Welcome to the Strategic Planning Environmental Scan Session for the Development of FY26-30 Strategic Plan

While we are waiting for the session to begin, please…..

Access Jamboard	Try Jamboard	Turn on Your Camera
Please ensure you can access the Jamboard. Link will be posted in zoom chat.	Once you log in, please practice using Jamboard on the first frame (page).	We encourage you, to the extent of your preference, to turn on your camera and engage with each other during this session.

ICANN

This session will NOT be recorded

FY26 - 30 Strategic Plan Development Process

Strategic Planning Environmental Scan
Identify Strengths, Weaknesses, Opportunities, and Threats

Hosted by ICANN Planning Department
Oct 5, 2023

ICANN

Session Agenda

Part 1:

1. Main presentation (10')
2. Environmental Scan discussion in sub-groups (40')
   - External Environmental Factors (Opportunities and Threats)
3. Return to main room: share highlights from each sub-group & discussion (30')
4. BREAK (10')

Part 2:

5. Main presentation (10')
6. Environmental Scan discussion in sub-groups (40')
   - Internal Environmental Factors (Strengths and Weaknesses)
7. Return to main room: share highlights from each sub-group & discussion (30')
8. Final wrap-up / Adjourn (5')

Strategic Planning Approach

Strategic Planning is the **Strategic Thinking** process, a process of discussing and learning from what we are doing now to enhance what we are going to do next.

Environmental Scan

- External Opportunities and Challenges
- Internal Strengths and Weaknesses
- Forward looking environmental analysis
- Current and Future State review

Where We Are Now & +5-10 Yrs

Tactics Formulation

- Workforce planning / internal alignment / integration
- Deliverables, Metrics and timeline planning

How Do We Get There

Where Do We Want To Go

Strategy Formulation

- Mission, Vision, Value
- Core competencies
- Strategic Objectives and Goals

Who Must Do What By When

Action Planning

- Plan for execution
- Resources allocation

External Environmental Factors

P	E	S	T	L	E
Political	**Economic**	**Sociological**	**Technological**	**Legal**	**Environmental**
Factors related to government policies, regulations, and political stability that can impact ICANN: • Agenda/plans of those in power • Legislation-existing and proposed • Government infrastructure / processes • International relations	**Factors related to the economy that can impact ICANN's financial performance:** • Inflation • Employment • Economic growth • GDP growth • Stability • Investment climate • Cost of capital • Global effects • Exchange rates • Consumer confidence • Market	**Factors related to society that can impact ICANN, ICANN's reputation, community growth:** • Demographics • Cultural trends • Education • Employment • Behavior • Lifestyle changes • Beliefs • Consumer attitudes	**Factors related to innovations, developments and advancements in technology that could impact ICANN:** • For back offices • Infrastructure • Products / services we deployed for operation • Platforms • Latest innovation	**Factors related to regulations, legal frameworks, and compliance that can impact ICANN and ICANN's reputation:** • copyright law • consumer law • health and safety law • Compliance	**Factors related to environmental and ecological issues that can impact ICANN's operation, reputation and social responsibility:** • Climate changes • Sustainability • Energy • Water • Weather threats • Supply chain • Stakeholder concerns • Social / legal pressure • Stakeholder pressure • Employee health and well being

External Environmental Factors

- FY25 Strategic Outlook Trends data are utilized as baseline.
  - The FY25 Strategic Outlook Trends data only applies to some of the PESTLE factors, as the trend data is structured based on the current strategic objectives.
- The objective and the key differences of this exercise compared to the Strategic Outlook trend identification is we are encouraging participants to elaborate on each of the current trends and offer insights regarding what the trend could be like in 5+ years. (see examples in the next 2 slides)
- All participants are invited to share insights of:
  - What are the **emerging** trends to be aware of?
  - What is the **future** likely to look like?
  - What are the implications?

Jamboard Example

Room 1

External Environmenal Factors (1/2)

	Now	Emerging	Horizon
	Trend identified from the FY25 Strategic Outlook Program and additional research	What's trending? What are people talking about? What will happen in the next 1-2 Years. This is much more fact based.	The Horizon is equal to the vision of Year 5, and Year 10. What could it be in 5 years and 10 years? This can be a very creative exercise, your best prediction of what it could be like in the future
Political: Factors related to government policies, regulations, and political stability that can impact ICANN.	**Government Regulations:** Governments continue to exert influence over DNS. New regulations are been introduced, impacting privacy and security. **Geopolitical Tensions:** Ongoing geopolitical conflicts lead to restrictions on DNS access and domain registrations, affecting global connectivity.		
Economy: Factors related to the economy such as inflation, employment, economic growth, and exchange rates that can impact ICANN's financial performance.	**Pricing and Competition:** Economic conditions may affect domain pricing, competition, and consolidation in the DNS market. **Inflation:** Post-pandemic economic recovery and inflation leading to increased cost of operation, such as travel and meetings.		
Social: Factors related to the society, such as demographics, cultural trends, lifestyle changes, and consumer attitudes that can impact the ICANN's reputation, community growth.	**Digital Transformation:** Accelerated digital transformation as businesses and individuals establish online presence may lead to a higher demand for domains **User Behavior:** Evolving user behaviors, such as increased mobile usage and apps, may shape DNS usage patterns.		

ICANN

Example

Environmental Factor - Technological

Now	Emerging	Horizon
• While DNS-based domains still dominate the market, alternative domain names have seen steady adoption. • Alternative domains still relatively niche and not widely recognized, mostly used by blockchain enthusiasts, crypto projects and those interested in the technology. • Some alternative domain names have gained recognition, but there are still concerns about their performance compared to established DNS based domains. • Integration with existing internet infrastructure and web browsers is limited. Users need special plugins to access those domains.	• More use cases and applications could be developed, which could lead to broader acceptance of alternative naming systems. • Efforts to improve the usability and accessibility of alternative naming systems may lead to better integration with traditional web browsers and online services.	• There may be efforts to bridge alternative domains with the traditional DNS allowing a more seamless experience. • Alternative naming systems could be used for cases like decentralized identity, digital asset management etc. • Regulatory bodies may become more involved in overseeing alternative naming systems, especially if they are used for activities that require oversight, such as e-commerce or financial services. • Competition with alternative naming systems may lead to innovation and improvements in technology, potentially challenging the DNS. • Innovations in the domain industry may lead to even more alternative naming systems.

Disclaimer: This example is provided solely for the purpose of illustrating the general idea. It is not ICANN's endorsement nor represents ICANN's position.

Instructions

- **Step 1: Form subgroups**
  - Click "join breakout room" to join zoom break out.
  - Keep zoom open for group discussion.
  - Use Jamboard to capture your thoughts.

- **Step 2: Brainstorming and Group Discussion (in subgroups) (40')**
  - As individuals, spend few minutes to scan through the external factors, pick 2 or 3 factors you are most familiar with.
  - Capture your points fully, using full sentences on the sticky notes.
  - Review and discuss topics with your group, refine your sticky notes (if needed).
  - Planning team will facilitate to get each sub group started.
  - Designate group presenter(s) for report out.

Session Agenda

Part 1:

1. Main presentation (10')
2. Environmental Scan discussion in sub-groups (40')
   - External Environmental Factors (Opportunities and Threats)
3. **Return to main room: share highlights from each sub-group & discussion (30')**
4. BREAK (10')

Part 2:

5. Main presentation (10')
6. Environmental Scan discussion in sub-groups (40')
   - Internal Environmental Factors (Strengths and Weaknesses)
7. Return to main room: share highlights from each sub-group & discussion (30')
8. Final wrap-up / Adjourn (5')

10 MINUTE BREAK

Session Agenda

Part 1:

1. Main presentation (10')
2. Environmental Scan discussion in sub-groups (40')
    ○ External Environmental Factors (Opportunities and Threats)
3. Return to main room: share highlights from each sub-group & discussion (30')
4. BREAK (10')

Part 2:

5. Main presentation (10')
6. Environmental Scan discussion in sub-groups (40')
    ○ Internal Environmental Factors (Strengths and Weaknesses)
7. Return to main room: share highlights from each sub-group & discussion (30')
8. Final wrap-up / Adjourn (5')

Internal Environmental Scan

We are evaluating the strengths and weaknesses by assessing
the **ICANN ecosystem and ICANN MSM**

Structure	**The entities (Board/org/community)** that make up the ICANN ecosystem, or the **stakeholder groups (ACs/SOs)** that make up the ICANN's community structure.
Systems	**Process, workflows and procedures** that reveal the daily activities and operations.
Shared Values / Style	Commonly accepted **standards and norms** within the ecosystem that both influence and temper the behavior of the entire org / community / Board. And the **approach that leadership takes in leading**, as well as how this influences performance, productivity, and culture
Staff / community member / Board member	Refers to the staff / board / community of the ecosystem, **how large** is the community, where do **their motivations** reside, as well as how they are **trained and prepared** to accomplish the tasks set for them, **skill gaps, experiences**, etc

Jamboard Example

Internal Environmental Factors, Room 1	Strengths	Weaknesses
Structure: the **entities (Board/org/community)** that make up the ICANN ecosystem, or the **stakeholder groups (ACs/SOs)** that make up the ICANN's community structure		
System: **process, workflow and procedures** that reveal the daily activities and operations		
Shared Values / Style:commonly accepted **standards and norms** within the ecosystem that both influence and temper the behavior of the entire org / community / Board. And the **approach that leadership takes in leading**, as well as how this influences performance, productivity, and culture		
Staff / Community/ Board: refers to the **staff / Board / Community of the ecosystem**, **how large** is the community, where do **their motivations** reside, as well as **how they are trained and prepared** to accomplish the tasks set for them, **skill gaps**, **experiences**, etc		

Instructions

- **Step 1: Form subgroups**
  - Click "join breakout room" to join zoom break out.
  - Keep zoom open for group discussion.
  - Use Jamboard to capture your thoughts.

- **Step 2: Brainstorming and Group Discussion (in subgroups) (40')**
  - As individuals, spend a few minutes to scan through the Internal factors, pick 2 or 3 factors you are most familiar with.
  - Capture your points fully, using full sentences on the sticky notes.
  - Review and discuss topics with your group, refine your sticky notes (if needed).
  - Planning team will facilitate to get each sub group started.
  - Designate group presenter(s) for report out.

Session Agenda

Part 1:
1. Main presentation (10')
2. Environmental Scan discussion in sub-groups (40')
   - External Environmental Factors (Opportunities and Threats)
3. Return to main room: share highlights from each sub-group & discussion (30')
4. BREAK (10')

Part 2:
5. Main presentation (10')
6. Environmental Scan discussion in sub-groups (40')
   - Internal Environmental Factors (Strengths and Weaknesses)
7. **Return to main room: share highlights from each sub-group & discussion (30')**
8. Final wrap-up / Adjourn (5')

Next Steps & Resources

1   Environmental Scan Sessions

\- Sep to Nov

Oct 12: Org Session #2

Oct 19: ICANN org Executive Team Session

Oct 21: Board Session

Oct 24: Community Session #2 at ICANN78

Nov 16: Community Session #3 (after ICANN 78)

2   Environmental Scan Analysis

\- Oct to Dec

The planning team will consolidate and analyze the collected input from Board, org and the Community
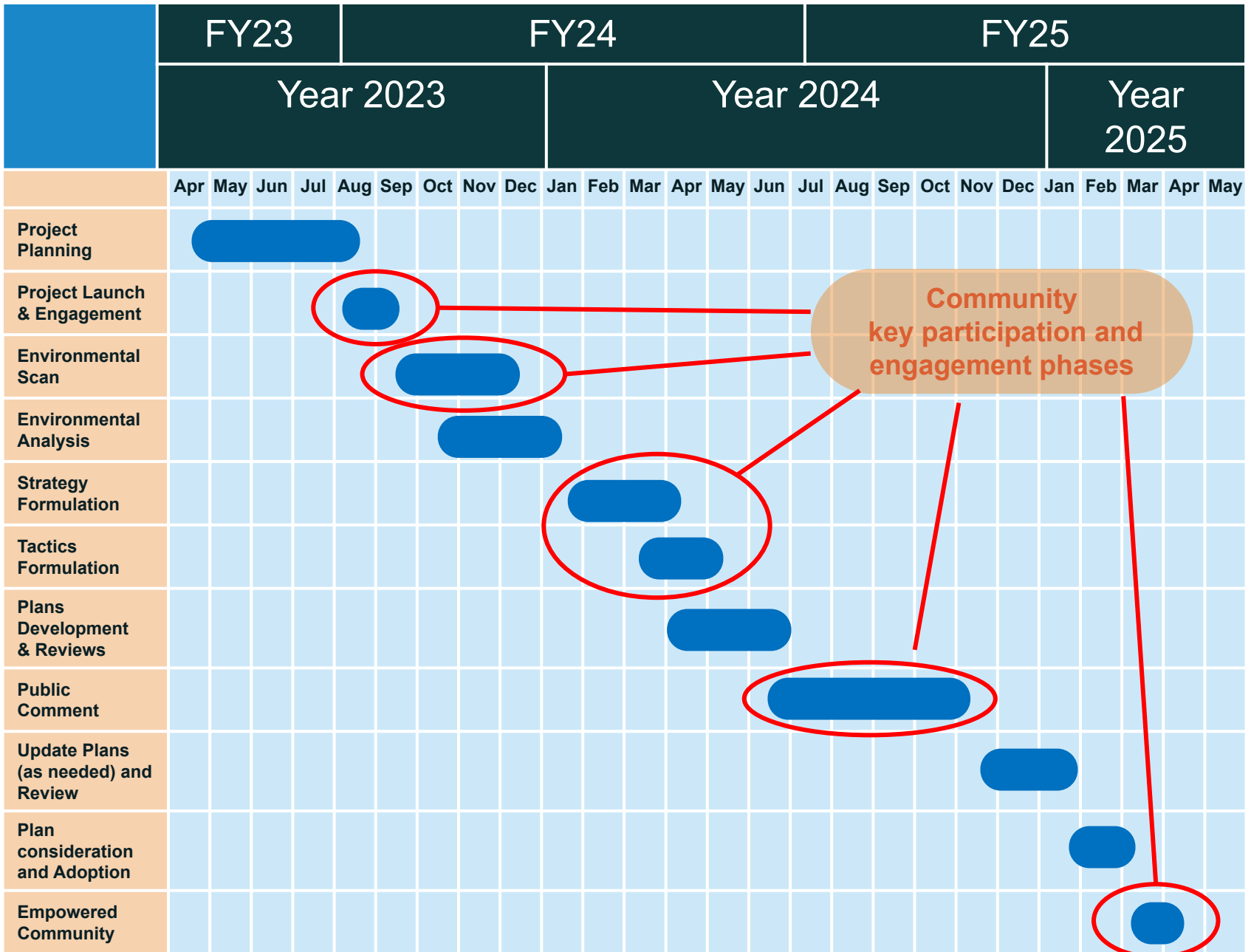
Learn more ▶   **Strategic Planning Wiki Page**

Email Planning Team ▶   **Planning@icann.org**

Appendix

Timeline - Overview

	FY23	FY24	FY25
	Year 2023	Year 2024	Year 2025

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Project Planning	■	■	■	■																						
Project Launch & Engagement					■																					
Environmental Scan						■	■	■																		
Environmental Analysis								■	■																	
Strategy Formulation										■	■															
Tactics Formulation												■														
Plans Development & Reviews													■	■												
Public Comment																■	■	■	■							
Update Plans (as needed) and Review																				■	■					
Plan consideration and Adoption																						■	■			
Empowered Community																								■		

Community key participation and engagement phases

Key Timeline for Community Participation

What	Who	Who
✔ Community Engagement and Kickoff	Sep 21, 2023	Community
Environmental Scan Session #1	Oct 5, 2023	Community
Environmental Scan Session #2	Oct 24, 2023	Community
Environmental Scan Session #3	TBD	Community
Environmental Analysis Community Update	Dec 2023 / Jan 2024	Community
Strategy Formulation Phase Community Update	ICANN 79	Community
Tactic Formulation Phase Community Update	Apr / May 2024	Community
Draft plans public comment proceeding	Jun - Jul 2024 (60 days)	Community
Public Comments analysis Community update	Aug / Sep 2024	Community
Plan Board consideration	Jan/Feb 2025	Board
Empowered Community Period	Mar 2025	Community
Adopted Plans go into effect	1 July 2025	

ICANN