



**DRAFT**

# ISO STRATEGY 2030

*Making lives easier, safer and better*

**Content**

A thick red curved line that starts at the top left, dips down, rises to a peak, and then curves down towards the bottom right.

# *ISO President Eddy Njoroge* on our new strategy

It is my pleasure to share with you the new ISO Strategy 2030, a result of a collaborative effort between our members, partners and all stakeholders. Inclusiveness and finding common agreement on products and services is the lifeblood of standardization and for 75 years, ISO has been at the heart of this process. It is therefore fitting that the vision of ISO for 2030 should be founded on the same tenets.

The ISO Strategy 2030, like our International Standards, will be regularly reviewed and revised. In this way, we will ensure that it remains fit for purpose, as we adapt our intentions and actions in line with our changing environment and aspirations. The strategy will be complemented by two key tools; the implementation plan, which will outline the concrete actions we will take towards our goals and priorities, and the measurement framework, which we will use to continually measure our progress.

The ongoing global health crisis has demonstrated the truly universal nature of the issues facing humanity and brought new perspective to our work. I believe that ISO has an indispensable role to play in supporting coordinated action to provide global solutions and to ensure that the world is better prepared for any future situations like the one we find ourselves in today. We are seeing an acceleration of profound changes in society, especially in the use of digital technologies for remote learning and working. As you will read, digital transformation and the need to find new ways of working and delivering solutions is a thread that runs through our new ISO strategy.

It is clearer now than ever before, that realizing the purpose of our organization is about infinitely more than our own success. It is about fulfilling our vision to make life easier, safer and better for all the people in the world. Our bold vision and mission, outlined on the following pages, show with clarity our purpose and the strength of our convictions, which are well aligned to the United Nations Global Agenda for 2030 and its 17 Sustainable Development Goals.

Together, we all have a role to play: the ISO Strategy 2030 sets us on an important journey towards success.



A handwritten signature in black ink, which appears to read 'E. Njoroge'. The signature is written in a cursive, flowing style.

Eddy Njoroge  
*ISO President*

# About **ISO**

We are ISO, the International Organization for Standardization. We are an independent, non-governmental international organization comprising a membership base of over 160 national standards bodies, coordinated by the ISO Central Secretariat (ISO/CS) in Geneva, Switzerland. ISO and its members bring together a network of experts to share knowledge and develop International Standards.

ISO believes that great things happen when the world agrees.

# The context

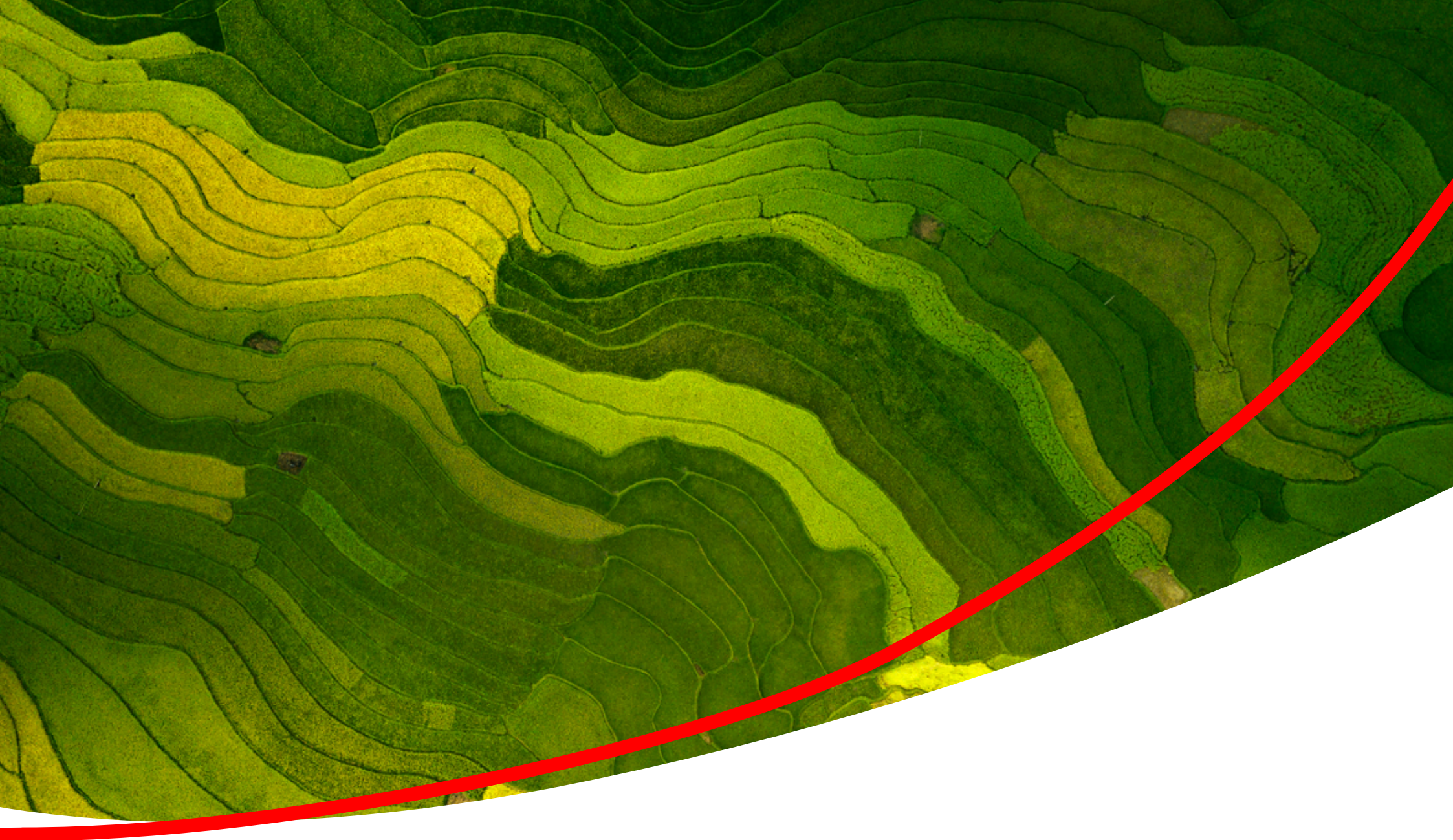
We operate in a world where change is a constant, and where challenges and disruptions can be global in scale. To be well positioned within this global context, we must have a clear and agile strategy that defines our purpose and what we want to achieve, whilst allowing us to anticipate change and adapt quickly to the world around us.

In this sense, the notion of continuous improvement is one of shifting and evolving targets. We have come a long way in our nearly 75-year history – and contributed to great progress – but today’s world is not the same as yesterday’s nor will it be the same as tomorrow’s. We need to go further if we want to ensure that ISO will continue to be at the forefront of positive change.

With this in mind, the ISO Strategy 2021-2030 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 reviewed, and adjusted when needed, to respond to any changes in our external environment.

We have defined 2030 as a milestone to reflect on our progress and evaluate our fundamental work as an organization. This time frame aligns with the United Nations’ ambitious Global Agenda for 2030, which, as outlined through the 17 Sustainable Development Goals, will require international collaborative effort to become a reality. ISO is built around an ethos of collaboration and believes that standardization plays a key role in transforming our world into a sustainable one.





# DRIVERS OF CHANGE

# Drivers of change

Understanding the context in which ISO operates is essential to defining our priorities. This includes identifying external drivers of change and evaluating their impact on our organization. In envisaging ISO's role over the next decade, we have identified four primary drivers of change as the areas where we see International Standards having the most impact and relevance in the world – the economy, technology, society and the environment.

These drivers are all strongly interlinked and large-scale disruption or crises may affect multiple drivers at once. Change presents both risks and opportunities. Understanding how it occurs by monitoring these four drivers will enable us to anticipate and respond to their potential transformative impact on the ISO system in order to ensure our relevance in a shifting global context.

## **Economy: trade and uncertainty**

The evolution of the international trading system and its impacts on the global economy are uncertain. Even as the concepts of globalization and multilateralism are increasingly challenged, the interdependence of global supply chains remains strong and essential. 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. Changes resulting from economic and trade uncertainty may affect the demand for, and relevance of, International Standards.

## **Technology: the impact of digital**

The growth of digital infrastructures and the integration of digital technologies with other more traditional technologies are rapidly and significantly changing the way people live and work around the world. For organizations, advancements in digital technology can help boost efficiency and productivity, create competitive advantage and promote innovation. It is, however, important to analyse which technologies have real value and relevance, not least from a social perspective, and where investments should be made. International Standards can help society and businesses make the most of digitalization and foster the spread of new technologies in a sustainable way. ISO must also harness the power of digital technologies to improve its own value chain and agility.

## Society: changing expectations and behaviour

Public and civil society actors want higher levels of transparency and collaboration and expect their concerns and requests to be heard and addressed. They expect individual rights to be upheld and are increasingly concerned that security should not come at the expense of privacy. This pushes organizations to be more inclusive, more accountable, and to better integrate stakeholders in their decision-making processes, including by listening to feedback and anticipating stakeholder expectations. For ISO, this presents a challenge to the current standards development process and its resulting products, providing an impetus for faster, more inclusive development and more customizable products.

## Environment: the urgency for sustainability

The world faces major threats to the environment if it fails to adequately address risks such as climate change, biodiversity loss and pollution. These and other issues cut across national borders and cannot be solved by one individual, company or government alone. International cooperation is required, with a view to achieving sustainability rather than short-term solutions. ISO has a key role to play here as International Standards can be important tools to support the shift towards a more sustainable future.





# VISION & MISSION

# Vision & Mission

## Our vision for 2030

*Making lives easier, safer and better*

At ISO, we believe that International Standards, although largely invisible in our daily lives, are a crucial component to making things safer and better in the world around us. By achieving this, we can contribute to improving people's quality of life every day.

## Our mission

*Through our members and their stakeholders, we bring people together to agree on International Standards that respond to global challenges. ISO standards support global trade, drive inclusive and equitable economic growth, advance innovation and promote health and safety to achieve a sustainable future.*

ISO provides a neutral platform where experts the world over come together to develop and agree on standards. The building of consensus across multiple levels establishes trust and credibility in our organization, and the International Standards we produce, that make us a global leader in our field.



# OUR GOALS

# Our Goals

The goals we have set ourselves are stepping stones to our vision and will help us to ensure that our work makes lives easier, safer and better. They will help maximize our impact and ensure that, through our members, we bring experts together to agree on International Standards that address global challenges. ISO's goals for 2030 are:

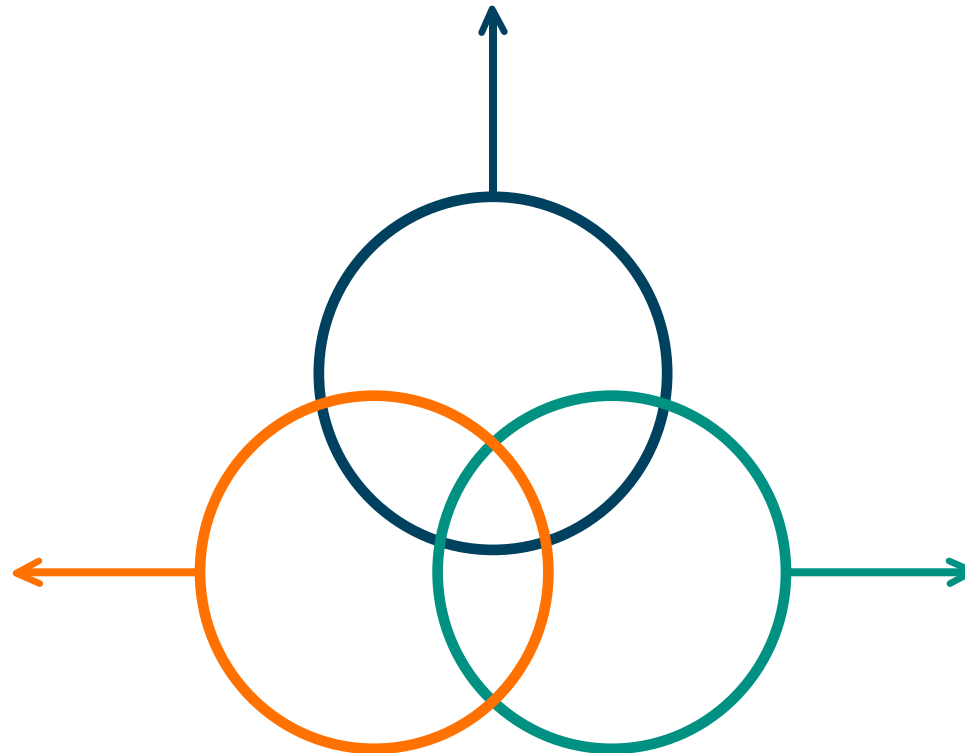


## ISO standards used everywhere

To realize our vision, our standards must be widely used. We need to ensure that our standards are high quality, easily accessible and usable, and that people understand the benefits that they bring.

## Meeting global needs

To realize our vision, we must develop consensus-based standards that are relevant and respond to current and future challenges. We must focus on getting the right standards to market at the right time, with the right content and in the right format.



## All voices heard

To realize our vision, our system must foster diversity and inclusivity. We need to ensure that we attract and retain the best experts and enable everyone to participate. We must listen to all voices, both in the development of standards and when making decisions as an organization.



**MEASURING SUCCESS**

# Measuring success

To achieve our goals by 2030, we will need to continually measure our progress and evaluate our success. To this end, we will develop a structured and consistent measurement framework to:

- First, measure our progress toward achieving our strategic priorities
- Then measure our success according to our overall goals

A detailed framework of indicators and measures is part of our strategy implementation plan, which will be reviewed and updated on a regular basis to remain relevant, agile and responsive to change.

At a high level, we expect to measure success as outlined below.

## ISO standards used everywhere

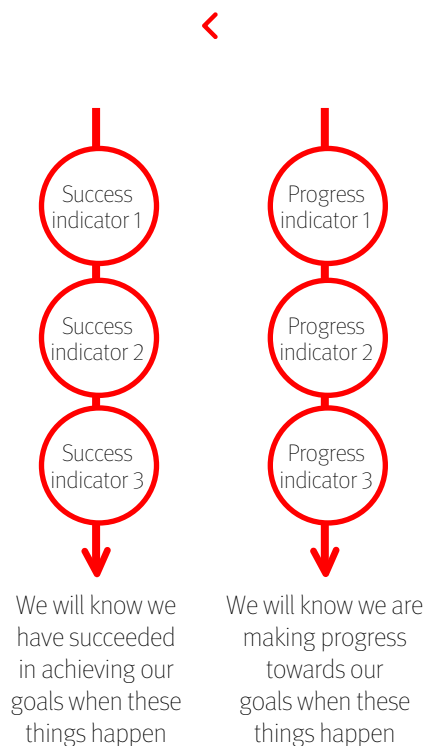
We will measure the use of standards, the visibility of ISO and the awareness of ISO standards amongst our target audiences.

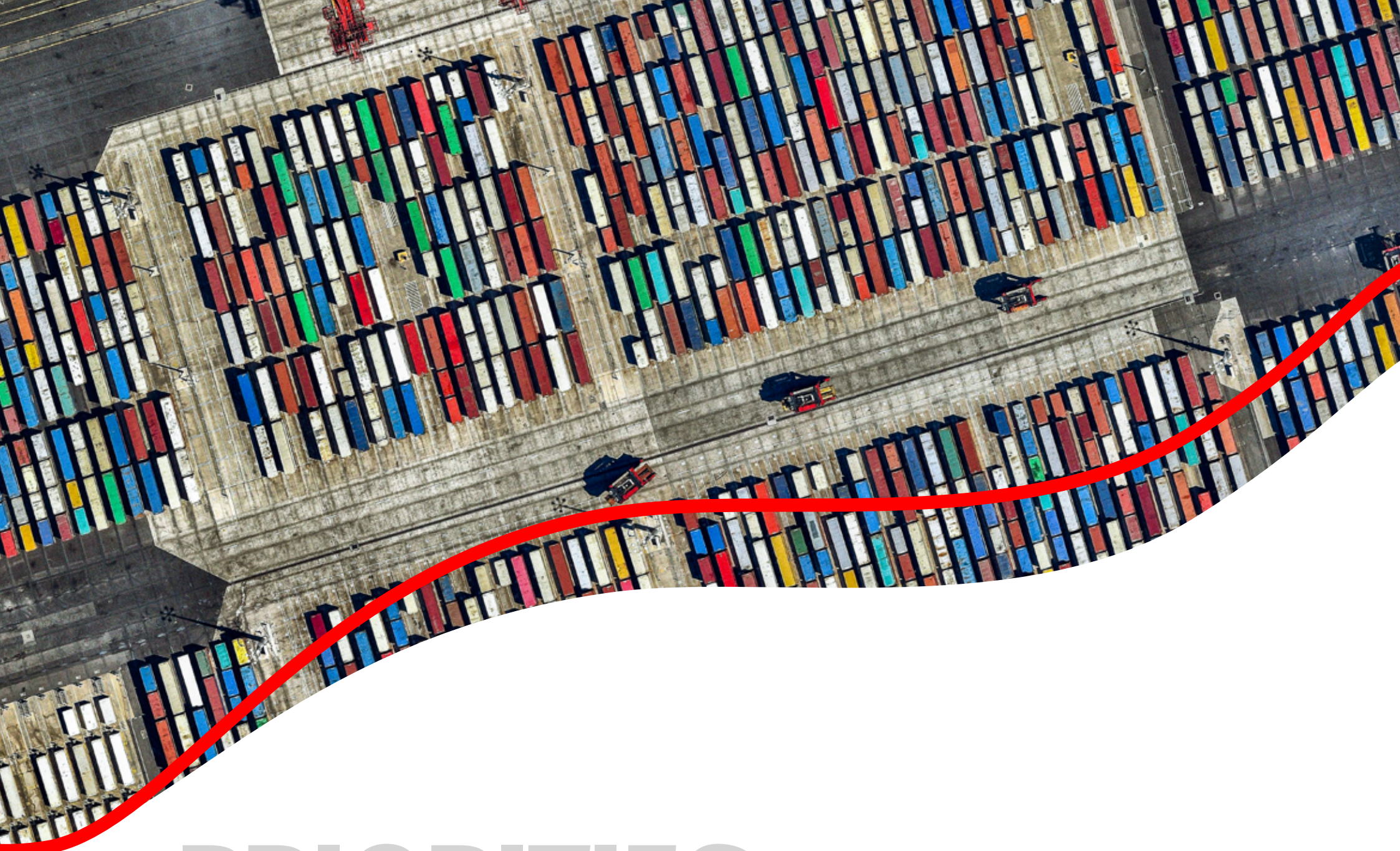
## Meeting global needs

We will measure whether global needs are being met in terms of timeliness, coverage of emerging/priority topics and the fitness for purpose of ISO standards and related products.

## All voices heard

We will measure the strength and diversity of voices in the ISO system – not just who is participating, but how they engage, play an active role and how their contributions are reflected in our work.



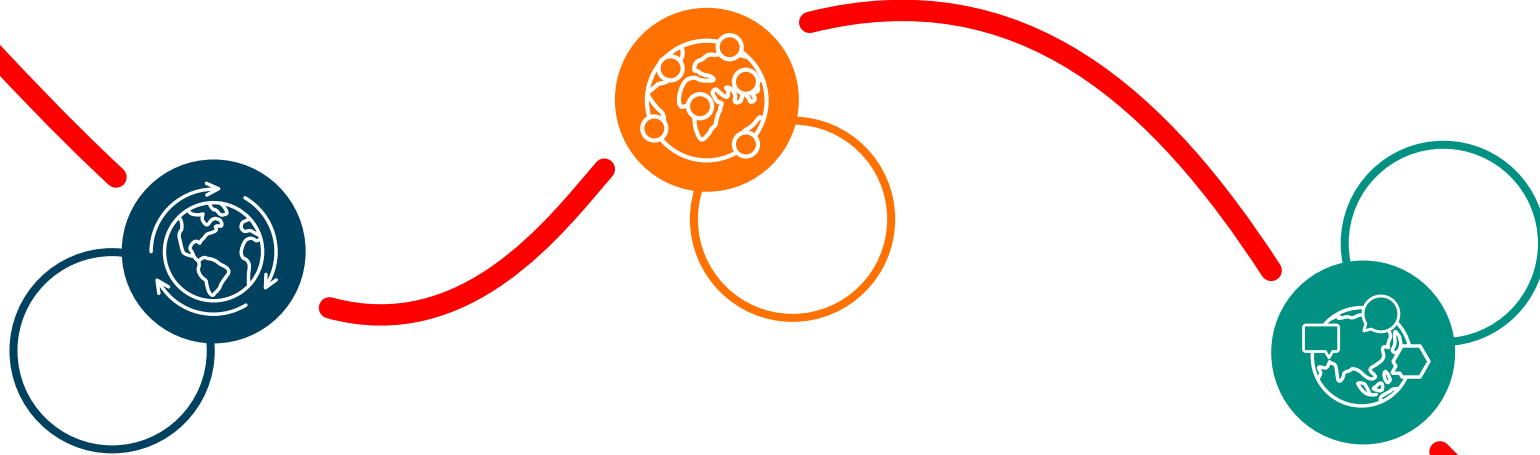


# PRIORITIES



# Priorities

We will focus on six priorities to achieve our goals and maximize our impact within the context of the drivers of change. Each priority primarily supports one goal, as shown below.





ISO standards used everywhere

# Demonstrate the benefits of ISO standards

## Opportunity statement

To encourage the widespread use of ISO standards and attract experts to the development process, we must clearly demonstrate the benefits of using ISO standards. Concrete examples as well as quantitative and qualitative 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 promote health and safety, we will be able to further public understanding of the positive impacts of standards and to demonstrate the value of ISO's work.

## How will ISO seize this opportunity?

- Partner with ISO members, academia and other organizations to promote research on standardization and develop and share knowledge on the impact of International Standards
- Collect data, conduct research and build case studies demonstrating the impact of International Standards
- Use the ISO network to actively promote International Standards and their benefits (with messages supported by research and data), targeting in particular industry leaders and policy makers

## Measuring progress

We will measure our effectiveness in promoting the benefits of ISO standards as well as assessing members' (and stakeholders') engagement with research related to standards and standardization.



ISO standards used everywhere

# Innovate to meet users' needs

## Opportunity statement

Technology is changing the way the world does business, collaborates and consumes content. ISO needs to ensure that it understands what this means for users – both users of the ISO system (participants in standards development) and users of ISO standards (customers). We need to consider the new challenges they face and how standards development processes (and the standards themselves) can evolve to better fit their needs. New technologies can drive this evolution towards innovative standardization products and solutions, but this must be aligned with user expectations. By monitoring technological innovation and analysing and anticipating users' needs, ISO will transform how we create, format and deliver content to ensure our products and services are the most attractive and relevant on the market.

## How will ISO seize this opportunity?

- Work with ISO members to systematically collect and analyse user feedback
- Monitor innovation and technological developments across a broad range of industries to explore how these might affect the standardization business and user needs/expectations
- Develop, test and deploy innovative products and solutions in collaboration with ISO members

## Measuring progress

We will measure ISO's effectiveness in identifying and successfully delivering on the needs of members and their stakeholders in terms of innovative standardization tools, processes, products and services.



## Meeting global needs

# Deliver ISO standards when the market needs them

## Opportunity statement

New technologies, changing customer expectations and the need to develop solutions to address urgent global challenges are putting pressure on ISO to adapt and accelerate its processes. Timeliness is key – ISO must get standards to market quickly, but without compromising the quality of its standards, the rigour of its processes or the engagement of the experts developing these standards. Effectively capturing and incorporating user needs will be a vital part of this process, to understand exactly when the market needs a standard, the content it must contain and the most efficient development approaches. We will need to become more agile, strengthen cooperation with other standards developers and partner with stakeholders to prioritize the most critical needs.

## How will ISO seize this opportunity?

- Work with ISO members to gather insights into market needs and translate these to the international level
- Invest in training and technology to improve and streamline the standards development and production processes to ensure both timeliness and quality
- Maintain a range of standards products to meet the whole spectrum of market needs (including quick publication) and ensure that committees and stakeholders understand how to choose the right product for their needs

## Measuring progress

We will measure development time and other aspects of timeliness, including standards development competencies, process improvements and the use of the full range of standards products to meet diverse needs as they emerge.



## Meeting global needs

# Capture future opportunities for international standardization

## Opportunity statement

To ensure we fulfil our mission, we must anticipate market needs and challenges, and analyse where we can have the greatest impact today and in the future. This can be done through foresight, strategy and responsive action. Working with our members and partners, ISO will monitor global trends and challenges, explore the role of standards in the future and share this knowledge and insight to identify new or changing needs. Evaluating, prioritizing and responding to new opportunities in a timely way will position the organization as a leader in emerging sectors.

## How will ISO seize this opportunity?

- Coordinate and promote strategic foresight activities within the ISO system
- Foster greater dialogue and collaboration amongst the ISO network around potential new standardization opportunities
- Explore pathways for monitoring, testing or developing potential new standardization subjects within the ISO system

## Measuring progress

We will measure member engagement and information sharing around foresight and emerging areas for standardization, the number of future opportunities identified and explored by the ISO system, as well as the responsiveness of the ISO system to new opportunities.



All voices heard

# 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 its members to ensure strengths are shared and built upon. A large majority of ISO members are from developing countries and experience 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?

- Work with members to increase their engagement and ensure they maximize the benefits offered by the ISO network
- Provide training and support (increasingly using online learning tools and virtual formats as well as in-person formats) to strengthen members' skills and infrastructures, allowing them to fully participate in ISO standards development and governance
- Promote knowledge transfer within the ISO network, especially increased networking and collaboration between members (including at the regional level)

## Measuring progress

We will measure member engagement across the ISO system, including participation at different levels (technical committees, leadership and governance), and the types of contributions members are making.

We will also systematically measure the success of our direct capacity building programmes in terms of strengthening members' participation, in particular those from developing countries.



All voices heard

# Advance inclusivity and diversity in the ISO system

## Opportunity statement

We must actively listen to all voices to ensure that our standards meet global needs. This is why the ISO system must be inclusive (welcoming and valuing difference) and ISO standards must be developed by groups that reflect the diversity of all stakeholders, standards users and beneficiaries. We will focus our efforts on building and maintaining an organizational culture that is inclusive and that, by promoting acceptance and respect, empowers people and allows diversity to thrive. This applies to both ISO standards development and ISO governance.

## How will ISO seize this opportunity?

- Leverage technology to facilitate participation in ISO standards development for all groups of stakeholders, standards users and beneficiaries
- Instigate a culture change, together with ISO members, that engages all ISO stakeholders around diversity and inclusivity and encourages broad participation in ISO standards development and governance by underrepresented groups (e.g. women and the next generation of experts)
- Work with members on broadening stakeholder engagement and partnership-building efforts, to attract new voices and diverse perspectives to international standardization

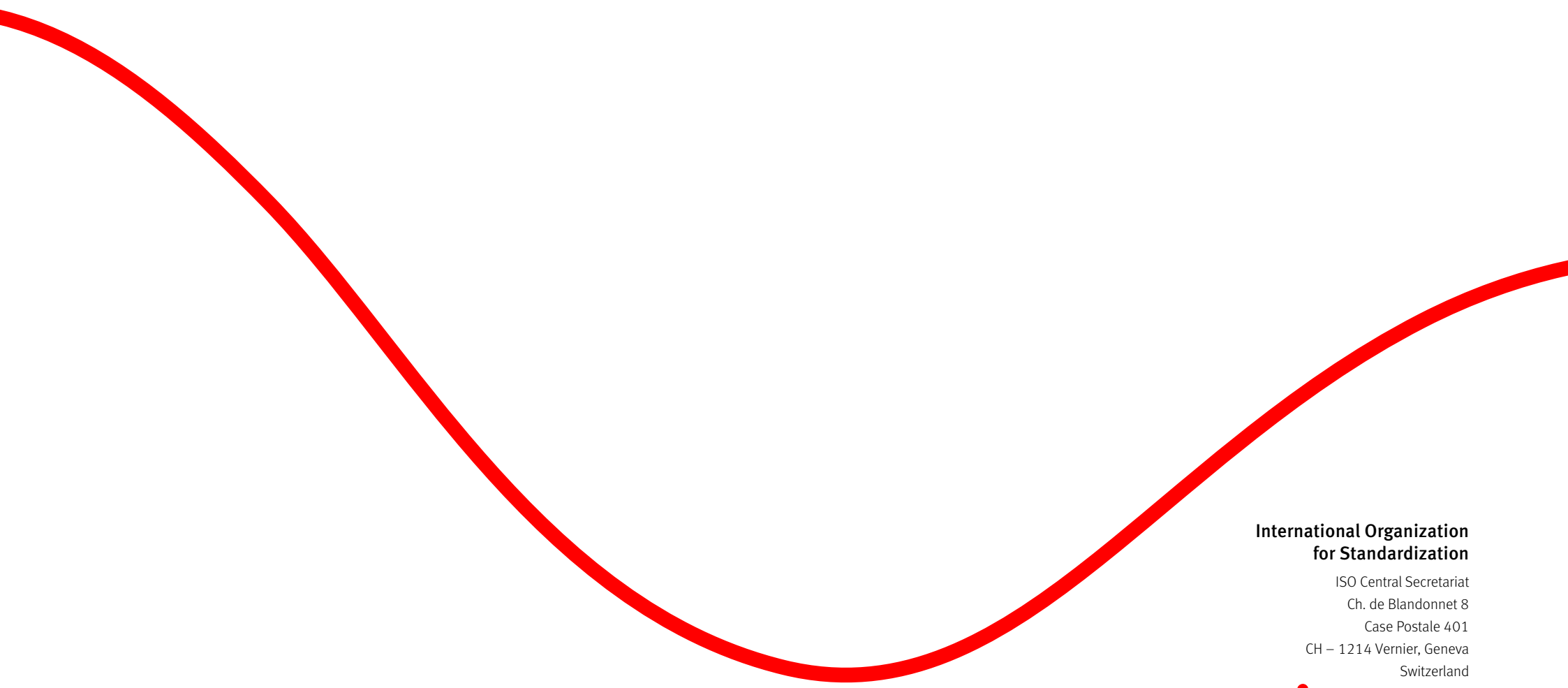
## Measuring progress

We will measure diversity within the ISO system (technical community, ISO governance groups and ISO/CS) to ensure it is representative of all stakeholders, standards users and beneficiaries.

# Snapshot







**International Organization  
for Standardization**

ISO Central Secretariat  
Ch. de Blandonnet 8  
Case Postale 401  
CH – 1214 Vernier, Geneva  
Switzerland

**iso.org**

© ISO, 2021  
All rights reserved