Strategic Marketing Plan - FORS

Overview	Increase marketing and engagement activity to reinforce FORS as the leading fleet safety and operational standard and support the development of the brand as a resource for continuous business improvement. Aiming to increase the number of specifiers and paid members of FORS, while protecting and developing the reputation of the brand amongst other key industry bodies and stakeholders.

Strategic Objectives	1) Recruitment: Increase number of new FORS Members.	Focus on identifying sources of new data - dormant dataset in FORS (6162 companies), operator data set by target markets. Tackle negative perceptions with marketing messages to reinforce value proposition; Promote the FORS core offer (accreditation to standards); communicate service enhancements; identify different applicable messaging to these specific markets.
	2) Recognise: Increase the number of Champions, companies specifying FORS in their contracts	Focus on identifying new sectors, engage with potential specifiers to increase recognition of FORS. Current high penetration among construction sector in London. Review sector opportunities and regions for targeted, relevant sector-specific activity
	3) Retention: Maintain current FORS members and Champions	Focus on targeting current 4952 Members and 62 Champions with communication plan to ensure engagement. Specific job titles & key audience groups, understand usage of service, what are they interested in that FORS delivers. Value Proposition with compelling marketing messaging. Tackle negative perceptions. Explanation of new enhanced offering and business benefits
	4) Re-engagement: Re-activate dormant registrations to convert to Member or Champion	Focus on dormant dataset of registrants (6162 companies) to understand reasons for domancy, review the proposition and re-engage in order to re-activate them as Members. Tackle negative perceptions with marketing messages to reinforce value proposition; Promote the FORS core offer (accreditation to standards); communicate service enhancements; identify different applicable messaging to these specific markets.
	5) Promote the extension of the FORS offer beyond accreditation service	Focus on promoting value proposition of FORS membership as business improvement tool; identify key tools and features of offer and promote to audience groups
	6) Promote the "new" FORS offer into new sectors and regions beyond construction and London	Focus on reinforcing relevance of FORS to more sectors and regions/countries beyond current perceptions; engagement plan for adjacent and other relevant sectors

Target Market	UK and International fleet operators and specifiers of logistics and passenger supply contracts
Target Personas	Key Audience Groups include logistics and passenger service specifiers and fleet operators (HGVs, PCVs, Vans, Cars, P2Ws)
Marketing Tactical Activity	1. **Build loyalty** with members, remind them of the value they get from belonging to FORS and clearly communicate the proposition. 2. **Maintain contact with Champions** to ensure FORS remains relevant to their needs; investigate added value services (matching with accredited operators) to feed into biz dev. 3. **Investigate "dormant" registrations** to identify how/if we can re-ignite their interest. If so, build communication plan to engage and on-board 4. **Identify new sources** for new customer acquisition data (Champions and Members), segment and align with value proposition, commence engagement strategy 5. **Feed into website redevelopment** by championing user experience and customer journeys to improve engagement and usage
New Acquisition Targets	5% annual net increase in Members; Increase geographical reach of FORS

Phases of Activity	PHASE 1: UNDER NEW MANAGEMENT	Introduce new concessionaire to audience; commence feedback survey; reinforce values of FORS
	PHASE 2: CORE CURRENT OFFER PROMO	Promote current core value proposition of FORS
	PHASE 3: CUSTOMER LISTING PRE-WEB RELAUNCH	Continue core value promotion; gather feedback through customer listening project to feed new website build and ideas for business extension activities
	PHASE 4: RELAUNCH OF WEBSITE (AND SERVICE?)	Promote new FORS offering and website

Marketing Messaging Themes	FORS accreditation allows you to promote your services as a reputable, high quality business to your customers. Call to action: View this case study; Video	FORS gives you access to the tools you need to improve your business - safer, cleaner, more efficient and profitable. Call to action: Go to the website and start your FORS journey
	Specifying FORS means you have an industry standard assurance of quality from your logistics supplier. Call to action: Email the team to arrange a consultation	FORS is a simple, easy to use gateway to unlock efficiency and operational gains in your business. Call to action: Try our fleet operating cost efficiency calculator [insert web address]
	FORS is a mark of quality for current and future clients, suppliers and employees. Call to action: View the white paper "what your customer wants"	FORS is a powerful community of like minded businesses striving for excellence in safety, sustainability and service. Call to action: Check out the benefits infographic.

Marketing & Data Team	FORS marketing team - Manager & Administrator DVV Media - Industry Consultancy & Support	**FORS Team**	FORS management team

OBJECTIVES AND KPIs		
	Key Objectives	**KPI Outcomes & Deliverables**
1	Increase targeted marketing activity using a multichannel approach to key audience groups and value propositions.	Grow Membership by 5% year on year, assumes net increase of 250 subscribers per annum, c 21 per month.
2	Increase targeted marketing activity to key specifier groups	Promote benefits and value proposition to target specifier groups by identified sector. Pipeline conversion "call to action" request for more information - lead target 10 per month for follow-up by FORS account management
3	Increase engaement & product awareness to FORS using top of funnel approach.	Focus on taking users through the funnel from engagement to registration to progress on accrediation/continuous business improvement through to accreditation and membership. Use mulitple channels to drive users to FORS website.
4	Create an onboarding process with report tracking for Members	Set up a robust onboarding process with automation service emails & the ability to track usage across users.
5	Create key audience groups (KAG) for FORS with value propositions around each KAG	Ensure marketing messaging to each key audience group reflects the service they are inerested in and value that they receive. The "so what" factor.
7	Increase our customer data knowledge. Are we collecting the right data/demographics on our customers? Gap analysis work - who have got? who do we want?	Check that we are asking for the right information within the customer journey. What do we need to know? What are we missing? Potential gap analysis work? Who are the big organisations in each market sector? Do we need a more targeted, personal approach?
8	Be the "customer advocate" within the project, representing the user needs in product/service delivery	Carry out "customer listening" activity through formal research, feedback, media monitoring (trade, social and national) to develop satisfaction indices for different customer groups (NPS activity/user survey etc...)

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ITEM	TYPE	Notes	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	2021 Total	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	2022 Total
Advertising	Discretionary	Media scheduling across relevant titles (print and web)	0.00	0.00	0.00	0.00	0.00	**0.00**	7500.00	7500.00	7500.00	7500.00	7500.00	7500.00	7500.00	7500.00	7500.00	7500.00	7500.00	7500.00	**90000.00**
Sponsorship	Discretionary	Non-advertising promotion	0.00	0.00	0.00	0.00	0.00	**0.00**	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	**60000.00**
Research	Discretionary	Annual operator survey, plus quarterly business development	0.00	0.00	0.00	0.00	0.00	**0.00**	0.00	0.00	5000.00	0.00	0.00	5000.00	0.00	0.00	25000.00	0.00	0.00	5000.00	**40000.00**
Annual conference	Direct cost	Assumes 500 attendees: Venue, catering, staging, AV, registration	0.00	0.00	0.00	0.00	0.00	**0.00**	0.00	0.00	0.00	0.00	25000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**25000.00**
Events	Direct cost	12 events - assumes mix of trade shows and conferences	0.00	0.00	0.00	0.00	0.00	**0.00**	0.00	0.00	5000.00	10000.00	5000.00	10000.00	0.00	0.00	5000.00	5000.00	5000.00	0.00	**45000.00**
Travel & Subsistence	Direct cost	Nominal expenses	500.00	500.00	500.00	500.00	500.00	**2500.00**	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	**6000.00**
Sub total			**500.00**	**500.00**	**500.00**	**500.00**	**500.00**	**2500.00**	**13000.00**	**13000.00**	**23000.00**	**23000.00**	**43000.00**	**28000.00**	**13000.00**	**13000.00**	**43000.00**	**18000.00**	**18000.00**	**18000.00**	**266000.00**

Marketing Plan 2022-23

Key Target = 20 new members a month

Key:

Email	Press release
LinkedIn Paid Social	Events
Trade promotion	E-newsletter
Telesales	Video
Infographic	Webinar
	Sponsorship

DATE	TIME/FREQUENCY	CAMPAIGN TYPE	MARKETING PHASE	DESCRIPTION OF OFFER (content & purpose of campaign) + cycle	DATA	Quantity
JANUARY						
	Weekly	FORS E-newsletter	PHASE 1 - INTRODUCTION TO NEW MANAGEMENT	Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 1	Press announcement - trade press		Press statement - short outline of new concessionaire	Trade media - all	
	Week 3	Email - Existing members		Communication email - welcome to New FORS - feedback survey launch - prize for entry	All member data	5,474
	Week 3	Email - Existing specifiers		Communication email - welcome to New FORS - feedback survey launch - prize for entry	All champion data	62
	Week 3	Email - dormant members		Communication email - welcome to New FORS - feedback survey launch - prize for entry	Dormant data set	6,162
	Week 3	Email - New acquisition		New acquisitons - introducing the New FORS - feedback survey launch - prize for entry	Sample - DVV data set 1	10,000
	Week 4	Email - New acquisition		New acquisitons - "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 1	10,000
	Week 2	Trade promotion		"Under new management" print and digital campaign - focused on listening - call to action Survey launch	Trade press	4
	Week 4	Trade promotion		"Under new management" print and digital campaign - focused on listening - call to action Survey launch	Trade press	4
		Assets update	HOUSEKEEPING	All social media and external content/marketing feeds to be reviewed and messaging updated for new management style		
		Web content		Update web messaging on current site "under new management" announcement - add link to feedback survey		
FEBRUARY						
	Weekly	FORS E-newsletter	PHASE 1 - INTRODUCTION TO NEW MANAGEMENT	Weekly newsletter - FORS news; industry news; compliance information; include survey link	All registered users - check data set	11,636
	Week 2	Email - Existing members		Communication email M1 - reminder, feedback survey launch - prize for entry	All member data (de-dupe against survey completes)	5,474
	Week 2	Email - Existing specifiers		Communication email S1 - reminder, feedback survey launch - prize for entry	All champion data (de-dupe against survey completes)	62
	Week 2	Email - dormant members		Communication email D1 - reminder, feedback survey launch - prize for entry	Dormant data set (de-dupe against survey completes)	6,162
	Week 2	Email - New acquisition		New acquisitions NM1 - reminder feedback survey launch - prize for entry	Sample - DVV data set 1 (de-dupe against survey completes)	10,000
	Week 4	Email - New acquisition		New acquisitons NM2 - "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 2	10,000
	Week 4	Email - New specifiers		New acquisitions NS1 - "Welcome to FORS" - specifier campaign - benefits of using	Data set - industry 1	5,000
	Week 3	Trade promotion		"Under new management" print and digital campaign - focused on listening - call to action Survey	Trade press - target sectors	
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - feedback survey promotion and commence customer listening		
		Web content		Update web messaging on site promote new calls to action and initiatives - add link to feedback survey		
MARCH						
	Weekly	FORS E-newsletter	PHASE 2 - PROMOTION OF CORE OFFER	Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 2	Email - Existing members		Communication email M2 - benefits and value proposition email, maintain engagement	All member data	5,474
	Week 2	Email - Existing specifiers		Communication email S2 - benefits and value proposition email, maintain engagement	All champion data	62
	Week 2	Email - dormant members		New acquisition D2 - re-activation email, benefits and values of FORS	Dormant data set	6,162
	Week 2	Email - New acquisition		New acquisitons NM2 - "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 1	10,000
	Week 4	Email - New acquisition		New acquisitons NM2 - "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 2	10,000
	Week 4	Email - New specifiers		New acquisitions NS1 - "Welcome to FORS" - specifier campaign - benefits of using	Data set - industry 1	5,000
	Week 3	Trade promotion		"Welcome to FORS" print and digital campaign - re-introduction campaign - top five benefits	Trade press - target sectors	
	Week 4	Spring Conference	PHASE 3 - CUSTOMER LISTENING PRE-WEBSITE REBUILD	FORS Spring Conference - annual event for Members and Specifiers - presents results from feedback survey and pledge improvements to service based on feedback - test new business ideas - networking for Specifiers and Members	All Members, Champions, Affinity Partners and Auditors - check data availability	
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - promote core offering and engage with stakeholders		
		Web content		Update web messaging on site promote new calls to action and initiatives - add link to feedback survey		
APRIL						
	Weekly	FORS E-newsletter	PHASE 2 - PROMOTION OF CORE OFFER	Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 2	Email - Existing members		Communication email M2 - benefits and value proposition email, maintain engagement	All member data (de-dupe against survey completes)	5,474
	Week 2	Email - Existing specifiers		Communication email S2 - benefits and value proposition email, maintain engagement	All champion data (de-dupe against survey completes)	62
	Week 2	Email - dormant members		New acquisition D2 - re-activation email, benefits and values of FORS	Dormant data set (de-dupe against survey completes)	6,162
	Week 2	Email - New acquisition		New acquisitons NM2 - "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 1 (de-dupe against survey completes)	10,000
	Week 4	Email - New acquisition		New acquisitons NM2 - "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 2	10,000
	Week 4	Email - New specifiers		New acquisitions NS2 - "Welcome to FORS" - specifier campaign - benefits of using	Data set - industry 1	5,000

	Week	Activity	Phase	Description	Target	Number
	Week 3	Trade promotion		"Welcome to FORS" print and digital campaign - reintro campaign - top five benefits - see us at the CV Show	Trade press - target sectors	
		CV Show	PHASE 3 - CUSTOMER LISTENING PRE-WEBSITE REBUILD	Commercial Vehicle Show - NEC, Birmingham - CV fleet operator trade show - present benefits of FORS membership - lead generation - data gathering		
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - promote core offering and engage with stakeholders		
		Web content		Update web messaging on site promote new calls to action and initiatives - add link to feedback survey		
MAY						
	Weekly	FORS E-newsletter		Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 2	Email - Existing members		Communication email M4 - new messaging for benefits and value proposition email, maintain engagement	All member data (de-dupe against survey completes)	5,474
	Week 2	Email - Existing specifiers		Communication email S4 - new messaging for benefits and value proposition email, maintain engagement	All champion data (de-dupe against survey completes)	62
	Week 2	Email - dormant members		New acquisition D4 - tweak messaging core message same - re-activation email, benefits and values of FORS	Dormant data set (de-dupe against survey completes)	6,162
	Week 2	Email - New acquisition	PHASE 3 - CUSTOMER LISTENING PRE WEBSITE BUILD	New acquisitons NM4 - new messaging "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 1 (de-dupe against survey completes)	10,000
	Week 4	Email - New acquisition		New acquisitons NM4 - new messaging "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 2	10,000
	Week 4	Email - New specifiers		New acquisitions NS4 - new messaging "Welcome to FORS" - specifier campaign - benefits of using	Data set - industry 1	5,000
	Week 3	Trade promotion		"Welcome to FORS" print and digital campaign - reintro campaign - top five benefits	Trade press - target sectors	
		Event 1		Target sector extension (eg Chilled and Frozen Distribution) and identify key event for attendance. Message to present FORS to new audience - target conference speaking opportunity	Target sector 1 (to be defined)	
		Microlise Conference		Industry event - Microlise Conference covers key business topics of the day, attended by 1000 commercial vehicle operators and other influencers - exhibit and speaker opportunity	General commercial vehicle fleet sector	
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - promote core offering and engage with stakeholders		
		Web content		Update web messaging on site promote new calls to action and initiatives - add link to feedback survey		
JUNE						
	Weekly	FORS E-newsletter		Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 2	Email - Existing members		Communication email M4 - new messaging for benefits and value proposition email, maintain engagement	All member data (de-dupe against survey completes)	5,474
	Week 2	Email - Existing specifiers		Communication email S4 - new messaging for benefits and value proposition email, maintain engagement	All champion data (de-dupe against survey completes)	62
	Week 2	Email - dormant members	PHASE 3 - CUSTOMER LISTENING PRE-WEBSITE REBUILD	New acquisition D4 - tweak messaging core message same - re-activation email, benefits and values of FORS	Dormant data set (de-dupe against survey completes)	6,162
	Week 2	Email - New acquisition		New acquisitons NM4 - new messaging "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 1 (de-dupe against survey completes)	10,000
	Week 4	Email - New acquisition		New acquisitons NM4 - new messaging "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 2	10,000
	Week 4	Email - New specifiers		New acquisitions NS4 - new messaging "Welcome to FORS" - specifier campaign - benefits of using	Data set - industry 1	5,000
	Week 3	Trade promotion		"Welcome to FORS" print and digital campaign - reintro campaign - top five benefits - see us at [insert name of event]	Trade press - target sectors	
		TipEx Exhibition		Trade show - Harrogate - target audience tipper truck operators in bulk and construction sector - regional focus to North - present benefits of FORS to market		
		TipEx Conference	PHASE 3 - CUSTOMER LISTENING PRE-WEBSITE REBUILD	Sponsor TipEx Conference at Harrogate - topic continuous business improvement - positions FORS as thought leader on topic - speaker opportunity - invite Members, Non-Members and Specifiers		
		Retail Supply Chain Logsitcs		Industry event targeting logistics professionals in the retail supply chain. Message to present FORS to new audience - target conference speaking opportunity	Extension target sector 2	
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - promote core offering and engage with stakeholders		
		Web content		Update web messaging on site promote new calls to action and initiatives - add link to feedback survey		
JULY						
	Weekly	FORS E-newsletter		Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 2	Email - Existing members		Communication email M4 - new messaging for benefits and value proposition email, maintain engagement	All member data (de-dupe against survey completes)	5,474
	Week 2	Email - Existing specifiers		Communication email S4 - new messaging for benefits and value proposition email, maintain engagement	All champion data (de-dupe against survey completes)	62
	Week 2	Email - dormant members	PHASE 3 - CUSTOMER LISTENING PRE-WEBSITE REBUILD	New acquisition D4 - tweak messaging core message same - re-activation email, benefits and values of FORS	Dormant data set (de-dupe against survey completes)	6,162
	Week 2	Email - New acquisition		New acquisitons NM4 - new messaging "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 1 (de-dupe against survey completes)	10,000
	Week 4	Email - New acquisition		New acquisitons NM4 - new messaging "Welcome to FORS" - campaign to reintroduce FORS - top five benefits	Sample - DVV data set 2	10,000
	Week 4	Email - New specifiers		New acquisitions NS4 - new messaging "Welcome to FORS" - specifier campaign - benefits of using	Data set - industry 1	5,000
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - promote core offering and engage with stakeholders		
		Web content		Update web messaging on site promote new calls to action and initiatives - add link to feedback survey		
AUGUST						
	Weekly	FORS E-newsletter		Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 2	Email - Existing members	PHASE 3 - CUSTOMER LISTENING PRE-WEBSITE REBUILD	Communication email M3 - new messaging for benefits and value proposition email, maintain engagement	All member data (de-dupe against survey completes)	5,474
	Week 2	Email - Existing specifiers		Communication email S3 - new messaging for benefits and value proposition email, maintain engagement	All champion data (de-dupe against survey completes)	62

	Week 2	Email - dormant members		New acquisition D3 - tweak messaging core message same - re-activation email, benefits and values of FORS	Dormant data set (de-dupe against survey completes)	6,162
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - promote core offering and engage with stakeholders		
		Web content		Update web messaging on site promote new calls to action and initiatives - add link to feedback survey		
SEPTEMBER						
	Weekly	FORS E-newsletter		Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 2	Email - Existing members		Communication email M4 - "New FORS" messaging with new website, values and service explained	All member data (de-dupe against survey completes)	5,474
	Week 2	Email - Existing specifiers		Communication email S4 - "New FORS" messaging with new website, values and service explained	All champion data (de-dupe against survey completes)	62
	Week 2	Email - dormant members		New acquisition D4 - "New FORS" messaging with new website, values and service explained	Dormant data set (de-dupe against survey completes)	6,162
	Week 2	Email - New acquisition	PHASE 4: RELAUNCH OF WEBSITE (AND SERVICE?)	New acquisitons NM4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Sample - DVV data set 1 (de-dupe against survey completes)	10,000
	Week 4	Email - New acquisition		New acquisitons NM4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Sample - DVV data set 2	10,000
	Week 4	Email - New specifiers		New acquisitions NS4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Data set - industry 1	5,000
	Week 2	Trade promotion		"New FORS" print and digital campaign - focused on promoting the new website and FORS offer - call to action	Trade press	4
	Week 4	Trade promotion		"New FORS" print and digital campaign - focused on promoting the new website and FORS offer - call to action	Trade press - target sectors	
		Freight in the City Exhibition		Trade show - focused on urban freight management - launch opportunity for new FORS website and offer		
		FitC Conference	PHASE 4: RELAUNCH OF WEBSITE (AND SERVICE?)	Sponsorship opportunity - urban freight management - positions FORS as thought leader on topic - unveil new website and offer - speaker opportunity - invite Members, Non-Members and Specifiers		
	Event 3	Event 3		Industry event (sector to be identified) targeting extension market. Message to present FORS to new audience - target conference speaking opportunity	Extension target sector 3	
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - promote new website and broader offering, new marketing messages and brand identity		
		Web content		Promote new website with call to action, new brand messaging and offering		
OCTOBER						
	Weekly	FORS E-newsletter		Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 2	Email - Existing members		Communication email M4 - "New FORS" messaging with new website, values and service explained	All member data (de-dupe against survey completes)	5,474
	Week 2	Email - Existing specifiers		Communication email S4 - "New FORS" messaging with new website, values and service explained	All champion data (de-dupe against survey completes)	62
	Week 2	Email - dormant members		New acquisition D4 - "New FORS" messaging with new website, values and service explained	Dormant data set (de-dupe against survey completes)	6,162
	Week 2	Email - New acquisition	PHASE 4: RELAUNCH OF WEBSITE (AND SERVICE?)	New acquisitons NM4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Sample - DVV data set 1 (de-dupe against survey completes)	10,000
	Week 4	Email - New acquisition		New acquisitons NM4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Sample - DVV data set 2	10,000
	Week 4	Email - New specifiers		New acquisitions NS4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Data set - industry 1	5,000
	Week 2	Trade promotion		"New FORS" print and digital campaign - focused on promoting the new website and FORS offer - call to action	Trade press	4
	Week 4	Trade promotion		"New FORS" print and digital campaign - focused on promoting the new website and FORS offer - call to action	Trade press - target sectors	
		FORS Roadshow	PHASE 4: RELAUNCH OF WEBSITE (AND SERVICE?)	Nationwide FORS Roadshow (x4 events) - presenting new website and offer - invited audience of members, specifiers and on-members - present benefits of FORS membership - lead generation - data gathering		
	Event 3			Industry event (sector to be identified) targeting extension market. Message to present FORS to new audience - target conference speaking opportunity	Extension target sector 3	
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - promote new website and broader offering, new marketing messages and brand identity		
		Web content		Promote new website with call to action, new brand messaging and offering		
NOVEMBER						
	Weekly	FORS E-newsletter		Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 2	Email - Existing members		Communication email M4 - "New FORS" messaging with new website, values and service explained	All member data (de-dupe against survey completes)	5,474
	Week 2	Email - Existing specifiers		Communication email S4 - "New FORS" messaging with new website, values and service explained	All champion data (de-dupe against survey completes)	62
	Week 2	Email - dormant members		New acquisition D4 - "New FORS" messaging with new website, values and service explained	Dormant data set (de-dupe against survey completes)	6,162
	Week 2	Email - New acquisition	PHASE 4: RELAUNCH OF WEBSITE (AND SERVICE?)	New acquisitons NM4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Sample - DVV data set 1 (de-dupe against survey completes)	10,000
	Week 4	Email - New acquisition		New acquisitons NM4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Sample - DVV data set 2	10,000
	Week 4	Email - New specifiers		New acquisitions NS4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Data set - industry 1	5,000
	Week 2	Trade promotion		"New FORS" print and digital campaign - focused on promoting the new website and FORS offer - call to action	Trade press	4
	Week 4	Trade promotion		"New FORS" print and digital campaign - focused on promoting the new website and FORS offer - call to action	Trade press - target sectors	

		TipEx Exhibition	PHASE 4: RELAUNCH OF WEBSITE (AND SERVICE?)	Trade show - Harrogate - target audience tipper truck operators in bulk and construction sector - regional focus to North - present benefits of FORS to market		
		TipEx Conference		Sponsor TipEx Conference at Harrogate - topic continuous business improvement - positions FORS as thought leader on topic - speaker opportunity - invite Members, Non-Members and Specifiers		
		Retail Supply Chain Logsitcs		Commercial Vehicle Show - NEC, Birmingham - CV fleet operator trade show - present benefits of FORS membership - lead generation - data gathering		
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - promote new website and broader offering, new marketing messages and brand identity		
		Web content		Promote new website with call to action, new brand messaging and offering		
DECEMBER						
	Weekly	FORS E-newsletter	PHASE 4: RELAUNCH OF WEBSITE (AND SERVICE?)	Weekly newsletter - FORS news; industry news; compliance information;	All registered users - check data set	11,636
	Week 2	Email - Existing members		Communication email M4 - "New FORS" messaging with new website, values and service explained	All member data (de-dupe against survey completes)	5,474
	Week 2	Email - Existing specifiers		Communication email S4 - "New FORS" messaging with new website, values and service explained	All champion data (de-dupe against survey completes)	62
	Week 2	Email - dormant members		New acquisition D4 - "New FORS" messaging with new website, values and service explained	Dormant data set (de-dupe against survey completes)	6,162
	Week 2	Email - New acquisition		New acquisitons NM4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Sample - DVV data set 1 (de-dupe against survey completes)	10,000
	Week 4	Email - New acquisition		New acquisitons NM4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Sample - DVV data set 2	10,000
	Week 4	Email - New specifiers		New acquisitions NS4 - "New FORS" messaging - campaign to reintroduce FORS - messaging with new website, values and service explained	Data set - industry 1	5,000
	Week 1	Trade promotion		"New FORS" print and digital campaign - focused on promoting the new website and FORS offer - call to action	Trade press - target sectors	
		Social media update	HOUSEKEEPING	LinkedIn network activity and messaging - promote new website and broader offering, new marketing messages and brand identity		
		Web content		Promote new website with call to action, new brand messaging and offering		

Value of FORS - Key Audience Groups

Group	FORS Member	FORS Champion	FORS Associates	Dormant/registered user	Non-registered user	Non-specifying company	Influencer
Description	Accredited fleet operator - company that has been through the audit process and achieved Bronze, Silver or Gold standard	FORS specifier - business which is specifying FORS accreditation in its supply chain ensuring the safest, most efficient fleets are used	Product or service provider to the commercial vehicle fleet sector who wishes to align their product or service offering with FORS	Fleet operator who has previously registered interest in FORS but is no longer engaged with the service	Fleet operator - company carrying out logistics and supply chain services	Business specifying supply chain requirements and standards in logistics contracts	Individual or body capable of influencing the market perception of FORS
Who are they? Typical job titles	Chairman, CEO, COO, CFO, MD, Ops Director, Logistics Director, Owner/Partner, Fleet Director	Procurement Manager/Director; Supply Chain Manager/Director; Logistics Buyer; Contract Manager;	MD, Sales Director/Manager; Key Account Manager;	Chairman, CEO, COO, CFO, MD, Ops Director, Logistics Director, Owner/Partner, Fleet Director	Chairman, CEO, COO, CFO, MD, Ops Director, Logistics Director, Owner/Partner, Fleet Director	Procurement Manager/Director; Supply Chain Manager/Director; Logistics Buyer; Contract Manager;	CEO, MD, Director, Commissioner,
What Organisations/Companies example	Commercial Vehicle fleet operators - 3PL or Own-Account. DHL, Travis Perkins, Wings Transport, Westminster Waste	Heathrow Airport; Transport for London; Balfour Beatty Vinci; Costain; London Borough of Ealing	Aquarius; Fleetrack; LC Vehicle Hire; EP Training;	Commercial Vehicle fleet operators - examples required	Commercial vehicle fleet operators - Tesco; Sainsburys';	Any manufacturer, retailer, local authority not currently in scope	Transport Commissioners; DVSA; DfT; Trade Associations
Needs	Carry out profitable work for clients; win new business; retain staff	Get goods/service delivered to customers with minimal risk	Sell products/services to market	Carry out profitable work for self or clients; win new business; retain staff	Carry out profitable work for self or clients; win new business; retain staff.	Get goods/service delivered to customers with minimal risk	
Wants	Demonstrate their capability to deliver on behalf of customers; Stay legal and avoid incidents; Minimise costs/generate profit through efficient use of assets (vehicles/drivers) and reduction in accidents and other safety-related issues;	Ensure carriers meet minimum set of standards to satisfy quality, efficiency and safety requirements associated with delivery contract	Demonstrate their capability as a trust supplier who aligns with the FORS vision	Demonstrate their capability to deliver on behalf of customers; Stay legal and avoid incidents; Minimise costs/generate profit through efficient use of assets (vehicles/drivers) and reduction in accidents and other safety-related issues;	Demonstrate their capability to deliver on behalf of customers; Stay legal and avoid incidents; Minimise costs/generate profit through efficient use of assets (vehicles/drivers) and reduction in accidents and other safety-related issues;	Simple process to ensure carriers meet minimum set of standards to satisfy quality, efficiency and safety requirements associated with delivery contracts	
How can FORS assist now?	Demonstrate capability through accreditation process; Opportunity to source new suppliers offering efficiency gains; Network with community of like-minded professionals	Reduces effort at tendering phase; Ensures delivery drivers are properly trained; Ensures vehicles are properly maintained	Access to addressable market of engaged buyers	Demonstrate capability through accreditation process; Opportunity to source new suppliers offering efficiency gains; Network with community of like-minded professionals	Demonstrate capability through accreditation process; Opportunity to source new suppliers offering efficiency gains; Network with community of like-minded professionals	Reduces effort at tendering phase; Ensures delivery drivers are properly trained; Ensures vehicles are properly maintained	Rasing industry standards
What other potential FORS added value propositions could they be interested in?	Continuous business improvement assistance (FORS Academy); Employee management and recognition (training records, employee benefits etc…); Upcoming Projects and Tenders alerts;	Access to database of pre-vetted logistics service providers; Speeds up procurement process; Improved visibility of transport costings		Extension to new market sectors beyond construction and geographies beyond London; broaden relevance; Continuous business improvement assistance (FORS Academy); Employee management and recognition (training records, employee benefits etc…); Upcoming Projects and Tenders alerts;	Extension to new market sectors beyond construction and geographies beyond London; broaden relevance; Continuous business improvement assistance (FORS Academy); Employee management and recognition (training records, employee benefits etc…); Upcoming Projects and Tenders alerts;	Access to database of pre-vetted logistics service providers; Speeds up procurement process; Improved visibility of transport costings	

Main marketing focus	Demonstrate value of FORS as on-going relationship; maintain engagement to reduce churn; case studies of who else is benefiting	Demonstrate benefit of FORS specification in contracts; reminder activity to retain relationship	Maintain engagement; requests for new product information	Re-ignite interest in FORS; demonstrate benefits and value; ease of use; FORS lite member offer?	Generate interest in FORS; Welcome to the service; demonstrate benefits and value of membership; ease of use; pathway to excellence	Support engagement process with specifiers via business relationship manager	Mutually beneficial relationship; Support FORS stakeholders in reinforcing FORS' meaningful acknowledged place in the market

Quality Submission Appendix 4

Transition & Mobilisation Roles	
Role	**Rationale**
Key Account Manager	Responsible for leading all Client interactions with TfL and other stakeholders. Will be representing Sopra Steria on the GSAG. Responsible for ensuring that SSL meet the client's needs and address their business problems. Responsible for meeting KPIs and SLAs
Transition Project Manager	Delivering the Transition Project Contribute to project risk and issue management
Marketing and Communications	DVV Media will be providing Industry market expertise, campaign delivery, advertising materials, scheduling, market planning assistance during Transition
Technical Advisor	AtoH will provide Service Continuity and advice during Transition
OpEx Lead	Accountable to ensure effective deployment of the correct systems and tools for KT, KM and Continuous Improvement (CI) Communicate value and purpose of OpEx to staff, and set out the immediate actions to take. The OpEx Lead will work with the outgoing Concessionaire's Exit Management team to help staff embrace change and encourage correct mindset and behaviours while deploying the system of work to transfer and manage explicit and implicit service knowledge and experience Work closely with the FORS Account Director to mitigate key risks
Business Process Analyst	Taking direction from the Collaboration Lead to identify efficiencies in business transformation
IT Service Management Consultant	Liaise with the Infrastructure Team to sure support and maintanance of IT infrastructure (cloud hosting). Interact with business team to understand Service Level Agreements and ensure these are clearly defined and understood by team members
PMO & Planner	Provide Administrative support to the Project Manager and the OpEx Lead Create and maintain the project plans Supports the Transition team with any external team engagement Monthly Project financial forecasting Manage the delivery of mini-projects that might arise

Role	Responsibilities
HR Specialst	Overall People Lead for the Transition phase Provide oversight and weekly update reports to Transition Review of staff data and terms and conditions TUPE Consultation Reward, benefits and pensions review Initial liaison with Intelligence Resourcing re contractors and agency workers - Business Led Liason with security re vetting - Business Led Input into FAQs / Newsletters/Sopra Steria Welcome Pack Engagement events / Benefits review sessions Analysis of staff data iterations including final staff list Proof of Right to Work and compliance Enrolment onto corporate induction / local induction support PeopleSoft Data upload and data validation / transfer letters
Account Management	Account management setup and ongoing maintenance, monthly invoicing, etc.
Staff Trainer	Staff training on all gathered knowledge during Transition to ensure smooth Transition of the website and services provided by AECOM from the Service Commencement date
Commercial & Procurement	Commercial and financial management of projects, negotiating and agreeing contracts and verifying employee performance. Responsible for programme risk management. Responsible for engaging with the existing Sub-contractor base and ensuring relevant contracts are novated and/or negotiated to ensure a smooth Transition of services
EDI Manager	Promotes equality of opportunity, good relations between different groups/communities, eliminate unlawful discrimination, and provide accessible transport for all during Transition
Web Development Team	Provide assistance during Discovery and Alpha phases of the project to fully validate the assumptions from the User Research and develop a detailed set of user needs and a FORS-online product backlog for the Beta phase of the website refresh
Contact Centre Team	Shared Service Centre (SSC) team to configure the AWS Connect Service Desk tool SSL to configure the service desk tool, IVR and telephony (Onboarding) IT service desk to accept KT from Service Manager Contact Centre Team to accept KT from Service Manager AIS Activities for IT Service Desk and Contact Centre

Security Team	Cloud Professional owning the Design of the solution - how it is constructed, secured and integrated with all other required tools. Acting as Technical Design Authority for the cloud solution throughout Transition. Network engineer with SME skills and experience designing and deploying how cloud elements are securely connected from a networks point of view. Security Professional working within the scrum team to make ad-hoc day-to-day changes to the configuration of the security elements as required by the development team. Security Professional to provide advice and guidance for proposed configuration changes and to ensure that all code progresses through the security lifecycle using tools such as SonarQube
Service Desk Tooling Team	Centralised group of Technical SME's installing, configuring and managing several toolsets that the Service Provider uses across multiple customer accounts including: PRTG – Event Monitoring
Test Lead	Test plan creation & Testing of AS-IS system Create and implement Test Strategy Produces test approach covering re-platform and "re"-integration of interfacing services. Leads the testing activity working with tester and wider project teams (e.g. Infrastructure and service management) to outline and implement the overall testing activity and ensure the system is working as expected (as before re-platform activity). Working with any third parties to plan integration testing. Also, complete any review and associated KA/KT of incumbent materials as part of taking on existing service

Transformation Roles	
Role	**Rationale**
Key Account Manager	Responsible for leading all Client interactions with TfL and other stakeholders. Will be representing Sopra Steria on the GSAG. Responsible for ensuring that SSL meet the client's needs and address their business problems. Responsible for meeting KPIs and SLAs
Marketing & Communications	Sopra Steria selected DVV Media as our Media and Communications partner who will be responsible for creating and executing against the Media Plan, which forms part of our Business Plan and strategy. DVV Media is a reliable partner for those involved in the fields of transport and logistics as well as traffic and mobility. They are an industry leader and publish more than 80 specialist media, including: Motor Transport (www.motortransport.co.uk), Flight Global (www.flightglobal.com) and Railway Gazette International (www.railwaygazette.com). During Transformation, DVV Media will assist SSL and the Web Development Team to elaborate the user requirements and integration of the Media and Communications activities in the redesign of FORS-online.
Transformation Delivery Manager (Scrum Master)	Delivering the Transformation Programme and Managing the Scrum Team Promote and support the Scrum framework by helping everyone understand Scrum theory, practices, rules, and values Understand and practises agility Remove impediments to the Development Team's progress Ensure that goals, scope, and product domain are understood by everyone on the Scrum Team as well as possible Produce the 'End of Sprint' Report Contribute to delivery-related Reports Facilitate all Scrum Ceremonies Monitor and report against PI Planning Objectives Provide guidance to improve the maturity level of the team and encourage them to follow Scrum, strive for self-organisation and cross-functionality Contribute to project risk and issue management
Transformation Change Manager	Business and Organisational Change Manager. Adoption and integration of products and process change into BAU
Change Management Support	Provides support to the Change Manager
PMO & Planner	Provide Administrative support to the Project Manager and the OpEx Lead Create and maintain the project plans Supports the Transformation team with any external team engagement Monthly Project financial forecasting Manage the delivery of mini-projects that might arise

IT Service Management Consultant	Supervise IT services team to support and maintain company IT infrastructure. Interact with business team to understand Service Level Agreements and communicate the same to team members.
OpEx Lead	Collaboration and Operational Excellence Lead ensures appropriate operational governance structure is established and promotes collaborative working Establishing ISO44001 as a mechanism to drive operational excellence Experienced in handling complex business practices, implementing programs and projects to achieve improved efficiency and effectiveness Helps develop and deploy organisational metrics and dashboards (including customer satisfaction surveys), and supports improvement activities in all business areas including suppliers and customers
Business Process Analyst	Taking direction from the Collaboration Lead to identify efficiencies in business transformation
Staff Trainer	Staff Training on the Transformed Services (website and processes)
Commercial Manager	Commercial and financial management of projects, negotiating and agreeing contracts and verifying employee performance. Responsible for programme risk management.
Test Manager	Integration testing for all Transformation components delivered from India as well as IVR testing, and performance testing Create and implement Test Strategy Produces the test approach for transformation covering changes or new development to existing service, including website redesign and working with any third parties to plan integration testing of new/changed third parties etc. Technical leadership and Strategic Direction to the Testers in the Scrum Team Provide specialist guidance and test processes for Testers in the Scrum Team Resourcing and capability of SSL testing resources Responsible for ensuring Test Scripts are automated where possible Responsible for ensuring both Functional and Non Functional testing is conducted by Scrum Teams as part of Sprint work Responsible for ensuring End-to-End Testing is planned and completed by Scrum Teams as part of Sprint scope Responsible for Shift-left approach for Testing
Material Update Team	Responsible for all material to be fully reviewed, rescoped, redesigned and reissued.

Solution Architect	Responsible for the solution-level design, ensuring the architecture uses established patterns/standards and that the system will meet the non-functional requirements of the project Consults the Technical Lead and the development team on the implementation-level design, providing input to technical decision making and sharing responsibility for keeping the software architecture and the solution architecture aligned High-level solution design for Scrum team, interface design for service interface and processes. Tech Lead for Web Development Team Solution Architecture - Big picture, how the larger picture fits together, performance, NFRs, etc. Liaise with Scrum Master to resolve issues and facilitate delivery Ensure the delivery of a clear, consistent user interface with an excellent user experience Ensure alignment of all designs to the design system Liaise with the SSL design team to ensure alignment to SSL design standards and accessibility guidelines Work closely with Scrum Team to ensure all user requirements are captured and understood Undertake user research and testing Facilitate User Experience workshops for the Delivery team
Technical Architect (Application)	Lead the overall design, and configuration of applications, components and tools, including the creation or update of appropriate documentation on agreed programmes and projects Detailed design for Scrum team and interface design for service interface and processes Set and be responsible for the adoption of Software Development Standards and Best Practices in the agile team and specialist area Lead the overall design, development and configuration of applications, components and tools, including the creation or update of appropriate documentation on agreed programmes and projects Set and be responsible for the adoption of Software Development Standards and Best Practices in the agile team and specialist area Uphold the principles and standards of Technology and Data to ensure that work delivered is of high quality, well-rounded, robust, very high performing, and meets the priorities set by the agile process Take control and resolve internal software design discussions Act as a technical bridge between Scrum team and the wider wider Delivery Team, to escalate issues where the decision lies with the latter, as required Evaluate and champion new technologies whilst considering risks to delivery and production systems

Security Team	Security Professional working within the scrum teams to provide advice and guidance for proposed configuration changes and to ensure that all code progresses through the security lifecycle using tools such as SonarQube High Level Design Review Low Level Design Review NCSC cloud security principles mapping for the solution Security Risk management Security Assurance Framework
Web Development Team	Ensure the development goals are met Design, develop and implement back-end components of the Project solution Write and test code Participate in design discussions and scrum ceremonies Add or update ADO development workflow processes (with DevOps support) Cloud Infrastructure (Development and Test environments) planning, testing and deployment Work with Security Team and Testers on a source code repository management Work with Security Team and Testers to setup/configure AWS ecosystem Act as a point of contact for removing technical blockers Responsible for identifying technical RAIDs Participate in backlog sizing and estimation
UX/UI/Web Designer	Work with the defined user groups to elaborate the product vision in order to create the optimum user experience Liaise with Scrum Masters and Delivery Lead to resolve issues and facilitate delivery Ensure the delivery of a clear, consistent user interface with an excellent user experience Ensure alignment of all designs to the design system Liaise with the SSL design team to ensure alignment to SSL design standards and accessibility guidelines Work closely with Scrum Team to ensure all user requirements are captured and understood Undertake user research and testing Facilitate User Experience workshops for the Delivery team Map design decisions to requirements and to inform Product Owner prioritisation Participate in backlog sizing and estimation, on invitation

Role	Responsibilities
Business Analyst	Elicit requirements from the business and draw out concise user stories Work with the UX Specialist resource to make sure the stories for the team match the user research Interact with other business stakeholders to understand their problems and needs Support and maintain Product Backlog Gather, document and analyse the business needs and requirements Participate in backlog sizing and estimation
Developer	Develop the user interface for the Project solution and supporting Design and Requirement documentation Participate in backlog sizing and estimation Write and test code Develop the front end state management based on the user interaction and data from the back end Develop the UI components library Integrate services
Tester	Perform Static Testing of User Stories, Requirements, Architecture and System Designs and any relevant delivery artefacts, feeding back any ambiguities and gaps to the relevant owner(s). Execute test cases - using automation where possible - to validate quality of features in line with acceptance criteria and test standards. Devise and design structured and prioritised test cases in line with scope of change in the solution and aligned to acceptance criteria, applying risk assessment where appropriate. Define test data requirements to enable execution of test cases and where possible source or create necessary test data. Work closely with user groups, Business Analysts, Developers and Scrum Master as part of a Scrum team to raise awareness of and promote test agenda.
Performance Tester	Responsible for developing and executing formal performance test plans to ensure the delivery of quality software applications. Involved in test planning, writing test cases/scripts, test case automation, performance test execution and analysis of performance test results.

Scheme Administration	
Role	Rationale behind the choice of resource
Key Account Manager	Responsible for leading all Clinet interactions with TfL and other stakeholders. Will be representing Sopra Steria on the GSAG. Responsible for ensuring that SSL meet the client's needs and address their business problems. Responsible for meeting KPIs and SLAs Responsible for PR activities (jointly with Legal Team and DVV Media)
Project Finance & Reporting	Responsible for all Financial Reporting Activities: * Training Feedback Report to TfL * Quarterly, annual and periodic Reporting. * Periodic and quarterly KPI reports and the FORS Annual Reviews * Provide periodic, quarterly and annual performance data reports including KPI reporting on safety and environmental benefits along with FORS' commercial and operational performance.
Commercial & Legal Lead	Provide Legal and Commercial advice and assistance regarding accidents caused by FORS Accredited Operators to the Account Director
FORS - Key Relationship Manager	Responsible for identifying and governing the relationship between relevant key organisations i.e. Specifiers, Audit Providers, Accredited Operators, trade bodies, enforcement agencies, road safety charities and governmental bodies, and to build the relationship to achieve the requirements set out in the Specification
FORS - Business Development Support	The business development resource will be solely dedicated to increase subscription revenues. They will be a Sales Manager focused on targeting areas across the country where FORS will have a real impact and help drive industry best practice. This will include looking at new sectors that are currently untapped including but limited to retail, food and drink and coaches. The Business Development resource will also support our wider Sopra Steria consulting expertise to grow the FORS brand internationally taking the learnings from UK growth and applying this to markets across the world.
Special Advisor	SSL will be partnering with WSP to assist in ensuring that we align our FORS Business Plan and strategy to meet the needs of TfL. Chris Douglas, whom will be working with SSL on the delivery of the FORS Concession, has 25 years experience in road freight, covering operations, advisory, policy and consultancy roles. Chris has also led projects across UK, Europe, South America, Africa and Asia. WSP's primary function will be to collaborate with complementary schemes, initiatives, programmes and organisations. WSP will also be responsible for routinely informing FORS of upcoming regulatory change and industry good practice.
Technical Advisor	SSL has partnered with AtoH (Glen Davies) to assit us in our Transition and Transformation strategy, as well as being the Technical Advisor to the FORS Key Relationship Manager. In 2007, Glen was responsible for developing and delivering the FORS Standard. As such, Glen will be a key resource to ensure that we meet and exceeds delivering against TfLs vision for FORS. The role of AtoH is to provide Sopra Steria with advice, guidance and support in the technical aspects of road fleet operations and to ensure the concession team has a credible knowledge and background of FORS. Principally, this activity will be undertaken by transport and logistics specialist Glen Davies, with assistance from AtoH associates from time to time.

Marketing Manager	Responsible for defining the Marketing plan with the external Media and Communications partner (DVV), and ensure that they meet their Marketing obligations. Responsible for assisting in the creation of and setting growth targets as part of the Business and Marketing Plan. Responsible for protection and governance of the brand. Events attendance - event build-up and stand manning. Case studies promotion Press liaison - media enquiries and relationships Press liaison - press release and announcements Conference speaking - identification, booking of slots and prep of presentation Identify, prepare and submit entries for Awards
Marketing Co-ordinator	Support the Marketing Manager and Media and Communications partner by scheduling and organising the creation of website content Work with the graphic design team to help deliver content that meets requirements Markets products by developing and implementing marketing and advertising campaigns. Tracks sales data, maintains promotional materials inventory, plans meetings and trade shows, maintains databases, and prepares report. Monitor marketing industry news and submit reports on emerging trends to management each month Work with Media and Communications partner to coordinate day-to-day activities that lead to the completion of projects and tasks Events scheduling (booking of stands, design and materials etc…) Website content updates (i.e. announcements, new services etc) E-newsletter weekly publication Case studies creation Update of FORS presentation, website and other promotional materials Social media channel management - LinkedIn/Twitter

Marketing & Communications	Sopra Steria selected DVV Media as our Media and Communications partner who will be responsible for creating and executing against the Media Plan, which forms part of our Business Plan and strategy. DVV Media is a reliable partner for those involved in the fields of transport and logistics as well as traffic and mobility. They are an industry leader and publishes more than 80 specialist media, including: Motor Transport (www.motortransport.co.uk), Flight Global (www.flightglobal.com) and Railway Gazette International (www.railwaygazette.com) Media scheduling and execution - print, digital email channels Advertising campaign materials - adverts/themes for all formats Advertising campaign management and reporting Events identification and planning Strategic input into marketing planning with Marketing Manager Quarterly magazine publication "The Standard" Case studies promotion - assisting the Marketing Co-ordinator Press liaison - Providing input/assistance on press release and announcements Annual Specifier event - planning, scheduling and execution Annual Accredited Operators event - planning, scheduling and execution Autumn Roadshow - planning, scheduling and execution Monthly webinar series to current and prospect users
Retentions, AVS Growth & Customer Care	SSL understands the need to not only grow the subscription numbers but also keep existing Operators happy. To ensure we focus on retaining our members, we have included two dedicated Sales Managers to grow our FORS Added Value Services (AVS) business. These Sales Managers will work closely with industry partners and others to ensure FORS remains an exciting brand to be a part of and continues to provide benefits to members above the training and safety standards. SSL will ensure that the growth in the AVS business will be inline with what members want, listening to their voice through customer satisfaction surveys and market research questionnaires to ensure we keep members from becoming dormant or withdrawn.
EDI Manager	The EDI Manager will be responsible for ensuring that SSL promotes equality of opportunity, creating inclusive workplaces, and building accessible services and solutions. The EDI Manager is commited to ensuring fairness, equality, diversity & inclusion (EDI), and will work with TfL and other Stakeholder to achieve our vision and to promote EDI.
FORS Operations Manager	Manages the growth and success of the Delivery team. Coordinates activities that affect operational decisions and business requirements based on the Business and Marketing Plans and in line with the TfL Specifications Work Collaboratively with the Service Delivery Manager to ensure Service Level Agreements are met and that Continuous Improvements are driven based on Customer Contact Centre feedback from FORS Operators Communicates with all relevant employees to ensure delivery times are met. Responsible for the production, procurement, and planning of daily operational activities. Assist with activities surrounding accreditation of members, including validation of qualifications. Identify inconsistencies in membership data and report them along with recommendations for improvement. Liaise with the Marketing and Communications partner (DVV) regarding agreed marketing activities

FORS Audit & QA Officers	Responsible for issues of quality and regulatory compliance, and adherence to the FORS standard, as well as escalating breaches to the FORS Governance and Standards Concessionaire (Steer)
Operations Administrators	Training Administration - Responsible for administering training activities through the FORS-online website and booking services, as well as engaging with 3rd party providers to ensure training standards are adhered to. Memberships Administration - Manage end to end administrative processes associated with membership. Assist with activities surrounding accreditation of members, including validation of qualifications. Identify inconsistencies in membership data and report them along with recommendations for improvement. Administrative Support - Provides administrative support to ensure efficient operation of business operations. Providing support to memberships administration, training and Audit QA and Compliance.
Training Manager	Responsible for managing the Learning Management System (LMS) and Co-ordination of Driver Training via a Training Marketplace Perform Pre-course administration
Training Delivery	Delivering FORS Practitioner workshops and manager training via sub-contracted and in-house training staff. Performing risk assessments, validate delegate registration, course evaluation, complaints procedure and fair processing notice Produce and issue digital course certificates, update the Training Reporting Portal and training register, and complete any reporting requirements to TfL Update the LMS with course attendance and feedback Issue follow-up emails/calls to a sample of delegates
Service Delivery Manager	Responsible for ensuring that SLAs are met by delivery services, i.e. Contact Centre and Technical Support, etc. Interact with business team to understand service level agreements and communicate the same to team members.
Customer Contact Centre	Responsible for triaging all customer interactions, via phone or email. Dealing with customer queries, payments, enquiries and complaints.
Application Support	Providing application support for 1st, 2nd and 3rd line as well as DBA support for back-end issues
Security Team	Responsible for: Cloud hosting, scalability, assurance, SIEM (Protective Monitoring), DPIA, Operational Security Management, Security Architecture & Maintenance and RMAD (Recovery Manager for Active Directory)

About Sopra Steria

Sopra Steria, a European leader in consulting, digital services and software development, helps its clients drive their digital transformation to obtain tangible and sustainable benefits. It provides end-to-end solutions to make large companies and organisations more competitive by combining in-depth knowledge of a wide range of business sectors and innovative technologies with a fully collaborative approach. Sopra Steria places people at the heart of everything it does and is committed to making the most of digital technology to build a positive future for its clients. With 46,000 employees in 25 countries, the Group generated revenue of €4.4 billion in 2019.

Sopra Steria Group (SOP) is listed on Euronext Paris (Compartment A) - ISIN: FR0000050809

For more information, please visit our website www.soprasteria.com

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Quality Submission Appendix 7

Key activities undertaken in the day-to-day management of FORS			
Activity	**Frequency**	**Classification**	**Key Objective/Benefit**
FORS standard launches (at least every two years)	As Planned	Strategic	Maintain quality and currency of the FORS standards.
Governance meetings with TfL (inc. GSAG)	Monthly/ Quarterly	Strategic	Keep TfL aware of status, progress and performance of the FORS service
Periodic, quarterly and annual reporting	Monthly/ Quarterly	Strategic	Support governance, promote transparency
Annual Business Plan	Annual	Strategic	Approach to realise intended business outcomes
Annual Benefits Realisation Survey	Annual	Strategic	Ensure realisation of intended business outcomes
Quarterly Financial Reporting (open book)	Quarterly	Strategic	Support governance, promote transparency
Produce Annual Marketing and Communications plan	Annual	Strategic/ Tactical	Promotion and communication in line with the Business Plan
Host Annual Accredited Operators Conference	Annual	Strategic/ Tactical	Promote FORS and inform Operators
Annual Review of website	Annual/ continual	Tactical	Review for effectiveness and efficiency
FORS material Review	Continual	Operational	Quality conformance and assurance

Quality Submission Appendix 8

Operational Activities			
Activity	**Frequency**	**Classification**	**Key Objective/Benefit**
Operations Review	Daily	Operational	Service review to assess performance, address bottlenecks/hot spots, etc.
IT monitoring	Daily/ continual	Operational	Automated monitoring and manual oversight to ensure IT service continuity and performance
Operations Briefings	Daily	Operational	Keep staff informed of service status, priorities and service focus. Motivate.
Change Advisory Board (CAB)	As planned	Tactical	Monitor and control business process and IT change
Service Management Review	Weekly	Tactical	Review of services performance and responsive action
Continuous Improvement Board	Monthly	Tactical	Prioritise, commission and monitor CI initiatives. Review benefits.
Continuous Improvement Initiatives	Continual	Tactical	Develop and implement CI initiatives in accordance to plan

Administration of FORS Concessionaire Services Europe, Africa, Asia & Middle East

Invitation to Tender (ITT) (tfl_scp_002009)

Prepared for
TRANSPORT FOR LONDON

FORS Business Plan (2022 – 2026) – Round 2

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In collaboration with:

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The world is how we shape it

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5   Seeking Best Value

At the commencement of the contract , all services will be delivered based on our Business Management system, iQ. This provides standard, proven and repeatable processes and procedures that deliver consistent business outcomes. iQ content is based on acknowledged industry best practice including ITIL, Lean and Six Sigma and honed by our learning and experience across our full client portfolio. Each of the processes applied, such as for example Request Management or Change Management, will be tailored to the FORS requirements using FORS specific work instructions. These help to ensure that processes are carried out in the same consistent way irrespective of who is doing the work. Apart from delivering consistent results, it also facilitates new/reassigned staff in swiftly getting up to speed with the work practices.

A key deliverable in 2022 is the Account Handbook and Quality Plan. The approach to the delivery of the services are described in the Account Handbook and Quality Plan which detail the services delivered and how they are governed. The processes and documentation used for the delivery of the account is defined and controlled by a Process Tailoring Matrix. This acts as a single source of the truth as to what processes are used, signposts where they are held and defined and controls the review cycle to ensure that they remain accurate and current. iQ is certified to ISO20000 Service Management and ISO10007 Quality Management standards. This means that it is independently verified to conform to best practice.

In 2022 we will conduct a programme of internal audits, to ensure that the service is being managed correctly, in line with standards and also to facilitate the smooth passing of external audits should these be required. iQ provides standard ways of working, but at the same time, it remains flexible to accommodate customer specific and operational requirements.

Focus in 2022 will be on customer service and customer care.

In 2022 we will introduce Customer Support service based on Customer Experience and 'eXperience Level Agreements' (XLAs). This will incorporate a "shift left" approach which seeks to move the resolution of issues closer to the customer. The key principles of our customer support solution include:

- Intuitive solutions built around the customer that are logical, process driven and easy to use (reduces issues)

- Easily accessed self-help resources that enable the customer to resolve issues swiftly, easily and at a time that suits them (saves time)

- Help services are able to resolve a high proportion of resolution at first contact (improves customer satisfaction)

- Continuous improvement based on value to the customer (increases value)

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In 2022, we will shift many of the current contacts to digital channels where appropriate, such as promoting self-service password resets and providing access to knowledgebase of FAQs and self-help via the website. We will further reduce the need for end users to contact the service by providing them with automated alerts relating to things such as:

- The customers accreditation status and updates on progression
- Notifications throughout the Audit process to show where they are in the process, help available at each stage and any changes in status
- Provision of a highly intuitive website with UX at its heart enabling Fleet Operators to better find the information they need quickly
- A digital knowledge base to assist customers with information dissemination such as providing clear and relevant information around the training and learning requirements for each level of accreditation.
- All calls to the contact centre will be met by our intelligent IVR service.
- We will increase the % of first time fix for members issues.

An operational Service Manager will be responsible for the end-to-end service chain and, supported by the service management team, will monitor the service to ensure that the service performance is maintained.

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6   Enhancing auditing, compliance and QA

In 2022 we will introduce a change to the current audit supply chain:

- We will attract multiple Audit Providers to FORS, so that operators are able to make a fair market choice.
- We will ensure that the process, criteria, costs and commercial arrangement are absolutely fair and transparent.
- We will work with the current Audit Bodies to identify their motivations to engage with FORS and determine the potential barriers that need to be overcome.
- We will undertake an audit market review to understand and profile other potentially suitable Audit Bodies.

We will engage potential Audit Providers using a three-stage targeted approach:

Trade Associations: The main trade associations will be approached to engage in an open discussion about FORS. We are obviously unable to guarantee that a particular trade association will fully commit to becoming a FORS Audit Provider but we can ensure a fair and transparent proposition will be offered for discussion. We will also conduct a targeted survey of FORS operators, that are trade association members, to seek their views as to whether they would prefer a FORS audit to be conducted by their respective trade association. The outcome of this survey will be used in the open discussions with trade associations. Should discussions not be productive we will keep the dialogue open and revisit the matter throughout the concession. See below on Standard Audit Providers and Influential Audit Providers.

Earned Recognition Audit Providers: There are 24 DVSA Earned Recognition audit providers. Only one of these is also a FORS Audit Provider. We will review the DVSA list and their competences and will make contact to discuss FORS Audit Provider opportunities. We will need to be conscious of those organisations offering pre-audit services either as a FORS Associate or through their own communication channels to ensure there is no conflict of interest.

Other Recognised Audit Providers - Fleet operators undergo many different business level audits for recognised accreditation. The most relevant accreditations to fleet operators being ISO, such as ISO9001, ISO14001 and ISO39001. We will explore the feasibility of working with other audit providers and quality assurance bodies and introducing FORS to their portfolio of standards against which they audit. The most obvious would be the ISO39001 auditors, as Road Traffic Safety is directly relevant to FORS. However, the principles of fleet management auditing could be applied by a quality management audit body as long as they have auditors with the relevant competences. As part of our engagement with other audit providers, we will investigate the potential for FORS to recognise alternative or a combination of alternative audits as equivalent to that of the FORS Standard. Particular attention will be focussed on quality assurance, scope, enforceability, and adherence to terms and conditions and ensuring there is no conflict of interest. We also recognise the role that can be played by other Audit Providers such as, RoSPA, IRTE and HSE.

7   Training delivery and development

In 2022 we will commit to £150,000 of funded Operator training.

In 2022 we will conduct a complete review of all training material.

Our aim is to take on the service utilising the existing 3rd party training providers and then to increase the numbers by introducing an open marketplace.

Where training courses have been conducted by the incumbent service provider – but the resource has not been identified as applicable to TUPE, we will identify new training leads. Specifically for 2022, this section of the business plan will outline the exact plans for taking on the training commitments handed over from the incumbent.

In general, this section of the business plan will outline the training targets for 2022 and how we plan to achieve the targets. This will include but not be limited to:

- A forecast of additional training courses to support the standard
- A forecast of financial support to fund training
- A schedule of quality audits to ensure that the standard of training expected is being delivered

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8 Outline Marketing Strategy

Strategic Marketing Plan - FORS

Overview	Increase marketing and engagement activity to reinforce FORS as the leading fleet safety and operational standard and support the development of the brand as a resource for continuous business improvement. Aiming to increase the number of specifiers and paid members of FORS, while protecting and developing the reputation of the brand amongst other key industry bodies and stakeholders.			
Strategic Objectives	1) Recruitment: Increase number of new FORS Members.	Focus on identifying sources of new data - dormant dataset in FORS (6162 companies), operator data set by target markets. Tackle negative perceptions with marketing messages to reinforce value proposition; Promote the FORS core offer (accreditation to standards); communicate service enhancements; identify different applicable messaging to these specific markets.		
	2) Recognise: Increase the number of Champions, companies specifying FORS in their contracts	Focus on identifying new sectors, engage with potential specifiers to increase recognition of FORS. Current high penetration among construction sector in London. Review sector opportunities and regions for targeted, relevant sector-specific activity		
	3) Retention: Maintain current FORS members and Champions	Focus on targeting current 4952 Members and 62 Champions with communication plan to ensure engagement. Specific job titles & key audience groups, understand usage of service, what are they interested in that FORS delivers. Value Proposition with compelling marketing messaging. Tackle negative perceptions. Explanation of new enhanced offering and business benefits		
	4) Re-engagement: Re-activate dormant registrations to convert to Member or Champion	Focus on dormant dataset of registrants (6162 companies) to understand reasons for dormancy, review the proposition and re-engage in order to re-activate them as Members. Tackle negative perceptions with marketing messages to reinforce value proposition; Promote the FORS core offer (accreditation to standards); communicate service enhancements; identify different applicable messaging to these specific markets.		
	5) Promote the extension of the FORS offer beyond accreditation service	Focus on promoting value proposition of FORS membership as business improvement tool; identify key tools and features of offer and promote to audience groups		
	6) Promote the "new" FORS offer into new sectors and regions beyond construction and London	Focus on reinforcing relevance of FORS to more sectors and regions/countries beyond current perceptions; engagement plan for adjacent and other relevant sectors		
Target Market	UK and International fleet operators and specifiers of logistics and passenger supply contracts			
Target Personas	Key Audience Groups include logistics and passenger service specifiers and fleet operators (HGVs, PCVs, Vans, Cars, P2Ws)			
Marketing Tactical Activity	1. **Build loyalty** with members, remind them of the value they get from belonging to FORS and clearly communicate the proposition. 2. **Maintain contact with Champions** to ensure FORS remains relevant to their needs; investigate added value services (matching with accredited operators) to feed into biz dev. 3. **Investigate "dormant" registrations** to identify how/if we can re-ignite their interest. If so, build communication plan to engage and on-board 4. **Identify new sources** for new customer acquisition data (Champions and Members), segment and align with value proposition, commence engagement strategy 5. **Feed into website redevelopment** by championing user experience and customer journeys to improve engagement and usage			
New Acquisition Targets	5% annual net increase in Members; Increase geographical reach of FORS			
Phases of Activity	PHASE 1: UNDER NEW MANAGEMENT	Introduce new concessionaire to audience; commence feedback survey; reinforce values of FORS		
	PHASE 2: CORE CURRENT OFFER PROMO	Promote current core value proposition of FORS		
	PHASE 3: CUSTOMER LISTING PRE-WEB RELAUNCH	Continue core value promotion; gather feedback through customer listening project to feed new website build and ideas for business extension activities		
	PHASE 4: RELAUNCH OF WEBSITE (AND SERVICE?)	Promote new FORS offering and website		
Marketing Messaging Themes	FORS accreditation allows you to promote your services as a reputable, high quality business to your customers. Call to action: View this case study; Video	FORS gives you access to the tools you need to improve your business - safer, cleaner, more efficient and profitable. Call to action: Go to the website and start your FORS journey		
	Specifying FORS means you have an industry standard assurance of quality from your logistics supplier. Call to action: Email the team to arrange a consultation	FORS is a simple, easy to use gateway to unlock efficiency and operational gains in your business. Call to action: Try our fleet operating cost efficiency calculator [insert web address]		
	FORS is a mark of quality for current and future clients, suppliers and employees. Call to action: View the white paper "what your customer wants"	FORS is a powerful community of like minded businesses striving for excellence in safety, sustainability and service. Call to action: Check out the benefits infographic.		
Marketing & Data Team	FORS marketing team - Manager & Administrator DVV Media - Industry Consultancy & Support	**FORS Team**	FORS management team	

OBJECTIVES AND KPIs	
Key Objectives	**KPI Outcomes & Deliverables**
1	Increase targeted marketing activity using a multichannel approach to key audience groups and value propositions.	Grow Membership by 5% year on year, assumes net increase of 250 subscribers per annum, c 21 per month.
2	Increase targeted marketing activity to key specifier groups	Promote benefits and value proposition to target specifier groups by identified sector. Pipeline conversion "call to action" request for more information - lead target 10 per month for follow-up by FORS account management
3	Increase engagement & product awareness to FORS using top of funnel approach.	Focus on taking users through the funnel from engagement to registration to progress on accreditation/continuous business improvement through to accreditation and membership. Use multiple channels to drive users to FORS website.
4	Create an onboarding process with report tracking for Members	Set up a robust onboarding process with automation service emails & the ability to track usage across users.
5	Create key audience groups (KAG) for FORS with value propositions around each KAG	Ensure marketing messaging to each key audience group reflects the service they are interested in and value that they receive. The "so what" factor.
7	Increase our customer data knowledge. Are we collecting the right data/demographics on our customers? Gap analysis work - who have got? who do we want?	Check that we are asking for the right information within the customer journey. What do we need to know? What are we missing? Potential gap analysis work? Who are the big organisations in each market sector? Do we need a more targeted, personal approach?
8	Be the "customer advocate" within the project, representing the user needs in product/service delivery	Carry out "customer listening" activity through formal research, feedback, media monitoring (trade, social and national) to develop satisfaction indices for different customer groups (NPS activity/user survey etc...)

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9   2023-2024 Service Delivery Benefits

In this section we will set out the high level plans for 2023 onwards.

We will agree the critical success factors to be achieved in the following years for the scheme to be successful. We will present a forecast of the future targets to allow decisions to be made that influence long term planning.

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Appendix 10

Identified trade associations we have targeted for FORS discussions

Sector	Trade association
Bus and Coach	CPT (Confederation of Passenger Transport)
Cars	Association of Car Fleet Operators
Construction	National Federation of Demolition Contractors NFDC
Construction	Mineral Products Association
Construction	Heavy Transport Association
Fleet	British Vehicle Rental and Leasing Associations
General	Confederation of British Industry (CBI)
Logistics	UK Warehousing Association
Logistics	Chartered Institute of Procurement & Supply
Logistics	Logistics UK
Logistics	Road Haulage Association
Logistics	Chartered Institute of Logistics and Transport
Logistics	Society of Operations Engineers (incorporating Institute of Road Transport Engineers)
Logistics	Transport Association
Logistics	Logistics Leaders Network
Logistics	British International Freight Association (BIFA)
Logistics	International Road Transport Union (IRU)
Logistics	Logistics Skills Network
Removals	British Association of Removers
Retail	FWD (Federation of Wholesale Distributors)
Retail	British Retail Consortium
Retail	Food Storage and Distribution Federation
Retail	Institute of Grocery Distribution
Retail hospitality	Brewery Logistics Group
Temperature	Cold Chain Federation
Vans	Institute of Couriers
Vans	Association of International Courier and Express Services (AICES)
Vans	Federation of Master Builders
Vans	Chartered Institute of Plumbing and Heating Engineering
Vans	CORGI (Council of Registered Gas Installers)
Vehicles	Society of Motor Manufacturers and Traders
Waste	Chartered Institute of Waste Management