



CIB BUSINESS PLAN 2021-2022 (version 3.0)

This plan provides an overview of our strategies and activities, it is a two-year plan designed to be updated every 12 months or so. The plan was approved by the Board in March subject to any amendments arising from matters agreed earlier in the Board meeting, and publication on the website for members was agreed subject to removing the budget.

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1. For decision

The OC is invited to approve this version of the business plan for publication, amends since version 2 are highlighted plus the Annex with budgets has been removed.

2. Main deliverables 2021-22

Key deliverables and milestones set out in the plan are as follows, this table also provides a guide to our likely messaging calendar.



| Month | Output |
|-----------------|--|
| Jan 2021 | Launch CIB Pulse monthly snapshot Early Career Researchers survey |
| Feb | First ECR network activity/s |
| Mar | Board meeting (online) Major web upgrade |
| Apr | Annual Members Survey Announce winner/s of Sebestyén Future Leaders Award 2021 (closing date end March) |
| May | Publish Annual Report Announce Student Chapter funding grants (closing date end April) |
| Jun | Board meeting (Purdue, USA or online TBC) General Assembly AIBC AGM |
| Sep | Web upgrade |
| Oct | Board meeting (online, not Shanghai) |
| Nov | Announce winner/s of CIB Dissertation Awards 2021 (closing date end Sept) Issue invoices for membership renewals CoP26 conference in UK |
| Dec | Calls for entries for Student Awards 2022 |
| Jan 2022 | |
| Feb | Launch CIB 'mega journal'? |
| Mar | Board meeting (online) Papers for General Assembly issued |
| Apr | Annual Members Survey Announce winner/s of Sebestyén Future Leaders Award (closing date end March) |
| May | Publish Annual Report Announce Student Chapter funding grants (closing date end April) |
| Jun | Triennial WORLD BUILDING CONGRESS 2022 (RMIT, Melbourne, Australia) Board meeting (Melbourne) General Assembly (Melbourne) New Board and Officers elected for three years Launch CIB 'Day of Giving' (tbc) AIBC AGM |
| Oct | Board meeting (TBC) |
| Nov | Announce winner/s of CIB Dissertation Awards 2022 (closing date end Sept) Issue invoices for membership renewals |
| Dec | Calls for entries for Student Awards 2023 WBC2022 Proceedings published |

Still to be confirmed:

- Webinars and other outputs from Commissions, Student Chapters and Early Career Network
- Third-party/stakeholder events and other activities with CIB participation
- Third-party funding announcements, eg 'CIB Giving Day'.



Other regular outputs include:

- Electronic newsletter (monthly)
- CIB Pulse survey (monthly)
- CIB in Conversation guest interview (monthly)
- Commission conferences, webinars, reports, other publications (ad hoc)
- Student Chapters conferences, webinars or other activities (ad hoc)
- Early Career Researcher (ECR) network meetings or other activities (ad hoc).

3. Mission and Vision

CIB stands for “Collaborating for Innovation in the Built environment”.

Our purpose is to provide a global network for international collaboration in building and construction research and innovation. Objectives are to be:

- a valued source of information concerning global building and construction research and innovation,
- an effective access point to the global research community, and
- a forum for collaboration between the entire spectrum of building and construction interests and the global research community.

4. Current situation

4.1. Sector context

| PESTLE analysis Jan 2021 | |
|--------------------------|---|
| Political | Continued rise of China, new US President, EU and UK post-Brexit. |
| Economic | Post-Covid recovery, low oil price/diversification of oil economies. Infrastructure investment to gear economies. Continued growth of PPP. |
| Social | Population/cities growth, ageing demographics. Equality/diversity, Black Lives Matter. Well-being. Other pandemic impacts, eg less travel, different built environment needs. Sector skill shortages including due to poor image. |
| Technology | BIM, AI, robotics, big data. Offsite/modular construction. Covid-driven adoption of video conferencing and homeworking |
| Legal | Bribery and Modern Slavery legislation, “transparency” |
| Environmental | Climate change, net zero, water economy, post-Covid emissions growth |

4.2. SWOT analysis

| CIB SWOT analysis Jan 2021 | |
|----------------------------------|---------------|
| Strengths | Opportunities |
| History, longevity, truly global | UN links |



| CIB SWOT analysis Jan 2021 | |
|---|---|
| International profile of key Officers and Board/many top global experts WBC one of the largest conferences in the sector Membership model gives strong transparent governance and market responsiveness Loyal core membership base Start of re-energising in 2020, new secretariat and services | Post-pandemic acceptance of online activities, which done well can be generally much cheaper and more frequent with more outreach Governments recognising the value of investment in infrastructure |
| Weaknesses | Threats |
| Declining membership over 5 years Reliance on membership subscription model Weak value proposition, or poorly communicated? | Impact of Covid-19 and global recovery Barriers to future travel include govt regulations, corporate policies and budgets Challenging times to develop new relationships for recruitment or 3 rd party funding |

Using Jim Collins’ *Good to Great* framework for the ‘social sectors’, and drawing on a Board strategy exercise in 2016, we are positioned as follows:

| | |
|----------------------------|---|
| Our Passion is: | “Combining our expertise to solve complex and critical problems in the built environment so that the world is a better place” = high quality and impact of collaborative research & innovation |
| We are Best at: | “Sustaining an international network that enables knowledge and solutions about the built environment to be co-created and shared” = facilitating a unique global network |
| Our Engine Room is: | “Number of high quality outputs where CIB is an acknowledged contributor” = Commissions, Members, Student Chapters, ECR Network |

5. Strategic priorities

Originally set out by the President on his succession in June 2020, these are updated as follows for 2021-22:

- 1) Fit for purpose CIB member service team – addressed in 2020.
- 2) High quality, globally collaborative research
 - Improved profile and impact of Commissions
 - Grow the participation of Students and ECRs
 - Start to diversify and grow funding.
- 3) Building CIB membership
 - Continue to improve the value proposition for members
 - Recruitment for membership growth based on the above.



- 4) Successful World Building Congress 2022.

6. Core activities and services

We add value by delivering the following products and services for members to support their research and innovation activities including impact.

6.1. Research Commissions

We have 35 Working Commissions and 12 Task Groups (TGs) led by appointed Coordinators, TGs have a relatively short life of 3-5 years before upgrading to Commission status or concluding their work. Proposals for new commissions or changes of status are managed by the Programme Committee chaired by Kalle Kähkönen, as is guidance for Coordinators, publishing, and relations with our Recognised and Encouraged partner journals (29 in all).

In 2021 we have initiated a new priority theme area on the impact and implications of Covid-19.

6.2. Student Chapters and ECR Network

We have 14 active Student Chapters and another 4 are registered with us. These are usually associated with a CIB member university and are aimed at PhD student. They hold regular activities including webinars and local awards. Three CIB competitions for awards and funding have been launched for 2021:

- Sebestyén Future Leaders Award
- Best Dissertation Award/s
- Funding for new activities in collaboration with other Chapters.

In December 2020 we announced the formation of a new global network for Early Career Researchers (typically up to five years after 'terminal' degree', usually PhD). This offers complementary Individual Membership and consists initially of a monthly programme of online events.

6.3. Events

The calendar of events includes:

- Triennial World Building Congress, RMIT. Melbourne, June 2022
- Commission meetings, webinars, seminars – at least monthly
- Student Chapters and ECR webinars and other events – at least monthly
- Third party organised events in which CIB participate.

As a result of the global pandemic the forward calendar mostly comprises online events such as webinars, but traditional conferences may be able to restart at some point in 2021.

6.4. Publications

Outputs include:



- Commission reports
- Conference proceedings
- 'CIB in Conversation' videos
- Webinar recordings
- Partner journals (CIB Recognised and Encouraged)
- Proposals for a CIB 'super journal'
- Library of research papers (including ICONDA®CIBlibrary).

6.5. Products and Services

In addition to the above, these include:

- Access to global research databases
- Network and collaborate with global peers through the CIB Commissions
- Get to know editors of the most important sector journals
- Advice on getting published
- Speaking opportunities on conference platforms to increase profile
- Support to connect with key third party stakeholders, NGOs, governments
- Opportunities to host conferences for strategic positioning
- Support students and young researchers to develop their career
- Access research funding as part of CIB Commissions or research consortia
- Discounts of c20% on CIB's partner journals and other titles from key publishers
- Discounts on conference fees and Commission books.

The 2020 membership brochure is attached¹.

6.6. New services

In considering potential new services, the key question is:

“What can we be good at TOGETHER at a GLOBAL level that individual members cannot achieve alone or only at a national or regional level”.

Consideration will be given to the following ideas, other ideas will be sought and then we will need to understand where the greatest impact could be made and explore opportunities where third-party funding might be available:

- Facilitation of research experts to support policy challenges, eg formation and leadership of research consortia
- Conference management or support
- Innovation support, eg facilitation service
- Exploitation of research – collaborative with authors



Adobe Acrobat
Document



- Benchmarking of research organisations in the sector.

7. Business model

7.1. Membership

Our default model is annual Membership Subscription, with different categories of membership. Fees have remained unchanged for 6 years and for 2022 we plan to propose an increase of c5% whilst removing the 'add-ons' of the late payment premium and the administration charge. We will also update the threshold amounts below which discounts are available for Low-and-Middle-Income Countries.

| Category | Annual fee (to 2021) | Proposed for 2022 |
|-----------------------|----------------------|-------------------|
| Full Membership | € 8487 | € 8,900 |
| Associate Membership | € 2345 | € 2,500 |
| Individual Membership | € 212 | € 250 |

Our membership growth strategy is to continuously improve the value proposition by offering more activities and benefits, and to communicate this value proposition and the USPs better to existing and target members.

7.2. Other revenue

The Board approved a Third-Party Funding (3PF) strategy in October 2020. It identifies potential revenue streams including the following:

- Sponsorship
- Donations to an 'Endowment Fund'
- CIB 'Day of Giving'
- Research grants
- Subsidies
- Training fees
- Webinars or other activities for non-members (10 mins length)
- 'Naming Rights', for example for an award, travel fund or programme of work
- Bulk buying club on behalf of members (eg software such as slido, flight deals??)
- Conference revenue
- Sponsorship
- Innovation support, eg facilitation service
- Event management/support – collaborate to improve members' events in return for a stake?

A sub-committee of the AC chaired by Mark Hastak (3PF) is responsible for implementing this strategy, priority targets have been identified as follows with initial actions to engage in dialogue to develop relevant value propositions:

- Canadian funding organisations
- Charitable Foundations with global coverage
- United Nations bodies



- Global supply side businesses.

8. Marketing

8.1. Comms strategy

Overseen by the MCC, this was approved by the Board in June 2020 with the following objectives:

- 1) support the Membership Growth programme (retention and targeted recruitment);
- 2) improve awareness amongst members and stakeholders of the CIB and the value of its work;
- 3) support the strategy to attract new revenue from non-subscription sources.

Key deliverables/milestones:

- Monthly member communications: e-newsletter, CIB Pulse, CIB in Conversation
- Website upgrades – March, September
- Annual Membership Survey – April
- Annual Report - May
- Marketing strategy refresh including external PR plan – to be updated annually
- New or updated marketing collateral – to be kept under review.

8.2. Stakeholder relations

We need to maintain and develop relations with key stakeholders, who may be important working partners with Commissions or a potential source of revenue, reputation or influence:

- **Partner Journals** and publishing companies, crucial for members to publish research papers
- **United Nations** - link dates back to the origin, indirect links eg via World Sustainable Built Environment SBE conference series which is actively supported by UNEP as well as FIDIC, iisBE.
- **Other NGOs**, eg Habitat for Humanity, ISO, IEA, ILO, WHO, World Economic Forum, WGBC, other Foundations.
- **Liaison Committee** (CIB, ECCS, FIB, IABSE, IASS, RILEM) <https://iabse.org/About/Liaison-Committee> - CIB has secretariat role for 2021-2022. Significant output in 2020 was the [GLOBE Consensus](#), for which the 2021-22 priority is dissemination and awareness-raising.
- **Canadian** stakeholders, including National Research Council, Departments of Innovation and Industry, and Ottawa City/Ontario State.

9. People

Staffing is currently as follows.

Direct employees:

- Don Ward, CEO (28h/wk) – since April 2020, Canadian work visa pending
- Debbie Gray, Membership & Marketing Manager (F/T 35h/wk) – since June 2019

Key consultants (mainly sole traders):

- Michael Behm, Programme Manager (up to 21h/wk) – since Dec 2019



- TBC, Finance Officer (14h/wk) – replacement to be appointed April 2021.

Other outsourced activities:

- Windswept Technologies, IT support
- Nikil Jose, web
- Howard Miller, copywriter
- Melassa Sproule, design.
- Legal & HR advice
- Accountant/auditor
- (budgeted) Consultant to support the third-party funding strategy.

10. Facilities and IT

AIBC's office until March 2021 was a sublet from Ekos Research Associates at Suite 300, 359 Kent Street, Ottawa. Comprising 1 closed office and 4 cubicles/open plan, \$2,060+HST pcm, min 60 days' notice either party. This lease was surrendered as occupancy in 2021 appears unlikely, at a saving cCAD\$2,000 per month. Materials and assets have been placed in local storage, and a new office will be arranged once it is clear that this is required.

Travel: given the nature of our core business and how we deliver, a lot of international travel is normally involved. We encourage modern ways of working, teleconferencing etc wherever possible, and the global pandemic has demonstrated how much can still be achieved this way. As travel resumes, our policy is to reimburse economy flights not business class, and we will adopt a carbon offsetting policy such that CIB achieves net zero.

We have a fully cloud-based IT system with standard software packages. Due attention is paid to 'GDPR' compliance.

11. Finance

11.1. Budget

The Board approved the budgets for 2021 in October 2020, attached at Annex A of the Board version of this plan.

11.2. Finance

We contract for a part-time book-keeper (2 days a week). The accounting package for both AIBC and CIB accounts is QuickBooks, having migrated from ExactOnline in 2020. Management accounts are provided monthly within two weeks of month-end.

CIB is required to have a formal audit, AIBC is not, but as the AIBC accounts are effectively incorporated within CIB's, there is an implied extra level of protection. The accounts are targeted to be made available to the external accountant/auditor within one month of year end so that draft accounts can be considered by the AC and OC ahead of the GA in June where the Members receive the audited accounts.

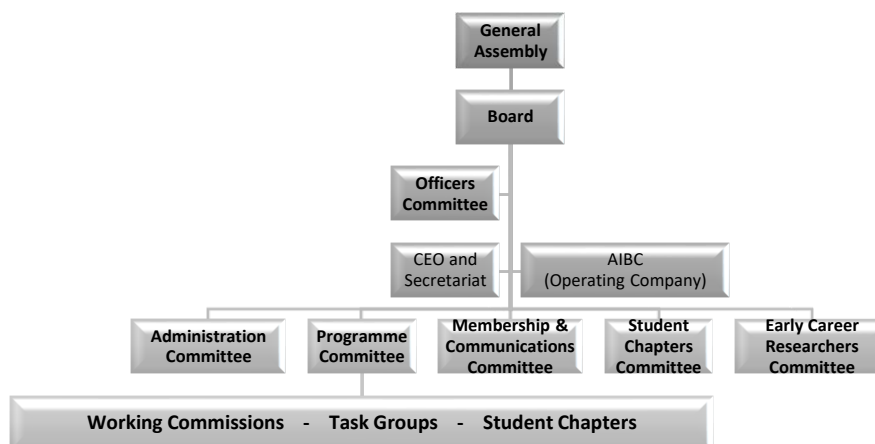


12. Governance

CIB is incorporated as an international, non-governmental, non-profit association in NL. The Constitution and General Operating Bye-Law 1 enshrine the governance structure as shown and operation thereof. Both documents were formally updated during 2019 and are fit for purpose for the current time.

Statutory Committees oversee core activities as follows:

- i) Officers (OC)
- ii) Programme (PC)
- iii) Student Chapters (SCC)
- iv) Membership & Communications (MCC)
- v) Administration (AC).



Other Committees not enshrined in the Constitution:

- Early Career Researchers.

AIBC is the CIB’s services company, incorporated under the Canada Not-for-profit Corporations Act, with a Service Level Agreement in place with CIB until end 2022.

12.1. Risk register

The following table sets out our main strategic risks with an assessment of likelihood and severity of impact and indicates the main amelioration measures. This was updated in January 2021 and needs to be reviewed and updated regularly (say quarterly) by the AC and OC on behalf of the Board.

| Risk | Like-likelihood | Sev-erity | Consequences | Amelioration measures |
|-------------------------------------|-----------------|-----------|---|---|
| Membership decline | HIGH | HIGH | reduced participation, revenue, influence | Membership retention and recruitment strategies (improving value proposition, member comms, surveys etc); diversify funding (3PF) |
| Travel restrictions (eg pandemic) | HIGH | MED | Travel restrictions, no face-to-face meetings, harder to build relationships with eg members or 3rd parties | Improve quality of online meetings, beware of 'webinar fatigue' |
| Poor quality or quantity of outputs | MED | HIGH | Reduced value proposition for members and impact/influence for stakeholders | Prioritise pipeline of outputs with good QA process |



| Risk | Like-likelihood | Sev-erity | Consequences | Amelioration measures |
|---|-----------------|-----------|---|--|
| Poor financial management or fraud | LOW | HIGH | Financial losses, membership dissatisfaction, reputation, insolvency | CIB's Constant oversight by CEO, Treasurer and AC with timely reporting to OC and Board. Committee of Examination annual review of audited accounts. Formal signing authorities in place for approval and release of all payments, always at least 2 different people involved |
| Interruption to IT systems | LOW | HIGH | Business interruption to secretariat functions, potential data loss, legal threat of personal data breach | Thorough IT maintenance support contract, cloud-based standard software packages not bespoke or local; multiple access to all packages, no "single users"; insurance for data security |
| Loss of key staff | LOW | MED | Impact on delivery, loss of drive, leadership etc | Internal systems for sharing processes, passwords etc. Succession plan for key roles. Good HR policies and practices incl annual reviews. Risk assessments for travel plans. |
| Poor governance practices | LOW | HIGH | Membership dissatisfaction, reputation | Transparency and frequency of reporting at all levels: GA, Board, Committees, Members. Key role of OC and monitoring of risk register. D&O policy to insure Officers |

12.2. Insurances

Policies are held as follows:

| Insurance Policy | CIB | AIBC |
|--------------------------------|-----|------|
| Commercial General Liability | ✓ | ✓ |
| Directors & Officers Liability | ✓ | ✓ |
| Data Security | ✓ | ✓ |
| | | |

Don Ward
7 April 2021