

By Jeffrey C. Thomson

# Our Strategic Plan: Creating Value through Values



This year IMA has made great headway in its quest to increase the number of members and CMAs and to increase the value of membership for all.

## Dear IMA Member:

On June 5 in Baltimore at IMA's Annual Conference & Exposition, IMA's global board of directors approved our strategic plan for 2011-2014 (fiscal year 2011 began July 1, 2010). The board, the staff, and I are very inspired by this plan and hope you will be as well.

Our strategic goals are simple: increase the number of IMA members and Certified Management Accountants (CMA®s), enabled by an unwavering focus on creating sustainable member value. A greater number of IMA members, and especially CMAs, means that we have a more powerful global voice regarding issues impacting our profession in addition to strengthening individual careers, organizations, and local economies. In our "Creating Value through Values" theme, we truly believe that the path to creating sustainable value is possible only through a set of core values that are foundational and that serve as guideposts to business success.

IMA's global management team adopted "Our Core Values" in December, which are: Respect for

the Individual, Passion for Serving Members, Highest Standards of Integrity and Trust, Innovation and Continuous Improvement, and Teaming to Achieve. I believe that values should *not* be set by committee or by consultants—they should be set by the CEO with inclusive input from his or her team. The right "tone at the top" is what prevents values from becoming meaningless statements.

How did we do this year? We ended the fiscal year with about 5,000 more members—and this is in the face of a recession. The market responded loudly and clearly about the revised CMA exam and continues to do so. We ended the year with more than 11,000 new applicants and more than 23,000 active CMA candidates! For the second year in a row, we ended the year with a healthy surplus enabled by top-line revenue growth and rigorous management of costs, including input from employee-led ideation teams. Should you as members—our "shareholders"—expect anything less from your association?

And there's continued good news about the new fiscal year. Our private social networking community, *LinkUp IMA*, is truly powered by members as evidenced

by more than 10,000 participants and 100+ groups. Our webinars continue to be a hit, and recently we raised our capacity to 1,300 attendees per webinar. We continue to produce a steady stream of practical research for the C-suite and "everyday" management accountants. Members and corporations we visit say they are impressed by the "wow" factor in our marketing, communications, and new branding. IMA is launching many exciting new products and services, including a Leadership Academy and an e-learning series about risk management.

What most inspires me and our employees around the globe is the feedback we've received about member service. We're getting better—and becoming more responsive and agile—in our quest to deliver the best member service possible. Later this summer, IMA will be delivering a new "association management system" (an enterprise system to manage all member transactions with data mining and other analytical capabilities), a new website, and a new online learning center to manage all of IMA's education courses.

Volunteers created IMA and, in many ways, created our profession

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## Top Line

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more than 90 years ago. Volunteers will sustain IMA, enabling us to continue on our path of growth and allowing IMA to envision and realize a great future. This includes a vibrant community of local chapters and councils serving as passionate ambassadors for IMA. Whether you are a global volunteer leader or a new chapter member, spread the word about our great association!

What do you think? Call or e-mail me at any time at (201) 474-1586 or [jthomson@imanet.org](mailto:jthomson@imanet.org).

Sincerely, Jeff Thomson  
*IMA President and CEO*