



Name of project	One Step Ahead project
<i>Association</i>	IMPALA – on behalf of European national associations
<i>Duration</i>	October 2020 – November 2021
<i>Summary</i>	<p>The project aims to create a digital intelligence facility known as “One Step Ahead”, to deliver data and analysis on key digital issues, including national level trends and opportunities for trade associations and members. The goal is to ensure that the independent community is able to make the most out of digital opportunities by being a step ahead. 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 provides bi-monthly reports and an ad hoc query service to IMPALA members. 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 is piloted by IMPALA’s digital committee (national associations and direct members). The service is provided by CMU insight, which was selected as partner after a call for proposals was 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.