



DRAFT OF ISO STRATEGY 2030

About ISO

We are ISO, a network of over 160 national standards bodies (one member per country) coordinated by the ISO Central Secretariat (ISO/CS) based in Geneva, Switzerland. Through our members we bring together experts to share knowledge and develop International Standards.

We believe that great things happen when the world agrees.

1 The context

We operate in a world where change is a constant and organizations must be agile - adapting to, anticipating or even driving change. To thrive in such an environment, organizations must have a clear vision of where they want to go and what they want to achieve. The “ISO Strategy 2030” sets out our vision (why we do what we do), our mission (what we do and how we do it), our goals (what we need to achieve to realize our mission and vision) and our priorities (where we need to focus our resources to make this happen). These priorities are designed to be regularly adjusted to respond to changes in our external environment.

2 Drivers of change

Understanding the context in which we operate is essential to defining our priorities. This includes identifying external drivers of change (economic, technological, societal and environmental) and understanding their impacts on the organization. The risks and opportunities they present will require us to take bold steps to ensure our relevance.

Economy: trade and uncertainty

The evolution of the international trading system and its impacts on the global economy are uncertain. Changing political paradigms in some of the world’s largest economies indicate a backlash against globalization that is challenging values of multilateralism and free trade. This context makes it difficult for organizations to predict their long-term development, as access to global markets for their products and services may be impacted.

Technology: the impact of digital

Digital technologies are now widely adopted and new advancements (e.g. automation, artificial intelligence, or blockchain) offer multiple opportunities for organizations, helping to boost efficiency and productivity, create competitive advantage, and promote innovation. It is, however, important to analyse which technologies have real value and relevance, and where investments should be made.

Society: changing expectations and behaviour

Consumers increasingly expect products and services to be tailored to their needs. They are accustomed to high levels of transparency and collaboration, expecting that their concerns and requests are heard and responded to. This pushes organizations to be more inclusive and better integrate stakeholders into their decision-making processes. In addition, it becomes more important to listen to customer feedback, to better anticipate their expectations.

Environment: the urgency for sustainability

Failure to mitigate and adapt to climate change and related challenges linked to sustainable resource management are major risks in today's world. They cut across national borders and cannot be solved by one company, individual or government alone. Many of them have been integrated into the United Nations Sustainable Development Goals (SDGs) to be achieved by 2030. Such a focus on sustainability impacts the way organizations operate and the products and services they offer.

3 Our vision for 2030

Making people's lives easier, safer and better

4 Our mission

Through our network of members, we develop International Standards to support global trade, drive inclusive and equitable economic growth, advance innovation, protect health and improve safety, and create a sustainable future

5 Our goals

Goals are stepping stones to our vision and will help us to ensure that our work makes people's lives easier, safer and better. They will help us to maximize our impact and ensure that our standards support global trade, drive inclusive and equitable economic growth, advance innovation, protect health and improve safety, and create a sustainable future.

ISO standards used everywhere

To realize our vision, our standards have to be widely used. We need to ensure that key players are aware of the benefits that our standards bring.

Meeting global needs

To realize our vision, we must develop consensus-based standards relevant for all countries and users that respond to current and future challenges. We need to ensure that our standards are easily accessible, usable, and available when the market needs them.

All voices heard

To realize our vision, our system must be inclusive. We need to ensure that we are encouraging everyone to speak and listening to all voices both in the development of standards and when we take decisions as an organization.

6 Measuring success

Our three goals are interlinked. Because of this interdependence, the following key metrics will be taken together to measure their achievement:

- Average development time for ISO standards;
- Sales revenue of original ISO standards and national adoptions;
- Number of standards referenced in regulation;

- Diversity of participants in the ISO system (within technical committees, governance groups and ISO/CS);
- Usability of standards measured through customer feedback.

Additional metrics are included in each of the six priorities that will help the organization to achieve these goals.

7 Priorities

To achieve our goals and maximize our impact, within the context of the drivers of change highlighted in section 2, we will focus our resources on the following six priorities:

Priorities	Goals
Demonstrate the benefits of ISO standards	<ul style="list-style-type: none"> • ISO standards used everywhere • All voices heard
Accelerate time-to-market of ISO standards	<ul style="list-style-type: none"> • ISO standards used everywhere • Meeting global needs
Identify future opportunities for International Standardization	<ul style="list-style-type: none"> • ISO standards used everywhere • Meeting global needs
Strengthen ISO members through Capacity Building	<ul style="list-style-type: none"> • ISO standards used everywhere • All voices heard • Meeting global needs
Advance diversity in the ISO system	<ul style="list-style-type: none"> • All voices heard • Meeting global needs
Innovate to exceed users' needs	<ul style="list-style-type: none"> • ISO standards used everywhere • Meeting global needs

7.1 Demonstrate the benefits of ISO standards

Opportunity statement

To encourage the widespread use of ISO standards and to attract all relevant experts to the development process, ISO must clearly demonstrate the benefits of using its standards. Concrete examples and quantitative data demonstrating the value and impact of ISO standards are key to constructing a powerful message and cementing ISO's position as a leader in its field. By conducting research and gathering data on how ISO standards can support international trade, drive economic growth, promote innovation, support sustainable development and protect health and safety, we will be able to further public understanding of the positive impacts of standards and convince people of the value of ISO's work.

How will ISO seize this opportunity?

- Collect and consolidate data, research and case studies demonstrating the impact of International Standards;
- Develop innovative mechanisms to capture customer feedback on the use and value of ISO standards;
- Partner with academia and other organizations to conduct research, develop and share knowledge on the impact of International Standards;
- Use the ISO network to actively promote International Standards and their benefits (with messages supported by research and data), in particular targeting industry leaders and policy makers.

Measurements

Progress measures toward longer term impacts in relation to members (and stakeholders) engagement in research, information-sharing and promotion of the benefits of ISO standards:

- Establishment of an online reference library maintaining an up-to-date repository of research on the economic, social and environmental impacts of ISO standards;
- Increase in member uptake of research communication products (produced by ISO) including summary information, case studies and data;
- Increase in the number of references to ISO standards and their impact in the press and the media;
- Increased participation of ISO and its members in research networks and research communication activities (e.g. conferences).

7.2 Accelerate time-to-market of ISO standards

Opportunity statement

New technologies, changing customers' expectations and the need to develop solutions to address global challenges such as climate change are putting pressure on ISO to speed up its processes. ISO is known for the quality of its standards and the rigour of its processes and will need to build on this strong foundation to ensure we can provide International Standards that meet the world's needs, when the world needs them.

How will ISO seize this opportunity?

- Promote the use of the full range of ISO deliverables, especially those that are quick to develop;
- Invest in and leverage technology to streamline the standards development process;
- Improve project management in standards development to ensure timeliness and quality;
- Support Committee leaders and experts in the use of new technologies supporting the standards development process;
- Support ISO Members to ensure they have the necessary knowledge and capacity to efficiently support the standards development process.

Measurements

Progress measures toward longer term impacts in relation to accelerating the development time for ISO standards, include:

- A reduction in standards development time (average in months);
- Growth in the number of deliverables other than International Standards developed (these deliverables have shorter development times allowing more prompt market availability);
- An increase in percentage of technical committee secretariats completing project management training;
- An increase in percentage of standards published in the originally set timeframes, based on customer expectations;
- An increase in percentage of standards developed using online/remote collaboration technologies.

7.3 Identify future opportunities for International Standardization

Opportunity statement

To ensure we fulfil our mission to support global trade, drive inclusive and equitable economic growth, advance innovation, protect health and improve safety and create a sustainable future, we must anticipate market needs and challenges, and analyse where we can have an impact today and in the future. Working with its members and partners, ISO will monitor global trends and challenges, sharing knowledge and insights to identify areas of opportunities and position the organization as a leader in emerging sectors.

How will ISO seize this opportunity?

- Conduct strategic foresight activities (e.g. environmental scanning, reviewing relevant literature, working with partner organizations that have expertise in foresight);
- Participate in, or create, professional networks to stay up-to-date with global trends and challenges;
- Survey stakeholders about their needs.

Measurements

Progress measures toward longer term impacts in relation to ISO's proactive receptiveness to emerging trends and standardization opportunities include:

- An increase in member participation in information-sharing and discussion around emerging areas for standardization;
- An increase in the amount of information made available by ISO/CS to members about foresights and emerging areas for standardization;
- Timely submission and approval of new proposals to address emerging trends and standardization opportunities.

7.4 Strengthen ISO members through Capacity Building

Opportunity statement

ISO is only as strong as its members. In every aspect of the ISO System, from engaging experts to promoting the benefits of standards, a strong national standards body is key to success. Building on the rich experiences and successes within its network, ISO will provide capacity building support to all members to ensure strengths are shared. As a large majority of ISO Members are from developing countries, experiencing specific challenges when participating in and benefiting from international standardization, ISO will provide targeted support to this particular group of members.

How will ISO seize this opportunity?

- Provide capacity building to all members to strengthen their skills and infrastructures to fully participate in the ISO System, the development of standards and in the governance of ISO;
- Provide relevant technical solutions to all members to support national and international work;
- Encourage membership in ISO and help national standards bodies to fully exploit the benefits attached to such membership;
- Promote greater regional engagement and networking between Members.

Measurements

Progress measures toward longer term impacts in relation to quality and quantity of member participation, in particular developing country members, in the ISO system include:

- An increase in the number of Technical Committee Secretariats and Leadership Positions held by developing country members;
- An increase in the level of developing country participation in ISO Technical Committees;
- An increase in active participation of developing country members in ISO governance bodies;
- Impact assessments of specific capacity building projects that demonstrate expected outcomes.

7.5 Advance diversity in the ISO system

Opportunity statement

Openness, transparency and inclusiveness are key components of the ISO system and the global relevance of ISO standards is core to their value, attractiveness and impact. We must listen to all voices to ensure that our standards meet global needs. This is why ISO standards need to be developed by groups that reflect the diversity of all stakeholders, standards users and beneficiaries. We will also focus our efforts on ensuring ISO governance bodies reflect the diversity of all ISO Members.

How will ISO seize this opportunity?

- Leverage technology to facilitate participation in the development of International Standards for all groups of stakeholders, standards users and beneficiaries;
- Measure, analyze and communicate the level of diversity of individuals involved in the ISO System;
- Actively promote and encourage the participation in standards development by underrepresented groups (e.g. women, new generation of experts);
- Improve diversity within ISO/CS and ISO governance groups;
- Increase partnerships to improve diversity in the ISO system and increase the global relevance of ISO Standards.

Measurements

Progress measures toward longer term impacts in relation to the diversity of people in the ISO system relative to the broader community include:

- An improvement in the diversity of experts participating in the development of ISO standards;
- An improvement in the diversity of ISO/CS employees and ISO governance groups.

7.6 Innovate to exceed users' needs

Opportunity statement

Technology is changing the way the world does business, collaborates and consumes content. ISO needs to ensure that, as a system, it is maximizing the value that new technologies can bring to its core activities and products. By monitoring technological innovation, analyzing and anticipating customer expectations, and transforming how we format and deliver content, ISO will ensure its products are the most attractive and relevant on the market.

How will ISO seize this opportunity?

- Analyse customer expectations and needs;
- Identify trends in the publishing industry and the development of business models related to access to content;
- Monitor the competitive landscape;
- Create networks of ISO members, academia and partner organizations to develop and deploy innovative products and solutions (new formats, access mechanisms, business models) maximizing access to and use of ISO standards;
- Support ISO Members in adopting and implementing new technology.

Measurements

Progress measures toward longer term impacts in relation to ISO's position as a reference organization for innovative standardization products and processes include:

- Increased engagement and activity of members and partners in the innovation networks;
- An increase in the number of innovative products and solutions rolled out successfully.

8 2030 Strategy summary

Drivers of change	<ul style="list-style-type: none"> • Economy: trade and uncertainty • Technology: the impact of digital • Society: changing expectations and behaviour • Environment: the urgency for sustainability 					
ISO's vision (Why do we do what we do)	Making people's lives easier, safer and better					
ISO's mission (What we do and how we do it)	Through our network of members, we develop International Standards to support global trade, drive inclusive and equitable economic growth, advance innovation, protect health and improve safety, and create a sustainable future					
Goals (What we need to achieve to realize our mission and vision)	<ul style="list-style-type: none"> • ISO standards used everywhere • Meeting global needs • All voices heard 					
Key measures of success	<ul style="list-style-type: none"> • Average development time for ISO standards; • Sales revenue of original ISO standards and national adoptions; • Number of standards referenced in regulation; • Diversity of participants in the ISO system (within technical committees, governance groups and ISO/CS); • Usability of standards measured through customer feedback 					
Priorities (Where we need to focus our resources to achieve our goals)	Demonstrate the benefits of ISO standards	Accelerate time-to-market of ISO standards	Identify future opportunities for International Standardization	Strengthen ISO members through Capacity Building	Advance diversity in the ISO system	Innovate to exceed users' needs