FY26-30 Strategic Plan Development

Community Webinar

21 September 2023
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

**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
Assessing “Where We Are Now” – Environmental Scan

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

- 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.

Opportunities and Threats are often viewed as “External environmental factors”. These factors can be economic, regulatory / political, social responsibility, technological, legal, etc.
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 consult 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.
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.
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.
Next Steps

1. Kick off with org, Board and community - Aug to Sept
   - Sep 1: Board info call
   - Sep 21: Community Webinar

2. Environmental Scan Sessions - Sep to Nov
   - 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)

3. Environmental Scan Analysis - Oct to Dec
   - 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

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<td>Year 2023</td>
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<td>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May</td>
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<td>Project Planning</td>
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<td>Community key participation and engagement phases</td>
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<td>Strategy Formulation</td>
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<td>Tactics Formulation</td>
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<td>Plans Development &amp; Reviews</td>
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<td>Public Comment</td>
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<td>Update Plans (as needed) and Review</td>
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<td>Plan consideration and Adoption</td>
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<td>Empowered Community</td>
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<td>ICANN / IANA/ PTI FY25 OP&amp;B Development</td>
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# Proposed Participation Schedule Sample: 1/2

## FY26-30 Strategic Plan and Operating Plan Sessions Schedule

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<tr>
<th>Calendar Year</th>
<th>2023</th>
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<td>Fiscal Year</td>
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<td>Months</td>
<td>Jun</td>
<td>Jul</td>
<td>Aug</td>
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### Engagement and Kick Off
- **Kick Off and Engagement**
  - AC/SO Chairs
  - Community
  - **30m** AC/SO Round Table prior of ICANN 78
  - **60m** On Sep 21

### Environmental Scan
- **Environmental Scan Session**
  - Community
  - **3H** Proposing Oct 5, before ICANN 78 Virtual Session
  - Blog by SPC Chair
  - **3H** On Oct 24
  - After ICANN 78 Virtual Session
  - 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
  - ICANN79 Prep week webinar
  - 2H Plenary Session at ICANN79
  - Blog after ICANN79

### Tactics Formulation
- **Update / Communicate / Engage**
  - AC/SO Chairs
  - **1H** AC/SO Chair Roundtable (update on both strategy and tactic formulation)
  - **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
  - **1H** ICANN 80 Prep Week Session
  - Pre ICANN 80
  - Targeted Engagement by AC/SO Invitation
## Proposed Participation Schedule Sample: 2/2

### FY26-30 Strategic Plan and Operating Plan Schedule

| Calendar Year | Participants | | | | | FY2024 | FY2025 | FY2026 |
|---------------|--------------|---|---|---|---|---|---|---|---|
| Fiscal Year   | Months       | | | | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|               |              | | | | | ICANN Meeting 78 | ICANN Meeting 79 | ICANN Meeting 80 | ICANN Meeting 81 | Board Workshop | Board Workshop | Board Workshop | Board Workshop | ICANN Meeting 82 | Board Workshop | ICANN Meeting 83 | Board Workshop | ICANN Meeting 84 |

### Plans Development and Review

- **Update / Communicate / Engage**
  - Community
  - (see row 52) Webinar and Blog by SPC Chair or Board Chair
  - 1H ICANN 80 Prep Week Session
  - Pre ICANN 80
  - Targeted Engagement by AC/ISO Invitation

- **Public Comments**
  - Community
  - 2H Plenary Session at ICANN 80, if possible
  - Jun 10 - Aug 9, which is a 60-day proceeding
  - 1H ICANN 81 Prep week
  - 2H Plenary Session at ICANN 81

### Update Plans

- **Publish Updated Plans**
  - Community
  - Following the Board workshop
  - 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
  - Blog by SPC Chair or Board Chair
  - Pre week webinar
  - 1H Plenary Session at ICANN 82
  - Blog by Board Chair at the end of EC period
### Sample: External Environmental Factors

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<td><strong>Political</strong></td>
<td><strong>Economic</strong></td>
<td><strong>Sociological</strong></td>
<td><strong>Technological</strong></td>
<td><strong>Legal</strong></td>
<td><strong>Environmental</strong></td>
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| 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 |
### External Environmental Factors

<table>
<thead>
<tr>
<th>Political</th>
<th>Economy</th>
<th>Social</th>
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<tr>
<td>Government Regulations: Governments continue to exert influence over DNS. New regulations are being introduced, impacting privacy and security.</td>
<td>Pricing and Competition: Economic conditions may affect domain pricing, competition, and consolidation in the DNS market.</td>
<td>Digital Transformation: Accelerated digital transformation as businesses and individuals establish online presence may lead to a higher demand for domains.</td>
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<tr>
<td>Geopolitical Tensions: Ongoing geopolitical conflicts lead to restrictions on DNS access and domain registrations, affecting global connectivity.</td>
<td>Inflation: Post-pandemic economic recovery and inflation leading to increased cost of operation, such as travel and meetings.</td>
<td>User Behavior: Evolving user behaviors, such as increased mobile usage and apps, may shape DNS usage patterns.</td>
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#### Now
- Trend identified from the FY25 Strategic Outlook Program and additional research

#### Emerging
- What's trending? What are people talking about? What will happen in the next 1-2 years. This is much more fact based.

#### Horizon
- 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.