>
</tr>
<tr>
<td></td>
<td>• Social media (e.g., Facebook members &amp; Twitter followers)</td>
</tr>
<tr>
<td><strong>Output</strong></td>
<td>• Number of conferences with WIA-Europe representation</td>
</tr>
<tr>
<td></td>
<td>• Number of intellectual contributions (i.e., report contributions, training sessions, workshops etc.)</td>
</tr>
<tr>
<td></td>
<td>• Number of networking events &amp; attendance</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td><strong>Revenue</strong></td>
</tr>
<tr>
<td></td>
<td>• Member revenue</td>
</tr>
<tr>
<td></td>
<td>• Sponsor revenue</td>
</tr>
<tr>
<td></td>
<td><strong>Expenditure</strong></td>
</tr>
<tr>
<td></td>
<td>• Operational costs</td>
</tr>
<tr>
<td></td>
<td>• Programming costs</td>
</tr>
<tr>
<td></td>
<td>• Prize/Scholarship costs</td>
</tr>
</tbody>
</table>
Chapter 5 - Conclusions and recommendations

The present strategic plan of Women in Aerospace Europe marks an evolution of the association towards a well-established and renewed organization. The strategic plan will also help WIA-Europe to increase its visibility and credibility. This will be done following the strategic guidelines here described, through the integration of defined goals within an effective strategy at institutional (agency, satellite organizations and inter-governmental) level and industry level for involvement in implementation of initiatives to further and support women in management.

An implementation plan has to be derived from this strategic plan and a consequent action plan put in place.

2013 has been the year of the final boost for the association to grow and consolidate; 2014 should be the year in which WIA-Europe will become the reference organization for women and for all the individuals who share our goals and ambitions to be member of.
Women in Aerospace Europe - Board of Directors

President
Simonetta di Pippo

Chair of the Board
Claudia Kessler

Secretary
Anna Schubert

Treasurer and Director of Institutional Relations
Luisella Giulicchi

Director of International Relations
Andrea Boese

Director of Legal Affairs
Lesley-Jane Smith

Director of Training and Regional Development
Diana Pueyo

Director of Corporate Membership
Fiorella Coliolo

Director of Individual Membership
Paola Belingheri

Director of Communications
Agnieszka Lukaszczyk

Director of Mentoring, Awards and Grants
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