



78

ANNUAL
GENERAL
MEETING

ICANN



1998–2023

IANA Stewardship
Transition



2016–2023

FY26 - 30 Strategic Plan Development Process

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

Community Session 24 October 2023



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.

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

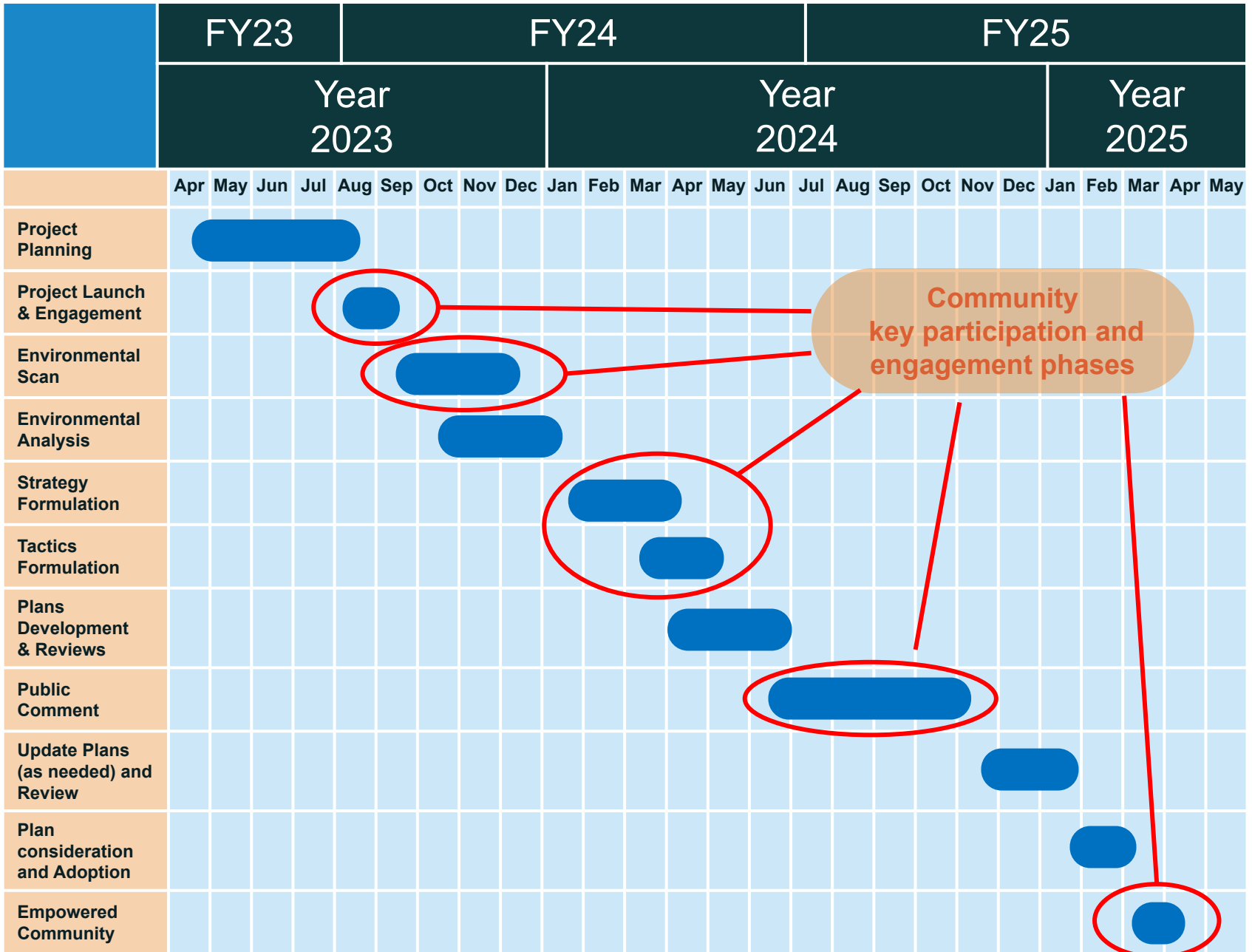
Action Planning

- Plan for execution
- Resources allocation

Progress Update

- **We planned seven strategic planning environmental scan sessions:**
 - **Three sessions with the community:**
 - Virtual session on 05 Oct 2023 - completed
 - At ICANN78 on Oct 24 - scheduled
 - Virtual session on Nov 16 2023 - scheduled
 - **One session with ICANN Board:**
 - Session completed
 - **Three sessions with ICANN org:**
 - All sessions are completed

Timeline - Overview



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
<p>Factors related to government policies, regulations, and political stability that can impact ICANN:</p> <ul style="list-style-type: none"> ● Agenda/plans of those in power ● Legislation-existing and proposed ● Government infrastructure / processes ● International relations 	<p>Factors related to the economy that can impact ICANN's financial performance:</p> <ul style="list-style-type: none"> ● Inflation ● Employment ● Economic growth ● GDP growth ● Stability ● Investment Climate ● Cost of capital ● Global effects ● Exchange rates ● Consumer Confidence ● Market 	<p>Factors related to society that can impact ICANN, ICANN's reputation, community growth:</p> <ul style="list-style-type: none"> ● Demographics ● Cultural trends ● Education ● Employment ● Behavior ● Lifestyle changes ● Beliefs ● Consumer attitudes 	<p>Factors related to innovations, developments and advancements in technology that could impact ICANN:</p> <ul style="list-style-type: none"> ● For back offices ● Infrastructure ● Products / services we deployed for operation ● Platforms ● Latest innovation 	<p>Factors related to regulations, legal frameworks, and compliance that can impact ICANN and ICANN's reputation</p> <ul style="list-style-type: none"> ● Copyright law ● Consumer law ● Health and Safety law ● Compliance 	<p>Factors related to environmental and ecological issues that can impact ICANN's operation, reputation and social responsibility:</p> <ul style="list-style-type: none"> ● 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 Trend 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?

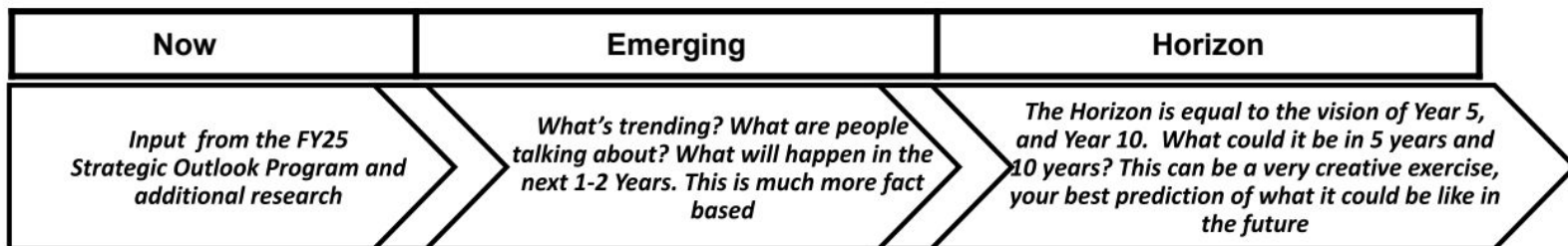
Example

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 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.	<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.• 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 an ICANN's position.

Jamboard Example



Political / Legal:
Factors related to government policies, regulations, compliance and political stability that can impact ICANN.

- Government Regulations: Governments continue to exert influence over DNS. New regulations have been introduced, impacting privacy and security.
- Geopolitical Tensions: Ongoing geopolitical conflicts lead to restrictions on DNS access and domain registrations, affecting global connectivity.

Internal Environmental Scan

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

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, Org staff of the ecosystem, how large is the community / Board / org, 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

Strengths

What are the strengths of ICANN, its ecosystem and its Multistakeholder Model

Structure: entities (Community /Board/Org) that make up the ICANN ecosystem, or **stakeholders (ACs/SOs)** that make up the ICANN's MSM.

System: process, workflow 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 / Board / Org, where **their motivations** reside, as well as **how they are trained and prepared** to accomplish the tasks set for them, **skill gaps, experiences**, etc.

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Session Instructions:

In Person Participants

1. Take a gallery walk and review the factors we are seeking input on
2. Visit one poster at a time. Read about the factor and read the inputs others have provided (if any)

Remote Participants

1. All remote participants will use Google Jamboard. The remote participants manager will share the Jamboard link in zoom
2. Review the frames. Read about the factor and read the inputs others have provided (if any)

3. Pick two, three or more factors that you are familiar with to contribute

4. (For In-person participants): Use the sharpie pen provided to write your ideas directly on the poster. Leave the sharpie pen on the posters for others when you are finished

4. (For remote participants): As an individual, write your ideas using the Jamboard sticky notes

5. Once you are done contributing or observing, please feel free to leave for any other sessions on your agenda

Next Steps & Resources

- All strategic planning environmental scan sessions are scheduled to complete by mid November 2023.
- Input will be analyzed and shared in early Jan 2024.
- The SPC and Board are expected to formulate strategies between Jan 2024 and March 2024.



Learn more ▶

[Strategic Planning Wiki Page](#)



Email Planning Team ▶

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