BIC

STRATEGY

Annual Implementation Plan 2021/22

Version 1.0
July 2021

BIC

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The UK book industry's supply chain organisation

1. Introduction

This document summarises the activities to be undertaken during 2021 to support delivery of the BIC Strategy. A roadmap diagram summarising activity planned for 2018-2021 has also been produced to accompany this document.

2. The BIC Vision

"We make the UK book supply chain more efficient by developing standards and encouraging their adoption. We define best practice and connect experts and stakeholders to enable innovation."

3. Business Context

BIC is an independent, not for profit members' organisation working at the heart of the UK book industry. Established in 1991, it is sponsored by The Booksellers Association, The British Library, The Chartered Institute of Library and Information Professionals and The Publishers Association to promote supply chain efficiency in all sectors of the book world through e-commerce, best practice, training, events, and the application of standard processes and procedures. BIC is governed by an Executive and an Operational Board, both of which are comprised of members across the entire book industry.

As a small, not for profit organisation with limited budget and resources, BIC relies heavily on volunteers from its member organisations (which in turn has a direct impact on member organisations' own resources and at busy times cannot (understandably) be guaranteed) to help with the running of projects. Striking an effective balance between project delivery and resource limitations is always an ongoing concern for BIC and is one of its main challenges.

To help in this area, in January 2018 BIC introduced a "Project Shut Down Strategy" to ensure only projects that are progressing at a good pace are kept open. With this in mind, all current projects were reviewed in January 2021, and none had to be closed due to lack of progress. Those that have made good progress will be kept open for a further 12 months if required and re-assessed at the end of that period. Any new projects will be automatically reviewed after the first 18 months and if kept open, this will be followed by another review after a further 12 months.

2017/18 saw the introduction of a new subscriptions model and it is hoped that over the coming years this will help to fund additional project activity/resource. Another ongoing challenge for BIC is membership retention and growth, not only for funding purposes but also for ensuring BIC remains a balanced organisation, representative of the UK book supply chain.

BIC needs to continue to identify, engage and support the next generation of supply chain experts.

Having undergone a period of great and positive change since 2012, it is vital that BIC continues to deliver value to its members and the UK book industry supply chain over the coming years.

Over the next 4 years, the 4 overarching strategic focus areas are (in no particular order):
- Promoting adoption of standards and best practice (including education & training)
- Developing standards and best practice
- Membership and financial viability: BIC's business development

- Connecting experts and stakeholders

4. Delivering the Priorities

4.1 Governance & Support

To address the challenges noted above BIC has created a governance structure responsible for ensuring that an effective operational strategy is developed and implemented.

The core groups are:
- **The BIC Executive Board** – contains representatives from The Booksellers Association, The British Library Board, The Chartered institute of Library and Information Professionals, and the Publishers Association and currently chaired by Nick Poole (CILIP).
- **The BIC Operational Board** – is an expert group with representation from areas across the supply chain responsible for advising the BIC Board on operational issues and currently chaired by Ruth Jones (Ingram Content Group).

The Operational Board will monitor the Strategy Plan implementation performance against agreed metrics (*see:* Section 6) and approve the submission of business cases in support of the Strategy Plan. The BIC Secretariat Team is tasked with the responsibility of undertaking or supporting activities required for delivery of the Strategy.

Please note that BIC is currently undergoing a Governance Review which will see the structure described above transition to a simpler, more agile/responsive single Board of Directors.

4.2 Implementation Priorities 2021

This is the fourth year of the strategy, and as such will concentrate upon five areas:

PRIORITY 1: Membership and Governance

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. Includes 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. Also includes the creation of a refreshed, accessible BIC website to better reflect BIC's new approach and operation. Continuation of the targeted new member recruitment and retention initiative to increase membership revenue and organisation count, ensuring it is fully representative.

PRIORITY 2: Greening the Supply Chain

As per last year: BIC is the book industry's dedicated supply chain organisation, and it is in the supply chain that significant changes can be made by the book industry to lower our carbon footprint and improve our green credentials. Every part of the supply chain needs to be scrutinised – printing, production, shipping, distribution, returns, packaging, materials, and retail environments are all places that have a significant carbon footprint and BIC is focussed on developing and promoting industry standards to help reduce this and help organisations become more sustainable.

BIC is committed to championing the green agenda and providing leadership to provide organisations with the tools and resources to help them make their supply chains greener and more sustainable. Throughout 2021 and beyond BIC will continue to align with other UK industry trade organisations and initiatives to ensure progress at a fast but compatible pace.

Additionally, BIC will prioritise the promotion and management of the International Green Book Supply Chain Alliance (GBA) with Book Industry Study Group (BISG) in the United States, and Book Net Canada, and the creation, launch and productivity of the BIC Green Supply Chain Committee.

In order to develop and build upon the work already done and to deliver a clear message to the industry with regards to BIC's commitment to the green agenda in the supply chain, BIC will recruit an environmental consultant to help research, identify and deliver against key supply chain areas of activity for BIC and the wider book industry - to include liaison with other UK trade bodies to establish work already in progress, areas for joint collaboration and so on. This consultant will also assist with GBA projects (with matching contributions for this area from BISG and BookNet Canada).

PRIORITY 3: The Book Industry Supply Chain Review
The priority here for BIC in 2021-22 is to deliver against the Ordering Best Practice project on time and to budget.

PRIORITY 4: Metadata
There are 3 metadata priorities identified here for BIC in 2021: i) Agree and publish Out of Print Best Practice Guidelines; iii) live launch, promote and monitor the Metadata Capabilities Directory as part of the Metadata Map Project to improve stakeholder awareness of metadata usage and provide a strategic overview for future efficiencies; iii) complete the transition to the refreshed Product Data Excellence Accreditation scheme by April 2022.

PRIORITY 5: Digital Audio Book Supply Chain
A digital audiobook workshop was held in April 2021, and the key priority is to map a top level, early version of the digital audiobook supply chain to help inform subsequent work on documenting Best Practice Guidelines for the digital audiobook supply chain. The workshop and subsequent documentation (including mapping) is already budgeted for in 2021-22. The Operational Board agreed that Digital Audiobook Supply Chain Best Practice should be a project for 2022-23.

5. Planned Project Activities 2021/22
Project-based activities scheduled for the period 2021/22 are listed below and grouped by category with proposed completion dates.

Some items are labelled in the first column as "Priority 1", "Priority 2" etc. This is to indicate those areas that (should the need arise) will be prioritised by BIC above all others. Please note that the priority number does not signify degree of importance but relates back to the 5 priorities as listed above.

5.1 Promoting Adoption of Standards & Best Practice (including education & training)

The following tasks are planned to increase awareness of standards and best practice via the creation of documentation and hosting of training events etc.

No.	Task	Purpose	Output	Completion
5.1.1 *Priority 4*	Metadata Map Progresses	To document and improve the flow of product information in the metadata supply chain. To raise awareness of issues, standards, and best practice.	Live launch of the Metadata Capabilities Directory (MCD). Marketing and promotion of MCD post live launch. Review progress and engagement with the MCD – issue report for BIC Board. Board to agree what the next phase of the Metadata Map project should be.	Jul 2021 Jul 2021+ Jan 2022 Mar 2022
5.1.2 Priority 4	Out of Print Best Practice Project	To socialise and promote wider industry adoption of the best practices agreed as a result of the Out-of-Print Best Practice Project.	Executable marketing and adoption plan delivered.	Oct 2021
5.1.3 Priority 3	Ordering Best Practice Project	To socialise and promote wider industry adoption of the best practices agreed as a result of the Out-of-Print Best Practice Project.	Socialise project on social media. Executable marketing and adoption plan delivered.	May – Oct 2021 Oct 2021
5.1.4 Priority 5	Digital Audio Book Supply Chain	A BIC initiative to promote and encourage a conversation with regards to the issues associated with the digital audio book supply chain ahead of any best practice guidelines project in 2022/23. To map out and share with the BIC membership, the known issues, and current workflows.	Produce and sign off on the Digital Audio Book Supply Chain Map following the workshop held in April 2021. Promote and share the Digital Audio Book Supply Chain Map to the BIC membership.	Jun 2021 Jun 2021

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5.1.5 Priority 4	Transition to refreshed Product Data Excellence Award (PDEA) accreditation scheme	To promote and encourage the use of best practice and industry standards in the supply of metadata, helping publishers maximise their efforts for improving sales.	Regularly check in with Nielsen to monitor progress of testing/new data collection, reporting etc.	Ongoing
			BIC & Nielsen to assess viability of launching with first accreditations under the refreshed scheme in April 2022	Oct 2021
			First meeting of the BIC PDEA Panel to assess potential applications/data.	Oct 2021
			Agree and align communications between Nielsen and BIC with regards to schedule for the first, and then subsequent accreditations under the refreshed scheme.	Nov 2021
			Announce first sets of results.	April 2022

5.2 Developing Standards

To support the development of strategically important standards, the following activities are planned:

No.	Task	Purpose	Output	Completion
5.2.1 Priority 4	Out of Print Best Practice Guidelines	To agree, document and communicate industry best practice for Out-of-Print items (both digital and print). Consideration to be given to secondhand books with regards the project scope.	Project begins	Apr 2021
			Scheduled project completion	Oct 2021
			Delivery of project deliverables completed with recommendations for next steps.	Oct 2021
5.2.2 Priority 3	Projects to address issues that may be brought to light by the	To better serve the interests of both our members and our members' customers. To develop standards/best practice where/if required	Launch Ordering Best Practice Project.	Apr 2021
				May 2021

		and to better socialise existing standards/best practice documents. Depending on the issue(s), this may take the form of project groups, documentation, events, training sessions etc.	Recruit project working group and first meeting held.	Oct 2021
high-level **Physical Supply Chain Map project report**			Scheduled project completion	Oct 2021
			Delivery of project deliverables completed with recommendations for next steps.	
5.2.3 Priority 2	**Greening the Supply Chain**	BIC is committed to championing the green agenda and providing leadership to provide organisations with the tools and resources to help them make their supply chains greener and more sustainable.	Agree and document BIC's Green Supply Chain Work Plan	Sep 2021
			Agree role specification for Environmental Consultant (EC) to help delivery against BIC's Green Supply chain Work Plan	Sep 2021
			Recruit EC for BIC and Green Book Alliance.	Jan 2022
			EC starts working on BIC's Green Supply Chain Work Plan	Jan 2022

5.3 Membership & Financial Viability: BIC's Business Development

The following business development tasks are planned to improve future viability of BIC and increase its membership:

No.	Task	Purpose	Output	Completion
5.3.1 Priority 1	**Complete transition to BIC's new governance model**	To ensure that BIC is equipped to meet requirements of constituents, now and in years to come.	Current Board to agree which organisations should be invited to sit on the new BIC Board of Directors, ensuring balanced representation of stakeholders/ Membership.	Jul 2021
			Invites sent and new Board make-up agreed.	Sep 2021
				Oct 2021

			Current Board resigns.	Oct 2021
5.3.1 (continued)			New Board members signed up.	Oct 2021
			Inaugural meeting of new Board takes place.	
			Inaugural AGM under the new governance takes place.	Dec 2021
			Press release and marketing plan to announce new Board	Dec 2021
			Agree budgets for each of BIC's 5 strategic committees	Mar 2022
5.3.2 Priority 1	**Targeted new member recruitment drive**	To ensure a sufficient level of funding and representation, and that BIC remains relevant and meaningful to the needs of the industry and its members.	At least £19K brought in from new membership.	Mar 2022
5.3.3 Priority 1	**Current Member retention initiative**	To retain members and to ensure BIC member satisfaction.

To ensure organisations start or continue to be engaged with BIC's strategy, programme of work, projects, and activities. To ensure BIC builds a good understanding and awareness of its members' priorities and expectations etc. | Continue members management/ engagement initiative

Hold at least one meaningful call with at least 75% of member organisations. Findings documented. | Apr 2021+

Mar 2022 |

5.4 Connecting Experts & Stakeholders

The following tasks are planned to communicate the strategy to stakeholders and improve opportunities for stakeholder access to supply chain expertise.

No.	Task	Purpose	Output	Completion
5.4.1	**Publish BIC strategy for 2021/22**	Raise awareness of the BIC strategic roadmap among stakeholders.	Strategy documentation available for BIC members - relevant web pages created.	Jul 2021
5.4.2 Priority 1	**A communic-ations and marketing job to be done to promote BIC's work and its relevance to the industry at large.**	To broaden awareness of BIC and grow its influence – to ultimately improve supply chain efficiencies in the UK book industry. To re-position the importance of BIC in making a real difference to organisations operating in the book industry.	Internal marketing campaign overview for the year (2021-22) produced (working document).

Focus on targeted (rather than blanket) use of social media to promote existing standards/best practice guidelines. | Jan 2021+

Apr 2021+ |
| **5.4.3 Priority 1** | **BIC website refresh** | To improve visitor experience and facilitate greater BIC admin efficiencies, to promote BIC's work and messaging in an appealing, up to date manner. May form part of a BIC Digital Transformation Project post new governance transition. | Initial Digital Transformation project proposal submitted to the new Board.

Meeting of new Board to review proposal and agree budget and next steps if appropriate. | Jan 2022

Feb 2022 |
| **5.4.4 Priority 2** | **Greening the supply chain** | To increase industry awareness of how BIC is focussed on developing and promoting industry standards to help reduce inefficiencies and help organisations become more sustainable. To spread the message that BIC is firmly committed to championing the green agenda and providing leadership to provide organisations with the tools, and resources to help them make their supply chains greener and more sustainable. | Formation of the BIC Green Supply Chain Committee – first meeting held.

Terms of reference agreed for the BIC Green Supply Chain Committee

Host a Green Supply Chain webinar event at London Book Fair 2021

Publish BIC's Green Supply Chain Work Plan to the BIC website and wider membership. | May 2021

May 2021

Jun 2021

Sep 2021 |

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5.4.4 (continued)			Press release to announce new Green Supply Chain committee, first Chair, and Green Supply Chain Work Plan.	Oct 2021
			Connect with UK and key international stakeholders to raise awareness of BIC's and The Green Book Alliance's work with regards to unifying green supply chain efforts locally and globally.	April 2021+
			Ensure all BIC projects include a consideration/awareness of the environmental impact of the project topic concerned.	Ongoing

6. Metrics

Suitable metrics will measure the effectiveness of the 2021/22 strategy.

Metrics will be grouped by strategic priority as highlighted above and will include a quarterly report on % progress made with regards each of the outputs highlighted above and against the milestones listed in the BIC business strategy plan checklist (working document internal to BIC only) to monitor internal performance against deadlines, document risks, resource issues etc. To be compared to prior year/quarter's figures (where/if applicable).

Work to begin on documenting 2022 priorities after Frankfurt 2021.

7. Appendix 1 – Business as Usual Activities Planned for 2021

'Business as usual' activities required to support delivery of the strategy are listed below and grouped by the same categories used for project-based activities noted above.

7.1 Promoting Adoption of Standards & Best Practice (including education & training)

No.	Task	Purpose	Output	Completion
7.1.1	**Confirm training course programme for 2022**	To create and promote 2022 programme of courses in advance, raise awareness.	2022 training course programme finalized and promoted.	Jan 2022
7.1.2	**Delivery of training programme in 2021/22**	To help raise awareness, knowledge, and adoption of key industry standards/best practices etc.	2021/22 training programme delivered successfully.	Mar 2022
7.1.3	**Delivery of workshops/ PlugFests on specific topics as required**	To promote best practice and adoption of standards. To impart knowledge and explore issues.	Ad-hoc Workshops/ PlugFests delivered as required.	As needed
7.1.4	**Monthly BIC Breakfasts/ Brunch Programme for 2021/22**	To promote best practice and adoption of standards. To impart knowledge on specific topics.	BIC Breakfast programme for April – September 2021 agreed. Agreed for October 2021 – March 2022	Apr 2021 Oct 2021
7.1.5	**BIC Bites library kept up-to-date and added to as required on specific topics**	To ensure BIC Bite information is up-to-date and to impart knowledge on specific supply chain topics/ standards.	Review and report on all BIC Bites, identifying future suitable topics, and current Bites that need refreshing.	Jan 2022
7.1.6	**Regular annual events**	To share information and expertise in key areas, to encourage networking, to promote the work BIC does and encourage the adoption of industry standards/best practice.	BIC's LBF seminar/webinar event LBF attendance (COVID-19 permitting) Frankfurt attendance (COVID-19 permitting). Attendance at EDItEUR's Supply Chain Seminar at Frankfurt (COVID-19 permitting)	June 2021 June 2021 Oct 2021 Oct 2021

| 7.1.7 | Run existing Product Data Excellence Award (PDEA) Scheme | To promote and encourage the use of best practice and industry standards in the supply of metadata, helping publishers maximise their efforts for improving sales. | Quarterly meetings of the PDEA Panel.

Accreditation deadlines schedule updated on the BIC website. | Quarterly/ ongoing

Jan 2022 |
|---|---|---|---|---|
| 7.1.8 | Run the BIC Supply Chain Accreditation Scheme | To promote and encourage the use of best practice and industry standards in the supply chain. | Quarterly accreditation review meetings scheduled.

Accreditation deadlines schedule published to the BIC website. | Quarterly/ ongoing

Jan 2022 |
| 7.1.9 | Weights and Dimensions Best Practice follow up | To monitor and encourage adoption of the new best practice guidelines. | Review meeting held with original Task and Finish Working Group. | May 2021 & Jan 2022 |
| 7.1.10 | Acquisitions and Divestments Best Practice follow up | To monitor and encourage wider adoption of the new best practice guidelines. | Review meeting held with original Task and Finish Working Group.

Report detailing progress made published to BIC website. | Sep 2021

Mar 2022 |
| 7.1.11 | *BIC Realtime follow-up* | To monitor and encourage wider adoption of the new standard. Degree of adoption will determine if further messages should be developed in 2022. | Review meeting held with original Task and Finish Working Group.

Report detailing progress made published to BIC website. | Jan 2022

Mar 2022 |
| 7.1.12 | Greening the supply chain | To promote the message that BIC is firmly committed to championing the green agenda and providing leadership to provide organisations with the tools, and resources to help them make their supply chains greener and more sustainable. | Maintain the BIC Green Hub on the website. | Ongoing |

| 7.1.13 | IRI follow up | To monitor and encourage wider adoption of the new best practice guidelines. | Review meeting held with original Task and Finish Working Group. Report detailing progress made published to BIC website. | August 2021 January 2022 |
| 7.1.14 | Promoting use of EDItX for sales and inventory reporting | To encourage wider adoption of the standard. | Marketing plan agreed and produced (in consultation with EDItEUR). | Mar 2022 |

7.2 Developing Standards

No.	Task	Purpose	Output	Completion
7.2.1	Attendance at BSI meetings	To ensure the BIC and the UK is represented to addresses the requirements of the UK book industry.	Continued attendance and contributions at/to ISO TC 46/SC 9/WG 3 ISTC Revision meetings.	Ongoing
7.2.2	LCF (Library Communications Framework) governance	To continue to promote, maintain and develop this standard/framework to the libraries supply chain/community.	Meetings as required. Promotions activity as required.	Ongoing
7.2.3	BIC Realtime (trade) governance	To facilitate the ongoing maintenance and development (as required) of the BIC Realtime Standard.	Meetings as required. Promotions activity as required.	Ongoing
7.2.4	BIC Realtime (libraries) governance	To continue to promote, maintain and develop this standard/framework to the libraries supply chain/ community.	Meetings as required. Promotions activity as required.	Ongoing

| 7.2.5 | International ONIX Steering Committee | To ensure the UK book industry's needs are heard in relation to ONIX development and that communications/discussions regarding the international development of the standard are shared with BIC members. | Meeting at Frankfurt Book Fair.

Meeting at London Book Fair. | Oct 2021

Mar 2022 |
|---|---|---|---|---|
| 7.2.6

7.2.6 (continued) | ONIX UK National Group | To ensure the UK book industry's needs are heard in relation to ONIX development and that communications/discussions regarding the international development of the standard are shared with BIC members. | Quarterly meetings and all associated admin – follow up where required. | Ongoing |
| 7.2.7 | International *Thema* Steering Committee | To ensure the UK book industry's needs are heard in relation to *Thema* development and that communications/discussions regarding the international development of the standard are shared with BIC members. | Meeting at Frankfurt Book Fair.

Meeting at London Book Fair. | Oct 2021

Mar 2022 |
| 7.2.8 | *Thema* UK National Group | To ensure the UK book industry's needs are heard in relation to *Thema* development and that communications/discussions regarding the international development of the standard are shared with BIC members. | Quarterly meetings and all associated admin – follow up where required. | Ongoing |
| 7.2.9 | EDItX International Steering Committee | To chair the committee and to ensure the UK book industry's needs are heard in relation to EDItX development and that communications/discussions regarding the international development of the standard are shared with BIC members. | Meeting at Frankfurt Book Fair.

Meeting at London Book Fair. | Oct 2021

Mar 2022 |

7.3 Membership & Financial Viability: BIC's Business Development

No.	Task	Purpose	Output	Completion
7.3.1	**Quarterly financials**	To ensure regular reporting to the Executive Board and Operational Board of BICs financial position.	Updates to both Boards as appropriate (every second meeting for the Operational Board, quarterly by email and in meetings for the Executive Board)	Ongoing
7.3.2	**Investments**	To ensure BIC's reserves are put to best use for the benefit of the membership.	Investment status reports from St. James Place Wealth Management to the Executive Board.	Ongoing
7.3.3	**Sponsorship**	To continue to secure income from sponsorship of BIC events.	Sponsorship secured for BIC events.	Ongoing
7.3.4	**GDPR compliance**	To ensure BIC always remains fully compliant with all GDPR requirements.	Review BIC's 2018 GDPR documentation – update where necessary.	Jan 2022

7.4 Connecting Experts & Stakeholders

No.	Task	Purpose	Output	Completion
7.4.1	**Trade Technical Clinic**	A forum for members to share issues/solutions to technical/EDI issues. Governs *BIC Realtime.*	Promote the online method for achieving a more agile approach to this Clinic.	Ongoing
7.4.2	**Libraries Committee meetings**	To identify and monitor issues in the supply chain that BIC should be / is addressing.	Quarterly meetings and all associated admin / follow-up.	Ongoing

7.4.3	Metadata Sub-Committee meetings	To identify and monitor issues in the supply chain that BIC should be / is addressing.	Quarterly meetings and all associated admin / follow-up.	Ongoing
7.4.4	Physical Supply Chain Committee meetings	To identify and monitor issues in the supply chain that BIC should be / is addressing.	Meetings every 4 months and all associated admin / follow-up.	Ongoing
7.4.5	Digital Supply Chain Committee meetings	To identify and monitor issues in the supply chain that BIC should be / is addressing.	Quarterly meetings and all associated admin / follow-up.	Ongoing
7.4.6	Green Supply Chain Committee meetings	To facilitate BIC's Green Promise and agenda with regards to greening the UK book industry's supply chain.	Quarterly meetings and all associated admin/follow up	Ongoing
7.4.7	Production Directors' Steering council meetings	To identify and monitor issues in the supply chain / training requirements that BIC should be / is addressing.	Annual meeting and all associated admin / follow-up.	Ongoing
7.4.8	Executive Board meetings	To oversee the running of BIC: strategy, financials, legal.	Meetings every 6 months and all associated admin / follow-up.	Ongoing – dependent on implementation of Governance review recommendations.
7.4.9	Operational Board meetings	To advise and support the Executive Director and to monitor his/her activity and the work of the organisation as a whole. Reports to the Executive Board.	Quarterly meetings and all associated admin / follow-up.	Ongoing – dependent on implementation of Governance review recommendations.
7.4.10	Relationship with BISG	To ensure collaboration on key projects where appropriate or possible / avoid duplication of effort.	Monthly meetings / conference calls.	Ongoing

No.	Task	Purpose	Output	Completion
7.4.11	**Relationship with NISO**	To ensure collaboration on key projects where appropriate or possible / avoid duplication of effort.	Ad hoc check-ins / conference calls.	Ongoing
7.4.12	**Relationship with CLIL**	To ensure collaboration on key projects where appropriate or possible / avoid duplication of effort.	Ad hoc check-ins / conference calls.	Ongoing
7.4.13	**Relationship with BookNet Canada**	To ensure collaboration on key projects where appropriate or possible / avoid duplication of effort.	Monthly meetings / conference calls.	Ongoing
7.4.14	**BIC YouTube channel**	To reach new audiences and raise awareness of BIC.	BIC's You Tube channel kept up to date with videos from BIC Brunches, any other videos as appropriate.	Ongoing

7.5 Skills Maintenance & Development

No.	Task	Purpose	Output	Completion
7.5.1	**Attendance at (at least two) UK book industry events / seminars**	To remain up to date with current industry trends / issues / areas of interest. To raise BIC's profile.	BIC attendance.	March 2022
7.5.2	**Horizon scanning**	To ensure BIC remains up-to-date and current with areas of interest, trends, innovations etc. in the supply chain.	Mechanism for alerting BIC to topics of interest: Operational Board agenda, Committees and Clinic agendas.	Ongoing