



Strategy and 2022-2025 Strategic Plan

Relevance ^{Training} Technologists Community Engineers ^{Development} ^{Seafarer} ^{Branches} **Marine** ^{Inclusivity} ^{Climate change} ^{Regulators} ^{Innovation} Special Interest Groups ^{Academia} ^{Events} ^{Insight} ^{Diversity} ^{New technologies} ^{Collaboration} ^{Knowledge Sharing} ^{Conferences} ^{Voice of sector} ^{Partnerships} ^{Industry} Distinguished leaders ^{Career progression} ^{Partnerships}

Foreword

Marine professionals across the globe are working on some of the biggest challenges of all time. Whilst this has been true throughout the Institute's long history, today, the increasing pace of change creates a new urgency to accelerate technological progress as well as to introduce measures to mitigate climate change.

We have all been severely impacted by recent events including the Covid 19 pandemic, the conflict in Ukraine, and now the threat of global recession. All of these are creating a shifting world order, large swings in employment markets and intensified challenges for all.

At the same time the Institute needs to ensure that technological change is relevant, properly managed and contributes to safe, reliable, efficient and sustainable shipping.

It is against this background that the Institute's purpose is more critical than ever. The IMarEST is the home for three professions, that of marine engineering, marine science and marine technology. As these professions continue to find solutions to today's challenges it is the Institute's role to support and help our members further their careers, develop their skills, navigate, adapt and contribute to change.

Whilst the professions share the IMarEST membership postnominals, registration offers internationally recognised professional qualifications up to chartered level. The professions share the Institute's services under common governance and corporate strategy, yet we support each profession to develop their own technical plan. We also provide the opportunity to co-operate across the professions where relevant.

This is reflected in our new 2022-25 strategic plan. At the centre of the plan is a new vision that will position the IMarEST as the trusted voice across the marine sector and as the global community for marine professionals distinguished as leaders in shaping a sustainable world.

Our members are at the very heart of the Institute. We appreciate that every marine profession has different opportunities and challenges, and also that our members have very unique needs that the Institute must fulfil. This Strategy sees the Institute recognise and adapt to these differences as we seek to concentrate more on the professional and individual needs of our members and partners.

As we take the Institute into the next chapter of its life, you will see us focus on six strategic themes: membership experience, community and member engagement, technical leadership, growth through innovation, public profile and communications, and operational excellence. I am looking forward to working with our team, our members, partners, and the many volunteers who all are critical in supporting and delivering our endeavours. Together we will achieve our vision and mission and I'd wish to thank everyone who shares their passion for the Institute for your continued support.

Gwynne Lewis
Chief Executive



We have updated our Vision and Mission statements and identified six strategic themes forming the basis of our long term strategy. Each theme has its own individual goals which together form the 2022-2025 Strategic Plan. Each goal also has an associated Key Performance Measure (KPM) which must be delivered for the Strategy to succeed.





STRATEGIC THEME: MEMBERSHIP & PROFESSIONALISM

This theme focuses on creating a tailored membership experience that is accessible, valuable and relevant to all members across the professions and at every stage of their career. This includes delivering professional development, active community engagement and knowledge sharing.

Why?

The Institute is primarily a membership organisation – our members are our lifeblood, and we would not exist without them. Membership income represents the majority of the Institute’s revenue and so providing value to members, and growing our membership is key to the long-term sustainability of the IMarEST.

Whilst the professions share the IMarEST membership postnominals, registration offers internationally recognised professional qualifications up to chartered level across all the professions. Our capability to operate our own registers for professional registration will remain a key differentiator and facilitator in growing our membership and in partnering with other organisations. It is important for us to map career growth and qualification to the industries that employ our members.

Opportunities exist for us to strengthen our student and graduate intake and we will implement an engagement plan focusing on younger members, students, apprentices and trainees. We will ensure that the benefits we provide to them are attractive and relevant and will focus our communications on helping them to understand the role that a professional body plays in their development and career success.

Catalysed by our systems and website enhancements, we will considerably develop and improve the membership experience for all members. We recognise that to fulfil our potential we must tailor communications and content in accordance with individual member preferences and in a way that is relevant to their specific profession.

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The three strategic goals to support the “Membership & Professionalism” strategic theme, and which will enable us to achieve our Vision are:

- GOAL 1:** Grow student membership and achieve a higher number of transfers to Graduate Pathway membership. Ensure and support a clear pathway for all graduates and cadets into professional membership and registration.
- GOAL 2:** Improve how members interact with us and introduce a better and more tailored user experience.
- GOAL 3:** Make membership of the Institute highly relevant to those working in the marine sector and, through this relevance and value, grow our membership. Ensure that the membership proposition is relevant to all marine professionals regardless of career stage or area of interest.



STRATEGIC THEME: COMMUNITY & MEMBER ENGAGEMENT

This theme focuses on providing vibrant and engaged forums for members to network, share knowledge and drive change while enhancing the life of the Institute through increased participation in our activities. We aim to become a highly relevant and professional community for our members and to embed diversity and inclusion across our global membership.

Why?

Our member-led local Branches, Student Chapters and Special Interest Groups are the essential eyes and ears of the Institute. They help us feel the pulse, see what is happening, make connections and realise our Vision and are also the communities through which our members derive value and share their knowledge and expertise.

Our members are seeking knowledge to develop their careers: to help them achieve their own or their employers' goals. Corporate members also use their membership to seek collaborative opportunities or find new markets. Our members need to be engaged with the Institute to ensure the necessary flow of activities, learning and creation takes place. We need to improve and nurture this engagement.

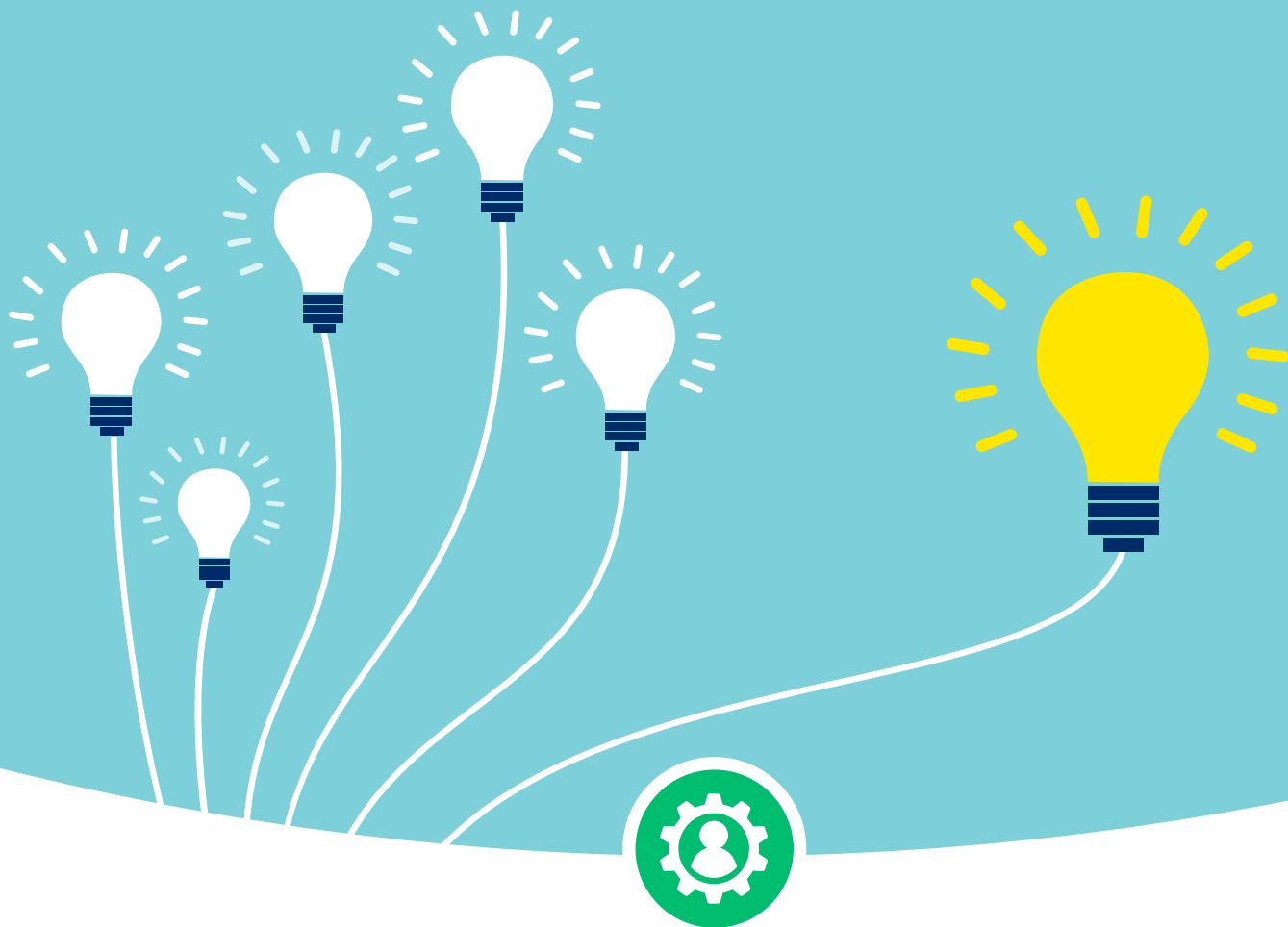
Having the appropriate digital tools to allow such collaboration is essential. The Institute recognises that Branches and Special Interest Groups need improved support to deliver their activities and we should better share and learn from our member experiences and use this to disseminate and share best practice and to set the benchmark criteria for what 'good' looks like.

The benefits of a fully contemporary culture to achieve inclusivity and diversity go hand in hand with this theme. To this end, we will be performing a gap analysis against the Royal Academy of Engineering/Science Council Diversity & Inclusion Framework to understand where improvements can be made as well as understanding how we can make IMarEST a truly global organisation.

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The four strategic goals to achieve the "Community & Member Engagement" strategic theme, and which will enable us to achieve our Vision are:

- GOAL 1:** Develop a thriving, global network of local Branches and Student Chapters to be our international presence and to drive knowledge sharing and member interaction in all relevant locations.
- GOAL 2:** Develop robust, specialist and interdisciplinary communities of professionals (Special Interest Groups) sharing expertise, disseminating knowledge and influencing the most relevant debate on key marine issues.
- GOAL 3:** Increase opportunities for members to collaborate, engage in discussions and network online.
- GOAL 4:** Ensure a culture is in place that embeds and values diversity and inclusion throughout the organisation at all levels and in all activities and areas of work.



STRATEGIC THEME: TECHNICAL LEADERSHIP

Using the expertise of our members, partners and our uniquely broad view of the marine sector, we will share knowledge, create insight and inform debate on technical and scientific issues.

Why?

There is no doubt that technical leadership is an ambitious goal, but the technical skills, knowledge and understanding of our membership is unparalleled, and our members expect us to marshal this strength to make a difference in the marine sector. It is therefore imperative that we deliver on technical leadership across the three professions and within each technical area.

We must define where practicable the correct focus areas for each profession and the subjects of greatest relevance to our members and the industries and regulators whom we wish to influence. We must then use the expertise of our Special Interest Groups (SIGs) to develop knowledge and to create leading opinions on each of these subjects. Our technical communities will need to understand the barriers to innovation, derive proposals about how to move forward on such matters, and create appropriate insight and thought leadership. This work will be coordinated, promoted and supported by the Technical Leadership Board (TLB).

Having created these opinions, they must be efficiently developed into policy where necessary and delivered, in a timely manner, to the right people in the most appropriate industry bodies and regulators.

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The three strategic goals to achieve the “Technical Leadership” strategic theme, and which will enable us to achieve our Vision are:

- GOAL 1:** Develop a process to ensure that the technical activities of the Institute reflect the most important needs of our members, changes in technology, social, economic, or other key influential trends.
- GOAL 2:** Continuously develop relevant technical leadership opinion within and across the professions we serve.
- GOAL 3:** Elevate our technical leadership by increasing our ability to communicate and influence in the marine sector to drive positive change.



STRATEGIC THEME: PUBLIC PROFILE & COMMUNICATIONS

This theme is about providing a platform for members to give expert advice and comment. We want to position the Institute to be the primary authority on marine issues across the professions.

Why?

With close alignment to the Technical Leadership theme, this strategic theme focuses on the wider dissemination of knowledge and insight, going beyond our immediate stakeholders to all with an interest in the marine sector.

Becoming a voice for the sector and sharing impartial, expert opinion can only strengthen our reputation. We will encourage and support a network of members who are willing to act as spokespeople and able to comment proactively or reactively on topics of interest to the media.

Members can volunteer and will be trained and supported such that their own reputation, as well as that of the Institute, will be distinguished and enhanced, thus supporting our overall Vision. We will also expand and focus our social media activity in support of this strategic theme.

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The two strategic goals to achieve the “Public Profile & Communications” strategic theme, and which will enable us to achieve our Vision are:

- GOAL 1:** For the IMarEST to be seen by those working within the sector, and those commenting upon the sector, as the voice of the sector for expert and impartial opinion and technical knowledge.
- GOAL 2:** Improve visibility of IMarEST media spokespeople and therefore the development of members and partners wishing to be seen as thought leaders.



STRATEGIC THEME: **GROWTH THROUGH INNOVATION & RELEVANCE**

This theme is about understanding and responding to the needs of academia, industry, regulators and members to develop and offer new products and relevant services.

Why?

As adaptations are made by our stakeholders to respond to our rapidly changing world, our appetite to understand what new challenges they face is our opportunity to partner with existing clients and to innovate new services. It is anticipated that these will range from providing greater volumes of existing services to existing customers to the creation of new services for both existing or new clients. Understanding the very specific needs of both individual members and organisations – whether academic, regulatory, science or industrial – will be key to refining our services. Where appropriate, we will seek to collaborate or acquire third parties to extend our range of services in targeted areas.

For existing clients, developments in account management care for those with multiple members must be an area of focus. Whilst continuing to focus on and grow our traditional emphasis on marine engineering and technology, where evidence suggests there is benefit in doing so, we will engage the marine scientific communities to maximise the benefits of collaboration, building upon the evidence of successes we have seen in recent years.

Our events and conferences is an area that we wish to expand. The value of face-to-face interaction and the online experience will combine to make events grow to a more significant component of our revenues whilst at the same time continuing our theme of driving technical leadership and member engagement.

Further ahead, we will also look at opportunities to support stakeholders with training services to encourage growth and learning and also address publication opportunities to complement our existing strategic themes.

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The six strategic goals to achieve the “Growth Through Innovation & Relevance” strategic theme, and which will enable us to achieve our Vision are:

- GOAL 1:** Grow our industry, regulatory and academic partnerships through expansion of the existing product set and develop tailored offerings to suit wider opportunities.
- GOAL 2:** Develop and implement a plan to professionalise business development and sales in the Institute to support our growth ambitions.
- GOAL 3:** Annual competitor analysis introduced to ensure appropriate actions developed during strategic reviews.
- GOAL 4:** Expand our outreach and knowledge sharing through expanding our events portfolio.
- GOAL 5:** Expand the services we offer to members by developing a training arm to the Institute’s activities.
- GOAL 6:** Be receptive to change and seek acquisition of collaboration opportunities that benefit the long-term interests of the Institute and our members.



STRATEGIC THEME: OPERATIONAL EXCELLENCE

This theme is about transforming our operations to ensure that every activity, process, and project delivers an enhanced member experience and value to the organisation. We want to align and develop our staff and volunteers to support the aspirations of the Institute and drive the continual improvement of systems and processes for improved member and stakeholder engagement, information exchange, organisational growth and ultimately the long-term financial sustainability of the Institute.

Why?

The Institute has been operating at a financial deficit for many years and there is no better time to ensure that our processes and systems are robust, and our structure fit for purpose. We need to transition to a position where increased earnings generate a sustainable surplus within the period covered by this strategy. This surplus is to be created by increasing revenue from growth in membership and other earnings as well as by careful management of costs.

Having invested considerably in rebuilding our executive team, we now need to focus on continuous development of systems, skills and processes to ensure we deliver what is required. We depend on our members, stakeholders and volunteers to achieve almost everything we do. The membership journey, from initial engagement to the ongoing member experience through our digital channels, is not currently reaching the standard that will enable us to achieve our Vision.

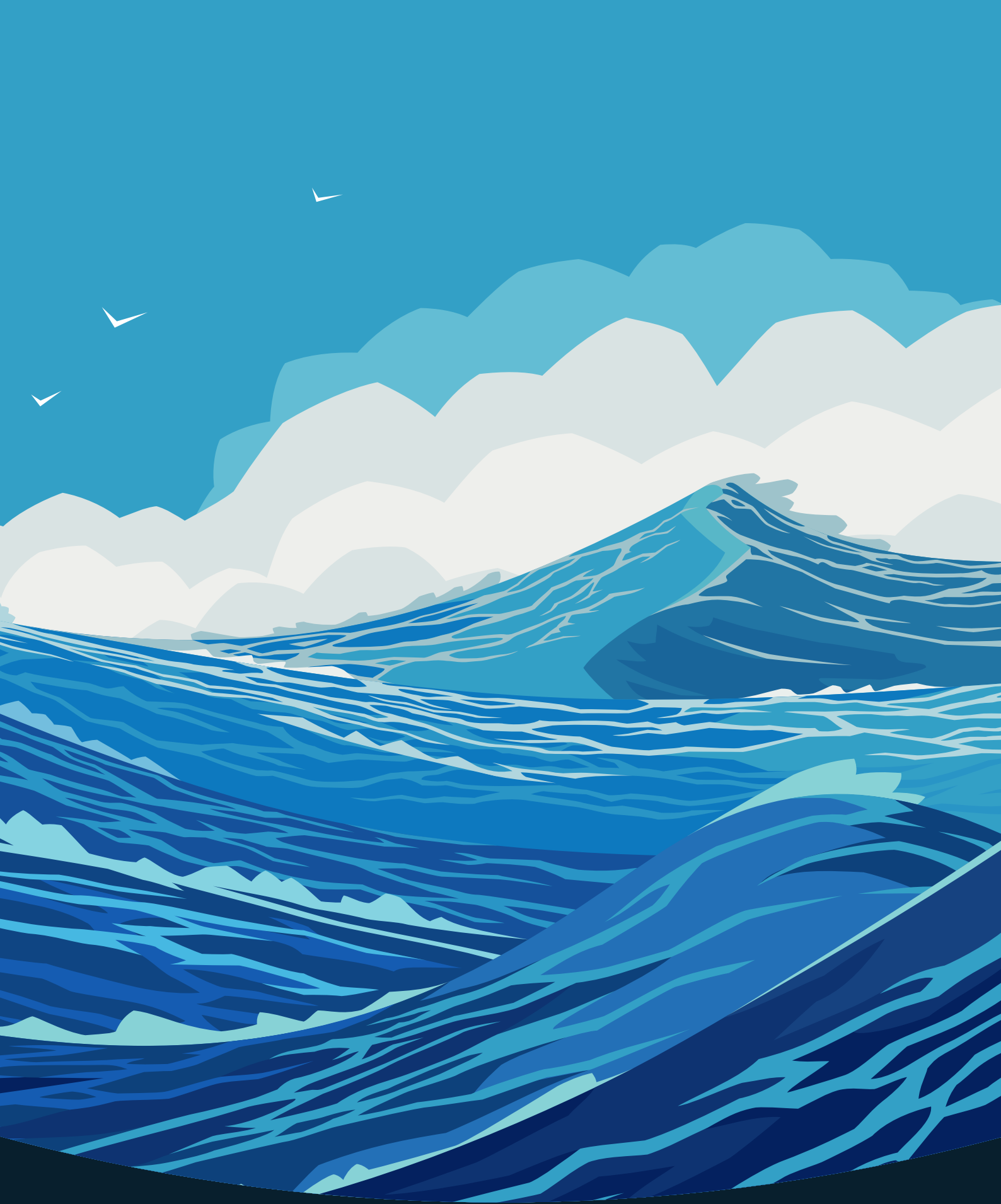
We have been reliant on manual back office internal processes and systems which cannot meet future needs nor enable the standard of financial control that is required to meet our goals.

The present systems and processes have served us well but to realise our Vision we will need to operate at a higher level and target investment in our systems and tools to provide member benefits which will support our aspirations. What technology now enables, through contemporary membership support systems and digital tools, is encouraging and gives us the means to 'change gear'.

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The four strategic goals to achieve the "Operational Excellence" strategic theme, and which will enable us to achieve our Vision are:

- GOAL 1:** Achieve sustainable financial performance and generate a surplus position through increased revenues.
- GOAL 2:** Ensure our processes, governance and structure are fit for purpose and, for the first time, meet industry standards.
- GOAL 3:** Have a professional, experienced and continually developing Executive to manage and lead the Institute's activities.
- GOAL 4:** Transform IT operations, with replacement of online and CRM systems to improve member and stakeholder experience and to enable future service development.



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