



## ICMM's Future : The Business Case to 2021

### Overview

ICMM, from its founding days has been a maritime museum network. Its main reason for existence, as (re)defined at Chatham in February 2009, is as an 'information hub'.

As an ICOM-affiliated organisation it has the status to represent member museums in matters of common professional interest and to support member museums with, for example, public authorities.

ICMM's 'social' role, well expressed in its nowadays biennial conferences, has to date been its most important and most appreciated function. Most would agree that this social role has been largely effective. It has provided what can be best described as a low cost, international - mainly Anglo Saxon - network. But the 'club' perception is also a limiting factor.

As a result the ICMM Executive Council held the organisation to the light.

Questions have been raised in the past few years, within and beyond the EC, about just what ICMM is, what are its aims and where is it going? Coupled with a growing feeling amongst a number of EC members that the ICMM 'social' function alone is no longer enough, the EC believed it was time to request a mandate from the membership for the development of ICMM's future and this was put to the membership at the ICMM 2011 Congress General Assembly.

### The EC's Review – A thoughtful look

When the ICMM EC decided to hold the organisation to the light, management theory suggested it begin its review task with a strategic planning SWOT analysis: what are ICMM's strengths, weaknesses, opportunities and threats. This was not an exhaustive analysis, but it highlights the salient points.

#### 1: STRENGTHS

1.1: ICMM's strong point is its status as the only ICOM-affiliated organisation in which almost all relevant (western) maritime museums are represented.

1.2: Through ICMM museum professionals have access to colleagues all over the world (also in non-member regions and countries) and to the authorities which support them (governments, navies, corporate and private sponsors, among others).

1.3: Through ICMM, members are able to know each other at a professional, and often personal level, and to do business with each other.

1.4: The ICMM biennial congress is a well-established, mostly well-attended and well functioning institution.

## **2: WEAKNESSES**

2.1: ICMM's main weak point is a product of its social role. There is a lack of involvement which means a lack of commitment and identity.

2.2: Many members see the organisation as one requiring nothing much more than attendance at the biennial congress. Even those who use the ICMM network to, say, organise an exhibition, often don't think of it again until congress time comes around. ICMM's profile has weakened.

2.3: Lack of involvement applies to many members but, it needs to be said, it's also an attitude acknowledged to be present within the EC. 'Wait and see' what a small group (usually the president, vice-president, Secretary General and one or two others) put forward has often been the prevailing attitude. Portfolio officers, in many cases, have not taken the initiative within their field of responsibility and the Newsletter editor had to chase information from most regional correspondents time after time.

2.4: Language must be taken into account, particularly in these times of increasing multi-language dealings. ICMM's constitution currently states that the language of business for the organisation is English, but translation of biennial congress paper presentations has been frequently discussed as a necessary next step.

2.5: ICMM is, literally, a poor financial organisation, because it is based on an income structure designed in another era.

2.6: It can be argued that many of the weaknesses are because ICMM is a poorly co-ordinated organisation; the governance of and contribution to ICMM is, and always has been, a job on the side for already busy people.

## **3: OPPORTUNITIES**

The Executive Council believes ICMM's principal areas of opportunity for the years ahead to the 2020's are:

3.1: Reinvalidate and develop ICMM as a truly global and authoritative organisation – ICOM-affiliated – representing the major professional maritime museums on all continents, and partners with other maritime heritage organisations (for example, European Maritime Heritage - EMH).

3.2: Through interactions between museums, manage the development of a flourishing exchange of ICMM-led expertise, knowledge, staff, exhibitions and the like.

3.3: Continue development of the ICMM website as the medium for maritime museum professionals; news, information exchange, expertise, exhibition availability, to name a few opportunities.

3.4: Build the ICMM biennial Congress to be the talked-about conference amongst peers.

3.5: Take leadership – such as in the 2011 launch of the International Historic & Traditional Ships Panel (IHTS) – in the broader heritage vessel field as it develops frameworks for effective international liaison with governments and maritime authorities aimed at the preservation of the world's heritage vessel fleet, both sailing and static.

3.6: To achieve all this, transform ICMM into a professionally managed organisation with a small, motivated and results-oriented secretariat.

#### **4: THREATS**

It is enough to name but one here: Apathy!

#### **5: STRATEGY**

The strengths, weaknesses and opportunities listed are, as stated at the outset, far from exhaustive, but the opportunities listed are achievable, if ambitious. To achieve them requires a change in strategy, accompanied by a change in attitudes, and a willingness by all involved, to make the commitment necessary to realise those opportunities. It is acknowledged that it will not be easy and that it will take time.

To carry us forward we need to concentrate on two essentials:

- Developing, first, the things we are already good at.
- Creating 'milestones' along the way so that there are specific and short-term goals to be achieved, and always in sight. That way no one gets lost and there is less risk of losing heart.

5.1: We have acknowledged our network function as an ICMM strength; one of the things we are already good at. We can build on that by:

- 5.1.1: continuing development of an active – and interactive – website aimed at becoming the medium for maritime museum professionals.
- 5.1.2: improving our biennial congresses with careful programming of relevance to our existing audience, but with a wider audience in mind.
- 5.1.3: organising regional conferences, workshops, seminars, master classes and specialist meetings.
- 5.1.4: stimulating, and facilitating staff exchange programs by actively bringing museums together.

5.2: On top of that, and as a priority, we need to develop:

- 5.2.1: a further spread of membership to cover Asia, South America, East and Southern Europe and Africa.
- 5.2.2: ICMM's leadership in the heritage vessel world.

5.3: The period to 2021 will see two Executive Councils, including the current one, and three presidents lead the organisation in that period.

5.4: Goals for the next two terms; now to the 2013 Congress and 2013-2017:

2013: Lay the foundations for future development:

- Establish a fully functioning treasury and membership administration.
- Reshape ICMM's external communications with the changeover from a printed Newsletter to the new interactive website.
- Develop ICMM's heritage vessel policy and international leadership.
- Rethink and redefine the roles of EC office bearers, working towards a dedicated secretariat.
- Rethink and build a new ICMM income structure to meet future needs.

All the above goals have the aim of developing programs to provide strong support and more services and opportunities to ICMM member museums.

2013-2017: Build on the foundations laid in the previous period:

- Promote a wider spread of ICMM membership.
- Rethink the ICMM biennial congress structure. Do we continue internal congress organisation, or do we co-operate with conference professionals? Language translation?
- Organise regional conferences, workshops, seminars, or master classes
- Continue development of ICMM's heritage vessel leadership.
- Support ICMM's dedicated secretariat.

Beyond 2017: Continue to build ICMM's global role and profile.

## **6: PEOPLE**

To achieve the goals set out in this paper requires committed, active and skillful people.

Initially the work will fall to the members of the Executive Council. If the strategies suggested in this paper are adopted, ICMM will move to a dedicated secretariat, funded by ICMM.

Although this development will mean the EC is relieved of much of the day-to-day work, its role as the policy-making body of ICMM will, if anything, become more challenging. A more active and diverse ICMM will require an active EC, made up of people willing to be self-supporting in managing their portfolio tasks.

### **6.1: Options**

Stuart Parnes retired as Secretary General at the 2011 Congress. The changeover to the new website and ending the printed newsletter meant a change in this area, too.

Stuart, in an email to the EC in February 2011 reviewed the role of the Secretary General and posed some options:

1. Eliminate the SG role and redistribute the duties.
2. Define a new job for a combined SG/Treasurer.
3. Define a new job of SG/key 'communications' officer/project manager, providing travel support and some additional compensation, which Stuart from his long experience believed was essential.

All the options have merit and they prompted a thoughtful review by the EC of how roles could be practically restructured.

## 6.2: The essential ICMM tasks

- 6.2.1: Communications: Includes website content creation and editing from information provided, news dissemination, formal letter writing in co-operation with the President.
- 6.2.2: Interactive website technical management
- 6.2.3: Website content gathering
- 6.2.4: Archive (ICMM documentation)
- 6.2.5: Member recruitment
- 6.2.6: Developing professional member networks, services & support
- 6.2.7: Minute secretary
- 6.2.8: Election manager (new officers & members)
- 6.2.9: Membership database management
- 6.2.10: Treasury

## 6.3: Role restructure

After analysing the essential tasks and bearing in mind Stuart's options, a variation on Stuart's Option 3 suggested itself and was endorsed by the ICMM Executive Council.

- 6.3.1: **The Treasury** (Hon Treasurer) takes over member database management.
  - The Treasury already collects the membership fees and with a web-based database maintained in a secure EC-only area of the ICMM website, the data will be readily available, not just to the Treasury, but to other EC members as required.
- 6.3.2: **The Secretary General** undertakes and/or oversees the Secretariat tasks listed in 6.2, excluding the Treasury and member database management (6.2.9 & 6.2.10). Most importantly, the Secretary General becomes responsible for initiating the goals for the future of ICMM agreed by the EC and set out in Section 5 above.
  - The Secretary General initially operates part-time (with travel and project funding support), building to a dedicated ICMM role as planning and activity is stepped up and funds become available.
  - Location: As Stuart Parnes pointed out in his email referred to above, "the shift to web-based activity makes the SG's physical location almost irrelevant".

- A replacement for Stuart, willing to take on the expanded Secretary General's role as set out in this paper, was available from within the current Executive Council and was endorsed by the EC.

6.3.3: Consideration was given to the likely expanded workload of the Secretary General, based on the goals and tasks set out in this paper. It was noted that:

- Formal letter writing, the archive, minute secretary and election manager tasks are periodic and are not greatly time consuming.
- Communications are now essentially web-based. The technology involved has the advantage that the website and its content can be managed anywhere there is an internet connection and at any time of day or night.
- These factors allow the Secretary General to concentrate on ICMM's future development, expanded member services and support, and projects such as the International Historic & Traditional Ships Panel (IHTS), which was an ICMM initiative in 2011.

## **7: Implementation**

7.1: Developing the structure described at 6.3 requires funds which the ICMM membership fees as at the time of the 2011 Congress could not provide. The EC agreed that the program of professional services and support outlined above will provide members with valuable resources for which it is reasonable to set membership fees accordingly.

7.2: Accordingly, the EC recommended a membership fee increase in 2013 and a further increase in 2014 to bring the membership fee level over those two years to a realistic and professional organisation fee base to support ICMM's goals. The new fee structure is based on a sliding scale according to the financial turnover of member museums. Details are in the Appendix. A budget of costs has also been prepared to accompany the membership fee revenue calculations and these are also in the Appendix.

7.3: During the next two-year period, the Executive Council will monitor the performance of the new Secretariat and members will be able to evaluate the results and benefits they receive against the scheduled fee increases.

7.4: The new Secretariat will report to Biennial Congress General Assemblies and be open to comment and questions from the membership.

7.5: The ICMM Executive Council sought a mandate from the membership to implement its recommendations at the 2011 Congress General Assembly.

**Appendix:**

Membership fee structure

Budgeted revenues & Secretariat costs



**Membership fees, budgeted revenue, ICMM Secretariat & project costs**

ASSUMPTION: Membership approx. 100 museum members, 100 associate members based on Nov2012 membership database

Step 1 Membership Fee (Due now)				Step 2 Membership Fee (Due June 2013)				Step 3 Membership Fee (Due Jan 2014)			
Category	Museum Annual turnover	Euro	US Dollar	Category	Museum Annual turnover	Euro	US Dollar	Category	Museum Annual turnover	Euro	US Dollar
Assoc.		€ 35	\$50	Assoc.		€ 35	\$50	Assoc.		€ 70	\$95
	All Museums	€ 125	\$165	1	Under €500,000	€ 125	\$165	1	Under €500,000	€ 250	\$335
				2	€500k - €1million	€ 200	\$265	2	€500k - €1million	€ 400	\$520
				3	€1mill - €3mill	€ 375	\$490	3	€1mill - €3mill	€ 750	\$1,000
				4	€3mill plus	€ 625	\$810	4	€3mill plus	€ 1,250	\$1,650
Budgeted revenue: € 6,300 \$16,125				Budgeted revenue: € 25,400 \$33,640				Budgeted revenue: € 51,800 \$68,900			

Membership fees beyond 2014 are at same level until reviewed

**Budgeted ICMM project costs - All ICMM projects and International Historic & Traditional Ships Panel (IHTS)**

## ASSUMPTIONS:

- 1: Secretary General provides daily ICMM/IHTS Secretariat services as ICMM executive officer
- 2: Secretary General provides own office space and facilities
- 3: Costs of ICMM Secretariat limited to travel and direct costs (eg. data storage/telephone/printing & stationery) and honorarium towards time costs

Meeting &amp; conferences/membership recruitment travel costs (President &amp; Sec General)

ICMM development &amp; project costs: Congress speakers / IHTS

ICMM Secretariat direct and project costs &amp; honorarium

Contingency

Est. total annual costs:

Jan-Dec 2013 (Congress year)		Jan-Dec 2014	
\$AUD*	Euro	\$AUD*	Euro
\$7,000	€ 5,550	\$7,000	€ 5,500
\$5,000	€ 3,900	\$2,500	€ 2,000
\$12,400	€ 9,400	\$15,150	€ 11,900
\$2,500	€ 2,000	\$2,500	€ 2,000
\$26,900	€ 20,850	\$27,150	€ 21,400

\* Costs incurred in \$AUD. Approximately equivalent to \$USD

REVENUES			
Est. Revenue for period ended Dec 2013-Steps 1&2:	\$49,765	€ 31,700	
Est. Revenue for period ended Dec 2014-Step 3:		\$68,900	€ 51,800