

MISSION, VISION, STRATEGY 2016 ONWARDS

INTRODUCTION

The actual strategy as approved by the General Assembly will expire by the end of 2015. The Executive Committee in the course of 2015 had various meetings dedicated to the future of IVR and the elaboration of an updated vision and strategy. To feed the elaboration of the new Vision and Strategy document a survey amongst the members has been carried out in the first half of 2015. The major results of this survey (enclosure) will be part of the new vision and strategy.

Via a shared **MISSION (I)** this document elaborates a **VISION (II)**, to be followed by the **STRATEGY (III)** elaborating how to realize this Vision by 2020.

(I) MISSION

IVR is the **unique international platform** at which national organisations of inland navigation, insurance industry and surveyors as well as individual companies and persons from these and related areas such as brokers, lawyers, manufacturers, yards etc. are represented. IVR has been founded initially in 1874 by insurance companies and re-established in 1947 with representatives of inland navigation, surveyors and related industries.

IVR's main objective is the observation and representation of the **common interests** of the involved industries on the network of the major European inland waterways. Inland navigation plays an important role within the European transport and mobility system. IVR is copying with all topics within the common sphere of interests of its members. It is characterised by its neutrality and independence.

I= Independent and international platform

V=Variety of members and industries

R= Represented at international level

MAIN TASKS AND PRIORITIES

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1. **Representation** of the organization at EU level, international river commissions and UNECE
2. **Organization** of workshops, colloquia and annual congress
3. **Concrete services** to members and non-members out of its independent position such as
 - Damage prevention programs
 - Engine damage registration system (ERS)
 - Damage prevention Inspections (DPI) and steering gear inspections
 - Analyses of damages and release of independent recommendations and set up of information leaflets to prevent damages to barge owners and insurers
 - Think tank for research into risks resulting from regulatory changes (emission requirements) and technical developments (alternative propulsion systems (hybrid/LNG)
 - Harmonization and unification of law
 - Realization and implementation of international conventions in the field of carriage of goods and liabilities
 - Recommendation of international conditions and transport documents
 - Database of publications on relevant international conventions and judgements regarding these international conventions (CMNI and CLNI)
 - Keeping a database of vessels on European waterways and providing
 - Online access to third parties providing information on the vessel, engines, documents and ownership
 - Online access to barge owners to keep the information up dated
 - Statistical information to decision makers
 - Information to vessel owner regarding vessel specific information related to technical, safety and cargo legislation changes
 - Projectmanagement
 - EBIS secretariat
 - ERS database

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(II) VISION 2020

The outcome of the poll underlined the unique role of IVR as independent, international organisation in the field of inland navigation and insurance in connection with the potential of IVR's main tasks. Therefore the focus of the Vision lies on the **NEW approach** with below stated measures and actions to achieve these goals. In 2020 IVR must be looked at as the independent inland navigation data / information source for statistics and seen as the platform for discussing and analysing risk and implementation consequences of legal and technical developments in the inland navigation industry. In this capacity it should be able to attract broader fields of interested parties, such as banks and infrastructure managers. The Vision 2020 reflects a proactive approach taking into account the input as received by the members through the poll carried out in the beginning of the year and the outcome of various meetings. The Vision has been adopted by the Board of Management in its meeting on 3.12.2015 and as such will be submitted to General Assembly for formal approval.

VISION 2020

1. **Representation** of the organization at EU level, international river commissions and UNECE and membership
 - by 2020 IVR has attracted new categories of members (f.e. banks, infrastructure managers, stevedoring companies etc.) and introduced new categories of membership which has lead to a broadening of the association and increase of memberships by (20) % (companies and persons)
 - IVR is open and prepared to take over tasks from national member associations in the field of its main activities
 - IVR provides as platform for carrying out specific services and representations on behalf of other associations (national and or international)
2. **Independent international platform and information transfer via organization of workshops, colloquia and annual congress**
 - by 2020 IVR has attracted new categories of participants to these events and offers new sponsor packages to existing and new members for their exposure within the internal IVR network. This leads to an increased exposure and perception of the association internally and externally and more incomes out of the organisation of these events.

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3. Services

a. Damage prevention programs

- i. Engine damage registration system
by 2020: broader scope of application and increased income through
 - a. increased number of ERS participants with 50 %
 - b. wider scope of ERS items in the database and related analytic reports
 - c. wider international exposure through FEMAS and IUMI.
- ii. Damage prevention and Steering Gear inspections
by 2020: broader EU- scope of application and increased number of inspections carried out (DPI 50 %, SGI 25 %)
- iii. Analyses of damages and release of independent recommendations to prevent damages to barge owners and insurers
by 2020:
 - a. publication 2-4 publications/year on technical damage prevention / information leaflets
 - b. think tank platform for technical developments in the inland navigation in relation to risks and damage prevention
 - c. informative studies about relevant market subjects such as :
 - i. emission requirements and their claim risk consequences
 - ii. economics and their effect on claims
 - iii. alternative propulsion and their possible claim consequences
 - iv. cargo loading and discharging risks
 - d. claims risks related to crew and management
 - e. uniform interpretation of European legislation and role of classification societies
 - f. lack of infrastructure maintenance and relation to damages of vessels

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b. Harmonization and unification of law

- i. Organisation of colloquia to promote international conventions in the field of carriage of goods and liabilities and Recommendation of international conditions and transport documents
- ii. Database of publications on relevant international conventions and judgements regarding these international conventions (CMNI and CLNI)
 - by 2020 these databases are freely accessible for members and open for access against payment to non members

c. Keeping a database of vessels on European waterways and providing

- i. Online access to third parties providing information on the vessel, engines, documents and ownership
 - by 2020 the use of the database has increased by 50 % compared to 2015
- ii. Online access to barge owners to keep the information up dated
 - by 2020 50 % of the barge owners/operators are linked to keep the database up to date
 - an information flow to the linked barge owners with respect to amendments of technical provisions (vessel and certificate related) in relation to the very vessel type will be realized.
- iii. Statistical information to decision makers
 - by 2020 IVR supports the market observation system of EC/CCNR with relevant information regarding vessels
 - by 2020 IVR has set up an “facts and figures Committee” providing and publishing relevant statistical information on the development of the fleet, engines etc. as well as analyses and trends

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(III) STRATEGY

The Strategy focuses on the actions, measures and resources as well as investments needed to realise the Vision.

Overall TARGETS to realise this vision are

- **INCREASED VISIBILITY AND EXPOSURE**
- **THROUGH BETTER AND MORE EFFECTIVE COMMUNICATION**
- **INCREASED EXPERTISE**

THE FOLLOWING ACTIONS/RESOURCES ARE NEEDED TO REALISE THE VISION RELATED TO THE MAIN TASKS AS ELABORATED IN PART II:

1. REPRESENTATION

ACTION/MEASURES

INVESTMENTS

new categories & new categories of membership

- inventory of potential new categories (work in progress)
- promotion of its unique selling point
- information regarding benefits of membership (enclosure)
- new membership packages (to be developed)
- increased exposure via communication
- new communication tools (digital platforms)

communication assistant

renewal internet site

2. INDEPENDENT INTERNATIONAL PLATFORM AND INFORMATION TRANSFER VIA ORGANIZATION OF WORKSHOP, COLLOQUIA AND ANNUAL CONGRESS

new categories and new sponsor packages

- inventory of potential new categories
- attracting new categories through interesting programs / content / locations
- new sponsor packages (to be developed)

communication assistant

3. SERVICES

ACTION/MEASURES

INVESTMENTS

a. Damage prevention programs

- i. Engine damage registration system
by 2020
- ii. Damage prevention and steering gear inspections
by 2020
- iii. Analyses of damages and release of independent recommendations to prevent damages to barge owners and insurers
by 2020

- Think tank for research into risks
- Communication with interested parties such as FEMAS and IUMI
- promotion and proof of added value via statistics
- investing into new opportunities f.e. via links with planned maintenance (TMSA) and relation to lack of infrastructure maintenance
- linked to database access of barge owners and can be used as incentive

b. Harmonization and unification of law

b.1. Recommendation of international conditions and transport documents

by 2020 known and made public to all barge owners
via IVR's vessel database

- promotion and communication

communication assistant

b.2. Database of publications on relevant international conventions and judgements regarding these international conventions (CMNI and CLNI)

by 2020 freely accessible for members and
accessible against payment for non-members

- renewal internet site (extranet)
- inventory of interest at non-members
- promotion and communication

renewal internet site
communication assistant

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	ACTION/MEASURES	INVESTMENTS
c. Keeping a database of vessels on European waterways and providing		
c.1. Online access to third parties providing information on the vessel, engines, documents and ownership		
by 2020 the use has increased by 50 %	<ul style="list-style-type: none"> - inventory of potential clients and users - promotion and communication 	marketing assistant*)
c.2. Online access to barge owners to keep the information up dated		
by 2020 50 % of the barge owners are linked	<ul style="list-style-type: none"> - promotion and communication - information to barge owners regarding relevant developments Via email through link on database - support and motivation via insurers, surveyors 	communication assistant
c.3. Statistical information to decision makers		
support of market observation system of EC/CCNR and		
set up "facts and figures Committee"	<ul style="list-style-type: none"> - lobbying towards EC/CCNR - set up committee with internal and external expertise - development of relevant statistics and trends 	IT assistant *)

**) marketing /communication and IT assistant to be combined in one person*