FY26-30 Strategic Plan Development

Community Webinar

21 September 2023

ICANN

Webinar Information

This session is recorded

This session is scheduled for 60 minutes

Presentation and recording will be available on the FY26-30 Strategic Plan Development wiki page

Q&A will be during and at the end of the presentation

Opening Remarks

We Are Launching the Strategic Plan Development Process for Fiscal Year 2026 to 2030

Agenda

- Introduction and Objective
- Overview of Deliverables
- Overview of Strategic Planning Approach
- Timeline
- Next Steps

Introduction and Objective

- The ICANN Bylaws (Section 22.5) mandate a five-year strategic plan for each fiscal five-year period, and a five-year operating plan for each fiscal year.
- Starting July 1st 2025, a Five-Year Strategic Plan has to be in effect for FY26-30.
- The current development approach and process aims to deliver the FY26-30 Strategic Plan no later than March 2025.
- The Board Strategic Planning Committee (BSPC) is responsible for initiating and leading the strategic planning process for ICANN on behalf of the Board.
- This presentation includes the development approach, process, roles and responsibilities, and timeline.

5 Year Strategic Planning Deliverables

- Planning for FY26-30 is a program as there are multiple deliverables mandated by the ICANN Bylaws.
- The below plans should be adopted no later than May 2025 to allow sufficient time for the Empowered Community process to conclude prior to the start of FY26, so that the plans can go into effect at the start of the fiscal year (assuming no rejection petition is pending):
  1. ICANN FY26-30 Strategic Plan
  2. ICANN FY26-30 Five Year Operating and Financial Plan
  3. ICANN FY26 Operating Plan and Budget
  4. IANA FY26 Operating Plan and Budget

The presentation focuses on the **ICANN Five Year FY26-30 Strategic Plan and the ICANN Five Year FY26-30 Operating Plan** as these two plans will provide fundamental input into the development of the other plans.

Strategic Planning Approach

Strategic Planning is also known as the **Strategic Thinking** process. This is the 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

Tactics Formulation

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

Strategy Formulation

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

Action Planning

- Plan for execution
- Resources allocation

Assessing “Where We Are Now” – Environmental Scan

The development process will start with a comprehensive forward looking SWOT (strengths, weaknesses, opportunities, and threats) Analysis

Opportunities and Threats are often viewed as “External environmental factors”.

These factors can be economic, regulatory / political, social responsibility, technological, legal, etc.

- The data from FY25 Strategic Outlook identification sessions will be part of the input to inform discussion and formulation of strategy.
- In addition to the FY25 Strategic Outlook identification sessions, we will host several public sessions to give additional opportunities for community members to participate in the environmental scan. These sessions will be similar to the strategic outlook trend identification sessions with a focus on a 5 year horizon.
- We will utilize techniques, such as PESTLE analysis, when conducting the external environmental scan. PESTLE allows participants to examine Political, Economic, Sociological, Technological, Legal and Environmental factors.

Assessing “Where We Are Now” – Environmental Scan Proposal

Strengths and Weakness are often viewed as “Internal environmental factors”.

These factors can be reputation, leadership, people, process, structure, complexity, culture, core competencies, etc.

- The “internal environment” can be considered as the whole ICANN ecosystem, not just ICANN org
- When conducting the internal environmental scan, participants will be asked to identify internal strengths and weaknesses of the ICANN MSM and its ecosystem.
- All participants from ICANN Board, org and the Community will participate in identifying the strength and weaknesses of the ICANN MSM and its ecosystem for transparency.
- ICANN org also intend to consulate with other stakeholders, such as RSOs, RIRs, IETF, W3C, and ISOC in addition to external parties outside of the ICANN ecosystem
  - These consultations are considered as best practice when doing external environmental analysis. The consultations could be via targeted interviews.

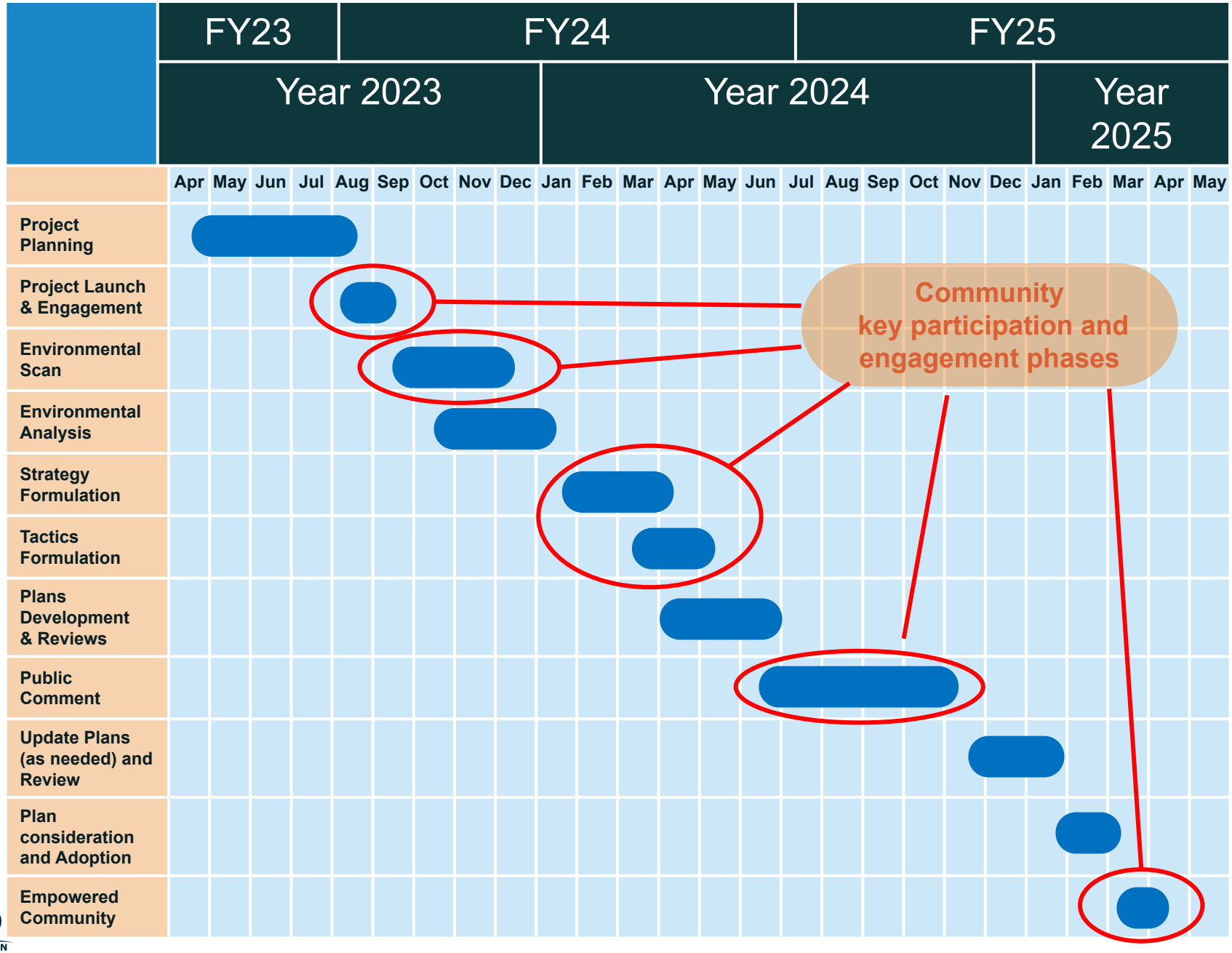
Evaluating “Where Do We Want To Go” – Strategy Formulation Proposal

- **Following the analysis of Environmental Scan, the Board will begin formulating the strategies.**
- A SWOT (*Strengths - Weaknesses - Opportunities - Threats*) Analysis is recommended
  - A SWOT Matrix will be used to discuss, brainstorm and formulate strategies.
- The objective is to brainstorm ideas, find linkage between the internal environmental factors and external environmental factors, reduce / avoid threats, take advantage of opportunities, leverage strengths, and remove weaknesses.
- Upon brainstorming, the Board will discuss and evaluate objectives and priority strategies.
- Multiple work sessions (starting in Jan 2024), for the BSPC and for the Board are recommended.
- A communications plan will ensure that the community will receive updates of the Board strategy formulation and will have the opportunity to provide feedback.

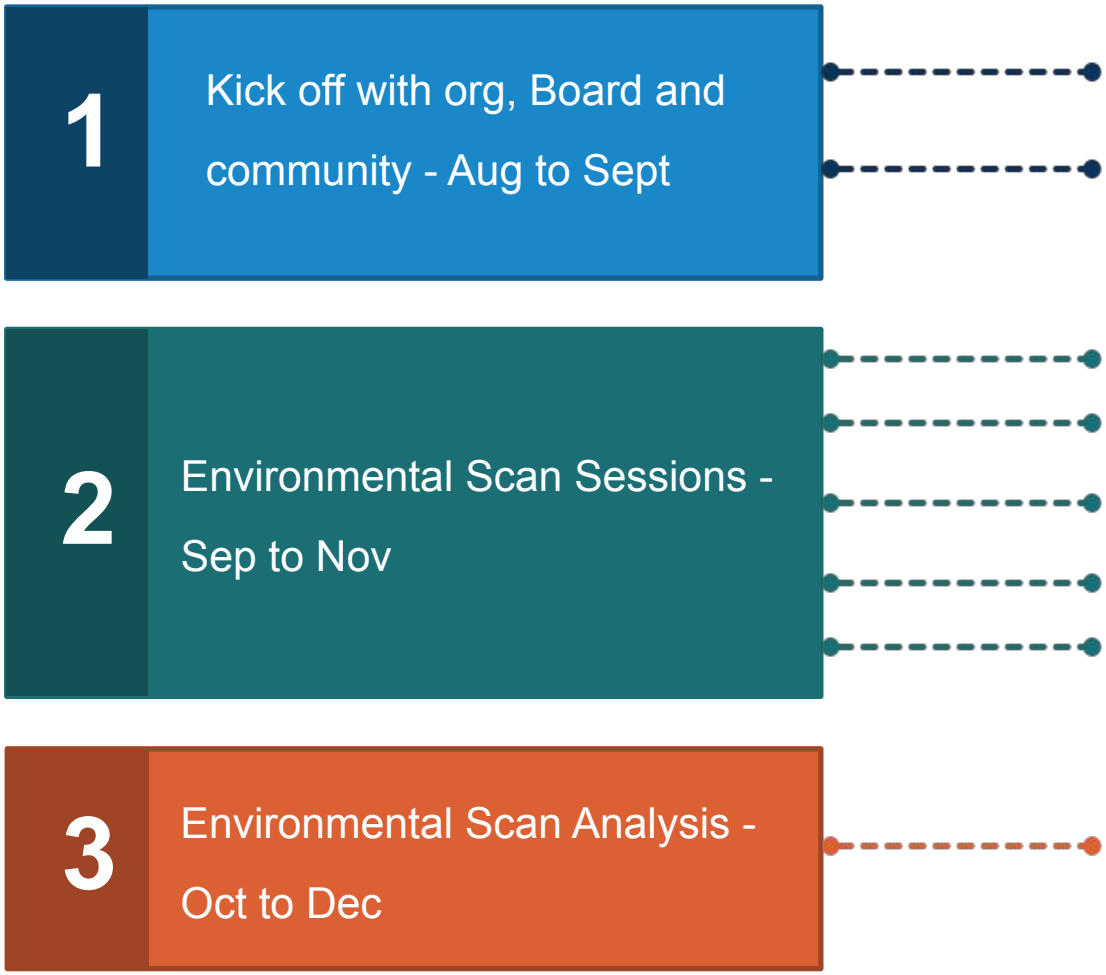
Evaluating “How Do We Get There” - Tactics Formulation Proposal

- The tactics formulation will be conducted upon the completion of the strategy formulation by the Board.
- **The Executive Team will discuss and formulate the tactics, which is the input to the Operating Plan development.**
- Tactics formulation is the process of brainstorming paths to achieve the goal, and discussing order and arrangement of the actions.
- During this phase, the Executives will brainstorm ways / paths from the “current state” (the status at the end of the current Strategic Plan) to the “desired future state” (the status at the end of the next Strategic Plan).
- The Board and the community will receive updates on the tactics formulation output to have the opportunity to provide feedback.

Timeline - Overview



Next Steps



Sep 1: Board info call

Sep 21: Community Webinar

Oct 5: Community Session

Oct 19: ICANN org Executive Team Session

Oct 21: Board Session

Oct 24: Community Session

TBD: Community Session (after ICANN 78)

The planning team will consolidate and analyze the collected input from Board, org and the Community

Questions / Answers

- Please raise your hand in zoom if you want to ask a question
- Unmute your microphone to ask questions when it is your turn
- Mute your microphone when not speaking

- Type your questions in the chat

Learn more ▶ [FY26-30 Strategic Planning wiki page]

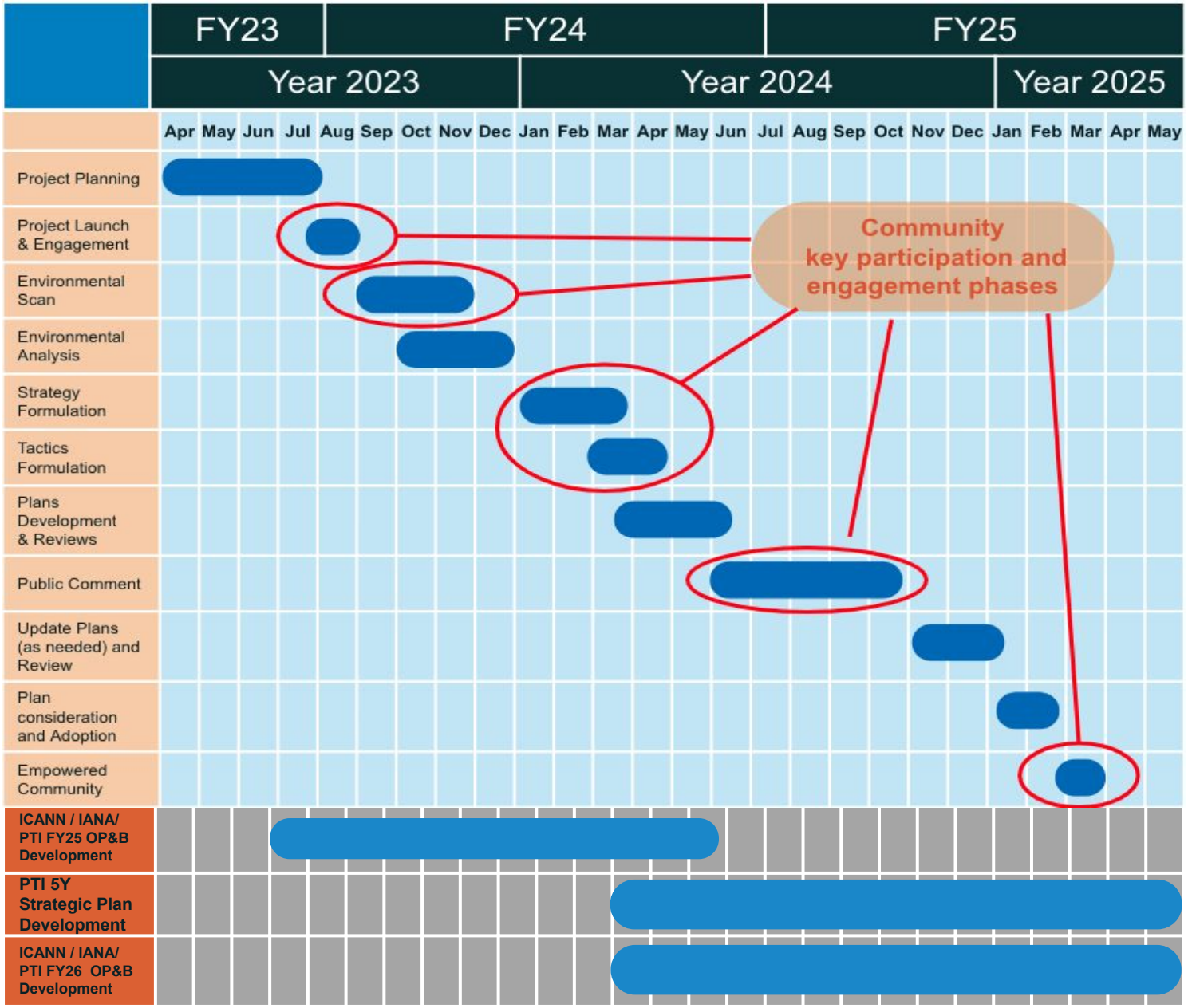
Email Planning Team ▶ **Planning@icann.org**

Appendix

Planning Deliverables by May 2025

- Overview of planning deliverables by May 2025:
  1. ICANN FY26-30 Strategic Plan
  2. ICANN FY26-30 Five Year Operating and Financial Plan
  3. ICANN FY26 Operating Plan and Budget
  4. IANA FY26 Operating Plan and Budget
  5. PTI FY26-30 Strategic Plan
  6. PTI FY26 Operating Plan and Budget

FY26-30 Plans Timeline - Other Considerations

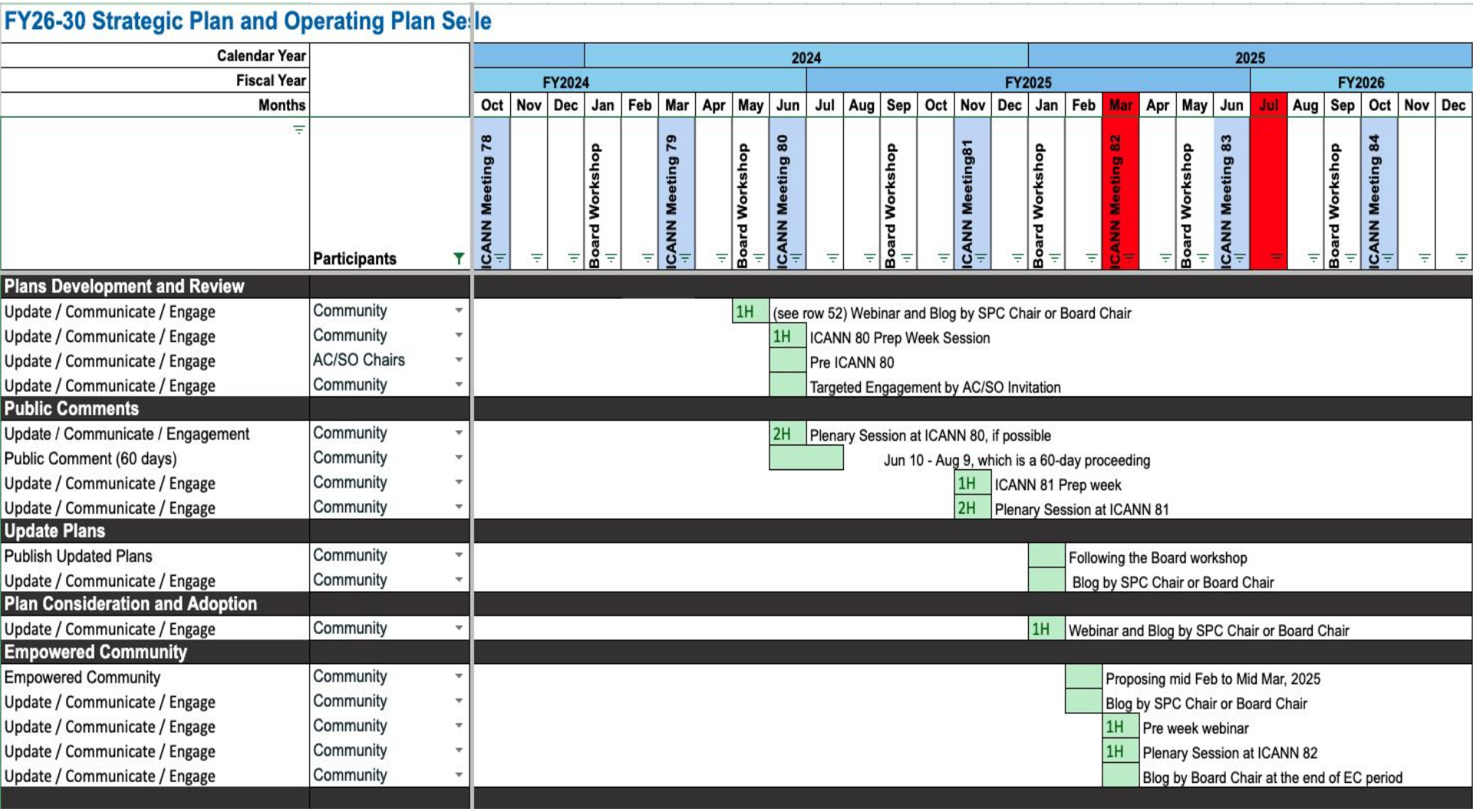


Proposed Participation Schedule Sample: 1/2

FY26-30 Strategic Plan and Operating Plan Sessions Schedule

		2023							2024																
Calendar Year																									
Fiscal Year		FY2024													FY2025										
Months		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
		ICANN Meeting 77			Board Workshop	ICANN Meeting 78			Board Workshop		ICANN Meeting 79		Board Workshop	ICANN Meeting 80			Board Workshop		ICANN Meeting81		Board Workshop		ICANN Meeting 82		Board Workshop
	Participants																								
Engagement and Kick Off																									
Kick Off and Engagement	AC/SO Chairs				30m	AC/SO Round Table prior of ICANN 78																			
Kick Off and Engagement	Community				60m	On Sep 21																			
Environmental Scan																									
Environmental Scan Session	Community					3H	Proposing Oct 5, before ICANN 78 Virtual Session																		
Update / Communicate / Engage	Community						Blog by SPC Chair																		
Environmental Scan Session	Community					3H	On Oct 24																		
Environmental Scan Session	Community						3H	After ICANN 78 Virtual Session																	
Update / Communicate / Engage	Community							Blog by SPC Chair or Board Chair																	
Environmental Analysis																									
Update / Communicate / Engage	Community								(as needed) Blog by SPC Chair or Board Chair																
Strategy Formulation																									
Update / Communicate / Engage	Community									Post Board Workshop Blog															
Update / Communicate / Engage	Community										ICANN79 Prep week webinar														
Update / Communicate / Engage	Community									2H	Plenary Session at ICANN79														
Update / Communicate / Engage	Community										Blog after ICANN79														
Tactics Formulation																									
Update / Communicate / Engage	AC/SO Chairs												1H	AC/SO Chair Roundtable (update on both strategy and tactic formulation)											
Update / Communicate / Engage	Community												1H	Webinar and Blog by SPC Chair or Board Chair											
Plans Development and Review																									
Update / Communicate / Engage	Community												1H	(see row 52) Webinar and Blog by SPC Chair or Board Chair											
Update / Communicate / Engage	Community													1H	ICANN 80 Prep Week Session										
Update / Communicate / Engage	AC/SO Chairs														Pre ICANN 80										
Update / Communicate / Engage	Community														Targeted Engagement by AC/SO Invitation										

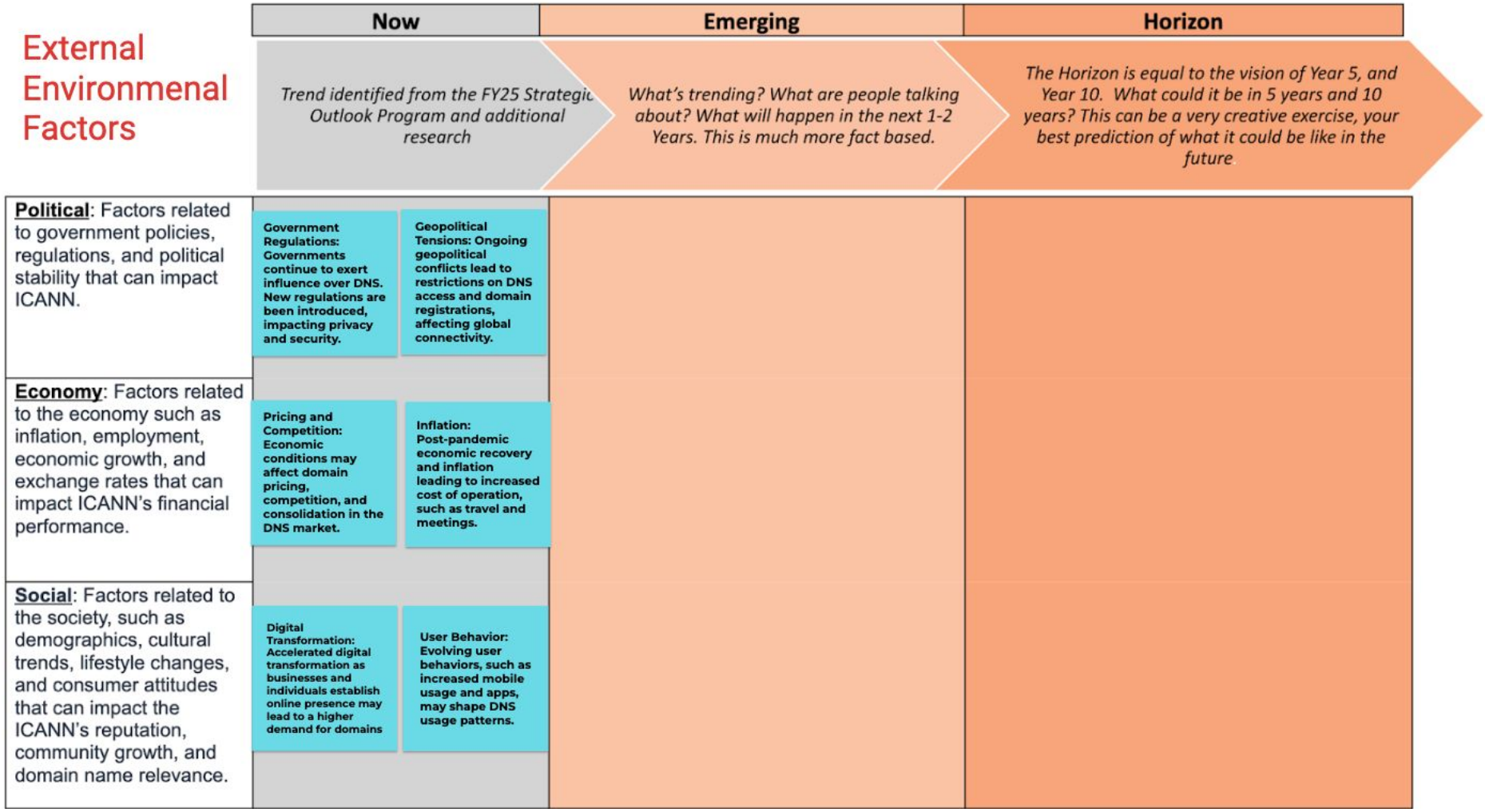
Proposed Participation Schedule Sample: 2/2



FY26-30 Strategic Plan and Operating Plan Sc le

Calendar Year		2024												2025											
Fiscal Year		FY2024												FY2025											
Months		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	Participants	ICANN Meeting 78			Board Workshop		ICANN Meeting 79		Board Workshop	ICANN Meeting 80			Board Workshop		ICANN Meeting81		Board Workshop		ICANN Meeting 82		Board Workshop	ICANN Meeting 83			Board Workshop
Plans Development and Review																									
Update / Communicate / Engage	Community								1H	(see row 52) Webinar and Blog by SPC Chair or Board Chair															
Update / Communicate / Engage	Community									1H	ICANN 80 Prep Week Session														
Update / Communicate / Engage	AC/SO Chairs										Pre ICANN 80														
Update / Communicate / Engage	Community										Targeted Engagement by AC/SO Invitation														
Public Comments																									
Update / Communicate / Engagement	Community									2H	Plenary Session at ICANN 80, if possible														
Public Comment (60 days)	Community										Jun 10 - Aug 9, which is a 60-day proceeding														
Update / Communicate / Engage	Community														1H	ICANN 81 Prep week									
Update / Communicate / Engage	Community														2H	Plenary Session at ICANN 81									
Update Plans																									
Publish Updated Plans	Community																	Following the Board workshop							
Update / Communicate / Engage	Community																	Blog by SPC Chair or Board Chair							
Plan Consideration and Adoption																									
Update / Communicate / Engage	Community																1H	Webinar and Blog by SPC Chair or Board Chair							
Empowered Community																									
Empowered Community	Community																		Proposing mid Feb to Mid Mar, 2025						
Update / Communicate / Engage	Community																		Blog by SPC Chair or Board Chair						
Update / Communicate / Engage	Community																		1H	Pre week webinar					
Update / Communicate / Engage	Community																		1H	Plenary Session at ICANN 82					
Update / Communicate / Engage	Community																			Blog by Board Chair at the end of EC period					

Sample: 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 • Taxation and subsidies • 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	**Factors related to society that can impact ICANN, ICANN's reputation, community growth, and domain name relevance:** • Demographics • Cultural trends • Education • Employment • Behavior • Lifestyle changes • Beliefs • Consumer attitudes	**Factors related to innovations, developments and advancements in technology that could change the "game" for 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** • Government infrastructure / processes • Taxation and subsidies • 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

Sample: External Environmental Scan Jamboard