

BIC Strategy Implementation Priorities 2021/22

The BIC Strategy identifies 5 implementation priorities for 2021. This document addresses:

PRIORITY 1 – Membership and Governance

There are 4 areas for this Strategy Paper to address, as follows: i) Complete the transition to the new Governance Model by the end of October 2021. This to include establishing a new Board of Directors, holding the first AGM for members, and agreeing budgets for each of BIC's strategic committees; ii) A communications and marketing exercise to be delivered announcing the new structure, new board and promoting BIC's work and its relevance to the industry at large; iii) the creation of a refreshed, accessible BIC website to better reflect BIC's new approach and operation; iv) Continuation of the targeted new member recruitment and retention initiative to increase membership revenue and organisation count, ensuring it is fully representative.

i) Complete transition to the New Governance Model:

Completing the transition to the new governance model (as agreed by the Executive Board following the recommendations from the 2019/20 Governance Review), will ensure that BIC is equipped to meet and respond to the requirements of its constituents now and into the future. The key deliverables for this phase of the initiative will be as follows:

- **By end July 2021:** Current Executive Board to agree which organisations should be invited to sit on the new BIC Board of Directors, ensuring balanced representation of stakeholders/Membership.
- **By end September 2021:** Invites sent, and new Board make-up agreed.
- **By end October 2021:** Current Board resigns, new Board members are signed, all required paperwork filed at companies House and inaugural meeting of new Board takes place.
- **By end December 2021:** Inaugural Annual General Meeting under the new governance takes place, press release issued to announce new Board and accompanying marketing plan agreed.
- **By end March 2022:** New Board to agree budgets for each of BIC's 5 strategic committees

ii) Communications and Marketing:

To broaden awareness of BIC, in particular its new governance structure, throughout the book industry, grow its influence and ultimately improve supply chain efficiencies in the UK book industry. 2021 will see BIC continue its communications and marketing initiatives to promote BIC's work and its relevance to the industry at large. Deliverables for this initiative are as follows:

- **By end January 2021:** Internal marketing campaign overview for the year (2021-22) produced (working document).
- **By end April 2021:** A focus on targeted (rather than blanket) use of social media to promote existing standards/best practice guidelines.

iii) **New Member Recruitment Drive and Current Member Retention Initiative:**

To ensure a sufficient level of funding and member type representation, and that BIC remains relevant and meaningful to the needs of the industry and its members, BIC commits to a targeted new member recruitment drive and current members retention initiative, delivering the following:

- **By end March 2022:** At least £19K brought in from new membership, and a least one meaningful call/zoom meeting held with at least 75% of member organisations, with findings documented.
- **April 2021 onwards:** Continue members management/ engagement initiative

iv) **Creation of a Refreshed, Accessible Website:**

The BIC website needs to be refreshed and made as accessible as possible in order to improve visitor experience, facilitate greater BIC administrative efficiencies, and to promote BIC's work and messaging in an appealing, up to date manner. This initiative may form part of a BIC Digital Transformation Project post new governance transition. Key deliverables identified for 2021 are as follows:

- **By end January 2022:** Initial Digital Transformation project proposal submitted to the new Board.
- **By end February 2022:** Meeting of new Board to review proposal and agree budget and next steps if appropriate.