



STRATEGIC PLAN 2022-2027

(5 Year Plan)

BRIEF FOR SUBMISSION OF TENDER

1. Introduction

Shannon Chamber is the representative body for over 300 businesses in the greater Shannon area in County Clare, and its reach extends to approximately 10,000 employees.

Formed in 1995, the Chamber is now recognised as one of the most progressive and fastest growing chambers in the country. Its membership is drawn from a diverse set of categories, encompassing manufacturing, retail and service industries.

Clients of the Chamber include world-class companies operating in sectors such as aircraft leasing, aircraft maintenance repair and overhaul (MRO), pharmaceuticals, medical devices, ICT, international services, engineering and logistics.

Many different client categories are represented, including multinational companies, indigenous SMEs, sole traders and investors seeking to locate a business in the area.

Shannon has been a trailblazer in aviation, enterprise and innovation since the 1960s. Its achievements and initiatives, e.g., the world's first duty free shop and the world's first customs free airport industrial zone – Shannon Free Zone, have been acclaimed and copied worldwide. This means that there is a strong recognition of the Shannon brand globally.

Shannon Chamber is determined to foster and spearhead a continuation of this proud tradition amongst business owners, by providing the necessary supports, guidance and leadership to enable them to prosper in the years ahead.

The Chamber offers a comprehensive programme of services to its member companies at present, in pursuit of its mission to further the economic development of Shannon and the adjoining region. As the voice of the business community – industrial, commercial and consumer retail – it sets out to benefit member companies by providing training programmes, corporate lunches with keynote speakers on critical and topical issues for business, information and educational seminars, various sectoral fora, and networking initiatives.

We continually monitor the economic landscape and assess where our input, on behalf of members, can influence or make a difference. We seek, where possible and relevant, to make direct submissions to Government – acting as our members' spokesperson when inputting to national debate or policy.

In other instances, when we consider that the voice of our national organisation could be more powerful than a voice at local/regional level, we present our members' views via Chambers Ireland, for inclusion in their submissions to Government

The Chamber is continuously reviewing its activities and programmes to ensure it meets the ever-changing needs of its members and to facilitate the growth and development of Shannon and its environs.

2. Tender Opportunity

In that latter context, it now wishes to engage an independent consultancy to prepare a Strategic Plan for the Chamber for the period 2022 to 2027. This plan should set out to chart key aspects relating to the role, mandate and activities of the organisation over the coming five years, taking into account various pertinent factors, opportunities and challenges likely to affect the Chamber, businesses in Shannon and its hinterland region, plus the overall Shannon Airport, Industrial Estates and Town complex.

3. Market Developments, Opportunities and Challenges possibly affecting Shannon Chamber's role in representing its membership in the coming years

- Shannon Group plc has invested in a range of facilities and services throughout its airport terminal building, runway upgrade etc, and is continually engaging in the complex but critical task of retaining and securing passenger routes and airlines.
- Shannon Commercial Properties is transforming the look and feel of the original portions of the Shannon Free Zone by regenerating older properties into modern office and technology buildings. It has invested over €66m since 2014 in over one million sq ft of new property developments, providing new and refurbished space catering for the needs of 21st-century enterprises.
- Private developers, such as Westpark Business Campus and companies operating in Smithstown Innovation Park and Western Business Park, have plans to add to the impressive portfolio of 4th generation and globally competitive offices for today and tomorrow's internationally traded businesses at Shannon.
- The recent announcement that a Future Mobility Campus – a test bed to stimulate research, development and innovation in the area of autonomous connected electric shared vehicles (ACES), including connected and autonomous vehicles (CAV) in Ireland – is to be established at Shannon Free Zone demonstrates Shannon's pedigree as a centre for innovation.
- 10,000 people work in Shannon and 10,000 people live in Shannon Town
- Merchandise exports alone from the Free Zone are in excess of €3.5bn per annum
- Shannon Municipal District generates €15m annual rates income for Clare Council – Shannon itself accounts for almost 30% of the county's rates income
- Clare County Council has published a draft Master Plan for Shannon Town Centre, which proposes a series of actions and developments designed to provide improved facilities and amenities for all those living and working in Shannon.
- A group of experienced businesspeople from the community has enabled access to almost €1m of private funds on a not-for-profit and pro bono basis to deliver a proposed multi-functional civic, community and cultural centre for the people of Shannon and surrounding areas within the context of this Master Plan.
- Shannon – the Living Town: A key priority for the future development of Shannon is the provision of enhanced housing, commercial, retail and residential amenities in Shannon Town generally, in order to attract and retain a high-quality workforce and further develop a vibrant community.
- The future growth of Shannon, and Shannon Chamber's role in driving that growth, need to be positioned within the context of regional and national economic development and spatial plans. These include:
 - ✓ The National Planning Framework (NPF) Vision 2040, which envisages where the country plans to be in 20 years' time
 - ✓ The Atlantic Economic Corridor, which stretches from Kerry to Donegal, has a vision which is included and referenced in the NPF, and is about realising the hidden and untapped potential that exists across the corridor
 - ✓ The Limerick, Shannon, Ennis, Galway axis is a core part of that latter corridor
 - ✓ Shannon's strength and contribution to both the core and extent of the corridor is reinforced by the NPF recognition of the Limerick Shannon Metropolitan and Spatial Plan (MASP)

- ✓ The draft Limerick Shannon Metropolitan Area Transport Strategy (LSMATS) sets out a framework for investment in transport for the Limerick Shannon Metropolitan Area for the next 20 years
- ✓ Shannon is the key international access point for the Wild Atlantic Way and sub-brands, such as the Shannon Estuary Way
- ✓ Shannon has a strong brand and profile internationally built around Shannon – the Airport and Shannon – the industrial/economic zone

4. The Plan – Our Overall Requirements

Shannon Chamber seeks to appoint an independent consultancy that will:

- a) Carry out a thorough and objective analysis of its various initiatives and programmes, with a view to suggesting how these can be put to maximum use in serving the future needs of members
- b) Take into consideration the known and possible factors in the local, regional, national and international markets (including those outlined in Point 2 above) that are relevant/likely to impinge upon the Chamber's role in the coming years
- c) Building upon points a) and b), devise a strategic framework and plan that will underpin and guide the Chamber in performing its mandate and maximising its impact over the next five years (2022-2027)
- d) Suggest appropriate structures and systems that will be required to achieve the goals and priorities identified in such a Strategic Plan
- e) Outline the costs associated with implementing the Plan and identify, where possible, potential sources of funding and sponsorship
- f) Outline the fees and related expenses being proposed by the consultancy for the assignment

5. Strategic Plan Proposals – detailed guidelines

The following table sets out a number of key features that:

- a) we anticipate will form the framework for the preparation of submissions regarding the compilation of the Strategic Plan, and
- b) what we expect to receive by way of detailed responses/submissions relating to these elements

STAGE	ACTIVITY	DETAIL/AIM	TIMELINE
Stage 1	Submission of Tender Proposals	Detailed submission on the consultancy's approach to, and compilation of, Strategic Plan 2022-2027 for the Chamber, based on specific stages in process outlined below. Submission to be presented in both hard copy and soft copy formats.	Deadline of 5pm, Friday, November 26 for receipt of submission

STAGE	ACTIVITY	DETAIL/AIM	TIMELINE
Stage 2	Initial meeting & interaction for preferred bidder with Shannon Chamber President Stephen Keogh; Vice-President Eoin Gavin; Board directors, Kevin Thompstone, Damian Gleeson & Edmund Jennings, & CEO, Helen Downes	For consultancy to obtain clear insight into Chamber requirements & to outline its initial vision, thoughts & approach to the task	Week commencing December 6, 2021
Stage 3	Meeting-interaction with full Shannon Chamber Board See: https://www.shannonchamber.ie/about/our-board	Following on from Stage 2 discussions, opportunity to obtain inputs and views of Board members representing different interests; Chance for consultancy to initially air, and get feedback on, certain approaches and proposals based on their knowledge & ideas at that point	Week commencing December 13, 2021
Stage 4	One-to-one meetings with selected Chamber members, i.e., representatives from a cross-section of key member categories (e.g., MNCs, indigenous firms, service and manufacturing businesses) and business sectors (e.g., Aviation, ICT, Advanced Research, Healthcare, Logistics etc etc). During these sessions, the possibility of a company being interested in sponsoring the Plan or the official launch of same to be explored.	During the interaction with the Board (Stage 3 above), a number of suitable interviewees to be discussed and agreed by both parties in order to obtain direct feedback on their particular/sectoral future needs and aspirations for the Chamber. A general outline of potential topic headings for use (but not exclusively) at these sessions to be discussed during the interaction with the Board and subsequently sent to the Chamber for information prior to the meetings being set up by consultancy with nominees.	Week commencing January 4, 2022 (Jan 3 is a public holiday) to week ending January 14, 2022

STAGE	ACTIVITY	DETAIL/AIM	TIMELINE
Stage 5	Organise public consultation with Chamber membership – conduct a special face-to-face networking event, in conjunction with the Chamber, based on a definite framework with a number of key themes and headings to elicit the views of members	Obtain feedback on what members feel is working; what they want more of in services and programmes; what is missing at present; what they feel is not relevant, etc	Week commencing January 17, 2022
Stage 6	Benchmark Shannon Chamber against best international practice	Assess Chamber practice and operations in other countries and compare/contrast with Shannon; identify ideas/initiatives that are worth replicating or piloting in the Shannon area	Week commencing January 24, 2022
Stage 7	One-to-one meetings with selected key external stakeholders, including Clare County Council, IDA, Enterprise Ireland, Shannon Airport Group, IBEC, LEO, Failte Ireland, Shannon Town Centre Company, Fine Grain Property Ltd (owners of Westpark Business Campus in Shannon), Chambers Ireland, 'Love Shannon' community group, Love Shannon Community Council, Mid-West Regional Enterprise Plan, etc	During the interaction with the Board (Stage 3 above), a number of suitable interviewees to be discussed and agreed by both parties in order to obtain direct feedback from these important stakeholders	Week commencing January 31, 2022 to week ending February 11, 2022
Stage 8	Second interaction with full Chamber Board by consultancy As part of this stage of the process, consultancy to also assess the core skills of Chamber Directors and identify what skills will be needed to deliver the Strategy Plan into the future; if gaps exist, indicate how we should attract that type of calibre of person to the Board	Consultancy to inform the Board of its draft conclusions/direction to date and discuss the details with them/get their feedback/buy-in; Also address Director skills issue, as detailed in previous column	Week commencing February 14, 2022
Stage 9	Consultancy to digest outcome of Board session and work to prepare final version of Strategic Plan, plus outline proposals for the launch and for the funding of the Plan and the launch	Consultancy to liaise with Chamber President, Vice President and CEO as necessary to ensure Board's views are accurately reflected in finalised proposals	Week commencing February 21, 2022 to week ending March 4, 2022
Stage 10	Presentation of Final Strategic Plan, funding proposals and launch suggestions to Board	All aspects to be finally approved at this meeting, subject to any edits/amendments agreed with Board – the latter to be subsequently confirmed with Chamber CEO	Week commencing March 7, 2022

STAGE	ACTIVITY	DETAIL/AIM	TIMELINE
Stage 11	Strategic Plan to be produced in different formats – e.g., hard copy, soft copy, for website, for social media purposes etc	Every means of communicating the Plan to target audiences to be explored and provided for	Week commencing March 14, 2022
Stage 12	Detailed preparations made by consultancy with Chamber for the official launch of the Plan	Consideration given to format, venue, person who launches, invitees, etc	Week commencing March 21, 2022
Stage 13	Launch of Chamber Strategic Plan 2022-2027	Aim to achieve maximum impact with key constituencies and stakeholders, members, potential members, media, etc	Week commencing March 28, 2022

6. Further information

Further clarification and elaboration on the proposed assignment can be had by:

- Emailing: hdownes@shannonchamber.ie
- Telephoning Helen Downes at 086 8286711

Comprehensive information on the Chamber can also be had by logging onto its website at www.shannonchamber.ie

7. Tender Requirements

7.1 To re-iterate, submissions are to be made in:

Digital format: Email to hdownes@shannonchamber.ie

and

Hard copy format: Send to Helen Downes, CEO, Shannon Chamber, Suite 14, Shannon Airport House, Shannon Free Zone, Shannon, Co. Clare. V14 E370

7.2 Submission must include copies of **two examples of similar-type assignments** previously undertaken, in both soft copy and printed formats, via means outlined above.

7.3 The deadline for receipt of tenders is **5pm, Friday, November 26, 2021**. Any tenders submitted after this deadline will not be considered.