GS1® Ireland

Strategic Plan 2019 – 2021

Our pathway to building a dynamic, sustainable and customer-centric services organisation

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Foreword

A better world for everyone through the full adoption of GS1 standards

Thomas Shortall
Chairperson
GS1 Ireland

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Chief Executive Officer
GS1 Ireland

Welcome to GS1 Ireland's Strategic Plan for 2019 to 2021.

We are delighted to share our vision with you to create "a better world for everyone through the full adoption of GS1 standards". The ambitions we have set out in this 3 year plan are for the benefit, not only of our 3,500+ members located in Ireland and across the world, but for all of us collectively, as consumers, shoppers, and patients whereby our daily lives can be improved and eased by the adoption of GS1 standards in the services we use and products we buy.

Building on the foundations of the GS1 Ireland Strategy 2016 - 2018

The new strategy has been prepared following a strong business performance for GS1 Ireland during the three years of the previous plan from 2016 to 2018. At the end of 2018, the core membership of the organisation remained stable and mature, with the number of active members and licence holders increasing over the three-year period of the strategy by 13.7 per cent to 3,535 (end 2015: 3,100).

In terms of sectors, Food & Beverage (50 per cent), Consumer Non-Food (25 per cent), and Business Products & Services (10 per cent) account for the bulk of the membership base. The organisation will continue to proactively extend the reach of its services to new

members in both new and existing sectors over the lifespan of new strategy.

During the course of the last 3 years GS1 Ireland enhanced its provision of new, innovative, member-centric services and applications across our core business and continued the rollout of Barcode Manager and fTRACE, as well as launching new initiatives such as an issuance service for unique Legal Entity Identifiers (LEIs). We also continued to support the adoption of GS1 standards in the Healthcare sector to enable all stakeholders to meet their requirements for patient safety, traceability, and regulation compliance in the EU and other jurisdictions.

All of this was achieved against changing macro-economic conditions, particularly the potential impact of Brexit, and the uncertainty it created for members.

Reflecting on those achievements, we wish to recognise the very significant contribution of the then Chairperson, John O'Callaghan for his steadfast leadership of, and service to, GS1 Ireland over the past 10 years up to his retirement in June 2018.

A plan created in consultation with Members and Key Stakeholders

To aid the preparation of this new plan the Board and Executive of GS1 Ireland consulted

with members and key stakeholders and considered the findings of several Irish and international macro-economic and trends reports. We were also mindful to consider the potential effects of technology and digitalisation on how we all may work and live in the coming years, and how this would impact the future role and value of GS1 to its user community.

A series of feedback surveys and workshops with representatives from Member companies and key external stakeholders directly informed our future development plans for the organisation; in terms of the services GS1 should offer today and invest in and develop for the future. We are keen to continue hearing our Members' views on the services and supports they require from GS1 to help them run their organisations more efficiently, cost effectively and safely.

Our pathway to building a dynamic, sustainable and customer-centric services organisation; the GS1 Ireland Strategic Plan 2019 – 2021.

This year, 2019, is the first of GS1 Ireland's new three-year strategic plan which aims to develop and enhance our ability to create value through standards for our broad membership.

In this report we describe the four Critical Success Factors (CSFs) which we have identified as central to our success in achieving our goals. By measuring our progress each quarter against these critical success factors we will chart our journey towards building a GS1 offering that is dynamic, sustainable and customer-centric; a services organisation that builds on its strengths and best meets the needs and objectives of our members, their employees and their families, as we enter the third decade of the 21st century.

The four Critical Success Factors (CSFs) which underpin the plan are:

1. **Member Engagement:**
   Deepen member engagement and communication to deliver a clear, company-wide understanding of member needs & sentiment with the goal of driving the broader adoption of GS1 standards & services, to deliver value and growth.

2. **Community Collaboration:**
   To be a hub for community collaboration, to drive broader & deeper standards implementation across key sectors by facilitating cooperation and participation between members, solution providers and third parties in the process of standards creation and adoption.

3. **Services and Solutions:**
   To achieve growth and to accelerate standards adoption through the expansion of the services and solutions we offer, in line with identified current and future industry needs.

4. **Organisational Capability:**
   Through a commitment to people, culture, technology & process, to deliver a right-sized and appropriately resourced team in GS1 Ireland, that is actively engaged and fully committed to the organisation's vision of delivering "value through standards" to all.

This new strategic plan, 2019 to 2021, builds on the significant progress made during the previous plan and has identified the critical requirement for investment of resources in developing Community Collaboration and Services & Solutions. Our vision has therefore been refined to create "value through standards" and this will be achieved through continued growth in our engagement with our membership base, allied to increased development of supporting data services such as Verified by GS1 and Barcode Manager, to name but two.

This strategy will focus, in particular, on four stakeholder communities - Retail, Healthcare, Construction and End-Users: Consumers and Patients.

Increasing the adoption of GS1 standards & solutions

The core tenet of GS1 Ireland's Strategic Plan for 2019 to 2021 is delivering increased value to members through the greater adoption of GS1 standards and solutions.

Over the next three years, the company will invest in developing for members a range of services to support their supply chain needs. For the retail sector this work will include both

new standards and solutions, such as Verified by GS1 and the global GS1 Registry Platforms for GTINs and GLNs as well as enhancements to existing solutions, such as eLOCATE, fTRACE, Barcode Manager and EDI.

The company will also continue to undertake research and development in mobile applications for assessing GTIN (barcode) adoption within the Healthcare supply chain, in addition to developing standards-based registries for healthcare services and traceability/tracking solutions for precious samples and specialist baby feeds.

We also recognise and will pursue the opportunity for our standards & solutions to be used in Building Information Management (BIM), to enable the identification, capturing, sharing and use of data pertaining to locations, assets and products in Construction.

Finally, as consumers become more and more technology reliant it will equally become imperative for consumers to be able to trust product data and the brands that provide it. In addition to the rollout of the Verified by GS1 service, we will also deploy the new GS1 Digital Link standard and productDNA service which enable brand owners and retailers to connect consumers, patients and business partners to all types of information about their products.

Key risks and uncertainties

The Board and Executive of GS1 Ireland maintains and reviews on a regular basis a corporate risk register, and additionally as part of its strategic planning and monitoring process considers any risks and uncertainties that might threaten the achievement of its strategic objectives or that influence future strategy. Key risks/uncertainties impacting the company include:

Economic conditions
With a broad-based membership, GS1 Ireland is susceptible to any worsening in general economic conditions. It will continue to consider new sectors and to provide added value services, in addition to general licensing, as a means of mitigating this risk, as well as reducing attrition amongst the membership.

The company will continue to review the possible implications of Brexit, both with other government departments and independent organisations to assess the risk to our membership until the precise mechanism of the UK's departure from the EU is established.

Relevance in the digital economy
With the ever-increasing influence of the digital economy the company needs to ensure that GS1 core standards retain their relevance to our members. The Board of GS1 Ireland has continued to sanction investment in strategies to support this area of the economy and provide additional services to members.

Recruitment and retention of quality staff

The company's success is dependent on its ability to retain and recruit suitably qualified, high calibre staff. The Board actively monitors retention rates, staff feedback and reward packages to manage and reduce this risk.

ICT systems

The company is reliant on ICT systems for the delivery of services to members. A key objective of the new strategic plan is to undertake a project to modernise and replace all core business systems to ensure the best availability and continuity of all services to members in future years.

Corporate Social Responsibility

At GS1 Ireland we believe in the power of global standards to transform the way we work and live and as part of our new Strategy the Board and Executive agreed to identify and support worthwhile charitable causes.

We are pleased to adopt Suas Educational Development as our CSR partner for 2019/21. The mission of Suas, an Irish Registered Charity, is to transform the lives of children and young people through improving education standards in Ireland's most disadvantaged schools.

Conclusion

In summary, the Board and Executive have invested significantly in research and consultation to set out the organisation's development targets for the term of this plan.

We believe the investments we will make in the coming years in the organisation's service offering are in the best interests of our members and their needs.

We recognise that the continued globalisation of commerce, and emerging headwinds such as climate change and sustainability, will have a significant impact on the supply chains of our members. GS1 Ireland is committed to developing its service offering to support our members in the decade ahead to meet the challenges and opportunities presented to all. We look forward to reporting our progress to you in our year-end report.

Our Mission

We empower organisations and consumers to benefit from improved efficiency, safety, transparency, security and sustainability through the exchange of trusted data.

We create a common foundation for organisations and consumers to identify, capture, share and use vital information about products, locations, assets and more.
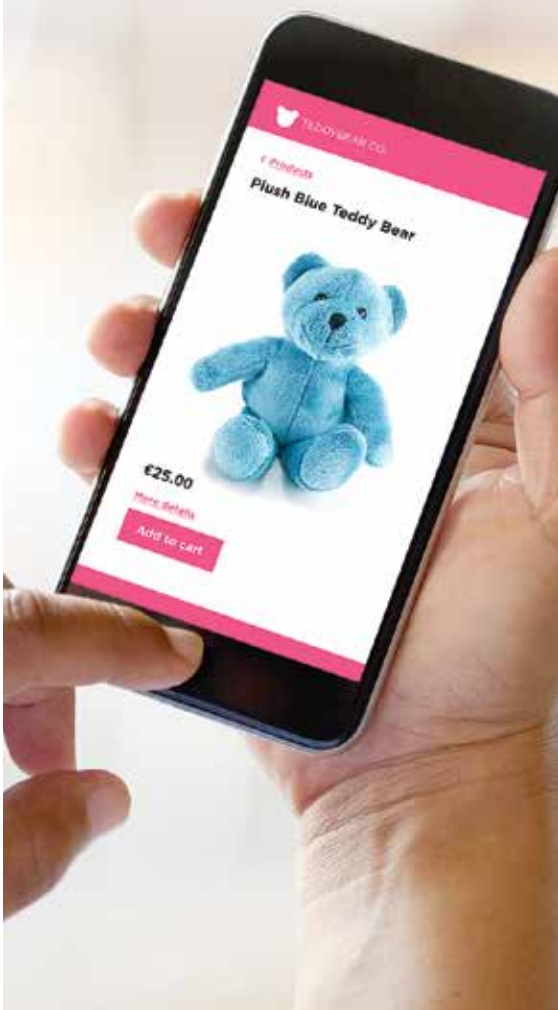
Our Vision

A better world for everyone through the full adoption of GS1 standards

- We help businesses to sell more and create efficiencies in their supply chains.

- We help consumers by increasing transparency and trust in products and services.

- We help organisations to save money, save lives, and be more efficient.

Our Beliefs

We believe in the power of global standards to transform the way we work and live.

We are neutral and not-for-profit; local and global; inclusive and collaborative.

Our Cultural Values

Professional & Competent
Maintaining the highest standards throughout all of our activities.

Energetic
Deliver with enthusiasm and commitment.

Inclusive
Open to others and considerate of the views and opinions of all stakeholders.

Honest
Frank and communicative, truthful and sincere.

Enterprising
Work for the benefit of all our members; to ensure the long-term viability of the organisation, by demonstrating initiative, resourcefulness, and by being responsive to opportunity.

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Our Strategic Success Factors

1

Member Engagement:

Deepen Member Engagement and Communication to deliver a clear, company-wide understanding of member needs & sentiment, with the goal of driving the broader adoption of GS1 Standards & Services, to deliver Value and Growth.

2

Community Collaboration:

To be a Hub for Community Collaboration, to drive broader & deeper standards implementation across key sectors by facilitating cooperation and participation between members, solution providers and third parties in the process of standards creation and adoption.

" A better world for everyone through the full adoption of GS1 standards "

3

Services and Solutions:

To achieve Growth and to Accelerate Standards Adoption through the Expansion of the Services and Solutions we offer, in line with identified current and future industry needs.

4

Organisational Capability:

Through a commitment to people, culture, technology & process to deliver a right-sized and appropriately resourced team in GS1 Ireland, that is actively engaged and fully committed to the organisation's vision of delivering "value through standards" to all.

" We help consumers by increasing transparency and trust in products and services "

1 | Member Engagement

Deepen Member Engagement and Communication to deliver a clear, company-wide understanding of member needs & sentiment, with the goal of driving the broader adoption of GS1 Standards & Services, to deliver Value and Growth.

Our focus for the next three years is to deliver Value for Members. We will achieve this by prioritising the services and tools that members need to do business more efficiently and at less cost, to better serve their customers. We commit to actively listen to, and engage with, our members and to put their needs at the centre of our focus each day.

2 | Community Collaboration

To be a Hub for Community Collaboration, to drive broader & deeper standards implementation across key sectors by facilitating cooperation and participation between members, solution providers and third parties in the process of standards creation and adoption.
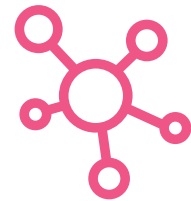
In creating communities of users we will create an environment that helps members to achieve more from their implementation of GS1 standards, supporting their growth in both local and international markets. We will support and represent the needs and views of everyone in the Irish community; industry, consumers & state; to ensure GS1 standards are maintained and continue to evolve in a timely manner.

" We help businesses to sell more and create efficiencies in their supply chains. "

3 | Services and Solutions

To achieve Growth and to Accelerate Standards Adoption through the Expansion of the Services and Solutions we offer, in line with identified current and future industry & consumer needs.

Organisations in Ireland and around the world are evolving their business processes and supply chains to meet many new global challenges. In recognising this, GS1 Ireland is committed to investing in and developing a number of new service offerings that will help Members to meet those challenges cost effectively and efficiently. The focus will be on better data management and data sharing solutions to address the new demands presented by consumers, trading partners and regulators.

4 | Organisational Capability

Through a commitment to people, culture, technology & process to deliver a right-sized and appropriately resourced team in GS1 Ireland, that is actively engaged and fully committed to the organisation's vision of delivering "value through standards" to all.

We recognise that the quality and depth of service provided to our Members correlates directly with having an engaged and highly skilled team that has the necessary tools and resources to provide that support. We are committed to growing our team both in terms of capacity and capability to ensure that our members receive the help and expertise they need, during every engagement with GS1 Ireland. We will regularly seek, and proactively respond to, all employee feedback to ensure that GS1 Ireland continues to be the engaged, enthusiastic, and enterprising team that it is today.

Additionally, as a not-for-profit membership organisation, we take our corporate and fiduciary governance responsibilities extremely seriously. At all times GS1 Ireland will adhere to and uphold the very best practices and policies in terms of systems, procedures, auditing and reporting to maintain the organisation's reputation for trust and professionalism remain in the highest standing.

We help organisations to save money, save lives, and be more efficient.

What Success Looks Like

20%
Increase annual revenue

Diversify revenue streams to achieve 20% from services

20%
Increase customer numbers

Focus on the increased and deeper adoption of GS1 standards by members across core sectors to ensure Members derive real business value from GS1 standards

5%
A core cohort of members that achieve "deep adoption" of GS1 Standards

Support members to gain more value from standards adoption and as a result become an advocate for the benefits derived by them and their customers

18
A knowledgeable team committed to helping members and sharing their expertise
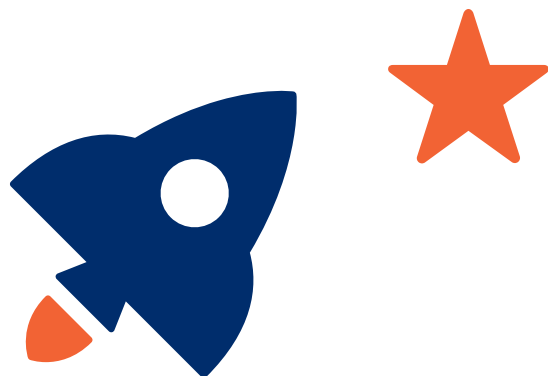
Have a proactive relationship with customers and standards adopters based on openness, trust and sincerity

40
Achieve an industry leading Net Promotor Score

Be a first class service organisation that's highly recommended by both its customers and employees

Our Services

GS1 Ireland works with organisations of all types and sizes, in multiple industry sectors, to achieve greater supply chain efficiency, deliver identification and track & trace systems, to automate business processes and to eliminate the costs and errors associated with poor quality data.

We provide on-going support for local organisations implementing GS1 supply chain standards through our helpdesk, training and advisory services. We also offer a range of tools and solutions to help member gain maximum benefit from their adoption of GS1 standards. These include:

- **Barcode Manager** for number allocation and product data management

- The **Logistics Label Tool** for creating pallet labels with SSCCs

- **fTRACE** – a cloud-based traceability solution to record and share key supply chain and processing event data

- **GS1 Scanning App** for documenting and checking barcodes on inventory

- **Professional Advisory Services** for Traceability and Production Management advice and system support

- Supply chain project and procurement **specification support** and review services

- **Barcode Verification Service** for label and print quality testing

- **Master Data Services** for auditing and reporting on data quality issues

- **System Accreditation** for GS1 standards compliance for Solution Providers

- Online, classroom and in-company **training** course options

GS1 Standards
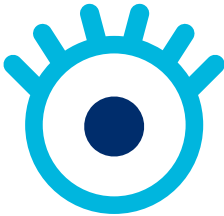
Identify

Globally unique identification keys

GS1 Identification Numbers are used globally to uniquely identify all products, logistics units, locations, assets and relationships across the supply chain from manufacturer to consumer.

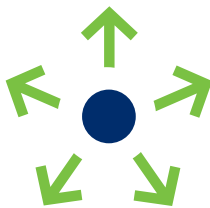## Capture

Automatic data capture

GS1 Data Carriers such as barcodes and RFID tags are a way to encode and capture information accurately and efficiently in a machine readable format.

Share

Exchange of business-critical information

GS1 standards for data sharing enable organisations globally to exchange information about products, orders, business entities, locations and more with their trading partners and customers in an accurate and efficient way.

Explore the world of GS1 standards online at **discover.gs1.org**

About GS1

GS1 develops, maintains and licenses global standards that are used to improve the efficiency, safety and visibility of supply chains across physical and digital channels. Together, GS1 standards form a common language that facilitates the identification, capture, sharing, and use of key information about products, locations, and assets between trading partners. GS1 standards are used daily in supply chains in more than 25 sectors, including Retail, Consumer Goods, Food, and Healthcare.

GS1 Ireland locally administers the global multi-industry system of identification and communication for products, services, assets and locations - the GS1 System. We also offer a wide range of services to help businesses use these standards and technologies, including technical support, implementation advice, consulting and training through our Professional Services division.