

Session Title: Strategic Planning Environmental Scan for ICANN's FY26-30 Strategic Plan Development

Session Objective: Information gathering assessment of ICANN's internal and external landscape.

Why is the session important: Gathering information by conducting strategic planning environmental scans of both external opportunities and threats, internal strengths and weaknesses, will inform the next step in the Plan development of the ICANN FY26-30 Strategic Plan – strategy formulation by the Board.

What To Expect During the Session:

- We will use existing techniques / frameworks to guide the strategic thinking process.

Factors for external environmental scan include:

- **Political /Legal factors:** related to government policies, regulations, and political stability that can impact ICANN. Such as agenda/plan of those in power; legislation – existing and proposed; government infrastructure / processes. International relations, etc.
- **Economic factors:** related to the economy that can impact ICANN's financial performance. Such as inflation, employment, economic growth, investment climate, exchange rates, consumer confidence, etc.
- **Social factors:** related to society that can impact ICANN, ICANN's reputation, community growth. Such as demographics, education, behavior, lifestyle change, consumer attitudes, etc.
- **Technological factor:** related to innovations, developments and advancement in technology that could impact ICANN. Such as the latest innovation, products / services in the industry, product / services we deployed for operation, etc.
- **Environmental factor:** related to environmental and ecological issues that can impact ICANN's operation, reputation, and social responsibility. Such as climate change, sustainability, energy, stakeholder concerns, social / legal pressure, stakeholder pressure, employee health and well-being, etc.

And factors for internal environmental scan includes:

- **Structure:** the entities (Community/Board/org) that make up the ICANN ecosystem, or the stakeholder groups (ACs/SOs) that make up the ICANN's community structure.
- **Systems:** processes, workflows and procedures that reveal the fundamental core activities and operations.
- **Shared Values / Style:** commonly accepted standards and norms within the ecosystem that both influence and temper the behavior of the entire Community/ Board /Org. And the approach that leadership takes in leading, as well as how this influences performance, productivity, and culture.

- **Community / Board / Org:** refers to the community members, Board members and staff 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.
- Participants are encouraged to provide their perspective on each category. Or, pick 2 or 3 factors you are most familiar with and contribute.
- For the external environmental factors, 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 in 5 or 10 years?
 - What are the implications?

Here is an example for the purpose of illustrating the general strategic thinking idea; it's not ICANN's endorsement nor presents an ICANN's position:

Environmental Factor - Technological		
Now	Emerging	Horizon
<ul style="list-style-type: none"> ● While DNS-based domains still dominate the market, alternative domain names have seen steady adoption. ● Alternative domains are 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 	<ul style="list-style-type: none"> ● 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. 	<ul style="list-style-type: none"> ● 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.

Environmental Factor - Technological		
Now	Emerging	Horizon
special plugins to access those domains.		<ul style="list-style-type: none"> Innovations in the domain industry may lead to even more alternative naming systems.

Session Format and Style:

- o The session is a brainstorming exercise.
- o Participants will work in subgroups, generate ideas individually first and then have group discussion.
- o Following the subgroup discussion, each group will pick 2 or 3 external factors, and 2 or 3 internal factors to share with the entire group and discuss them with the entire group .

Session Facilitators: ICANN Planning Team