



Name of project	One Step Ahead project
<i>Association</i>	IMPALA – on behalf of European national associations
<i>Duration</i>	September 2020 – September 2021 (12 months)
<i>Summary</i>	<p>The project will create a digital intelligence facility known as “One Step Ahead”. This will deliver data and analysis on key digital issues, including national level trends and opportunities for trade associations and members. There is a particular need for a European focus given the distinct nature of each national market (Europe is not one market).</p> <p>The facility will provide bi-monthly reports and an ad hoc query service. The service will necessarily be lighter than initially planned for budgetary reasons, but will still help ensure that the independent community is able to make the most out of digital opportunities by being a step ahead. The idea is to have a commercially relevant service, not just rehashing the digital news that can be found in current newswires or elsewhere.</p> <p>The results will be useful to the whole independent community worldwide. IMPALA will share them with WIN and Merlin.</p> <p>The project will be piloted by IMPALA’s digital committee (national associations and direct members). Comments from Merlin are welcome. The service will be provided via an external provider, consultant or even an employee. A call for proposals will be issued.</p>
<i>Deliverables</i>	<ul style="list-style-type: none"> - Bi-monthly reports to be disseminated to members by national associations - Ad hoc query service
<i>Research, proof of concept</i>	IMPALA’s digital committee reviewed the needs of members and associations. They concluded this service would make a significant difference to members. It was then recommended to the IMPALA board, who approved the concept in November last year, with the adjustments in April 2020 approved by the digital committee and the IMPALA management board.
<i>How the project helps achieve the objectives of Merlin’s funds</i>	By providing intelligence via associations that may not be currently available, the project will build members’ capacity to better perform in the digital marketplace. This will make associations more attractive to members and boost Merlin directly via hopefully more revenues and more members.