



Strategy

Consultation for
ISO Strategy
2016-2020



ISO Strategy 2016-2020

What is the ISO Strategy 2016-2020?

The ISO Strategy 2016-2020 is the strategic plan for the organization as a whole, including the members, the Central Secretariat (ISO/CS) and the technical communities.

ISO's current strategic plan expires at the end of 2015 and a new strategy (2016-2020) is now under development. The ISO Strategy 2016-2020 will drive the organization into a new future and must respond to the very different environment we now find ourselves in. The new plan will build on some of the key achievements made under the 2011-2015 plan and on a number of core strengths of the organization.

How to use this document?

This consultation document is a starting point for developing the ISO Strategy 2016-2020. Part 1 gives background information on the situation today and the fundamental strengths of our organization, while Part 2 analyses the future environment and how this may affect us. Finally, Part 3 comprises a set of questions for feedback and suggestions. The information in Parts 1 and 2 has been provided to help you answer Part 3, and an online survey has been set up to help you submit your ideas. Your answers to these questions will play an integral role in shaping the future strategy of the organization.

Part 1:

Building on a strong base

The ISO Strategy 2016-2020 will build on the achievements made from 2011 to 2015. In a number of areas, such as protecting our intellectual property, stakeholder engagement and meeting customer needs, substantial progress has been made and we must continue to drive this forward. In addition, our new strategic plan must draw on the strengths provided by a number of fundamental principles¹⁾ of the existing system, highlighted on the following page.

1) Summarized from ISO/GEN 22:1999, *Fundamental Principles of the ISO System*, and the *ISO Code of Ethics*.

Governance and membership

- One ISO member per country, each representing ISO in its own country
- ISO members organize and safeguard consensus and due process
- ISO members act on behalf of the membership as a whole when serving as elected representatives of the ISO membership on Council or the Technical Management Board (TMB)
- ISO members contribute to improving the capacity and participation of developing countries in standardization

Standards development

- ISO members are responsible for casting national votes in standards development
- ISO members contribute financially to the system to maintain the ISO infrastructure, including the core function costs of the Central Secretariat, according to subscription levels decided by the General Assembly
- ISO members have the right to participate in any standards development work intended to result in the approval of an ISO standard. They also have the right to appeal against any action or inaction of a technical committee or the TMB
- ISO members organize national consultation mechanisms to put forward a position that reflects a balance of their country's national interests and is presented by their national delegation for consideration by relevant ISO technical committees (TC/SCs) (or other technical bodies established by the TMB)
- ISO members have the right to comment and vote, within specified time limits, on any normative publication developed by ISO
- ISO members have the right to seek appointment as Secretariats of TCs and SCs and may do this on behalf of another organization in their country, but the member remains responsible. When appointed, they must also provide the necessary human and monetary resources

Use and dissemination

- ISO members are encouraged to adopt any ISO International Standard as their own national standard
- ISO members may distribute and sell national adoptions of ISO standards without paying royalties or additional fees to ISO or to any of its other members. When selling ISO publications that have not been adopted as national standards, ISO members are required to pay royalties according to rules established by Council
- ISO members are committed to promoting the implementation of ISO International Standards and associated good conformity assessment practices

Part 2:

What does the future hold?

In 2012, ISO Council conducted a risk and scenario analysis to consider the major driving forces and risks likely to be faced by ISO in the coming years.

Driving forces

The analysis focused on the important driving forces affecting the organization, including global factors (political and legal, technological, environmental, economic and social) and more specific issues relating to standards development.

Political and legal

Influencing factors

- Emergence of a system of global governance
- Intellectual property issues
- Growing dependency on more complex, global infrastructures (transport, finance, data, communications, etc.)
- Shift of power towards emerging economies
- Tension between interdependence and competition among the world's leading nations

Implications for ISO

- ISO's principles of openness, transparency, impartiality and application of due process will become more and more relevant
- Protection of ISO's intellectual property rights will become increasingly important
- ISO needs to be considered in future systems of global governance



Technological

Influencing factors

- Increase in technology diffusion
- Potential of frugal innovation
- Growth of areas such as robotics, the “Internet of things”, virtual reality, life sciences
- Increase in importance of information and communication technology
- Energy technologies
- Re-definition of models and processes in traditional industries (e.g. the “third industrial revolution”)

Implications for ISO

- ISO will need to strengthen links with research and development groups and universities
- Standardization can play an important role in supporting technology diffusion and the development of faster innovation cycles. To take full advantage of this, the existing approach and process needs to be improved
- Standardization is particularly important to promote efficient and sustainable technologies
- Increased cooperation with partners is needed on matters of converging technologies (e.g. IEC) to ensure effective and coherent standards development

Environmental

Influencing factors

- Greenhouse gas emissions
- Climate change
- Decline of biodiversity
- Mismanagement of land and water resources
- Pollution

Implications for ISO

- International Standards are needed to address key environmental trends
- Increased cooperation is needed with a broad range of organizations (international organizations, public authorities, civil society, standards development organizations with an environmental focus)

Economic

Influencing factors

- Uneven economic growth
- International trade and protectionism
- New economic powerhouses : 8 % compound annual growth rate expected for BRICS (Brazil, Russia, India, China and South Africa) and 6 % for Next 11 (Bangladesh, Egypt, Indonesia, Iran, Mexico, Nigeria, Pakistan, the Philippines, Turkey, South Korea and Vietnam)
- Resource shortages
- Financial instability

Implications for ISO

- Increased international trade calls for International Standards to address a variety of issues in different sectors and to help open markets
- ISO needs to anticipate and respond to changing market needs, in particular those of emerging economies

Social

Influencing factors

- Population growth
- Ageing population
- Urbanization
- Migratory flows
- Digital citizenship

Implications for ISO

- International Standards are needed to address key issues related to population trends
- Increased cooperation is needed with a broad range of organizations (international organizations, public authorities, civil society, standards development organizations with a social focus)

Issues specific to standards systems

Influencing factors

- Possible fragmentation of standardization systems
- Increased competition between standards development organizations
- Emergence of alternative standards development models
- Increasing focus on user experience as the primary growth driver in standards market
- Increasing deployment of social media and workflow solutions
- Increasing piracy, fraud and abuse of copyright
- Emergence of alternative business models in standards market

Implications for ISO

These issues are crucial for ISO's future and are explored in more detail in the section "Risks affecting ISO's future" of this document. They have been addressed in past strategic plans and must also be taken into account in the future.

Risks affecting ISO's future

The analysis identified a number of influencing factors or risks specific to the standards development world that could have a significant impact on our work. These include:

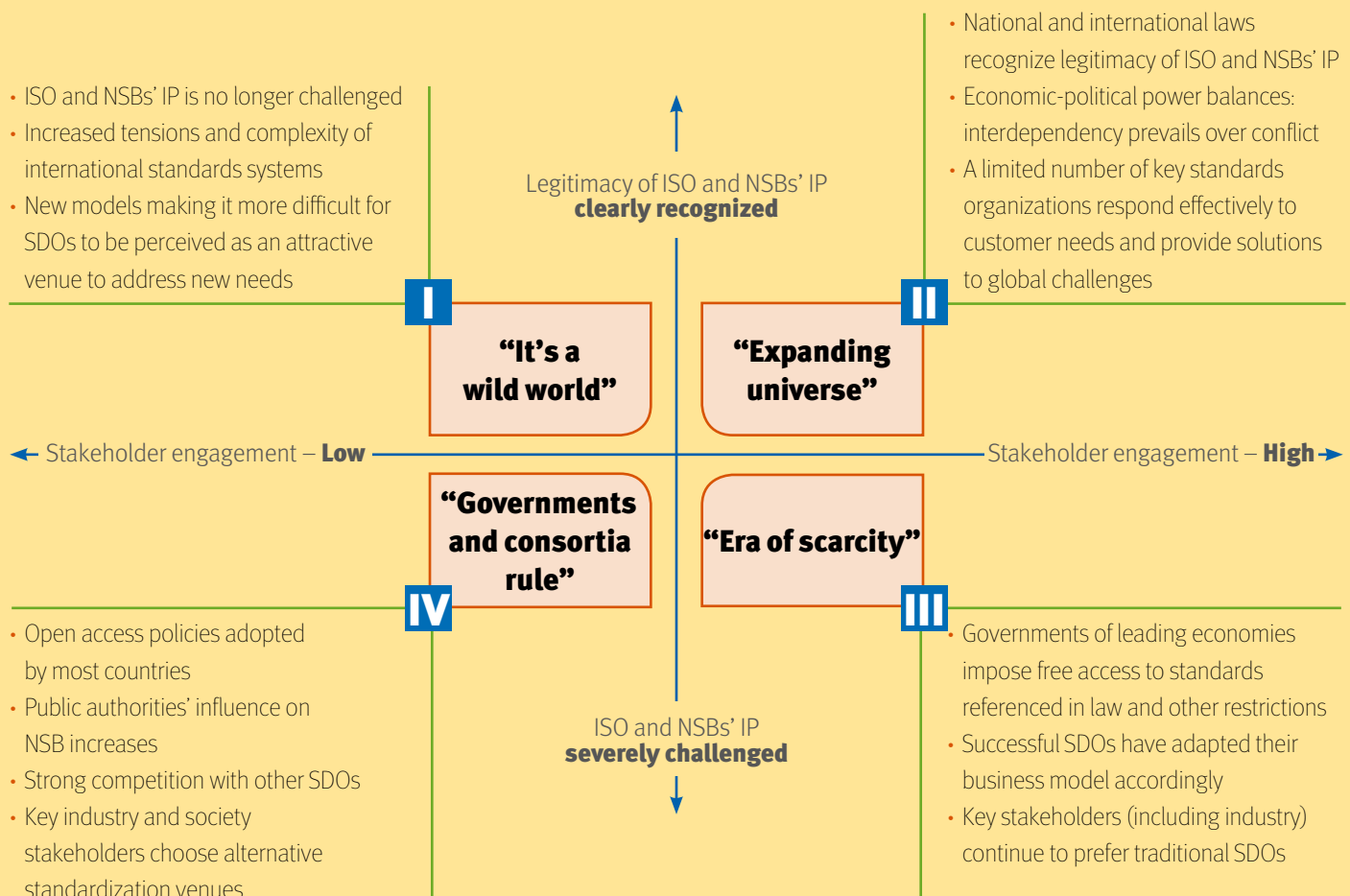
Priority risks

- Decline of stakeholder engagement or availability
- Challenges to ISO's intellectual property rights, including pressure for free standards

Additional risks

- Increasing competition from existing or new market players
- Declining relevance of the products and services offered by ISO
- Increasing competition from industry consortia
- Increasing competition between national standards bodies (NSBs) and ISO/CS, and among NSBs
- ISO technical committee structures no longer effective or fit for purpose

Investigating the relationship between the priority risks led to the development of the following four scenarios.



Successful ISO in 2020



The new ISO Strategy must consider how these risks will evolve and what the world will look like in 2020. In addition, it must take account of the political and legal, technological, environmental, economic and social aspects discussed above, and anticipate issues that are likely to emerge as we move towards 2020.

We must ask ourselves how these issues, risks and uncertainties will affect ISO as a leading global standards development organization. ISO Council looked into this question, placing particular emphasis on how these trends and factors will affect ISO's future with regard to:

- Governance
- Membership
- Partnerships
- Engagement with stakeholders
- The standards development process and work programme
- Products and services to customers
- Approaches to developing countries, and
- Services provided by ISO/CS

ISO Council considered where the organization is now (Part 1 of this document) and what the driving forces and possible risks are that may affect ISO's structure (Part 2 of this document). On this basis, it developed the following statements of what a successful ISO in 2020 should be accomplishing.

What does a successful ISO look like in 2020

ISO is a leading standards organization

- ISO's brand, reputation and level of performance make it a reference organization well beyond the standardization world, and stimulates other organizations, groups and individuals to want to work with ISO
- ISO is industry's preferred way to connect and discuss with customers, suppliers, competitors, regulators and other stakeholders to develop efficient and credible global standards
- More than ever, ISO demonstrates its leadership in the application of standardization principles that are established by the World Trade Organization and reinforced by its national member structure and the integrity of its governance processes
- All intergovernmental organizations fully understand the benefits of voluntary International Standards and the opportunities offered by ISO. They call on ISO repeatedly to complement their public policy and regulatory work
- ISO's members forge strong links between their organizations, governments and industries to encourage loyalty to ISO through pre-standardization activities, implementation support (e.g. through local and regional structures) and access to ISO's work

ISO's governance is credible and dynamic

- All ISO members in governance groups play an effective role and contribute to fair, balanced and clear decisions for the benefit of the entire membership community
- Each member has a say and gets involved in ISO's governance
- All decisions are made and communicated in a transparent and open way

ISO membership is global, strong and relevant

- ISO continues to advocate the “one member per country” rule
- ISO members are financially viable and fulfil their mission as NSBs, in particular by contributing effectively to the wider ISO system, to ISO's governance process and to ISO's development work commensurate with the size of their economies
- The ISO system is supported by its members and takes account of its members' national growth, development and contribution
- ISO members are heterogeneous and have different funding models. The system recognizes the different nature and maturity of ISO members, and is not driven simply by the desire to increase its number of members
- ISO members effectively educate and engage with government authorities on the most appropriate use of standards, in a manner that supports ISO's intellectual property

Successful ISO in 2020

ISO's partners are well chosen

- ISO chooses its partners selectively, looking to harmonize on subjects adequately addressed by other organizations (e.g. standards developers, intergovernmental organizations, global NGOs, industry consortia) and ensures that these partnerships provide a clear, quantifiable return to the organization
- Partners that provide benefits across the entire ISO membership and endorse ISO's strategic direction are given special status since they reinforce both the members and the work of ISO
- Partners help ISO to address strategic gaps, opportunities and threats
- ISO's partnerships are continually evaluated to ensure they add value to the organization
- In areas of converging technology, true collaboration exists between major players

ISO excels at stakeholder engagement

- Industry is the leading contributor and driver of International Standards and plays a more direct and important role in guiding ISO's governance
- Experts with a stake in the subject of a standard are core to ISO's standards development work. They see value in working for ISO and believe ISO is the best way to get an International Standard developed
- Reviews and decisions on draft content are made by experts provided by both ISO members and relevant international organizations
- ISO members continually seek active engagement from their stakeholders and systematically base votes on their feedback
- A younger generation of active and fully committed experts is leading ISO's work in key areas
- ISO members are effectively and efficiently engaged with their political and educational systems
- ISO has metrics that highlight its leading profile and engagement with stakeholders

ISO has a world-class standards development process

- Priorities in the work programme are actively managed on a continual basis to ensure high market relevance of ISO's work
- Open and easily accessible platforms and mechanisms give ISO's work greater transparency and visibility

ISO responds to the needs of customers using standards

- Best-in-class project management ensures simple and efficient development, faster progress, and highest-quality results
- ISO members remain responsible for the approval of ISO standards
- Social networks are integrated into the standards development process and are a major part of the systematic review
- The ISO process delivers timely, effective and implementable standards that are of real value to customers

- ISO will be the first choice of any customer in the world looking for International Standards
- The knowledge in ISO standards is available to all, at any time, from anywhere on the globe, in all languages and without discrimination
- Products and services can be tailored to the specific needs of any customer
- ISO's products and services will include additional resources and knowledge to help customers use and implement ISO standards
- ISO offers a vast, coherent and active collection of information that combines its existing engagement in sectors with new tools and technologies for customers
- ISO connects and communicates with a bigger ecosystem, which helps promote the use and implementation of its standards

ISO continues to support developing countries

- Ensuring the development dimension of international standardization remains a key strategy of the ISO system
- Initiatives to develop capacity and continually improve the performance of developing countries are focused, highly effective and delivered under an innovative Action Plan for Developing Countries responding to clear needs

ISO Central Secretariat supports ISO to achieve its vision for 2020

- Services from ISO/CS are provided for the benefit of all ISO members
- Services are delivered primarily from international headquarters in Geneva, with focused and effective member support provided and adapted locally, with the help of NSBs and regional organizations. ISO/CS provides best-in-class services with information and advice that helps all members, and can build on the good practices of other ISO members
- ISO/CS develops optional model solutions (e.g. next generation ISolutions, XML-based products and services) that can be deployed by any member and provide overall benefit to ISO

The above represent an ideal outcome to the ISO Strategy 2016-2020, but how will ISO achieve it? This is the purpose of Part 3 of this document. We want your feedback on what needs to be done.

Part 3:

What should ISO do to ensure success in 2020?

Parts 1 and 2 provide background information about where the organization is today, the factors that may affect us in the future, and a vision of what success for ISO might look like. Having read these sections, please respond to the following questions which focus on what ISO must do to ensure success in 2020. You can also provide further comments if you feel there are other issues you would like to highlight. Your feedback is vital here as the ideas we collect will shape the future of the organization.

An **online survey** has been set up so you can submit your responses quickly and easily. Alternatively, feel free to e-mail your ideas to **zaech@iso.org**.

Please provide your comments by
22 August 2014.





Question 1: A successful ISO in 2020

Having read “A successful ISO in 2020”, do you agree with the description of ISO as a leading standards organization?

Your remarks should focus on ISO's governance, membership, partnerships, engagement with stakeholders, standards development process and work programme, products and services to customers, approaches to developing countries, and services provided by the ISO Central Secretariat.

In order to simplify the collection of comments on our current system, ISO's core business (providing standardization products and services to meet customer needs) has been divided into seven steps around which questions 2-8 have been organized. Please give as much information as you can on how you think each of these steps can be improved.





Question 2: Identify needs and ideas

ISO members currently express their standardization needs on the basis of national/regional experience and feedback. Potential new topics/issues are also identified by ISO committees within existing work programmes. Global trends and challenges are considered by Council and ISO's Strategy and Policy Committee (CSC/SPC), and new subjects are evaluated by the TMB. ISO governance groups (e.g. COPOLCO) may also identify potential hot topics for development. ISO holds workshops on topics such as biotechnology, water or infrastructure, and the work of Strategic Advisory Groups helps to identify needs and gaps.

Questions for you to consider

- How can ISO build the capacity of its members to identify needs?
- What important global challenges should be addressed, or better addressed, by ISO?
- We clearly need “bottom-up” identification of needs (e.g. by individual ISO members), but we also need “top-down” assessment (e.g. Council priorities, ISO/CS research, external global data, research and studies). What is the best way to get this valuable input while remaining transparent, efficient and effective?

Question 3: Develop proposals and start work

At present, ISO members, together with customers, develop the vast majority of proposals for new subjects and areas, supported by solid market justifications. Efforts are made to reduce the time spent from ideas to action.

Questions for you to consider

- Who should be consulted and who should decide on what's in or what's out?
- What new approaches and technologies can be used to get market-relevant feedback on proposed new work items in ISO?
- How can ISO be more innovative in the introduction and execution of new work items? How can these innovations take into account the need and urgency for the work?

Question 4: Get consensus of experts and members

Our standards development process relies on the contribution and support of stakeholders. Currently, ISO members engage with their national stakeholders and form mirror committees. In addition, ISO committees and ISO/CS connect with relevant international organizations and work with partners.

Questions for you to consider

- How can ISO help NSBs to consistently engage stakeholders in their work? What is the role of partnerships in helping ISO achieve effective consensus in 2020?
- What changes to ISO's structures (e.g. TC, SC, PC, WG) and processes should take place by 2020 to make things simpler, faster and better? How should project-based approaches drive ISO's work?
- How will ISO become the preferred forum in 2020 for members and experts to provide their ideas and intellectual property? And how will ISO standards differ from those developed by other organizations?

Question 5: Publish, sell and promote

ISO committees currently submit their work to ISO/CS, which uses XML publication technologies to produce a variety of document formats including a Web-based version for the Online Browsing Platform. ISO/CS and a growing number of ISO members sell ISO standards alongside transnational distributors. The current system provides for Web stores, hard-copy sales, subscriptions, collections and some value-added products. Communication and promotion is done largely through Web presence and a growing use of social media.

Questions for you to consider

- How will the value of standards be understood by customers in the future?
- What new range of products and services should ISO be providing in 2020 (e.g. explanations, interpretations as part of standards, or additional content to facilitate their use)?
- How will ISO promote, disseminate, preserve and protect its intellectual property in 2020?



Question 6: Take actions to implement

Current implementation activities include developing and promoting ISO's toolbox of standards on conformity assessment, cooperating with bodies that support confidence in the use of ISO standards, coordinating with schemes and groups that use ISO standards as a basis for their work, communicating on the uptake of ISO standards with, for example, the ISO Survey, and providing technical assistance to members and their stakeholders.

Questions for you to consider

- How can the ISO system better assess the level of implementation of ISO standards?
- How can ISO/CS best assist members to promote the implementation of ISO standards in their country?
- How can ISO improve its understanding and connection with different global schemes and programmes that help to implement standards?

Question 7: Get market feedback

Current approaches include the systematic review of ISO standards at least every five years, annual customer satisfaction surveys, trend analyses, feedback from governance groups, and stakeholder engagement good practices of ISO members and liaisons. Emerging feedback mechanisms include social media such as Facebook, LinkedIn and Twitter. Research on innovation and connections with academia provide another source of input.

Questions for you to consider

- What channels and mechanisms should ISO use to collect feedback in the future?
- What role should social media play to enhance stakeholder feedback and how can ISO use social networks to better anticipate needs and trigger the review of existing work?
- Who are ISO's most important customers that need to be consulted, and why?

Question 8: Ensure resources and infrastructure

ISO currently applies a “balanced scorecard” approach to initiatives and reporting (customer, process, financial, learning and growth). Members and ISO/CS seek to provide adequate resources to support ISO's key processes. Training, education and institutional strengthening are provided to support the system. Efforts are made to better understand and communicate the benefits of ISO standards to decision makers. Policies, processes and systems are developed to support effective ISO business performance.

Questions for you to consider

- How should ISO be perceived by governments, industry and civil society in 2020? What new roles should it be playing?
- What future metrics should ISO use to measure its overall effectiveness? How should these metrics include new or enhanced strategic partnerships for ISO's future success?
- What business processes and technologies will be important for ISO in 2020 to meet customer needs? How should ISO's governance evolve to meet these needs?
- How should the ISO Action Plan for Developing Countries be improved? In particular, what more should be done by ISO's governance, membership and ISO/CS to:
 - Increase developing country participation in ISO's technical work
 - Build the capacity of members on standardization and related matters
 - Increase awareness of the role and benefits of standardization
 - Improve the institutional strength of ISO members in developing countries



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