

5 YEAR STRATEGY & BACKGROUND



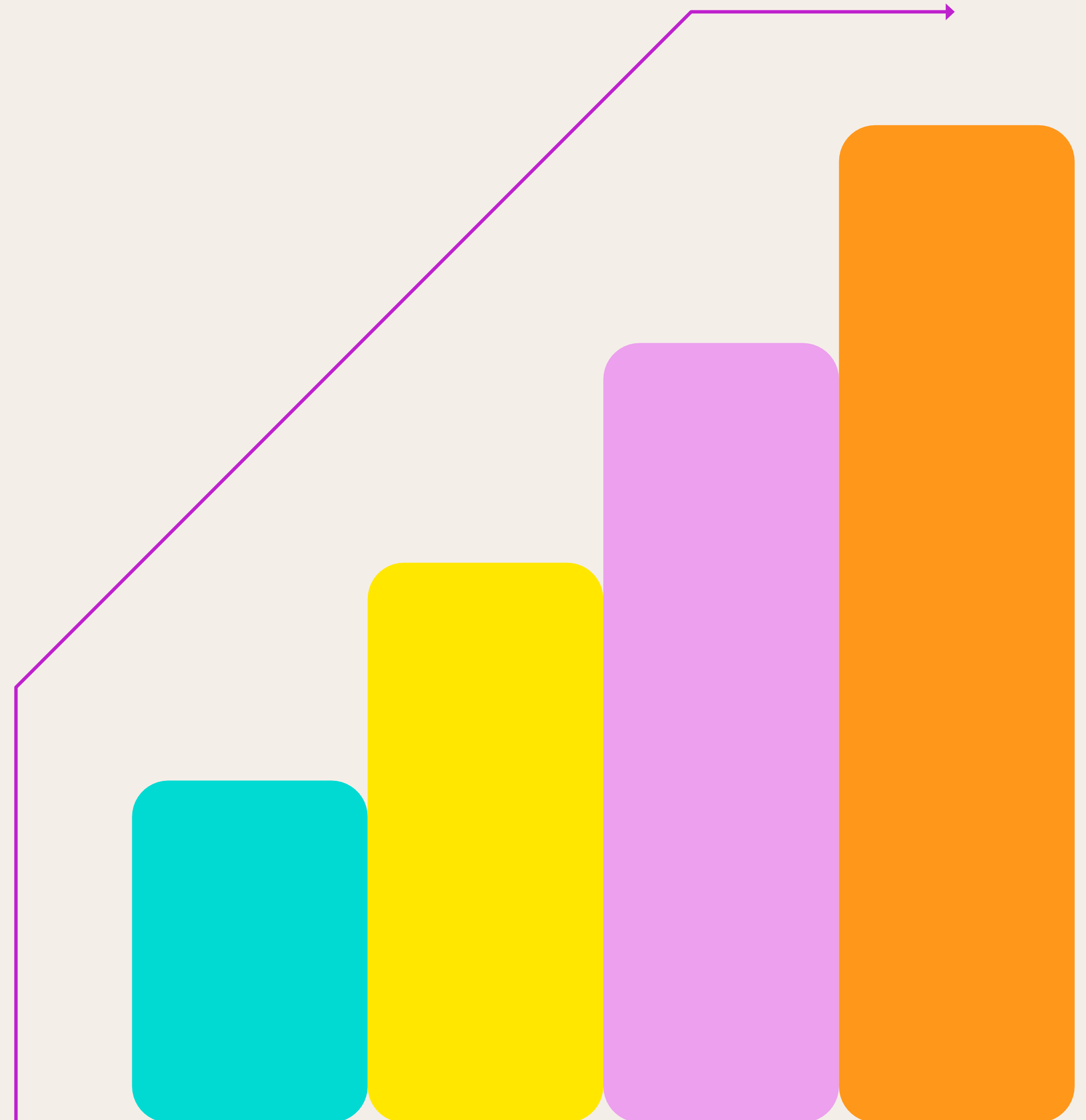
Background

2026 - 2030

WHY & HOW

WHY DO WE NEED GROWTH?

- ✕ To become the most attractive partner for the public sector—unlocking better deals and pricing for all our customers
- ✕ To maximise dividends to our members, to fund vital front-line services
- ✕ Amplify our Social Value impact in the communities we serve
- ✕ To attract and retain top talent by being an employer of choice
- ✕ Secure YPO's long term sustainability



WHERE WILL GROWTH COME FROM?

- ✕ Tap into the full potential of our core sectors: Education, Local Government and Blue Light
- ✕ Drive cross- sector engagement across both our product and service offerings
- ✕ Expand into new markets: B2B and our limited company ventures
- ✕ Launch new services in training, consultancy, and EdTech
- ✕ Build the right teams with the right skills, in the right roles

The opportunity ahead is significant—for YPO, our members, and the communities we serve

PRODUCTS

PRODUCTS

SERVICES

SERVICES

Education

Public Sector

RESOURCE EFFICIENT GROWTH

- ✖ Growing Smarter, Not Just Bigger
- ✖ Historically, our focus has been on education—but growth demands a broader view
- ✖ Simply duplicating teams and functions isn't the answer
- ✖ We must grow efficiently to ensure profitability and member value

Let's align our efforts across sectors, not silo them

Public Sector Customers

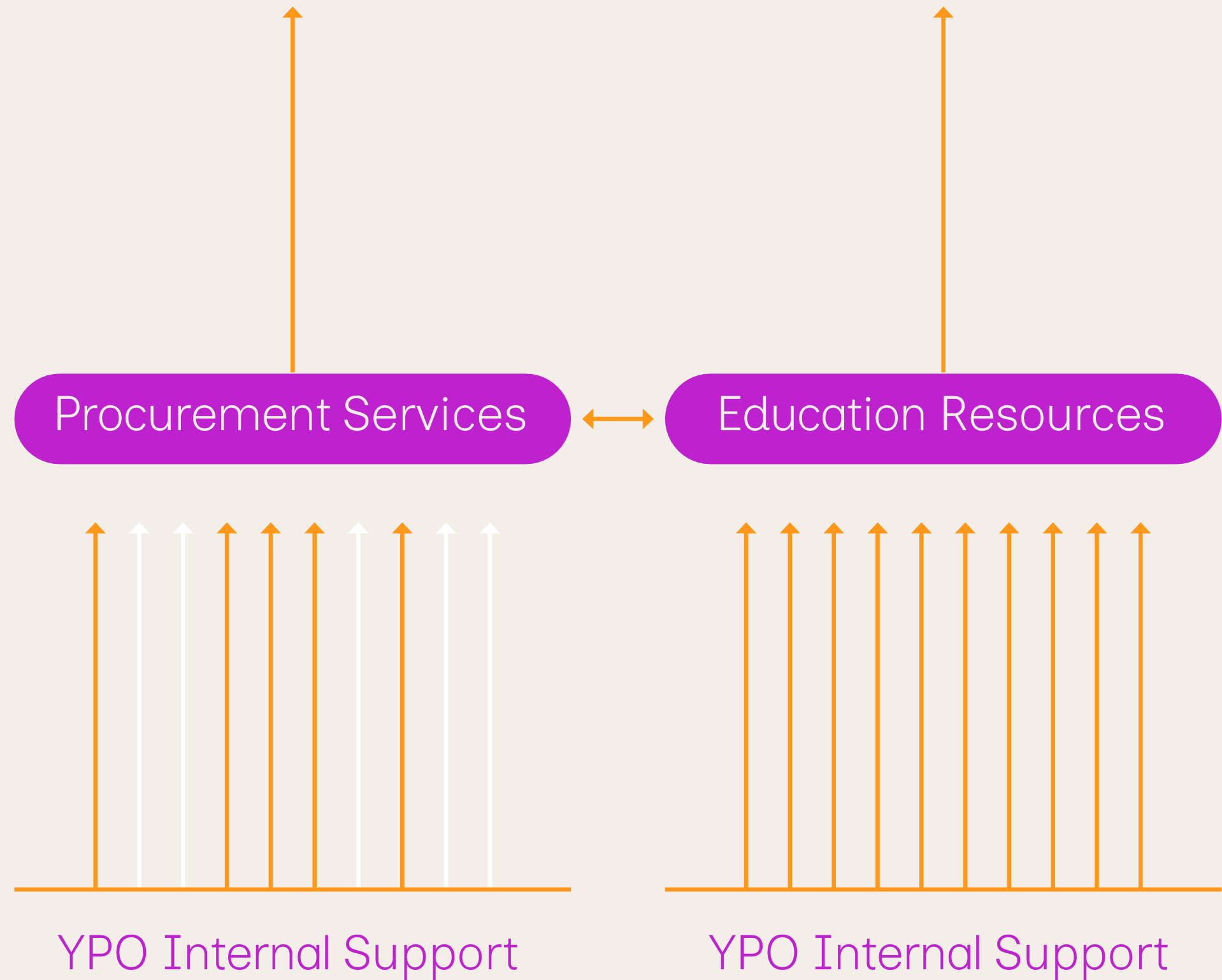
Education Customers

Procurement Services

Education Resources

YPO Internal Support

YPO Internal Support



ORGANISATIONAL REDESIGN & CULTURE CHANGE

- ✖ To succeed, we must refocus our internal resources across all customer groups to maximise on the opportunity which exists
- ✖ This means fresh thinking in how we work and embracing new ways doing business
- ✖ The cultural shift required is significant and will require careful planning- we'll support our people every step of the way

This transformation is key to making One YPO a success

Public Sector Customers

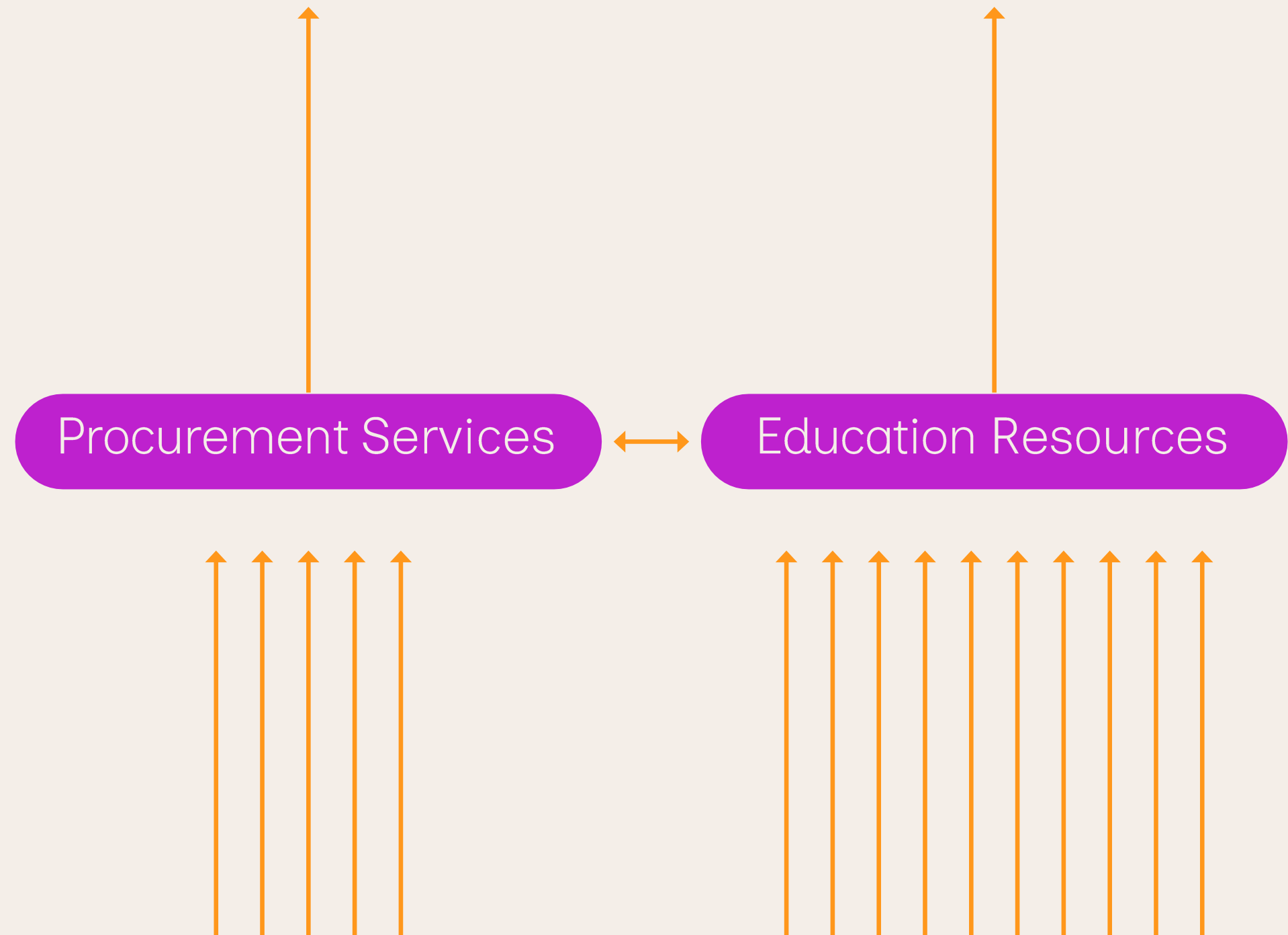
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YPO Internal Support

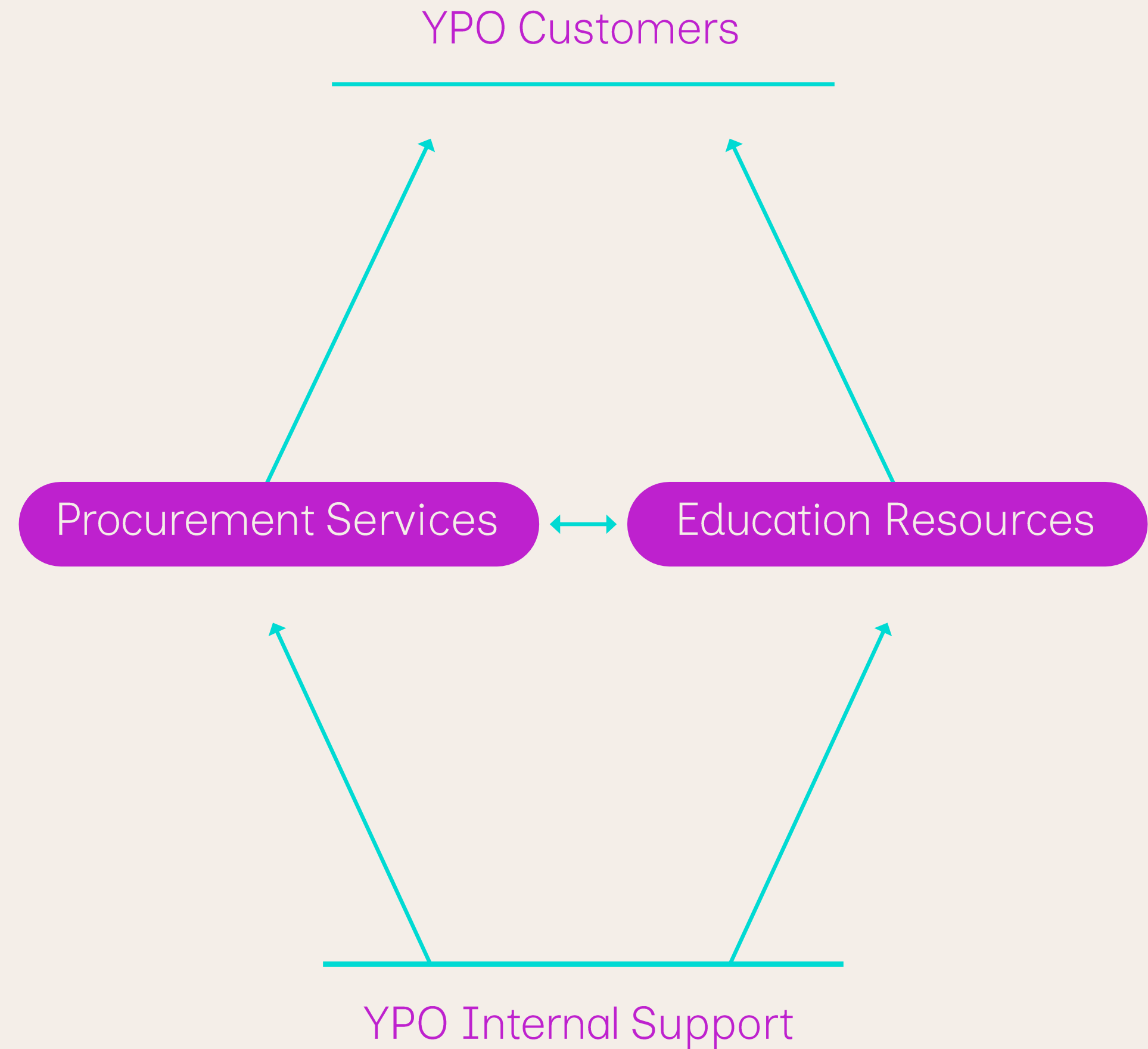
YPO Internal Support



CUSTOMER PROPOSITION & BRANDING

- ✖ One Experience, One Brand, One YPO
- ✖ Every YPO customer should receive the same exceptional consistent experience and have the same full awareness of all that YPO has to offer
- ✖ This requires us to join up our approach both internally AND externally

**This unified approach is what
One YPO is all about**



5 YEAR STRATEGY

ONE YPO FOCUS AREAS

INTERNAL FOCUS AREAS

Data literacy

Data quality & analytics

Data security & governance

Future proofed system
architecture & stability (inc AI)

**DIGITAL
& DATA**

Clear commercial priorities

Real time performance updates

Clear strategy and delivery plans

Multi channel communications

**OUR
COMMUNICATION**

Process improvements (inc AI)

ROI focus

Proactive not reactive

System training

Central market insights

Streamline meetings- transactional
& strategic focus

Supplier engagement &
development

**EFFICIENT WAYS
OF WORKING**

Culture focus

Values & behaviour review

Workforce planning

Wellbeing

Innovation focus

Skills & training

Team structure (who & what)

**OUR
PEOPLE**

EXTERNAL FOCUS AREAS

Specialist brands- sports,
science, early years, sen

Open market place

Tactical sales – (pricing
and discounting)

Partnerships – NSPCC / Brownlee

Education – higher

Competitor focus- Amazon /
ESPO / KCS / Findel

Wider public sector

PRODUCT

Ypo brand

Innovative frameworks

Procurement partnerships

Edtech

Member partnerships

Competitor focus –
CPC / Star / Bloom / Pagabo

YPO link

Energy

Consultancy & training

Bespoke category
procurement support

SERVICES

B2B

International

Private sector / limited company

B2C

Member authorities

Associate members

Combined authorities

Further markets – IND, FE, HE.

All public sector

MARKETS

Brand recognition –
corporate messaging

Consistent customer experience

Customer engagement / retention

Loyalty scheme

Delivery strategy – YPO priority

Procurement partner of choice

Cross selling

Procurement training –
customers & suppliers

EXPERIENCE

ЧРО®