



# Strategy

## A stakeholder's guide

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.

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 build on some of the key achievements made under the 2011-2015 plan and on a number of core strengths of the organization.

The purpose of this booklet is to introduce the new strategy and we would like to ask you, our stakeholders, for your ideas and suggestions on what ISO should be doing in the coming years.

# 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 principles of the existing system. A few of these have been highlighted on the following page.

## **Governance and membership**

ISO members contribute to improving the capacity and participation of developing countries in standardization

## **Standards development**

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 committees (TC/SCs)

## **Use and dissemination**

ISO members are committed to promoting the implementation of ISO International Standards and associated good conformity assessment practices

# What does the future hold ?

A number of important driving forces are affecting the organization, for example political, technological and environmental factors, and we must plan for these in our future strategy.



## 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

## 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”)

# Environmental

## Influencing factors

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

# 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

# Social

## Influencing factors

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

# Successful ISO

in 2020



## What does a successful ISO look like in 2020?

Taking into account these factors, we have defined a vision of what a successful ISO might look like in 2020.

***What do you think?***

## 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's governance is credible and dynamic

- | All decisions are made and communicated in a transparent and open way

## ISO membership is global, strong and relevant

- | ISO members, the national standards bodies, strongly support stakeholder engagement in the development of ISO work

## ISO's partners are well chosen

- | They help ISO address strategic gaps, opportunities and threats

## ISO excels at stakeholder engagement

- | Experts with a stake in the subject of a standard are core to ISO's development work

## ISO has a world-class standards development process

- | Open and easily accessible platforms and mechanisms give ISO's work greater transparency and visibility

## ISO responds to the needs of customers using standards

- | The knowledge in ISO standards is available to all, at any time, from anywhere on the globe, in all languages and without discrimination

## ISO continues to support developing countries

- | ISO backs initiatives to develop capacity and continually improve the performance of developing countries

## ISO Central Secretariat (ISO/CS) supports ISO to achieve its vision for 2020

- | Services from ISO/CS are provided for the benefit of all ISO members

# What do you think ISO should do to ensure success in 2020 ?

In the previous section, we presented what a successful ISO might look like in 2020. We would like to hear your views on this vision and what we need to do to get there.

# Q

## Question 1: A successful ISO in 2020

Do you agree with the description of ISO in 2020? We welcome any comments on ISO's governance, membership, partnerships and other elements related to our organization.

Questions 2-8 have been organized around the seven steps of ISO's core business (providing standardization products and services to meet customer needs).





## Question 2: Identify needs and ideas

### Questions to consider

- How should ISO build its capacity to identify new standardization needs?
- What important global challenges should be addressed, or better addressed, by ISO?
- What else?

## Question 3: Develop proposals and start work

### Questions 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?
- What else?

## Question 4: Get consensus of experts and members

### Questions to consider

- 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?
- How should ISO standards differ from those developed by other organizations?
- What else?

## Question 5: Publish, sell and promote

### Questions to consider

- 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 could ISO better promote, disseminate, preserve and protect its intellectual property in 2020?
- What else?

# Q

## Question 6: Take actions to implement

### Questions to consider

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

## Question 7: Get market feedback

### Questions 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?
- What else?

## Question 8: Ensure resources and infrastructure

### Questions to consider

- How should ISO be perceived by governments, industry, consumers and other groups in 2020? What new roles should it be playing?
- 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 ISO:
  - Increase developing country participation in ISO 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
- What else?



iso.org

1, ch. de la Voie-Creuse, CP 56, 1211 Genève 20, Switzerland  
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