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**
Please ensure you can access the Jamboard. Link will be posted in zoom chat.

**Try Jamboard**
Once you log in, please practice using Jamboard on the first frame (page).

**Turn on Your Camera**
We encourage you, to the extent of your preference, to turn on your camera and engage with each other during this session.

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
Nov 16, 2023
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’)
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8. Final wrap-up / Adjourn (5’)

\[3\]
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

**Strategy Formulation**
- Mission, Vision, Value
- Core competencies
- Strategic Objectives and Goals

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

**Action Planning**
- Plan for execution
- Resources allocation

**Where We Are Now & +5-10 Yrs**

**How Do We Get There**

**Who Must Do What By When**

**Where Do We Want To Go**

**Where We Are Now & +5-10 Yrs**
## External Environmental Factors

<table>
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<tr>
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<th>E</th>
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</thead>
<tbody>
<tr>
<td>Political</td>
<td>Economic</td>
<td>Sociological</td>
<td>Technological</td>
<td>Legal</td>
<td>Environmental</td>
</tr>
</tbody>
</table>

**Political**
- 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

**Economic**
- 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

**Sociological**
- Factors related to society that can impact ICANN, ICANN’s reputation, community growth:
  - Demographics
  - Cultural trends
  - Education
  - Employment
  - Behavior
  - Lifestyle changes
  - Beliefs
  - Consumer attitudes

**Technological**
- 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

**Legal**
- 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

**Environmental**
- 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 that 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?
External Environmental Factors (1/2)

**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 being 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.
### Environmental Factor - Technological

<table>
<thead>
<tr>
<th>Now</th>
<th>Emerging</th>
<th>Horizon</th>
</tr>
</thead>
</table>
| ● 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.
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  - Planning team will facilitate to get each sub group started.
  - Designate group presenter(s) for report out.
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Take A Break

BREAT
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| SCANN | 12 |
## Internal Environmental Scan

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

<table>
<thead>
<tr>
<th>Structure</th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Process, workflows and procedures that reveal the daily activities and operations.</td>
</tr>
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<td>Shared Values / Style</td>
<td>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</td>
</tr>
<tr>
<td>Staff / community member / Board member</td>
<td>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</td>
</tr>
</tbody>
</table>
ICANN Ecosystem
# Jamboard Example

<table>
<thead>
<tr>
<th>Internal Environmental Factors, Room 1</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
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### Timeline - Overview

<table>
<thead>
<tr>
<th>Project Planning</th>
<th>Project Launch &amp; Engagement</th>
<th>Environmental Scan</th>
<th>Environmental Analysis</th>
<th>Strategy Formulation</th>
<th>Tactics Formulation</th>
<th>Plans Development &amp; Reviews</th>
<th>Public Comment</th>
<th>Update Plans (as needed) and Review</th>
<th>Plan consideration and Adoption</th>
<th>Empowered Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY23</td>
<td>FY24</td>
<td>FY25</td>
<td></td>
<td></td>
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</tbody>
</table>

**Year 2023**

- April
- May
- June
- July
- August
- September
- October
- November
- December

**Year 2024**

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December

**Year 2025**

- January
- February
- March
- April
- May

**Community key participation and engagement phases**
<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Community Engagement and Kickoff</td>
<td>21 September 2023</td>
<td>Community</td>
</tr>
<tr>
<td>✓ Environmental Scan Session #1</td>
<td>5 October 2023</td>
<td>Community</td>
</tr>
<tr>
<td>✓ Environmental Scan Session #2</td>
<td>24 October 2023</td>
<td>Community</td>
</tr>
<tr>
<td>Environmental Scan Session #3</td>
<td>16 November 2023</td>
<td>Community</td>
</tr>
<tr>
<td>Environmental Analysis Community Update</td>
<td>Dec 2023 / Jan 2024</td>
<td>Community</td>
</tr>
<tr>
<td>Strategy Formulation Phase Community Update</td>
<td>ICANN 79</td>
<td>Community</td>
</tr>
<tr>
<td>Tactic Formulation Phase Community Update</td>
<td>Apr / May 2024</td>
<td>Community</td>
</tr>
<tr>
<td>Draft plans public comment proceeding</td>
<td>Jun - Jul 2024 (60 days)</td>
<td>Community</td>
</tr>
<tr>
<td>Public Comments analysis Community Update</td>
<td>Aug / Sep 2024</td>
<td>Community</td>
</tr>
<tr>
<td>Plan Board consideration</td>
<td>Jan / Feb 2025</td>
<td>Board</td>
</tr>
<tr>
<td>Empowered Community Period</td>
<td>Mar 2025</td>
<td>Community</td>
</tr>
<tr>
<td>Adopted Plans go into effect</td>
<td>1 July 2025</td>
<td></td>
</tr>
</tbody>
</table>