CONTRACT TITLE: CRM & Web Integration Project

CONTRACT REF: CABS/1000-1

LOT REF: Lot 1 (CRM implementation and integration)

Contents

SECTION 1 Opportunity Summary

1.1 Opportunity Overview

Help to Grow: Management is a funded programme designed to support growth and boost productivity in SMEs by boosting the leadership and management skills of small business leaders. The Department for Business, Energy and Industrial Strategy (BEIS) is responsible for the national marketing campaign, e.g. paid search and social campaigns. This is complemented by email marketing and telemarketing managed by CABS and local marketing carried out by the business schools.

Help to Grow: Management has been running for c.15 months and is now at a stage where the infrastructure is ready to mature in order to improve the efficient management of the programme.

In order to support this objective, CABS is looking to engage with a suitably qualified and experienced partner to develop, deploy and integrate a centralised CRM platform which is capable of meeting key project objectives:

1. Provide a 360 degree view of course participants
2. Centralise data into the CRM from key platforms in the current ecosystem (see ecosystem diagram)
3. Automate marketing activity and outreach to individuals expressing an interest
4. Have full visibility of anticipated programme numbers
5. Reduce admin for CABS central team
6. Reduce admin for Business School partners
7. Drive course participation numbers
8. Enhance the quality and accuracy of programme reporting for both internal teams and partners to support monitoring and evaluation of the programme

We anticipate that the project will be split into 3 phases of delivery. An initial MVP (minimum viable product), phase 2 (priority integrations) and phase 3 (remaining integrations). We would welcome your recommendations of what is possible and appropriate in each phase, in-line with our business priorities.

MVP:

- Base CRM Set-up and Configuration
- Integration with the programme’s Virtual Learning Environment (VLE)
- Small Business Charter Site Integration
- Alumni Integrations
- Marketing Automation Workflows
- Lead Tracking
- Granular Business Schools to access rights to CRM data/dashboard (if this approach was recommended/proposed over separate business school portal)

Phase 2:

- PowerBI Integration
- Sage Integration
- Dynamic lead scoring
- Business schools CRM integrations
- Enterprise Nation Integration

Phase 3:

- New Portal for Business Schools to access CRM data/dashboard (if this approach was recommended/proposed over granular access rights)
- Refinement of integrations

SECTION 2 Instructions for tender

2.1 Invitation to Tender

CABS invites you to submit a tender for the execution of the work described in this document and accompanying documents.

2.2 Purpose and scope of the ITT

This ITT:
(a) asks Suppliers to submit their Tenders in accordance with the instructions set out in the remainder of the ITT;
(b) sets out the overall timetable and process for the tender stage of the procurement to Suppliers;
(c) provides Suppliers with information to enable them to submit a compliant Tender (including providing templates where relevant); and
(d) sets out the Award Criteria that will be used to evaluate all Tenders.

2.3 Tender Completion

(a) Documents – Your tender response to the specification and the pricing information must be provided in no more than 20 pages in an Arial, Times New Roman, or Calibri font (minimum size 10). Supporting information, financial accounts and other policies requested may be in a different font and maybe a web link to the document(s).
(b) Alterations - None of the documents may be altered by the Contractor. Any modification that the Contractor thinks is necessary must be detailed in a separate letter accompanying the tender.
(c) Alternative offers – Alternative offers are not permitted.
(d) Acceptance - Tenders will be accepted up to the time stated in the ITT.
(e) All enquiries and questions regarding this tender should be submitted via email to cabs@revolutiongrowth.co.uk

2.4 Submission Information

(a) Deadline for clarification questions 12pm Friday 7 October.
(b) Tender Submission (Respond By) by no later than 12pm Friday 21 October.
(c) Tender shortlisting by Friday 28 October.
(d) Supplier Interviews w/c 31 October.
(e) Contract award Friday 4 November.

2.5 Submission of Electronic Documents

(a) CABS will only accept documents for tenders received electronically by email to cabs@revolutiongrowth.co.uk unless explicitly stated otherwise in the Invitation to Tender or agreed in writing, in advance of the closing time, with CABS.
(b) A tender lodged electronically is deemed for all purposes to be the true and legal version, in writing, duly authorised and duly executed by the Contractor and intended to have binding legal effect.

(c) Tender submissions, including all documents required with submission, must be received in full prior to the ‘Respond By’ time stated in the 1.4 Submission Information (including any supporting documents which it has been agreed can be submitted manually). CABS will not accept tenders received after this time.

(d) Immediately prior to submitting a tender electronically, the Contractor must check the electronic files making up the tender for viruses using fully current virus checking software and must remove all viruses from the files.

(e) If the electronic files containing the tender are corrupt, contain a virus or are unreadable for any reason, the tender will not be considered.

(f) Suppliers acknowledge and accept the following in respect of electronically transmitted tenders:

- lodgement of large electronic files may take time, and as such, they must allow sufficient time to transmit all files prior to the closing time fully;
- CABS shall not be liable or responsible for the loss, damage, destruction or corruption of any tender, however, caused;
- CABS may not discover any corruption or unreadable files submitted until after the tender closing time;
- faults in the Contractor’s system are not the responsibility of CABS and no extension to the closing time will be made;
- the timestamp displayed on emails received shall govern the submission time.

2.6 Insurance

Suppliers should confirm they will have appropriate Insurance in place prior to the award of any contract. This should include, where appropriate, Public Liability, Employers Liability, All Risks Insurance, Professional Indemnity etc. The successful Contractor will be asked to provide copies of appropriate certificates prior to the award of any contract.

2.7 Supplier Code of Conduct and Modern Slavery

Suppliers are requested to confirm they have in place policies covering the following:

1. Sustainability / Environmental requirements: To demonstrate commitment to sustainability, you should provide details in your submission of how you will minimise the environmental impacts from your undertaking of this contract. You must declare if you or any subcontractor has been prosecuted for any breach of environmental legislation. If you use sub-Suppliers, do you have processes in place to check whether any of these organisations have been convicted or had a notice served upon them for infringement of environmental legislation?

2. Equal Opportunities / Race Equality / Disability Discrimination: In the last three years, has any finding of unlawful discrimination been made against your organisation by an Employment Tribunal, Employment Appeal Tribunal or any other court (or incomparable proceedings in any jurisdiction other than the UK)? And/or;
In the last three years, has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), or grounds of alleged unlawful discrimination?

3. Modern Slavery: Any Contractor, including the subsidiaries and/or associates, who is found guilty of any offence relating to Modern Slavery will be automatically excluded from the tender process and will have any contract awarded to them by CABS immediately terminated without compensation.

The successful Contractor will be required to provide copies of the policies prior to the award of any contract. Failure to supply these policies will result in your offer being disqualified.

2.8 General Data Protection Regulation (GDPR)

Where the specification requires you to process data on behalf of CABS, you shall warrant that you and any/all appointed sub-suppliers will;

1. only act on the written instructions of CABS
2. ensure that people processing the data are subject to a duty of confidence;
3. take appropriate measures to ensure the security of processing;
4. only engage sub-processors with the prior consent of the controller and under a written contract;
5. assist the controller in providing subject access and allowing data subjects to exercise their rights under the GDPR;
6. assist the controller in meeting its GDPR obligations in relation to the security of processing, the notification of personal data breaches and data protection impact assessments;
7. delete or return all personal data to the controller as requested at the end of the contract in a suitable format ; and
8. submit to audits and inspections, provide the controller with whatever information it needs to ensure that they are both meeting their Article 28 obligations, and tell the controller immediately if it is asked to do something infringing the GDPR or other data protection law of the EU or a member state.

2.9 Equality, Diversity and Inclusion

CABS wishes to maintain and build upon our long-standing commitment to equality, diversity and inclusion. We value individual differences and the diversity that this brings. We aim to create a positive, supportive culture for everyone to reach their potential and ensure that no one is at a disadvantage because of who they are.

All Contractors wishing to provide services on CABS' behalf must be able to demonstrate that all reasonably practicable steps are taken to allow equal access and equal treatment in employment and service delivery for all.
In accordance with its commitment to equality and diversity and its responsibilities under the Equality Act, CABS requires its Contractors to comply with the terms in this section.

1. The Contractor will comply with the Equality Act 2010 in its employment practices and service delivery under the contract. This includes not discriminating unlawfully on the grounds of the nine protected characteristics recognised within the Act.

2. The Contractor will maintain appropriate written equality and diversity policy in respect of the protected characteristics that cover unlawful discrimination and prohibited conduct in recruitment, selection, training, promotion and discipline and dismissal. The Contractor shall communicate this policy to its staff and workers and take all reasonable steps to ensure their observance of it.

3. The Contractor will comply with the Equality Act 2010 in its dealings with subcontractors and will impose the obligations outlined in this section of the contract on its subcontractors.

4. The Contractor will provide [by whatever means reasonably specified by CABS] within five working days of receipt of a request any information CABS reasonably requires about its policies and practices concerning the promotion of equality in employment and service delivery.

5. The Contractor is required to report in writing the composition of its employees by protected characteristics as specified by CABS if requested.

6. Where the Contractor, Contractor's employees or its subcontractors work on CABS' premises or alongside CABS' colleagues or students, the Contractor will comply and ensure that its employees and subcontractors comply with CABS' own policies or codes of practice relating to equality and diversity.

Any breach of the conditions in this section by the Contractor will entitle CABS to take immediate remedial action to prevent recurrence or, in cases of material, breach to terminate the contract.

2.10 Tender Costs

CABS shall not be responsible for the payment of any costs or expenses incurred by Suppliers in the preparation/submission of offers.

2.11 Pre-Qualification Criteria

Potential suppliers are subject to the following pre-qualification criteria. These are scored on a pass/fail basis. The responses to this section will be assessed prior to reading the tender submission and any submissions not meeting the criteria will be discounted.

2.11.1 Company Accounts

Please provide audited company accounts for the last three financial years.

2.11.2 Company Size

Please confirm and provide evidence that this project does not constitute more than 25% of annual company turnover.

2.11.3 Company speciality

Please provide three examples and associated references of the proposed solution currently live and in use for other similar organisations (if you are proposing a bespoke solution, please provide three similar examples you have delivered in the last three years).

2.11.4 Data Security

Please confirm if you currently hold or are working towards ISO 27001 accreditation.

2.11.5 Data Controller

Please confirm the name and contact details of the assigned data controller within your organisation.

SECTION 3 Commercial Specification

3.1 Introduction to CABS

The Chartered Association of Business Schools (CABS) is a membership organisation. It is the voice of the UK's business and management education sector. It supports its members to maintain world-class standards of teaching and research and helps shape policy and create opportunities through dialogue with business and government.

CABS' members consist of over 120 UK business schools and higher education providers, as well as affiliate stakeholders, corporate members and international partners.

CABS runs the Small Business Charter accreditation scheme. The Small Business Charter is awarded to business schools that play an effective role in supporting small businesses, local economies and student entrepreneurship.

Further information about the Small Business Charter is available from https://smallbusinesscharter.org/the-award/about/

CABS was selected to deliver the government-funded Help to Grow: Management Course in Spring 2021. The course is a 12-week leadership course designed to benefit small business leaders across the UK. It includes 12 modules, 1-to-1 mentoring, a peer network and support in developing a Growth Action Plan. It is delivered by more than 50 business schools accredited by the Small Business Charter.

CABS employs a dedicated Help to Grow: Management Course team who work alongside full time CABS employees and the Department for Business, Energy and Industrial Strategy (BEIS) to manage the business school involvement with the programme, schedule cohorts and deliver marketing activities such as the website, email marketing and events.

3.2 Project Background

The Help to Grow: Management Course is designed to boost productivity and innovation in the SME sector. The Department for Business, Energy and Industrial Strategy (BEIS) is responsible for the national marketing campaign, e.g. paid search and social campaigns. This is complemented by email marketing and telemarketing managed by CABS, and local marketing and sales carried out by the business schools.

The course participant has multiple data touch points prior to beginning the course, during the course and once they become a member of the Alumni Network. Participants are also contacted to participate in an independent evaluation of the programme.

Currently, the process of managing the end-to-end participant journey is executed in several systems by various teams and institutions without any centralised CRM system. This makes it difficult to provide a single view of each participant's journey from the initial expression of interest to post-course engagement. This also leads to reporting becoming convoluted and complex due to a lack of visibility and an inconsistent data set.

In the first year of the programme, all participant data was captured at the point of registration and then remained largely unchanged throughout the lifetime of the participant.

To allow the Help to Grow: Management programme to scale quickly whilst remaining manageable for all interested parties, a centralised CRM is required to ensure that all key stakeholders can get access to valid, up-to-date 360 views on participants, business schools, mentors, alumni and overall programme success from one reliable source.

In addition to the 360 view, it is crucial that the data remains up to date throughout the lifetime of the programme. Integrations with all stakeholders and systems throughout the programme ecosystem will allow us to create a live view of participant data to help make better decisions around programme delivery and activity.

Central to the success of the CRM implementation project will be increased course participation uptake and the system's ability to drive the programme's growth in the medium to long term.

The CRM will remove data bloat, manual process and friction through automation and system integrations that will also provide actionable data insight. The data captured by the CRM will power the automated marketing workflows and lead nurturing activity required throughout the programme.

Prospective participants can sign up or register interest via the Small Business Charter website, where the initial data is captured on a prospect - both registration and expression of interest (EOI) are actioned on this site.

Each business school can then access the data for the prospects and registered and enrolled course participants for their cohorts via the website (achieved through Data Sharing Agreements), whilst CABS has access to the full data set.

The purpose of this document is to outline the requirements and objectives that the Centralised CRM Implementation (CCI) needs to meet.

3.3 Project Objectives

The primary objectives of the Centralised CRM Implementation (CCI) are to provide a single source of truth for the various stakeholders and create a data flow between systems that will ultimately improve the management and delivery of the Help to Grow: Management Course as well as enabling automated marketing workflows and lead nurturing campaigns to drive uptake across the programme.

Having multiple stand-alone data points, offline data sets, and a reliance on manual data entry can lead to data integrity issues and stale information. The CCI aims to reduce as many of these possible issues through API integrations and automation into one central repository.

By connecting the various data points, systems and processes, the CCI will be responsible for mapping each participant's journey and engagement on the Help to Grow: Management Course from initial expression of interest (EOI) through to registration, enrolment, engagement and post-course alumni initiatives.

Through the mapping and tracking of learners through the participant lifecycle stages, the CRM will become the central data repository that powers programme reporting (on various levels, be that geographically, by the school, cohort, mentor etc), marketing automation and workflows, marcomms, and sales activity in a symbiotic way that allows CABS and their partners to work more effectively together (joined up), reducing friction, administration overhead and workload.

The CCI will allow CABS and their partners to make informed data-driven decisions more effectively and efficiently, allowing the team to drive improvement across programme deliverables. Enhanced reporting will enable CABS to quickly and easily extract data and share it with relevant stakeholders both via regular reporting and through direct access and visibility provided through the platform. The data accuracy and visibility is of high importance as this allows for effective monitoring and evaluation of programme deliverables by CABS.

3.4 Project Overview

The scope of this project is to create an integrated CRM ecosystem aiming to deliver on the objectives above that centralises the critical data within a single platform, which will power various connected platforms and systems and drive sophisticated marketing automation and lead nurturing. The project requirements will be laid out below.

The CRM will need to be capable of bi-directional dataflows and granular user segmentation and access to facilitate the brief's requirements.

3.5 The Requirement

CRM - Central Core system

To facilitate the successful implementation of CCI, it is important that the CRM and its respective ecosystem can handle core project requirements.

1. Provide a 360 degree view of course participants across their full lifecycle
2. Centralise data into the CRM from key platforms in the current ecosystem (see ecosystem diagram)

3. Provide the ability to view and manipulate the data at individual, cohort and school level
4. Automate marketing activity and outreach to individuals, e.g. expressing an interest or becoming a member of the Alumni Network
5. Have full visibility of anticipated and real time programme numbers
6. Reduce admin for CABS central team
7. Reduce admin for Business School partners
8. Drive course participation numbers

Whilst we are agnostic in CRM solution choice, this should be driven and chosen by the implementation provider; the CRM must have the full suite of tools and granularity of control to enable seamless integration and activation of the various requirements of this document.

The CRM should be the single source of truth. The goal is to create a unified customer profile across all touch points by connecting identities, engagement data, and marketing journeys to schools, cohorts and mentors.

The CRM must have the ability to work with a variety of datasets from multiple sources, including Excel spreadsheets and CSV imports (critical for current and legacy content migration). When a contact enters the system they are assigned a unique ID which must persist across all integrated platforms as the constant UID - this ensures that participants changing email addresses in the future can still be tracked through the system as one single record.

Given the variety of sources, the CRM should have a trusted API platform that will allow data to be consumed from 3rd party application endpoints, webhooks and callbacks. The solution should be able to pass data back out to several 3rd party platforms.

The ecosystem will also have to support custom APIs and provide these services with endpoints that can both send and receive data between systems, which means the CRM will need the flexibility to handle and map data from custom endpoints.

There is a crucial need for CRM to provide CABS with automation and workflows. Currently, marcomms (email) and engagement are handled manually. This is an opportunity for marketing automation, personalised workflows and segmentation for specific marketing tactics based on participant engagement data.

Whilst the ecosystem will be integrated with a PowerBI dashboard that will be used for reporting and data visualisation purposes, the CRM must have the ability to run reports and provide dashboards, charts and feedback on searchable, filterable and sortable data sets.

As a multi-stakeholder and organisation project, the CRM will need to be capable of creating multiple bespoke user access rights, across multiple organisations with different security requirements. It must be capable of allowing rules to be implemented to ensure that segmented data, dashboard and information can be viewed and accessed with specific controls.

At the heart of the CRM are the core data pillars needed to create the single view, fed from varying data sources. Whilst data will need to be attached to various data objects directly - the ability to connect and interlink the core pillars is imperative.

Additional information will be needed to extend individual pillars but may live as stand-alone entities. For example, a cancellation note on a participant would likely be made through a custom object but within a participant record.

Data Pillars:

Below is an overview of the key data pillars required for the CRM; the core data objects will need to have the flexibility to extend and interlink with one another. As the programme grows, there may be a need to introduce additional core data pillars (for example, events). The CRM solution will need scalability and extensibility based on the shifting needs of the programme. The below is included for guidance purposes at this stage and we expect a full data model/property mapping to be produced as part of the initial analysis phase carried out by the successful implementation partner.

Participants

Participants are the primary data object and can be considered the “customer”. All participants join a cohort (course) that the business school partners deliver. We need to track the individual participant’s engagement from “cradle to grave”.

Important data to capture for participants (as a minimum):

- Personal identification data (Name, emails, contact information).
- UID - this will be a learner/participant unique number
- Engagement data (marketing/sales funnels and touchpoints)
- Geographical/regional data
- Marketing data
- Participation data (course completion, course leaver, course date, graduation data)
- Course payment status (provided from Business School)
- Bursary details (provided from Business School)
- Eligibility criteria met (provided from Business School)
- Mentor association
- School/Cohort association
- Alumni status
- Alumni activity
  - event attendance
  - webinar attendance
  - CPD activity
- Privacy + Terms Acceptance

Businesses

Businesses are the SMEs (Small and Medium-sized Enterprises) that are associated with the participants. Participants must be linked to a business to be eligible for the course.

Whilst we are tracking data on a participant level, this data will ensure eligibility criteria are met whilst also building a picture around business types engaging in the programme, business sizes, business regions etc.

Data that may be stored on businesses if accessible or given in registration (as a minimum):

- Company name
- Trading name
- Company address
- Company phone number
- Company legal status
- Company number
- Company size

Schools

Schools are the business schools, universities and institutions that have been accredited by CABS to deliver the Help to Grow: Management course and are key data objects within the ecosystem.

Schools are integral as they deliver courses to participants via cohorts, and each participant has a mentor which can be associated with the school/cohort; thereby, the school becomes the most connected object within the ecosystem.

Schools invoice CABS, for costs incurred while delivering the course, who subsequently claim from BEIS. Therefore the data that needs to be associated with schools needs to have detailed information to allow for the system to trigger automated invoicing workflows potentially. This data will be made up of participant and cohort data.

Data that may be stored on business schools would include (as a minimum):

- School name
- School ID (unique in system)
- School accreditation
- School status
- Geographic region
- Associated cohorts
- Associated school contacts (up to 10)
- Associated mentors

- Has school had a ministerial visit
- How many cohorts delivered
- How many cohorts in progress
- Alumni events delivered

<u>School Contacts</u>

A school has many points of contact within the programme delivery and there must be a single view of all associated contacts for a specific school within CRM. The contact must only have contact information and be associated with a specific business school.

Data that may be stored on business school contacts includes (as a minimum):

- Name
- Email
- Telephone
- Job role (possibly multiple roles)
- Job title

<u>Cohorts</u>

Schools deliver the Help to Grow: Management Course to cohorts of participants. Data is currently stored at the cohort level providing a more granular level in which participant engagement (e.g. attendance levels, withdrawals) and school delivery are tracked within the programme.

Cohort completion levels and participant engagement will ultimately drive the success metrics of the programme, provide the data to inform strategic programme direction, centralise data to trigger invoicing workflows, give insight into mentor activity and allow key stakeholders to transition and engage participants throughout from course completion through to the Alumni Network and post course activity.

Data that may be stored on cohorts includes (as a minimum):

- Cohort UID
- Cohort name
- Associated school
- Associated participants
- Associated mentors
- Cohort dates
- Confirmed number of participants
- Cohort status (what phase of course delivery - modular 1-12, completed etc.)

Mentors

Mentors are assigned to each participant within a cohort. Prior to August 2022 business schools have managed the relationship and match-making process between participant and mentor, meaning that the pre-existing relationships are between individual schools and mentors. Where gaps exist, CABS' pool of mentors has been used to bridge this.

This historic data has been recorded and managed in a variety of ways by individual business schools. The data will need to be manually imported into the CRM if the data sharing agreements and business schools/mentors are agreeable. It is anticipated that this will require CSV import functionality and will likely require the base data to be standardised prior to import.

Current mentor data is stored in the VLE (Virtual Learning Environment), which gives CABS visibility of mentors mentoring each participant. There is also a spreadsheet of mentors used to bridge any gaps in mentorships.

Going forward mentors will be matched to participants via a 3rd party platform called Enterprise Nation (EN). This data will need to be passed into CRM via an API / Data Source made accessible via EN to ensure visibility of mentorships within the programme, as EN will handle the relationship between both parties.

Most mentor data will live within the EN platform. Still, some critical information will need to be passed through to allow a data story to be told and analysis to be driven from the affiliated schools, mentors and participants, e.g. number of mentor associations completed.

This segment of the integration is important as CABS can currently only see if a mentor is mentoring. In contrast, the new system must allow mentors to be attached to cohorts and participants at a more granular level. Mentors can be attached (work with) more than one school or cohort.

Data that may be stored on mentors:

- Mentor name
- Mentor email (depending on whether the mentor relationship is owned or 3rd party)
- Mentor UID
- Cohort association
- Participant association
- Verified mentor (complete training)
- Currently mentoring (Y/N)
- Mentor sectors
- Business topics
- Geographic region
- Alumni Network status

- Paid or Volunteer (current or new system - possible for a mentor to be both)

The integration with the EN platform will be pivotal in getting the right data out of EN and into CRM. The business schools and CABS need visibility of the engagement between matched mentors and mentees - which all takes place on the EN platform, so there is a risk of reduced visibility.

Throughout all areas of the CRM we require a full audit trail which must record timestamps of any data changes as well as logging the username that made the change.

Small Business Charter Website Integration

Prospective participants can be made aware of the course through various different entry points including the GOV.UK website, the business school websites, etc. All participants must, however, all register via the SBC website.

The website is built on WordPress and uses Gravity forms to capture two initial user interactions:

Firstly - an expression of interest (EOI): Where a prospective participant requests more information but has not registered to join a course at a school.

Secondly - A registration: A prospective participant has signed up for a course but has not yet paid*. It should be noted that the prospective participant can complete the registration form in two stages. Ideally we would capture these as two different contact statuses.

Both can be considered a lead for the individual business school to convert to an enrolment.

**When a user has registered, these details will then be passed over to the business school the participant has requested to complete the registration process. This involves taking the payment (the school takes payment from the participant), which then moves the participant into an "Enrolled" status.*

The data from these customer interactions need to be passed into the central CRM to initialise them as a new lead/contact within the system.

The CRM does not need to contain non-essential or value-add data as this can weigh down the system and provide distraction and unnecessary bloat to the data sets. The system needs to be provided with a baseline information profile.

Currently, the minimum information that exists across both entry points that is required includes

- First name
- Last name
- Company name
- Job title
- Company address
- Telephone
- How did you hear about Help to Grow
- UID*

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**Once a form is submitted a UID is created for each submission which will need to be set within CRM as the UID over email. Email is usually considered the default UID within CRM unless otherwise specified. This is an important requirement because participants may change email addresses throughout the initiative's lifecycle but still have access to the alumni and post-course network.*

These fields are the minimum required to map into CRM to create a participant contact as all this information can be used across varying workflows, automation and reporting dashboards.

With the data provided via the SBC website - a new record will be created along with an associated business. All participants must belong to a business.

Specifically relating to the registration flow, the CRM needs to assign a participant to the individual school that they have registered for the course and *if* they are flexible to attend another provider of the course in the region (if a course is at maximum capacity) the preferred geographical region should also be submitted into CRM.

Where a participant has only expressed interest, we will need to define whether this is a generic or school-specific expression of interest. With a generic EOI, no school will be associated. However, they are asked to submit a preferred geographical region that must be passed into CRM to allow for lead follow-up and automation workflows from CABS.

When a school-specific EOI is registered, these details are passed onto that specific institution to nurture and convert the lead. The CRM must record the lead and the business school that it has been passed to, so the data can be aligned back into CRM when the school has converted the EOI into a registration.

Schools must exist in CRM as their own entities. This means that participants can be assigned to a School, providing clear data segmentation and reporting opportunities. It is also vital data to power regionalised and specific Help to Grow engagement dashboards.

When a participant has registered, and the data is passed to CRM, a look-up should be done on the data to grab the school and attach the new participant as a registration against that entity (a school will be selected).

If the data exists on the initial registration form for a specific cohort, and the school in the CRM already has this data set up as a related object/ data type, then it would be a better approach to attach the registered participant to the specific cohort. The cohort then relates to the school - this would give a more granular view of all participants.

Schools are a central part of the data story with four main relationships.

1) Schools can have many cohorts (cohorts are groups of participants taking part in 1 course, schools can run many cohorts over the year).
2) Cohorts can have many participants (each cohort can have between 15 and 25 participants)
3) Mentors can be associated with both schools and participants.
4) Local Alumni Network

The process following either an expression of interest or a registration is then handled outside of the SBC website, for example a business school nurturing the registration to enrollment.

Although the process is handled offline, the business schools must update the participant's status within the website to clarify that the participant is both eligible and fully enrolled (paid). Similarly, participants may be re-assigned to other cohorts/schools. The CRM will need to trigger record updates for participants based on these updates by the individual business schools.

Additional functionality available on the SBC website is the ability for business schools to add new courses (cohorts) to the site, once dates have been approved by CABS - the opportunity here is for these cohorts to be created automatically within the CRM based on the creation of the course/cohort on the SBC website. Importantly - these will need to be associated with a specific business school as cohorts can't be orphaned properties/data objects.

Marketing Automation

A marketing automation platform is required to integrate with the core CRM system to give a 360-degree view of the participants and all associated marketing activity at the lead, EOI, course participant and alumni stages of the learner's lifecycle.

The marketing automation system will perform several key functions within the delivery of the programme.

Campaign Tracking

The system must be capable of tracking marketing campaign performance from a lead generation perspective. This applies to multi-channel marketing activity, including SEO, PPC, social, email and offline activity. For example, this would include data feeds from the national LinkedIn campaign. The system must track leads generated at a campaign and individual activity/advert level and track interactions and conversions from that activity.

Metrics should include:

- Impressions
- Clicks
- Engagements
- Form completions
- Conversion rate
- Leads generated
- Leads influenced
- ROI

Contact Interaction Reporting

It is important to the programme team that they can track all interactions that every lead has before the start of their cohort. Any campaign interactions, emails that are sent, calls scheduled, or website visits should be recorded in an activity log against the contact and recorded against the record in the CRM.

Automated Workflows

The marketing platform must allow for automated actions to be carried out. Automated email/SMS marketing automation workflows are required to allow the CABS marketing team to produce workflows that will automatically engage with contacts and provide marketing information based on enrolment criteria, lead scores and their stage of the customer journey. The CABS team must be able to create new nurturing workflows themselves without any programming knowledge. All automated nurturing activity must be tracked, recorded, and synced to the contact record in the CRM.

Lead Scoring

To prioritise outreach and deliver targeted marketing activity, lead scoring is essential. Contacts within the database should be dynamically scored based on their demographics, interactions and activity over a period of time. Actions may contribute positively or negatively to the lead score. The lead scoring criteria should be manageable by the CABS team.

External Marketing Activity

A proportion of marketing activity is carried out by individual business schools. This activity is external to CABS and currently is not visible to the central team. Ideally, this activity should be synced to the CRM so that CABS has visibility of outreach calls and marketing emails etc. sent to the individual participants (see process flow for further context).

VLE (Virtual Learning Environment) Integration

The Help to Grow: Management programme uses Canvas VLE to deliver courses to participants. It's the main engagement tool, data centre and touch point used by participants, business schools and CABS to manage course participation, achievements, engagement and involvement with the programme. All course content (whether delivered within the VLE or not) is hosted on the platform.

The VLE is mainly driven by data from the Small Business Charter Website (SBC) and subsequent manual data input from business schools. Initial data capture and registration data from the SBC Website is passed into the VLE with the cohort information and data manually added by the business school.

There is an opportunity for CRM to drive the information/data into the VLE as the SBC website will be piping this data directly into CRM on the initial registration/expression of interest. In essence, swapping the data source from the SBC website to central CRM.

It is envisaged that approved cohort information entered by the business schools into the website will feed directly into CRM once approved. This data should then be used to create the cohorts directly within the VLE to allow participants to be attached to the correct cohort. There must be a unique identifier between the cohort within the CRM and the Cohort on the VLE as there needs to be a way for the two separate "cohorts" to talk to each other.

Once the cohort data exists in the VLE, the course leaders are responsible for ensuring that the data is updated throughout the duration of the course. This includes course attendance for participants, course completion for participants and which mentors are assigned to mentees - the management of the mentor process will then be handled through the EN platform.

Capturing these manual data points within the CRM against each cohort and participant is a key requirement as participant attendance and completion drive the activation of participants into the post-course Alumni Network, allow the schools to raise invoices to CABS and feed into status reports for Secretary of State reporting. Centralising this data and creating automated workflows to move participants and cohorts into the various delivery stages will provide a cleaner, more concise approach to managing these steps.

The granularity level for participant engagement needs to drill down to module completion level, with this data being passed from the VLE into CRM for each module that the participant completes (each course is made up of 12 modules). The recommendation is that participants are tagged/flagged and/or a status set when each module is completed.

Participants qualify for Alumni Network access after they have finished the course as long as 75% of the modules have been completed. At this point they will be automatically enrolled in the Alumni Network. The VLE currently triggers automated Campaign Monitor emails to welcome course participants to the Alumni Network. This will be automated through workflows within the CRM/marketing automation system.

Gradebook data completed by the course leader in the VLE will need syndicating into CRM from the VLE. This allows the CABS team to understand pass rates and completions clearly.

Participants can also become mentors within the programme for future cohorts. With centralised CRM segmentation of users passing through each stage of the course, applying for status and/or commentary of completion, opportunities are created to start communication channels to transition participants to Mentors.

Schools are reimbursed through invoices raised with CABS and can claim against each participant at various lifecycle phases of the course. Schools can claim 50%, 75% and 100% of course completion for pro-rata reimbursement. Therefore tracking attendance, completion and participant engagement within each cohort in CRM will require up-to-date, accurate integrated data. This data will then be used to create reports allowing stakeholders to track the year-on-year spending against the budget.

Mentors currently invoice schools directly, who again load this data into the VLE for CABS. A facility may be required to flag this within CRM against the school that is claiming and the mentor that is requiring the reimbursement, although this functionality will be phased out with the introduction of the new mentoring platform.

Workflows could be set up for each cohort, based on a start date, that triggers communication to the school to ensure that cohort/participant data is updated in the VLE at key phases - prompting the input of regular, accurate data from the business schools and dashboard stats relating to the tracking of expected invoicing/payments.

CABS use Sage for its Help to Grow accounting processes. The financial element and integration will be handled within the Sage integration.

Canvas has a restful API that allows deep integration between systems with the bi-directional data flow. The integration between Canvas and CRM will ideally be through a middleware/interface that can accept, receive and parse data between the two platforms based on the various requirements noted above.

Given the evergreen nature of Canvas and the multiple schools, cohorts, participants and mentors using the system, it would be beneficial to have webhooks or event triggers to pass data on actions. However, if this is limiting or only available for certain requirements, then the data should be synced into CRM through scheduled jobs and tasks each day/night.
Examples of events may be:

- Check for updates to participants' grade books (participant has completed and passed the course)

- Check participants' modular attendance (update participant course status to X/Y/Z)
- Check if the mentor has completed training (Mentor flagged as eligible/verified)
- Check if the participant has cancelled participation (mark participant as cancelled)
- Cohort attendance levels
- Check cohort phases (has phase 1 been complete, change status to phase 2)
- Has cohort been completed (mark cohort as complete for invoice)
- Has a mentor invoice been raised by the school within the VLE (flag that a new invoice has been raised by X school, for Y mentor).

We envisage the VLE being used by the schools, participants and mentors in its current form; however, the biggest risk is that the data is manually extracted from VLE or manually entered into VLE from various sources and spreadsheets. This opens up opportunities for data integrity issues through manual intervention.

Creating a data flow between VLE and CRM will help ensure the syndication of clean, evergreen data between systems. Positioning the CRM as the reporting tool, stats and analytics data provider allows the VLE to stand alone with its core purpose of being a learning environment.

Sage Integration

The current finance processes used throughout the programme delivery are very manual. The new system will integrate the CRM with the accounting system currently in use (Sage) to automate these processes where possible. There is some reluctance to automate this process fully, so this will likely be achieved by producing reports to calculate the values of invoices to be raised, and these will then be used to create the invoices in Sage manually.

Two of the most time-consuming financial processes are processing payments to the business schools and forecasting payments due throughout the year. Both of these processes should be automated in the new system.

Forecasting calculations will be made from the data held within the CRM. Once approved, the schools upload their cohort details into the SBC website CMS. CABS publishes the cohort. The CMS is not a cohort planning dashboard though. Cohort planning is done in a spreadsheet. The CMS should be used to record data on published cohorts.

Furthermore, once the cohort is underway, the learners' progress will be synced to the CRM system, indicating when they have started, reached 50% and completed. An automated report is required to run monthly to calculate the actual payment due to be made to each school. This will be calculated by multiplying the number of participants at each stage by the staged payment due at that point. The information must be made available as an export, including the amount to be paid, the business school contact details, and the individual financial contact details. The finance team will then use this export to create the purchase orders and process the payments for the business schools.

PowerBI Integration

PowerBI is the primary dashboard and reporting suite used within the programme and is crucial to the collection of data required to evaluate the programme against the stated policy objectives and to make informed decisions about changes to the programme.

The data used in the PowerBI dashboard is currently fed from several data sources:

- Cohort Planner Spreadsheet this sheet is compiled manually by CABS to give visibility over the full programme delivery across all courses and business schools.
- Small Business Charter Website
- Virtual Learning Environment
- PB Tracker - a multi-faceted and granular data set compiled manually, weekly, from various data sources (with a successful implementation of a centralised CRM, the aim is to make the PB tracker redundant, or a much smaller entity, as the data will be centralised, segmented and updated within CRM).

This data is sent to Azure as the data warehouse parses and stores it within Azure MySQL. This is an evolving process which does not need to be changed.

It is anticipated that moving forwards, data will be driven from the centralised CRM where possible, although some specific data sets from the PB tracker, or VLE data that does not need to live in CRM, *may* need to be driven from manually curated data sets in the respective source system.

The new CRM should allow for a reduction in VLE, Website and Cohort Planner data source reliance that can be streamlined in centralised CRM as the data (including granular information like dates, regions, sectors etc.) will all exist within the CRM system.

Calculations can be made on varying data sets and from multiple sources and sent into the PowerBI dashboard to provide insight. Two examples below will show how this data centralisation can help.

Example one:

How many current cohorts are 50% through delivery?

This data will exist in the CRM as each cohort is updated via the schools in the VLE. The data is then syndicated into the central system, where a status/tag is applied, flagging the specific cohort as 50% complete.

This data can then be pulled straight from the CRM.

Example two:

How many registrations do we have in the northwest that have not enrolled?

This data would currently be driven from the SBC website, however with the integration into centralised CRM, each participant exists in the system with a status of “EOI”, “Registered”, “Eligible”, “Enrolled” or Alumni - these statuses are automatically applied when a record is created in CRM (apart from enrolled which is manually assigned by the business school) along with the data relating to the region.

This data can then be pulled straight from the CRM.

As you can see, both of these data points would require varying system data sources to query the data sets. Whereas with the centralised system, information can simply be requested from the CRM.

As the PowerBI integration is currently managed by another 3rd party development company (Change++), there will need to be collaboration between both Change++ and the implementation agency to ensure that the CRM can expose the required data, in the required format, to the data warehouse.

It’s possible that middleware could be needed between the two platforms to parse the data into the format needed with any calculations run before the data is consumed via the PowerBi dashboard.

PowerBI will not be pushing any data back into CRM, so the data will only need to be exposed from within the centralised system.

Enterprise Nation Integration

The approach to mentoring in the programme has recently changed. A consortium consisting of Enterprise Nation, Newable and the Association of Business Mentors is now responsible for delivering the mentoring element of the Help to Grow: Management Course.

Enterprise Nation (EN) provides the new mentor matching platform - this is a change from the current mentoring system which relies on schools manually matching mentors to participants.

A second difference is that the new model is voluntary with mentors providing mentorships for free. Previously, the relationship with mentors was a paid agreement that is invoiced via the business schools to CABS, who subsequently claim this back through the programme.

Now that EN is launched, the relationship is between EN and the Mentor. Mentees will log in to EN where they will be matched with potential mentors.

Given that EN owns the relationship, it is important that matched mentee and mentor data can be shared between EN and CRM.

Data that will need to be passed from EN to the CRM will include:

Base Mentor data

- Name
- Sectors
- Geographic region
- Business topics
- The mentee they are mentoring
- Has completed their training

Base Mentee data

- Name
- The mentor they have chosen

This will allow CABS to view which mentors are working with which schools and participants within specific cohorts.

Additionally, it is important that the progress of the mentoring engagement can be tracked within CRM between mentor and mentee to allow the management team to spot trends in mentoring uptake, completion and dropout. This progress will be recorded within the EN system, with the mentor completing a session log of each session with the mentee.

This data must then be recorded in the CRM to track progress and analyse mentorship uptake across the programme. These records should be synced to the CRM and recorded as a custom mentor engagement object that can be shared between a participant/mentor relationship within CRM. Alternatively, notes can be added to a participant/mentor record that records engagement.

Data sharing will need to be explored to understand the extent to which EN data can be shared with Help to Grow and CRM. Data will be shared from EN via APIs, so integration between the CCI and EN will need to be created.

Business School Access (access to CRM)

Within the scope of this CCI, there is a requirement for business schools to access data. The centralised CRM system is an internal management platform for CABS; however, within the programme's requirements, business schools would need the ability to manage data within the ecosystem.

Two core options are available, and both should be explored to find the most suitable solution. These options are direct CRM access or access via a portal/dashboard.

Direct CRM access

Firstly, restricted CRM access allowing a business school direct access via an account to the CRM platform.

The access would need to be granular so that an individual business school could only view, edit, update and interact with records that were specifically related to them and their business school activity.

This option would present a simpler solution but would need access rights to be managed closely, with data and GDPR compliance needing to be adhered to at all times.

Business schools would need to be coached and trained on how to interact with the CRM to ensure data was added/edited and managed to ensure they remain aligned with the expectations of data flow within the system to ensure the data is as complete and clean as possible. Appropriate data validation rules should be configured within the system to ensure that data quality is maintained.

Portal access to CRM

The second option would be a custom portal that was created to sit alongside CRM that was fed by the core platform. This would allow CABS to be explicit with what data and functionality can be exposed to business schools, ensuring that the data was sanitised and validated before entering CRM. It would allow access to data specific to the school, the cohorts, participants and mentees relating to their programme delivery.

This option would allow, in future phases, for data from other parts of the eco-system, for example, PowerBI, to be integrated into a reporting dashboard to provide the business schools with deeper insight into the programme delivery. The reporting dashboards will be built directly into the portal.

The reporting dashboard will be split into several segments:

- List of cohorts the school is running; has run, and is due to run (with associated cohort data passed in).
- A list of participants that are enrolled, registered or have expressed interest in the school - with relevant participant information attached (including the engagement status).
- An overview of the school data held within CRM - list of contacts and geographical regions along with some top-level stats around several cohorts run, number of participants who have registered, completed courses, and number of participants to become alums and/or mentors.

- A list of mentors associated with the business school.
- An overview of how the programme is performing nationally and regionally.
- Associated information related to invoice status/cohort invoicing.
- Holistic views of each participant - where they are with attendance, mentoring; where they are, where they have been and where they are going.

Although this is a broad overview and will need refining in detail when in the implementation phase, this type of information can be gathered from within CRM and syndicated to individual schools.

All the data that is syndicated into the dashboards exists within the source data points or via direct entry from the portal, should information need updating. Therefore the business schools will require create, read, update and delete functionality for user records, school profile information, cohort information and mentee data from within the portal.

The portal will provide 360-degree, centralised and consistent visibility over the status of invoices (this could be based on the cohort phases that would indicate when invoices are due), cohort information, participant and mentor engagement/attendance/completion and programme reporting.

Each school will need logins connected to staff users within the centralised CRM. Only data segmented and related to the specific institution must be shared. The most granular and intuitive approach would be to feed the portal through CRM API integration, emphasising the importance of bidirectional API functionality within the chosen system.

Agnostic of approach, it is anticipated that the new CRM will provide a suite of API endpoints, allowing the business schools to connect and automatically push and pull data without manually completing spreadsheets or importing CSVs by integrating with business schools' own CRM systems if required. This will allow them to retrieve leads, expressions of interest and participant data from the central CRM directly into their own to track and record their activity with the participant.

It is envisaged that endpoints will also be available to allow them to sync this activity back to the central CRM such as call logs, email outreach, etc. to provide the central CABS team with visibility of the activity undertaken by the business schools independently.

Through an initial consultation, it has become clear that many business schools are managing the process entirely through spreadsheets at the moment, and it may be that some of them are unable to migrate to a true CRM. To that end, CSV export and import functionality is required to allow them to extract the data of their leads/participants and import data about their confirmed cohort members and, if possible, interactions with the participant throughout the journey.

It is understood that development resources from the business schools would be required if they want to integrate their CRM with Central CRM.

The business school integration is considered a more detailed requirement and would need exploring further with technical discovery recommended to ensure the solution provided meets MVP requirements. It is envisaged this functionality would be built into phase 2 or 3 of the project.

Alumni and Events Integration

After completion of the formal Course, the Help to Grow: Management Alumni Network is open to all learners and, with some restrictions, to mentors. Upon completing at least 75% of the programme, course participants automatically become Alumni unless they choose to opt out. It is hoped that the Alumni Network will become the legacy of the Help to Grow: Management Course, with the support of a wide range of partners allowing it to continue to support the community of SMEs well into the future.

The Alumni Network will be centred around a new content hub which will be a closed community application that users need to log into to access. This platform is likely to be WordPress-based and will need integration. However, it is currently still in development and therefore will be delivered outside the MVP phase of he CCI project). In addition to the content hub, the Alumni Network will also host events that alumni and mentors can attend. Local events will be delivered by the business schools and overseen by CABS. In addition, regional and national events, webinars and ongoing CPD will be delivered by CABS. Attendance to all of these events is required to be recorded within the CRM.

The CRM needs to be able to change the status of learners from course participant to alumni when they are eligible, i.e. have finished the course and completed at least 75% of modules. This is dependent on data flow from VLE Gradebook. This granularity will help segmentation and personalisation.

This will allow CABS to target participants/mentors with automated communication workflows and to message around events, participants and network benefits.

Within the CRM, alumni records should be connected to a custom event object (or new data pillar) for events (physical or virtual) to track attendance. Attaching alumni to events will give CABS a rounded view of local, regional and national event uptake, engagement and delivery. To simplify the system architecture for CRM integration, it is recommended that simple event registration should be built within the CRM. The expectation is that basic event management data will be captured in the CRM e.g. dietary requirements & confirmation of attendance. Event signup forms should be embeddable within the website and allow registrations to be automatically recorded in the CRM against the participant/Alumni Network member.

As the Alumni Network develops and grows, the CRM must grow with it; it needs to become a destination for recording information about stakeholder management, commercial partnerships, sponsorship and lead generation.

Whilst this is a longer-term vision, the CRM needs to be capable of scaling to accommodate these types of requirements. At this point, the CRM integration from a data perspective should be centred around transitioning participants from learners to course completed and finally to alumni and ensuring these are all present within the system to allow for marketing automation and participant activation.

The Alumni Network content hub is currently under development. It should be assumed for the purpose of this ITT that we will want to capture interest in content themes at a topic level, allowing us to create increasingly more relevant content for our alumni community. It is also assumed that this trend information would be captured in Google Analytics or Data Studio reports and usability tools such as Hotjar. However, we are interested to hear more about best practice in this area.

Legacy / Current Data Migration

The Help to Grow Course has been running for 18 months, and whilst this is a new system to embed centrally within the workflow, the current data and that of previous cohorts, participants and alums are not redundant.

Consideration must be given to migrating data from the various data sources. CRM functionality must include the ability to upload batch datasets and map source data into the newly created CRM data object properties.

The CRM data structure should be mapped out first, with associated properties, custom objects, related fields, and attributes all created and documented.

An audit will then need to be carried out on each source data to create mappings. Where data gaps exist, migration middleware will be created to format and generate data properties that will map into the newly created CRM.

Where data currently lives in spreadsheets or online, the CRM should be capable of importing this data directly into the CRM. However, where data lives in MYSQL tables, Websites or 3rd Party platforms, exports will need to be generated or API integrations built to extrapolate the required data.

As the requirement is to create clean, standardised data sets, it’s likely that data cleansing and sanitisation will be needed to ensure that legacy data behaves in the same way as the new data. New data captured after the system is in place will be automated to flow into and out of the system. If data from specific data sets can’t be mapped and parsed into the new data structures correctly or data is missing, a decision should be made on a case-by-case basis as to whether that data can be left out of CRM. This is a decision that would need to be made between CABS and the implementation agency.

A CRM is only ever as good as the data that is put in, and the CRM must be seen as an evolution of the current data handling systems and processes. Therefore, the primary objective needs to be around the current and future data requirements whilst ensuring that consideration is given to legacy data.

CRM's purpose is to help make the customer experience/journey better overall and where legacy data doesn't need to bloat a new system with new processes, this can be left out as the PowerBI dashboard has the reporting information needed for global programme success metrics.

Lead Tracking 3rd Parties (Blueberry)

Blueberry provides an "outsourced sales" service for the programme by following up on EOIs"or leads", to convert them to registered participants. When a lead expresses an interest in the programme, they do so either by expressing an interest in a specific course or business school, or by expressing a generic interest in the course in a region, e.g. South West or Scotland.. If they make a choice, the lead is passed directly to the business school; if not, the lead is passed to Blueberry to make contact and convert. This is currently a manual process with data being downloaded from the Wordpress backend and emailed to Blueberry.

The new system should automate this, ensuring that all expressions of interest that are received and do not have a business school selected are automatically passed to Blueberry via an automated export or API integration into their own CRM. Further consultation is required with the Blueberry team at this stage to understand the possibilities and limitations with their internal systems. If this is not possible, direct access to the centralised CRM should be given to Blueberry operators.

There is currently no visibility of the interactions that Blueberry has with the EOIs. There is a requirement for the outreach activity carried out by Blueberry to be synced with the CRM so that CABS and BEIS can see the activity undertaken and monitor conversion rates etc.

Dependencies (Current Ecosystem Data Availability/ Development)

A number of dependencies should be considered:

The current ecosystem is fractured and compartmentalised from a data perspective due to the lack of a centralised system. Therefore there is a need for the component platforms within the current ecosystem to API / Data access endpoints/callbacks available to ensure that data can be syndicated between the varying sources. Where these don't already exist they will need to be created by the respective partner.

Whilst middleware may need to be created between Endpoint A (Source) and CRM (to ensure the data is parsed in the correct format and validated correctly - ensuring clean data), that transfer is only possible if the Endpoint or Source Data can share the data. This development, functionality and exploration will need to be completed by the teams/software houses or developers responsible for the various platforms.

Where APIs already exist, it may be possible to push the data directly into CRM, where the chosen system handles the data segmentation and validation. This will need to be specified per specific integration where data can be extracted for the Source in the right format without intervention. Where data needs to be manipulated a decision needs to be made where this happens, at the source, or on the CRM side. This decision will need to be carried out by the implementation teams.

Another important consideration is ensuring that the data historically stored in offline spreadsheets in excel - can be moved into cloud-based spreadsheets or excel formats OR have the ability to convert to JSON (or another standardised readable type) that can parse the data into CRM. It is not recommended to try and connect offline/local spreadsheets to CRM.

Spreadsheets for the individual business schools (for which over 50% of those surveyed use) will need standardising into an agreed format to allow for a consistent and concise integration.

The considerations around spreadsheet usage may be negated if the CRM solution provides a direct login for business schools (and they are happy to work in this way). Further consultation with the business schools is required to understand if this is a viable approach.

3.6 Considerations (Licensing, training, data sharing)

Licensing

It's important to understand that licensing is a key consideration. The programme aims to attract thousands of SMEs over the next 3 years and the Alumni Network will run beyond the life of the programme. It is, therefore, critical that the CRM system is appropriately licensed and able to incrementally scale to this number of contacts and potentially more due to redundant/inactive and pipeline contacts within the system or conversely, if the number surpasses the base target.

CRM systems usually package varying functionality within specific "features" and "packages" available as both 1st Party and 3rd Party add-ons. When specifying a CRM platform, whether that be Salesforce, Microsoft Dynamics, HubSpot etc., consideration must be given to any additional costs for specific areas of functionality.

Where possible, the CRM should have most of the functionality available in the core system without relying on 3rd party add-ons. The reason for this is a single point of contact for advice, updates and support.

3rd party SASS platforms like Zapier can provide interfaces between various data points and trigger specific actions based on events (use, for instance, in digesting Google Sheet or online Spreadsheet data) which can in certain use cases, reduce development time and cost.

Software like this can be valuable and built into the integration where specific data points do not have currently open and accessible API endpoints, callbacks or data transfer systems. However, they come with limitations and should be used in specific use cases only mapped against specific requirements of the brief. An example of this may be a connection between Google Sheets and CRM, where more complex and involved development would be needed to achieve the same functionality.

Any additional costs associated with extended functionality must be considered and clarified in the provided costings.

Training

Whilst the CCI aims to reduce manual intervention and administration overhead, it's critical that training on the specific CRM platform and integration is provided.

The Ecosystem can only be a success with good data and a full user understanding of how the varying systems integrate, automate and pass data. The power of CRM comes in creating workflows, campaigns and automation; however, these can become complex and require a good baseline understanding of the possibilities along with documentation and onboarding to ensure the users are comfortable and confident with the new systems.

Training is best provided via both in-person workshops, documentation and tutorials on key features/flows and administrative tasks (for example, creating new users and assigning the right privileges, batch importing a dataset via a CSV, setting up a new lead campaign or transitioning a user into a specific "state").

Please indicate in your ITT response what free resources are available from the CRM provider, how this is accessed and whether there is a limit to the number of people that could access this information, e.g. if the number was in excess of 50 user would that be possible?

Data Sharing

It is recognised that the feasibility of some of this functionality is reliant upon appropriate GDPR consent and data sharing agreements between each of the respective parties. CABS is undertaking a series of consultations with all parties to implement a sensible and appropriate data-sharing agreement.

To support this requirement, the system must be capable of recording GDPR consent and storing it against the contact within the CRM. It must also record the version of the terms and conditions that were signed at the time to ensure data compliance.

3.7 Supplier Requirements

CABS is looking for a suitably experienced and qualified partner to implement a centralised CRM system and integrate it with the aforementioned systems. The agency would also need to offer ongoing support and maintenance of the core system and integrations throughout the programme (March 2025).

Recommendations should be made regarding the most appropriate system(s) to deliver against these objectives with clear costings around both bespoke development and ongoing licensing costs.

There is no fixed requirement regarding whether the system(s) should be "off the shelf" or bespoke builds; the only fixed requirement is that the CRM and associated systems must be cloud-based. For context, CABS currently utilises Salesforce as the CRM across the entire business, but it is not specifically used for the Help to Grow: Management Course.

Our expectation is that the CRM and Marketing Automation systems to be utilised as a part of the new ecosystem are enterprise-grade platforms that are capable of meeting all of the requirements outlined in this document. We are familiar with Salesforce but appreciate that there may be benefits in utilising other enterprise solutions such as HubSpot, Microsoft Dynamics, Adobe Experience Cloud etc. We are also happy to consider industry-specific proprietary CRM solutions. We expect the implementation partner to specify an appropriate platform that meets our key criteria.

3.8 Delivery

It is our expectation that the project will be split into 3 phases of delivery. An initial MVP (minimum viable product), phase 2 (priority integrations) and phase 3 (remaining integrations).

For MVP, the key levers for success would be for the CRM to cover the core participant lifecycle. This is from EOI (expression of interest) through to Alumni member.

We would suggest that this includes:

- Base CRM Set-up and Configuration
- VLE Integration
- Small Business Charter Site Integration
- Alumni Integrations
- Marketing Automation Workflows
- Lead Tracking
- Granular Business Schools to access rights to CRM data/dashboard (if this approach was recommended/proposed over separate business school portal)

This would allow CABS to centralise participant data throughout their engagement within the program.

Following this, for phase 2:

- PowerBI Integration
- Sage Integration

- Dynamic lead scoring
- Business schools CRM integrations

Finally, to complete the initial integration work, phase 3 would consist of:

- New Portal for Business Schools to access CRM data/dashboard (if this approach was recommended/proposed over granular access rights)
- Enterprise Nation Integration
- Refinement of integrations

Whilst these phases are open to discussion, the MVP delivery is critical to ensure the project can start to deliver ROI at the earliest possible opportunity with the data centralisation helping to nurture participants through the program more efficiently.

All tests would be subject to the same QA (quality assurance) and UAT(user acceptance testing) to ensure requirements are met, and the ecosystem is delivered against the brief.

3.9 Budget

To provide an indicative budget for the scope and requirements of the CCI, we provided an estimation based on the delivery of each of the sections laid out within the project section of this document.

The breakdown would be as follows:

- Base CRM Set-Up and Configuration
- Enterprise Nation Integration
- VLE Integration
- PowerBI Integration
- Sage Integration
- Small Business Charter Site Integration
- New Portal for Business Schools to access CRM data/dashboard
- Lead tracking Integration
- Alumni Integrations
- Data migration
- Testing, QA and UAT

The estimated budget that should be made available for the project should be up to £180,000 exclusive of VAT. Value for money will be a consideration of selection. This should allow for developing a centralised, integrated CRM ecosystem as specified in this requirements document. Whilst the project would be split into phases allowing for MVP (Phase 1), Phase 2, and Phase 3, the budget would be to complete the delivery of all phases.

CABS would require an ongoing support agreement with the implementation agency; this support would need to be included within any proposal submitted, with an explanation as to the level of support (SLA), and minimum support commitments (what would be included from a technical perspective) and indicative monthly cost. Support retainers are usually based on days per month basis ranging.

A project of this size would probably require around 3-5 support days a month on average (£2400-£4000 per month @ £800 per day).
This figure does not include any CRM platform licence fees/costs, CRM training or onboarding or development work needed by any 3rd party supplier/partner or business within their individual technology/platform which will also need to be costed and supplied by the implementation agencies as part of their proposals.

3.10 Timelines

The contract will commence no later than 7 November 2022 and, unless extended by CABS, will complete by 31 March 2025.

The successful supplier must be able to commence work on 7 November 2022 and will commit sufficient resources to undertake the necessary services.

CABS recognises that suppliers may plan their projects in a range of ways and may deliver as a complete system or in phases. An indicative project plan is requested as part of your response to show how this scope of work may be delivered within the time frame.

Phase 1 MVP launch - February 2023
Phase 2 - April 2023
Phase 3 - July 2023

3.11 Award Criteria

CABS reserves the right to decline to make any award or to award to other than the lowest priced offer. The following weightings will be used to determine the most economically advantageous tender:

Ability to resource the Contract	40%
Portfolio examples of similar projects	20%
Service Level & Costing	40%

Sub-criteria are detailed in the relevant sections below.

3.11.1 Ability to resource the Contract (Weighted 40%)

The ability to suitably resource the contract to meet the requirement as detailed in this document throughout the duration of the agreement as detailed in section 2.9. This will be assessed on the basis of

1. Your commitment to meet the contract dates,
2. The level of technical ability demonstrated
3. The ability of the proposed solution to meet all of the criteria outlined in the requirements section of this document,

4. The capability and experience of staff committed to the contract. You should provide their CVs detailing your experience and qualifications with your submission. Hourly/daily rates are required per role.
5. Team structure including roles and responsibilities.

Suppliers are asked, as part of their submission, to provide a document outlining their response to all points above.

3.11.2 Portfolio examples of previous content (Weighted 20%)

The organisation is expected to meet a level of experience, project management and delivery so that the requirements of the detailed brief are met. To demonstrate this, submissions should include a portfolio of three previous projects that are similar to the work outlined in this tender, with examples of integrating CRM with multiple other digital platforms.

We would be particularly keen to see examples of referenceable work previously completed with other membership organisations and/or chartered associations. You should include an explanation of why you have chosen those examples and how they demonstrate the ability to fulfil this contract.

In your tender response, please detail how you meet the requirements above. Each of the questions is weighted as stated. Scores will be allocated as per the table below:
Scoring Methodology

Score	Score Description	Definition
0	Unacceptable in whole or part	No response has been provided, or the response fails to address all elements of the requirement; all elements of the response are not justified or unsupported by evidence where required; fails to demonstrate any understanding of the requirement.
1	Low Confidence	Lack of content/detail or significant gaps or lack of justification/evidence in response to the requirement; response given is generic and not relevant in whole or part; fails to demonstrate understanding of the requirement. The response provides CABS with low confidence that the Contractor has the full capacity/capability to deliver CABS' requirements.
2	Satisfactory	The response is satisfactory and meets some of CABS' requirements with some gaps or lack of justification/evidence in response to the requirement. The answer provided is satisfactory and provides CABS some confidence that the Contractor has the capacity/capability to deliver CABS' requirements.
3	High Confidence	The response is good and meets most of the CABS' requirements, providing most of the benefit/value/experience. The response provides CABS with high confidence that the Contractor has the capacity/capability to deliver CABS' requirements.
4	Full Confidence	The response is excellent and meets all CABS' requirements providing the full benefit/value/experience specified. The response provides CABS with full

		confidence that the Contractor has the capacity/capability to deliver CABS' requirements.

3.11.3 Service Level (Weighted 40%)

Suppliers should quote the number of resource hours and their offer's daily and hourly rate costs. Your response should detail your project costs for each phase of the project and what you will provide for this amount.

Any ongoing costs such as licences, hosting, etc., should be clearly outlined in your submission.

Submissions will be scored pro-rata, with the offer providing the best value, scoring full marks. All other compliant offers will be scored pro-rata to this.

Example (where tender 1 is the lowest offer):
Tender 1 = £100000 = 40.00 marks
Tender 2 = £95000 (95 / 100) x 0.40 = 38 marks
Tender 3 = £90000 (90 / 100) 0.40 = 36 marks

3.12 Contract Award Requirements

After selection of the preferred supplier and prior to any contract award, the successful supplier will be required to provide evidence of the following, as appropriate:

- copy of your Professional Indemnity Insurance certificate.
- copy of the following Policies, as appropriate:
    - Sustainability and Environmental Policy.
    - Policy / Policies are covering Equal Opportunities.
    - Modern Slavery and Human Trafficking statement

You are not required to submit this information with your tender response. The contract will not be awarded until this information has been provided.

3.13 Payment and Invoicing

Payments to suppliers will be made monthly in arrears in 11 instalments. CABS will issue a Purchase Order to place an order. CABS' Purchase Order number must be shown on invoices. Suppliers must not accept orders without a valid Purchase Order number. CABS operates a policy of "No Purchase Order No Pay" and will return all invoices to the Supplier which don't conform to this policy.

All invoices should be sent via email to accounts@charteredabs.org and addressed to:

Chartered Association of Business Schools
Attention: Finance Dept
3rd Floor
40 Queen Street
London
EC4R 1DD

Please note that zip files cannot be accepted and that this address is for invoices only and should not be used as a delivery address for goods ordered or invoice enquiries. Also, please be aware that these addresses may change over the term of the Contract.

3.14 Terms and Conditions

CABS' Terms and Conditions of Purchase for Services, as attached, shall apply to the resulting contract.

SECTION 4 Declaration of Bona Fide Tender

The essence of selective tendering is that bona fide competitive bids are received from all persons tendering. In recognition of this principle: -

I/We certify that this is a bona fide Tender, intended to be competitive and that I/We have not fixed or adjusted the amount of the Tender or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any other person.

I/We also certify that I/We have not done and undertake that I/We will not do at any time any of the following acts:

1. communicate with a person other than the person calling for this tender or CABS' Co-ordinating Officers, the amount or approximate amount of the proposed tender.

2. entering into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any Tender submitted; or

3. offering or agreeing to pay or give or paying any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other Tender or proposed Tender any act or omission

In this declaration the word "persons" includes any person and any Body or Association, corporate or incorporate. The words "agreement or arrangement" include any such transaction, formal or informal, whether legally binding or not.

Signed: ____________________ Dated:

Name: Position:

For and on behalf of:

SECTION 5 Offer Of Agreement

Having examined all the documents listed below and, subject to and upon the terms and conditions contained in the said documents, I/We offer to supply the Goods/Services to CABS at the rates/prices detailed in the Price Schedule enclosed.

I/We agree that this tender and any Agreement and subsequent contract which may result from it shall be based upon the documents listed below and bearing the contract reference shown at the top of this tender.

(i) Further Competition - Invitation to Tender
(ii) My/our response to the Invitation to Tender Document
(iii) Your Terms and Conditions for delivery of the project

I/We agree that any other terms or conditions of the contract or general reservations which may be printed on any correspondence from us/me in connection with this tender or with any contract resulting from this tender shall not apply to the Agreement or subsequent contract.

I/We agree that any contract resulting from this tender shall be subject to the law of England and Wales as interpreted in an English Court.

The prices quoted in this tender are valid and open to acceptance by you for three calendar months from the tender return date specified in your Invitation to Tender.

Signed: Dated:

Name Position:

For and on behalf of: