



## **1 Introduction**

This document sets out the Society's strategic priorities for the 2021-23 period.

It primarily consists of a set of strategic priorities, grouped under six strategic goals. These are required to deliver our vision for the Operational Research community through the Society's mission and aims. It addresses weaknesses and threats but build on our strengths and aims to exploit opportunities.

The period covered by this business plan is one where a number of significant challenges (and hence opportunities) will be considered. Perhaps the most immediate is setting out operational research's place in the rapidly evolving AI / data science / analytics landscape. This is a strategic imperative for the Society.

In a similar vein social & environmental sustainability is emerging as a key theme, both as an area where OR has much to offer, and for organisations such as the Society to adapt their operating practices. The Society will begin to consider the implications of signing up to an initiative such as Pledge To Net Zero.

In recent years, the Society has taken steps to make its governance more rigorous, and it's in that framework that this business plan must exist to help ensure all of the Society's activities are focussed and well-intentioned.



## 2 Mission, Vision and Role

The **objects** for which the Society is established are:

- the advancement of knowledge and interest in Operational Research; and
- the advancement of education in Operational Research.

These are achieved through various powers to the Society, as detailed in its constitution.

The **Mission Statement** for the OR Society is:

To be a vibrant, visible and valued society which exceeds the expectations of members and effectively promotes the use of OR, such that it is highly respected both in the UK and internationally.

Put simply: **Vibrant, Visible and Valued**

The Society's **vision** is:

To build a world improved by rigorous analysis and better, evidence-based, decision-making: "OR providing world class analysis for world class decisions".

In this world OR would not be merely seen as "nice to have" but as indispensable and be used and acknowledged widely in all areas of industry, business, government and the 3rd sector.

To achieve that vision the Society's **Aims** are that:

- decision makers understand how OR can help, value and seek its contribution, and know from whom they can get it; and
- operational researchers are knowledgeable, [innovative] and well-trained, and in good supply.

In support of that vision the Society also aims to:

- have a vibrant and active membership drawn from diverse areas; and
- be well-run, provide excellent services and be adequately and sustainably resourced.

The **Values** of the OR Society are:

Rigorous – rooted in evidence, rational analysis and strong historic principles

Inclusive – vibrant community united by a common passion and purpose

Proactive – leading improvements to services, processes, systems and outcomes

Supportive – helpful, responsive and customer focussed



### **3 The Roles of The Society**

It is important to acknowledge that The OR Society operates under a number of different banners and must balance the needs of each, which at times can result in conflicts.

#### **Professional body**

To support the professional development of people working in OR and related disciplines.

#### **Learned society**

To bring together the OR community, to develop its thinking and to support the ongoing development of the broader discipline.

#### **Publisher**

To support learning and dissemination of knowledge by working with researchers in all OR and related disciplines across the world (through its close working relationship with Taylor & Francis).

#### **Membership body**

To provide valued services to our members that are relevant to their stage of career and location.

#### **Influencer**

To help OR be seen as a useful contributor to matters of national and international importance.

#### **Charity**

To ensure that OR can fulfil its potential to benefit society.



## **4 Six Strategic Pillars**

These pillars, priorities or goals stemmed from the output of the Board's strategy workshop in October 2019 and subsequent discussions in 2020 which formalised them. It primarily consists of a set of strategic priorities, grouped under six strategic goals. These priorities map to the SWOT and Vision exercises that were undertaken at the workshop. They are required to deliver the elements of the vision, address weaknesses and threats, build on our strengths or exploit opportunities.

The strategic pillars for the coming three to five years are:

- Raise awareness of the importance of OR;
- Support OR knowledge development;
- Support OR education;
- Grow membership and wider reach;
- Ensure financial sustainability of the Society; and
- Embed good diversity practice in OR and the ORS

The Society's Senior Leadership Team (SLT) followed up the 2019 and 2020 business planning activity by applying an OGSM approach – objectives, goals, strategies and measurement. Under each of the strategic pillars, there is an objective (which describes what we do) and three strategies (which articulate how we do it).

For each of the goals there is a set of current Business-as-usual (BAU) activities that support the goal, plus a set of strategic priorities for focus during the planning period. Similarly, a simple mapping shows how the priorities relate to the Society's main committees.

The team also considered which KPIs might best be used to measure progress against these objectives and strategies. These are set out in Section 6.



## 4.1 Raise awareness of the importance of OR

Data, its presentation, interpretation and use, is increasingly prevalent in the today's world. There is, however, a remarkable lack of public knowledge about it, what it means and what it can do. These are all core strengths of operational research. Whilst the profession can cite many impactful uses and applications of OR, the benefits of using or applying OR principles remain relatively unknown.

In terms of context, this strategic pillar covers decision makers in Government and the Private Sector; the wider analytics / AI / data science community; and the general public (including those in education).

<b>What we do:</b>
We champion the impact that Operational Research has on enhancing our everyday lives and its role in solving global challenges
<b>How we do it:</b>
1. We ensure decision makers understand how OR can help, value and seek its contribution, and know from whom they can get it
2. We build policy influence with key government contacts
3. We highlight interesting, impactful real-world examples of OR
<b>BAU activities supporting the goal:</b>
Pro Bono OR
OR in Education
OR exhibition
Impact magazine
Website & social media
<b>Strategic activities:</b>
Create and disseminate thought leadership (including on ethics)
Build policy influence with key Government contacts
Connect with other key decision makers
Implement an engagement plan for the Analytics/AI/data science community
Build media profile
Build a strong network of partner organisations (other societies, etc.)
Demonstrate relevance of OR to complex problems and big issues
Launch Find OR Member/Professional website functionality



## 4.2 Support OR knowledge development

OR and the closely related areas of analytics, data science and artificial intelligence represent a field that is rapidly expanding and developing. The Society plays a key role in knowledge exchange with its members and wider community reach. This strategic pillar is intended to foster the ideal environment for research to flourish and for the associated exchange of learning and ideas to happen as widely and efficiently as possible.

<b>What we do:</b>
We deliver inspiring, world-leading OR and analytics knowledge resources at every stage of education and professional development
<b>How we do it:</b>
1. We share cutting-edge research through our world-class portfolio of (academic) journals
2. We deliver relevant, life-long learning and networking opportunities through our extensive programme of conferences and events
3. Increase scale and impact of OR research in the UK
<b>BAU activities supporting the goal:</b>
Journals
Conferences / Events
SIGs and Regional Societies
Engagement with funding bodies
Awards
<b>Strategic activities:</b>
Contribute to 'Big Mathematics' initiative / National Academy of Mathematical Sciences
Strengthen UKRI relationship



### 4.3 Support OR education

OR needs a strong pipeline of people coming into the profession to ensure it continues to grow and prosper. Through the ever-increasing adoption and interest in analytics, data science and artificial intelligence, the demand for qualified and experienced people with OR-like skills is higher than perhaps ever before. The start of the pipeline needs more people to have awareness of OR and the options it offers as a potential career path, and the tools that we use to shape the flow through the pipeline need to be ever adapting and of the highest quality.

<b>What we do:</b>
We strive to ensure operational researchers are knowledgeable, well-trained, and in good supply
<b>How we do it:</b>
1. We provide a wide-ranging programme of world-class training in OR, analytics and data science
2. We want every child to be aware of OR, the value it brings to society and think positively about its career possibilities
3. We seek to grow the number of people with the capability to undertake OR practice and research in the UK
<b>BAU activities supporting the goal:</b>
Training
OR in Education
Conferences / Events
Regional Societies / Special Interest Groups
<b>Strategic activities:</b>
Progress application to be EPAO for OR apprenticeship
Support the launch and initial adoption of apprenticeship
Enhance training programme to support wider strategic goals
Consider degree course accreditation
No. of students graduating from OR & Analytics Masters courses - task for Education committee?



#### 4.4 Grow membership and wider reach

To work towards achieving its vision, the Society and the wider OR community needs more people to be aware of OR, the Society and its activities, whether this is as contacts or members. Previous incarnations of the business plan separated reach and visibility, but this led to confusion as to what each meant and covered. This pillar brings both together with the simple ideal that more people know more about what we do, either as part of a wider reach, or ideally as part of a growing and more engaged membership.

<b>What we do:</b>
We aim to promote and grow the society as the professional home for our dynamic communities of operational researchers and analysts
<b>How we do it:</b>
1. We provide a variety of opportunities for both members and non-members to engage with the OR community and the OR Society
2. We develop and promote a clear sense of purpose and passion for OR & its community
3. We enable our community to demonstrate competency, professionalism and achieve recognition
<b>BAU activities supporting the goal:</b>
Membership proposition
Inside OR
Networks, Special Interest Groups and Regional Societies
Various routes to accreditation – FORS etc., CSci, CAP
<b>Strategic priorities:</b>
Create more tailored membership propositions plus flexible online services
Increase member recruitment and retention
Develop and promote clear sense of shared purpose (for example, OR and sustainability)
Strengthen SIGs / regional societies / conference streams
Continue to support initiative on professionalisation of data science



#### **4.5 Ensure financial sustainability of the Society**

Whilst this might be the least 'sexy' of the strategic pillars, it could be argued to be the most important as without financial stability, the Society's ability to deliver its vision could be severely curtailed.

The Society has seen great financial reward from its activities, primarily in the form of revenue from its publishing contracts. The key aim of this pillar is to ensure diverse revenue streams are created and supported as a foundation for all of the Society's work.

<b>What we do:</b>
Provide a sustainable, financial position to ensure our long-term growth and stability
<b>How we do it:</b>
1. We use rigorous reporting processes to ensure our financial performance is focussed on the Society's aims
2. Use scenario planning and modelling to deliver long-term financial stability
3. Grow proportion of revenue from membership, training courses and events to reduce reliance on publications
<b>BAU activities supporting the goal:</b>
Governance – Board, General Council & committees
Management, including Senior Leadership Team
<b>Strategic priorities:</b>
Address Open Access / Plan S risks to journal income
Diversify income, including exploring new streams (accrediting university courses, fundraising, donations, sponsorship)
Strengthen financial management processes



#### 4.6 Embed good diversity practice in OR and the ORS

The Society signed the Science Council's declaration on diversity, equality and inclusion in December 2015 and has been working towards improving its EDI performance ever since. As you will see below, the ambition to embed this is all areas of the Society and its activities. With this as an ambition, it might appear odd to list it as a separate strategic goal; surely it should be an integral part of all other strategic activity. However, it is such a key part of the Society's overall strategic thinking, that it needs to be considered in its own right to ensure we maintain our focus on it.

<b>What we do:</b>
We seek to improve diversity through improving inclusivity
<b>How we do it:</b>
1. We aim to identify and remove barriers to inclusion
2. We make evidence-based EDI decisions based on data collected across all our activities
3. We aim to embed EDI across all areas of the Society and its activities
<b>BAU activities supporting the goal:</b>
Re-assessment against the Science Council D&I Framework
Diversity data collections (events and membership)
Committees engaged in EDI discussions and activities recorded
Membership inclusion survey carried out every three years
Education in EDI (through EDI calendar of events, linking to other areas, and seeking feedback from our members to help improve our collective awareness)
Annual review of progress
<b>Strategic priorities:</b>
Create an EDI programme
Improve our collection, storage and analysis of data on diversity
Establish ambitions in the following areas: gender equality, culture and social mobility



## 5 Mapping the strategic pillars to our committee structure

The six strategic pillars are thoroughly mixed across both the business-as-usual work and strategic initiatives being undertaken by the Board, General Council and the various committees. This section sets out the mapping between the two aspects at a high level. If a particular pillar is not show as directly relevant to a committee, this does not mean it has nothing to contribute, nor that it shouldn't consider the aims of that pillar.

Despite what is shown in this mapping ALL committee activity should be guided by the six strategic pillars. If suggested activity does not align with the pillars, a committee ought to question whether that activity should be a focus.

### 5.1 Raise awareness of the importance of OR

We champion the impact that Operational Research has on enhancing our everyday lives and its role in solving global challenges.

How we do it (strategies)	Edunc.	Events	PMW	Publicitns	Research	Board etc.	Other
We ensure decision makers understand how OR can help, value and seek its contribution, and know from whom they can get it		Yes	Yes				
We build policy influence with key government contacts					Yes	Yes	
We highlight interesting, impactful real-world examples of OR	(ORiE)	Yes	Yes	Yes	Yes		



## 5.2 Support OR knowledge development

We deliver inspiring, world-leading OR and analytics knowledge resources at every stage of education and professional development.

How we do it (strategies)	Educn.	Events	PMW	Publicitns	Research	Board etc.	Other
We share cutting-edge research through our world-class portfolio of (academic) journals				Yes			
We deliver relevant, life long learning and networking opportunities through our extensive programme of conferences and events.		Yes			Yes		ADG?
Increase scale and impact of OR research in the UK				Yes	Yes		

## 5.3 Support OR education

We strive to ensure operational researchers are knowledgeable, well-trained, and in good supply.

How we do it (strategies)	Educn.	Events	PMW	Publicitns	Research	Board etc.	Other
We provide an wide-ranging programme of world-class training in OR, analytics and data science	Yes *						TWG
We want every child to be aware of OR, the value it brings to society and think positively about its career possibilities	Yes *						ORIE
We seek to grow the number of people with the capability to undertake OR practice and research in the UK	Yes	Yes			Yes		



## 5.4 Grow membership and wider reach

We aim to promote and grow the society as the professional home for our dynamic communities of operational researchers and analysts.

How we do it (strategies)	Educn.	Events	PMW	Publicitns	Research	Board etc.	Other
We provide a variety of opportunities for both members and non members to engage with the OR community and the ORS		Yes	Yes		Yes		
We develop and promote a clear sense of purpose and passion for OR & its community			Yes			Yes	
We enable our community to demonstrate competency, professionalism and achieve recognition	Yes		Yes (Acc Panel)				

## 5.5 Ensure financial sustainability of the Society

Provide a sustainable, financial position to ensure our long term growth and stability.

How we do it (strategies)	Educn.	Events	PMW	Publicitns	Research	Board etc.	Other
We use rigorous reporting processes to ensure our financial performance is focussed on the Society's aims							Finance
Scenario planning and modelling to deliver long term financial stability						Yes	Finance
Grow proportion of revenue from membership, training courses and events to reduce reliance on publications	Yes	Yes	Yes				



## 5.6 Embed good diversity practice in OR and the ORS

We seek to improve diversity through improving inclusivity.

How we do it (strategies)	Educn.	Events	PMW	Publicitns	Research	Board etc.	Other
We aim to remove barriers to inclusion	Yes	Yes	Yes	Yes	Yes	Yes	
We make evidence-based D&I decisions based on data collected across all our activities	Yes	Yes	Yes	Yes	Yes	Yes	
We aim to make EDI everyone's business (NM)	Yes	Yes	Yes	Yes	Yes	Yes	

As stated elsewhere in this document, the objective is to make EDI a core part of all Society activities.



## 6 Measuring Success: ONGOING TARGETS AND KPIS

This set of targets/KPIs is intended to provide a basic high-level oversight of the state of the ORS's routine business. Individual committees, including Board, will need to use more detailed KPIs to monitor activity and quality and to identify/diagnose issues and opportunities.

### 6.1 Raise awareness of the importance of OR

We champion the impact that Operational Research has on enhancing our everyday lives and its role in solving global challenges.

How we do it (strategies)	Suggested KPIs	Comments
We ensure decision makers understand how OR can help, value and seek its contribution, and know from whom they can get it		
We build policy influence with key government contacts	# relevant meetings # thought leadership pieces published	Report list of meetings
We highlight interesting, impactful real-world examples of OR	# downloads/views - Impact magazine # downloads/views – website case studies	

### 6.2 Support OR knowledge development

We deliver inspiring, world-leading OR and analytics knowledge resources at every stage of education and professional development.

How we do it (strategies)	Suggested KPIs	Comments
We share cutting-edge research through our world-class portfolio of (academic) journals	# (journal) article downloads	
We deliver relevant, life long learning and networking opportunities through our extensive programme of conferences and events.	# delegate days Quality score # events	Version of net promoter score (NPS) Just adding more events isn't the answer though.
Increase scale and impact of OR research in the UK	£ research coded to OR	Difficult. Would only be for EPSRC. Wide range of other funding sources are actually used. Research committee to consider further.



### 6.3 Support OR education

We strive to ensure operational researchers are knowledgeable, well-trained, and in good supply.

How we do it (strategies)	Suggested KPIs	Comments
We provide an wide-ranging programme of world-class training in OR, analytics and data science	# courses # delegate days Quality score	
We want every child to be aware of OR, the value it brings to society and think positively about its career possibilities	Existing measures of # children 'reached' (ORIE)	Not easy to measure quality of interation.
We seek to grow the number of people with the capability to undertake OR practice and research in the UK	# apprentices Academic pipeline survey outputs # students graduating from OR & Analytics Masters courses	V. hard to measure this – one for Education cttee.

### 6.4 Grow membership and wider reach

We aim to promote and grow the society as the professional home for our dynamic communities of operational researchers and analysts.

How we do it (strategies)	Suggested KPIs	Comments
We provide a variety of opportunities for both members and non members to engage with the OR community and the ORS	# opportunities / events Quality score # membership numbers, retention statistics	
We develop and promote a clear sense of purpose and passion for OR & its community	Net promoter score (NPS) Membership survey # volunteers	
We enable our community to demonstrate competency, professionalism and achieve recognition	# accreditees, CSci, CAP # apprentices	



## 6.5 Ensure financial sustainability of the Society

Provide a sustainable, financial position to ensure our long term growth and stability.

How we do it (strategies)	Suggested KPIs	Comments
We use rigorous reporting processes to ensure our financial performance is focussed on the Society's aims	Forecast accuracy (budget vs. actuals)	
Scenario planning and modelling to deliver long term financial stability		
Grow proportion of revenue from membership, training courses and events to reduce reliance on publications	Revenue growth targets % split by revenue lines	Targets on % splits can easily have unintended consequences. Work to grow / optimise publications income will obviously continue.

## 6.6 Embed good diversity practice in OR and the ORS

We seek to improve diversity through improving inclusivity.

How we do it (strategies)	Suggested KPIs	Comments
We aim to remove barriers to inclusion	Survey data Measure of inclusivity	Inclusion equivalent of net promoter score
We make evidence-based D&I decisions based on data collected across all our activities	Survey data	Require data to included in Board proposals as basis for decisions.
We aim to make EDI everyone's business	Progress against Science Council framework	Add up section scores. Target improvements

For reference, the existing management KPIs are given in Appendix B below. The list is almost certainly too extensive for high level monitoring of strategy.



## **APPENDIX A: Output from October 2019 Strategy Workshop**

The items below are a direct transcript of Post-it notes from the Board workshop.

### **In 5 Years...**

- Subscribing to certain services (multi-faceted, tailored version of membership)
- Inclusion of decision makers
- People who know about OR/ORS and come to us
- On-line services
- 5000 members, 5000+ non-members in reach
- Flexibility in how we provide services (not locked into one approach)
- Shape of membership – 50:50 /Practitioner/Academic + More of the same + Reach that are not members. Balanced; Age, Geographical (including overseas), range of OR skills.
- Data on diversity
- Community – unified around a sense of purpose
- Strong SIGs/Regional Societies/ Conference Streams
- Strong Partner Networks (Training) (Streams at other conferences)
- Charitable Activity
- Several hundred OR Apprentices each year + Level 8
- Good encouragement and influence with UKRI
- Regularly feature in popular press
- Closer academic/practitioner ties
- Regularly producing thought leadership
- GC!

### **Strengths**

- Breadth of activities
- Lots of networks – SIGs, RegSocs, Analytics, WORAN, Prof too!
- Networks
- Recent member insight (2019 survey and interviews)
- Member engagement with Inside OR – Good ( CTR high)
- Passionate community and dedicated volunteers
- Publications
- Society's flagship journal has high international profile (oldest OR journal)
- Skill set represented by OR Society in demand in the world
- Well established office support
- Good financial position at least for immediate future
- Link to decision makers
- Healthy finances (for now?)
- Mix of academics and practitioners
- Diversity of membership
- Our conferences
- Nature of OR means we can easily link to other societies/networks
- Diversity: practitioners/academics



- Our volunteers
- Our journals
- Outreach programmes – ORiE, Pro Bono
- Ac/Prac split
- Community of OR practitioners in influential positions
- Growing, 'giving back' → Pro Bono OR in Education
- OR Society Publications
- Programme of UK national conferences and events
- Passion for OR as a discipline and progressing its impact → vibrant community
- Strong blend of practitioners and academics
- Soft/hard balance
- Reach beyond core membership e.g. Analytics Network
- Firm foundation; revenue guaranteed until the end of 2022
- Broad activities – Events, Training, ORiE, Pro Bono, Awards etc.
- Strong history and track record
- Range of activities – connecting with many communities
- Oldest OR society in the world
- 2nd largest OR society in the world

### **Weaknesses**

- Lack of awareness of what is OR
- Reliance on volunteers with limited time available
- OR not understood outside community
- Reliance on publication income
- Penetration into pool of people doing OR
- Difficulty of growing new members
- Over dependent on one income stream
- Income not guaranteed
- OR name not immediately accessible to all
- Office team predominately in administrative roles
- Membership flat – retention challenges
- Conference participation is declining
- Little impact on government (national and local), UKRI and policy makers
- Lack of income diversity
- Lack of visibility / understanding of OR
- Lack of awareness of OR concept
- OR Society not well known amongst decision makers; to non-practitioners but potential user community
- Visibility (outside OR community) poor
- Undefined target/segmentation. How do we influence different stakeholders?
- Lack of strategic clarity internally and externally; link between goals and tactics
- In competition with other professional bodies
- Pipeline no longer in OR? → Data Science → analytics
- Diversity of membership



- Dilution of brand with 'spin off' conferences and journals. Rebrand the overarching OR bit?
- Lack of visibility, especially with decision makers (OR and ORS)
- Lack of visibility outside the international OR community
- Universities moving away from OR branding
- Lack of thought; leadership assets
- Doing too much and therefore not doing things as well as we could
- Burden on staff to take on most of the actions from committees on top of BAU
- Not positioning ourselves as the society of choice for a wide range of professions that would fall under OR
- Anti-expert bias
- Trying to do too many things – not good at prioritising
- OR and hence ORS not visible enough

### **Opportunities**

- Plenty of good stuff to shout about!
- Complex societal problems need OR
- Align with other non- OR societies e.g. APM →integrate and show what OR can do
- → 'People analytics' to HR people
- More people working in this space
- Government recognition of OR role in policy making
- More employer recognition of professional qualifications through ORS
- ORS could make it easier to get OR known and read about
- OR Society
- OR to communicate the role of OR in the most pressing problems of today and tomorrow
- Determine the right size and shape of the society in 5 years to realise the vision
- Problem complexity increasing
- Develop a clear and articulate vision for the society over the next 5 years
- Networks – capture all our connections and build on these
- Availability of digital platforms for engagement and marketing
- Certification of programmes (e.g. MSc)
- Raise the national/international profile of the Society (particularly with policy makers) over the next 5 years
- Build a true community
- Desire to be part of community
- "End to end" member experience
- Reaching decision makers (increase visibility)
- Potential loss of EU funding, but OR may not suffer as badly as other areas as we can partner with many other disciplines
- Diversify income
- Collaboration with international societies – help build profile/awareness
- Corporate partnership (private sector)
- Scope for more "thought leadership"
- Lack of opportunities for OR and hence ORS to have impact on current/future problems



- (e.g. if more proactive)
- Capitalise new website
  - Technology changes – more chance to model!
  - New branding and marketing material
  - Apprenticeships
  - OR Society role in positioning/communication. The world needs more OR → growing complexity of problems.
  - New visa regulations (attract and retain talent)
  - “AI is OR” become home for AI profession
  - New website links to social media
  - Lots more universities providing analytics (etc.), courses and companies undertaking analytics work → increasing our potential membership

### Threats

- Plan S/Open Access
- Move away from evidence basing? (potential)
- More routes into OR – harder to capture pipeline
- Publication contract ends 2022
- OR society does not reflect broader society – less attraction to join
- “Emerging areas” tackling OR problems (AI, ML, Analytics)
- Other societies competing for “our” members (IMA, RSS)
- RSS and others taking data science space
- OR society does not understand what the future generation wants from a society
- Changes to open access; impact on main income stream
- Generation Z and later expectations
- Other societies become the home of analytics etc.
- Focus on AI, data science etc. Takes away value of whole OR process
- Lack of finding time to attend conferences
- Invisible profession
- Open access and Plan S
- Open access and Plan S
- Open Access
- Open Access/Plan S threat to future income
- Plan S
- Relevance of OR e.g. degree courses → early career
- Government training not funded
- (Incorrect) Perception that OR is becoming irrelevant
- Plan S
- Perception of low impact (declining relevance?) leading to declining membership
- Plan S
- Online options of core capabilities (e.g. training, conference, events)
- Open access – risk to revenue stream
- Open access
- Get crowded out by digital noise



- Money available to support people to attend training courses
- Money available to support people to attend conferences and events
- Stuff is out there for free – why pay?
- “Internet can provide all I need”



## APPENDIX B: Existing KPIs

Quarterly:

<b>Members</b>	
Total Membership	
Full - all categories	
Full - std members only	
Student	
Retired	
Full Joiners (inc. reinstated)	
Full Resignations / Lapsers	
Post-student Resig./Lapsers	
<b>Corporate Partners</b>	
No. of Partners	
Affiliates	
<b>Training Courses</b>	
No. Offered	
No. Run	
Total Attendance	
<b>Regional Societies</b>	
Active RSs	
No. of Meetings	
Total Attendance	
Percentage members/affiliates	
<b>Special Interest Groups</b>	
Active SIGs	
No. of Meetings	
Total Attendance	
Percentage members/affiliates	
<b>Online Presence</b>	
LinkedIn Group Members	
LinkedIn Company Page	
	LinkedIn Followers
	Posts
	Impressions
	Impressions per Post
<b>@TheORSociety</b>	
	Twitter Followers
	Tweets
	Twitter Impressions
	Impression / Tweet
<b>@ORinEducation</b>	
	Twitter Followers



	Tweets
	Twitter Impressions
	Impression / Tweet
@ProBonoOR	
	Twitter Followers
	Tweets
	Twitter Impressions
	Impression / Tweet
@ORS_Res	
	Twitter Followers
	Tweets
	Twitter Impressions
	Impression / Tweet
Facebook Likes (cf Friends)	
Instagram	
	Instagram Followers
	Posts
	Impressions
	Impressions per post

Annual:

Publications	
JORS	
	Issues Published
	Pages Published
	Papers Published
	Ave. Pages / issue
	Ave. Papers / issue
	Institutional Subscriptions
	Web visits ('000)
	Citation Score (Impact Factor)
	Ranking in OR & Mgmt Sci category
	Ranking in Management category
EJIS	
	Issues Published
	Pages Published
	Papers Published
	Ave. Pages / issue
	Ave. Papers / issue
	Institutional Subscriptions
	Web visits ('000)
	Citation Score (Impact Factor)
	Ranking in Computer Sci & Info Sys category



	Ranking in Info. Sci & Library Sci category
KMRP	
	Issues Published
	Pages Published
	Papers Published
	Ave. Pages / issue
	Ave. Papers / issue
	Institutional Subscriptions
	Web visits ('000)
	Citation Score (Impact Factor)
	Ranking in Info. Sci & Library Sci category
	Ranking in Management Sci category
JOS	
	Issues Published
	Pages Published
	Papers Published
	Ave. Pages / issue
	Ave. Papers / issue
	Institutional Subscriptions
	Web visits ('000)
	Citation Score (Impact Factor)
	Ranking in Comp. Sci Interdisciplinary appln category
	Ranking in OR & Mgmt Sci category
	Health Systems
	Issues Published
	Pages Published
	Papers Published
	Ave. Pages / issue
	Ave. Papers / issue
	Institutional Subscriptions
	Web visits ('000)
JBA	
	Issues Published
	Pages Published
	Papers Published
	Ave. Pages / issue
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