



Strategic plan 2021-2024

Growth with purpose



Introduction

GS1 UK has chosen growth with purpose as the theme for our three-year strategy as we know we need to deliver sustainable growth to support our members, UK plc and the wider society.



Anne Godfrey
CEO
GS1 UK

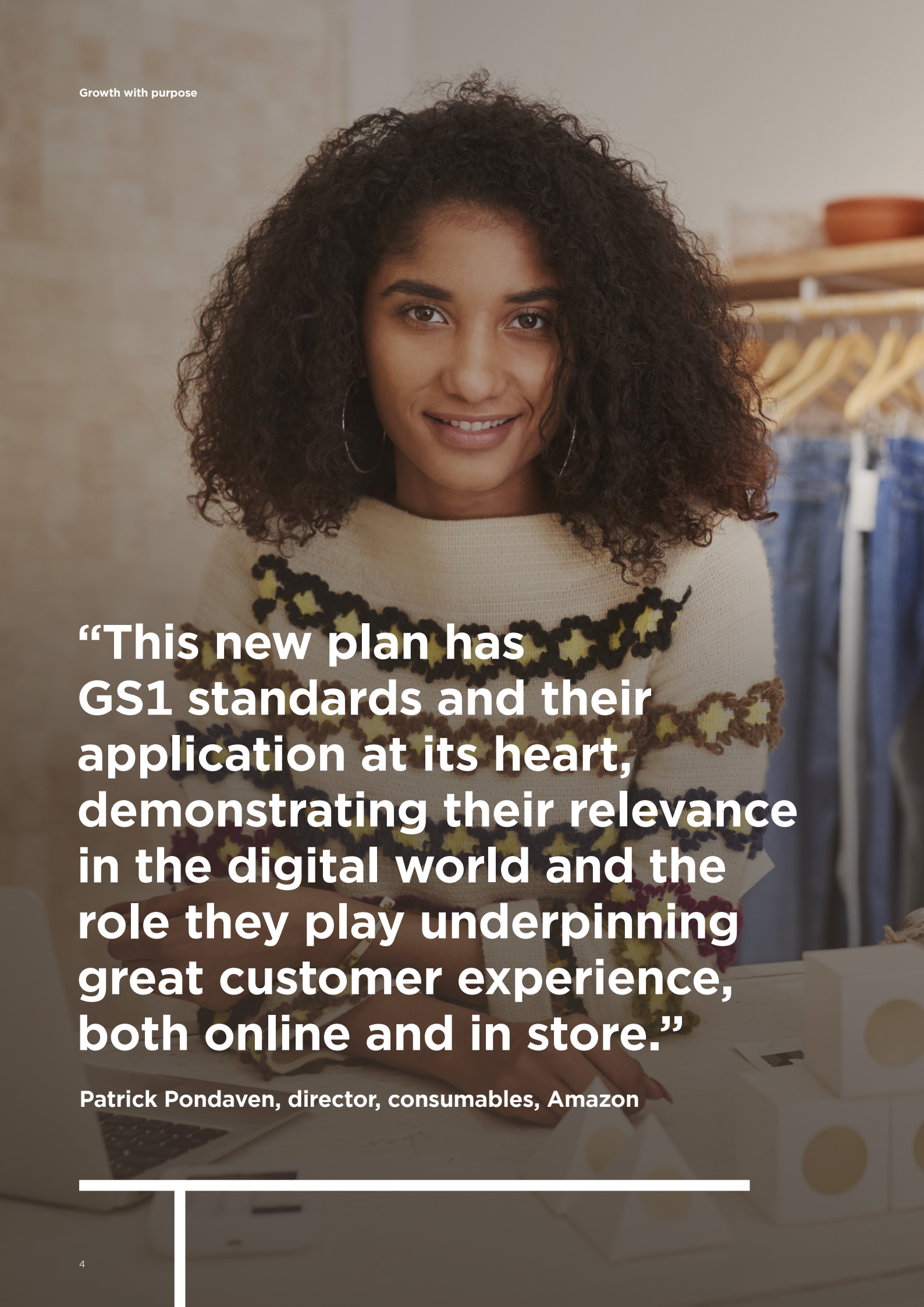
COVID-19 has impacted all our lives; how we work and live, how we interact and how our members carry out their business. The development of this plan showed it is possible to be inclusive, collaborative and effective in a virtual world.

We have agreed who we are as an organisation, what matters to us and, most importantly, who we want to become during this strategy period. We understand what our members value now and need for the future. We have adapted our brand to be more active and relevant to the change we will deliver around informing and protecting people.

We have created a strategy that combines internal and external expertise, with a member perspective, to deliver a truly sector-neutral vision for the business. Industry trends, and evolving consumer needs, mean our standards have never been more relevant. We will put people at the heart of everything we do. This will allow us to make decisions based on what matters and allocate our resources accordingly.

Our new strategic pillars, each with their own objectives, deliverables and KPIs, will help us measure our success. They will demonstrate to members and stakeholders how, as a not-for-profit membership body, we will deliver our core purpose of harnessing the power of standards to keep people safe and well.

“We harness the power of standards to transform the way people work and live.”

A woman with dark, curly hair and large hoop earrings is smiling at the camera. She is wearing a white sweater with a colorful, patterned yoke. In the background, there are wooden hangers with blue jeans on a rack. In the foreground, there are some white boxes with gold polka dots.

“This new plan has GS1 standards and their application at its heart, demonstrating their relevance in the digital world and the role they play underpinning great customer experience, both online and in store.”

Patrick Pondaven, director, consumables, Amazon

Our brand reimagined

In order to achieve the ambitious objectives set for the next three years, we need to redefine the GS1 UK brand to reflect the kind of organisation that we will become.

Our values and our brand position will demonstrate the impact we can have on the lives of people, as well as our aim to be an active driver of positive change for industry. To become a consumer-facing organisation, with the informed, protected citizen at the heart of our mission, we must broaden our appeal and make our offering more relevant to society at large.

Our brand values

There are three key attributes that define GS1 UK as an organisation:



Collaborative: GS1 UK is collaborative by design, bringing together industry players to find solutions for shared concerns.



Trust and integrity: As a neutral, independent body, GS1 UK is a trusted source of insights, valued for the integrity demonstrated by its team in support of members.



Forward thinking: Forward thinking is at the heart of GS1 UK, we strive to tackle the issues of today and answer the questions of tomorrow.

Brand position

We have developed a brand position that articulates our point of view with regard to the benefits of data authenticated through standards. This position will help us have a focus for the development of our proposition, products and services. We will use it to shape a new tone of voice and brand personality that will better engage our stakeholders and inspire our team.

It has three component parts:

Trusted data – Rooted in our fundamental service, data. But while data is the foundation without validation it is of limited use. Authentication through standards gives it value.

Powering – A force for good, providing tools and support to help members get ahead and people to be informed and protected.

Progress – A highly positive, bigger role in business, legislation and society. An aspiration to inspire.

When we link these three elements together, they position GS1 UK as an active driver in industry that can impact the lives of people.

**TRUSTED DATA,
POWERING PROGRESS**

Guiding principles

Our core principles will govern our approach and the choices we make.



People-centric: Our strategy will be **people-centric**. We will put informed, protected citizens at the heart of everything we do.



Sector neutral: It will be **sector neutral** but provide a strategic framework within which we can make choices about where to focus future activities and resources.



Global and local: We will be pragmatically **global and local**. We will play to our strengths as a global standards body but make informed choices based on local trends and member needs.

Ambition

GS1 UK's growth with purpose ambition is underpinned by three key intentions:



Sustainable growth: GS1 UK will continue to grow in a sustainable way, with value for our members at the heart of everything we do.



Member-driven: As a not-for-profit **membership organisation** we reinvest our profit in activities which support our members and deliver to our core purpose.



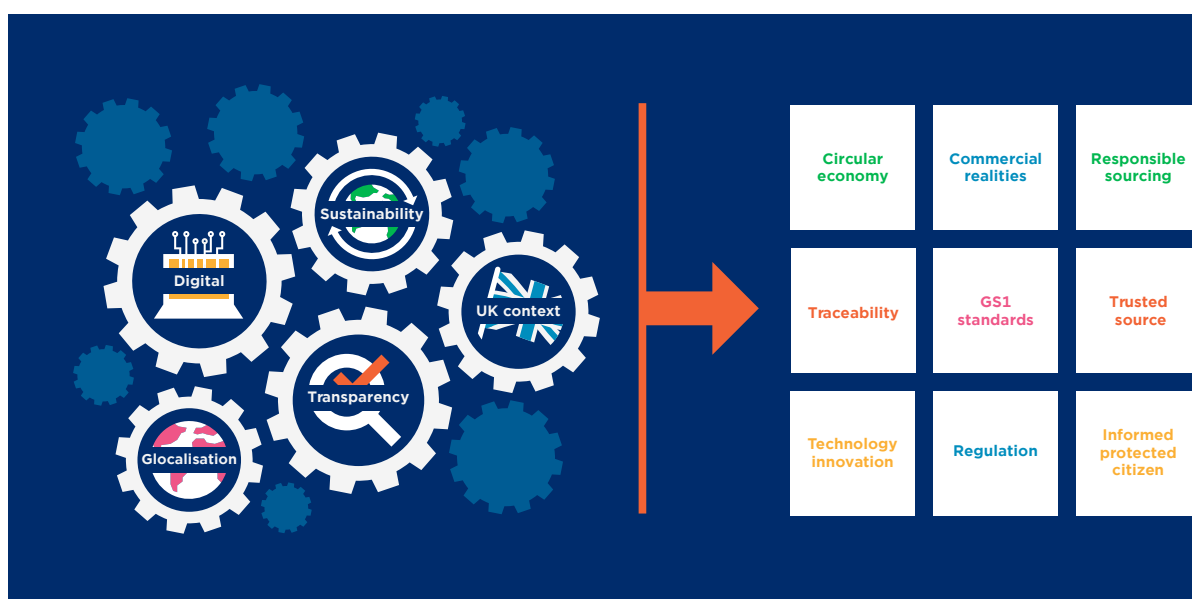
Profit with purpose: We believe in using our **profit with purpose** to deliver benefit to members, UK plc and wider society.

Focus areas

We have identified **five drivers** that will underpin our activities, and **nine core areas** where we think that GS1 UK can make a real difference and fulfil the promise of our purpose statement.

Our focus areas have been prioritised based on:

- Where our stakeholders think we can bring credible insight to the conversation
- Where our standards can build solutions that answer real-life challenges
- Where we can make a positive contribution to help our members grow
- Where we can support our ambition to inform and protect people



In the first year of our strategy, we will be concentrating our efforts on traceability, sustainability and an approach for all four nations.

**I am happy that the strategy will demonstrate
we have listened and responded to the members
I talk to every day.**

Quentin Regan, senior membership experience executive, GS1 UK



**“The development of the
four key strategic pillars
will ensure the business is
structured to address the
challenges independent
of sector and across the
four nations.”**

**Gavin Boyle, chief executive of
University Hospitals Derby and Burton
NHS Foundation Trust**

How we will deliver the plan

Our plan is ambitious. We will need to harness creative ways of working together to deliver change at pace and stay globally informed and locally focused.

The way that we will achieve our intentions, drawing on our values and guiding principles, will be through four strategic pillars:



Community engagement

Working collaboratively to deliver industry solutions, we will build relationships with stakeholders and members to understand their challenges.



Voice and visibility

Positioning GS1 UK as the authority on traceability, sustainability and the informed, protected citizen, while raising our profile with regulators, opinion formers and, the consumer.



Standards and services

Driving value for members through adoption of GS1 standards, accelerating harmonised ways of working and exemplifying these in our solutions and services.



Operational excellence

Providing a solid foundation on which GS1 UK can thrive and grow based on robust systems, efficient and well-embedded processes, skilled and motivated staff and strong finances.



Community engagement

Over the next three years, we aim to increase the impact of our **engagement** with our members and wider **stakeholders** to deliver increased relevance and advocacy. This outreach will span across a broad range of stakeholders, from SMEs to large companies, government, regulators, academics and innovators.



We will ensure that we are providing guidance and expertise to our members and partners, as well as collaborating with them to understand their needs and solving challenges together. We will demonstrate the value of our neutrality and the power of our standards and solutions.

Our ambition to be a more consumer-facing business means we need to raise our profile in areas that matter to people. To have the greatest possible impact, we need to identify the key topics where we can demonstrate our credibility.

We will address the trends of traceability and sustainability, where our standards have a natural fit. Through the right partners we can expand our influence and fulfil our purpose.

We need a more inclusive **membership proposition** that addresses the needs of our diverse base. From our core GTIN-issuance offer, to value-added services and the development of strategic partnerships, we must demonstrate the benefits of being a GS1 UK member to companies large and small.

As the speed of societal change accelerates, we need to be better informed to support our members and build a sustainable business. We will do this by investing in **insight capability** that will help us understand the dynamics of our membership and act on the trends that are affecting the world around us.

Key deliverables

- Delivery of a membership proposition that reflects the diversity of our member base
- Enhanced stakeholder experience through engagement, personalised content and appropriate channels
- Implementation of a four-nations approach across all sectors with a broader set of stakeholders
- Advocacy through collaboration with key stakeholders and communities
- Increase our profile and reach by expanding our strategic partnership programmes while maintaining our neutrality and standards focus
- A single view of all member and customer data to drive insight internally and externally, in the context of key societal trends
- A new methodology for measuring customer relevance

Measures of success

- Increased awareness and recognised value of GS1 UK
- A broader, more engaged member base that recognises the value of GS1 UK
- An increased number of high-profile collaborations with strategic partners
- Improved member retention and acquisition
- Improved customer satisfaction scores
- A more balanced business, and sustainable growth, with income being derived from a wider profile of members

“For me, the most important thing about the next three-year strategy is the delivery of our four-nations approach – we are truly putting the UK back into GS1 UK.”

Glen Hodgson, head of healthcare, GS1 UK



Voice and visibility

To provide a degree of assurance in uncertain times, we must have a renewed focus on the citizen, their needs and the information they require to make informed choices. To do this, we need a **public policy** approach that sets out the role of standards in a real-world context.

We will be taking an active role as a thought leader in the conversations that are happening within the legislative and regulatory arenas. From the impacts of Brexit on trade to Natasha's Law and medical device regulation, we have the expertise to positively influence policymakers on the issues today that will become the legislation of tomorrow.

We will adopt a new **brand strategy** that defines what we stand for by using a purpose, a proposition and personality to form the basis of how we communicate. At the heart of this are our three core values – collaboration, trust and integrity and forward thinking, demonstrated in everything that we say and do.



We will ensure that we have the right foundations across our all our **digital platforms**. Our plan will look at how we activate these platforms and continually optimise them to guarantee an improved experience for our members.

We will create a digital vision to underpin all activities from onboarding to member retention, providing a streamlined journey for all those who engage with us. In addition, we will continue to create great content and provide exemplary support for our member communities.

Key deliverables

- A prioritised stakeholder map and engagement plan with specific emphasis around UK-focused legislation and regulation
- A refreshed brand that brings “trusted data, powering progress” to life
- A structured approach to how we measure the changing perception of GS1 UK
- A new website addressing the needs of a wider audience, while still supporting our core membership proposition
- Implementation of a new marketing-automation platform to deliver personalised interaction with our stakeholders

Measures of success

- A defined approach for each of the four nations to allow us to respond more rapidly to devolved matters
- Recognition from our members as the organisation to help them capitalise on future legislation and regulation
- Increased brand awareness
- Deeper and more engaged relationships with our key stakeholders and audiences
- Increase in engagement metrics – website traffic, conversion rates, social media following
- Improved experience of GS1 UK through all touchpoints

“I’ve had the chance to ensure we are going to be focused on how our standards can support our members especially on important issues for the planet.”

Alice Rackley, head of retail, GS1 UK



Standards and services

Our global standards are at the core of who we are and what we do as a business. They give authenticity to the data. When applied to real-world challenges, they can empower our members to exploit industry trends and technology in an agnostic manner, born out of our neutrality and the interoperability of our **global standards**.

As people take control of the information they need to inform and protect themselves, and legislators look to respond to the challenges of society in general, we must demonstrate how our standards can help.

We will empower our members to take advantage of industry trends, technology and regulatory drivers through the application of our global standards and as a result, increase our reach and influence.



We will do this through the tangible demonstration of our standards in action, addressing such challenges as the implementation of deposit-return schemes (DRS) and the Medicines and Medical Devices Act (MMDA). We will build for the future and deliver **innovation** in the application of current and new standards that will take advantage of future data opportunities.

Our members know us for the Global Trade Item Number (GTIN) and consider the support our **services and solutions** provide as a vital part of their business. We will invest in the enhancement of those services and solutions to ensure we are aligned with their current and future needs. We will help them to deliver greater efficiency in their business and greater transparency with regards to the manufacture and contents of their products. They trust us to help them trade in a friction-free manner as well as provide transparency throughout the supply chain.

Key deliverables

- Evolution of a standards roadmap collaborating with global and local user groups
- Deliver capability to support projects related to traceability, sustainability using the associated GS1 standards
- Creation of thought leadership, case studies and pilots to demonstrate the application of current and future standards
- Embedded GS1 standards with an initial focus on the MMDA and DRS
- Delivery of an enhanced registry and catalogue infrastructure that provides a single user journey from joining GS1 UK through to syndicating rich data
- A showcase of direct-to-consumer capability based on GS1 standards leveraging future standards

Measures of success

- Delivery of a wide variety of thought leadership, case studies and pilots showcasing our standards in action
- Improved value for our members, measured by the increased adoption of services
- Growth in the number of products held within our catalogue and registry which will, in turn, strengthen our value proposition
- DRS-system design and implementation, leveraging GS1 standards and services across the four nations
- Increased revenue from services
- Increased adoption of new GS1 standards

“I’m excited now to see how the business will grow over the coming years, and it’s even better knowing that every one of us had a part in building GS1 UK’s future.”

Natasha Smith, marketing manager, GS1 UK





Operational excellence

We will provide a solid foundation on which GS1 UK can thrive and grow. This will be based on robust systems, efficient and well-embedded processes, as well as skilled and motivated staff underpinned by strong finances and governance structures.

We will ensure that we maintain a strong and appropriate **finance, business and governance** model which supports the delivery of our strategic objectives. Our budgeting and forecasting processes will be enhanced to ensure efficient allocation of financial resources, that are supportive of changing demands over the course of the plan.



Internally, we will strengthen our **decision-making** processes and support the business with a robust project management infrastructure. We will continue to invest in our **IS** platform, with a focus on continuous improvement and user adoption.


Investing in our team is critical to support the strategy. This will include an employee engagement survey and a structured assessment of the **skills and competencies** needed to deliver the plan. A new HR system will be introduced to streamline HR processes and key resources.

Key deliverables

- Improved management information and reporting dashboards across the organisation
- Creation and continuous improvement of a project-management office, providing tools, best practice guidelines and a clearly understood initiation process
- Execution of an employee-engagement survey and a plan to address key findings
- Identification of the skills and competencies required deliver our strategy
- A new HR system to support the development of our team and automate all relevant HR processes
- Improved internal office infrastructure, internal and external service-level agreements (SLAs)
- Improved budget, forecasting and commercial processes that have clear linkage to the annual operating planning process and support for potential new income streams
- An enhanced GS1 UK corporate governance structure

Measures of success

- Better oversight of GS1 UK's strategy and operating plans, ensuring projects and corporate KPIs are delivered
- Increased employee engagement
- All internal support SLAs achieved
- Full utilisation of technical tools and systems available
- Better financial data and insights on which to base our strategic decisions
- Increased influence over controlling our costs and discretionary spend



“We have a strategy that addresses the key issues of the moment, with an approach that will hold the business to account.”

Graham Biggart, director of fresh foods & foodservice, Sainsbury's

What success looks like

To ensure that we are delivering on the promise of growth with a purpose, these are the ambitious metrics that will define our plan. Our strategic objectives will be aligned to the delivery of these KPIs and will hold us to account as we progress. The key metrics for the first year identify our focus areas for growth.

Membership

We must continue to challenge ourselves to find the most effective way of attracting and retaining new members.

Profit

We require the financial resources to deliver programmes that support the changing needs of our members.

Satisfaction

We will continue to improve how we deliver excellent support to our members.

Services

We will increase revenue from our service portfolio through the delivery of new services and increased adoption across the membership.

A message from our chair

It is no exaggeration to say that the commercial world has seen more than a decade of change in the year that was 2020.



Chris Tyas OBE
Chair
GS1 UK

As we enter this new plan period, we can build on the learnings from the last twelve months, where significant transformation took place because of collaboration and a relentless focus on the needs of people. Our plan will mirror this approach, and we will grow as an organisation with the purpose of fulfilling the changing needs of our diverse membership.

It is only fitting that this three-year strategy focuses on some of the most important issues that not only face us today but will define our future.

The stresses placed on the global environment by our modern lifestyle will have to change to preserve the planet and its citizens. We will have to move towards a more circular economy, with ever greater transparency of where the things we buy come from, what they contain, how and by whom they are made and how they can be recycled.

GS1 standards have a huge part to play in this drive for sustainability, from the way we produce and manufacture, to our trading and living habits, as well as the improvement of the health of UK citizens.

We also have a key and active role in delivering a traceability infrastructure that will address many elements of new, nationwide legislation – helping us to save money and lives every day. Delivery of this three-year plan will enable us to engage with all of our members, and make sure that their needs are met in these times of constant change.





Growth with purpose

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