

CEN and CENELEC

Strategy 2030

Draft for consultation

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1. Background

About CEN and CENELEC

We are the European Committee for Standardization (CEN) and the European Committee for Electrotechnical Standardization (CENELEC)¹. Together with the European Telecommunications Standards Institute (ETSI) we represent the three European Standardization Organisations (ESOs) recognised under EU law (Regulation 1025/2012). This makes us the leading providers of voluntary European Standards and related products and services.

We bring together the National Standards Bodies (NSB) and National (Electrotechnical) Committees (NC) of 34 countries, to develop and adopt common standards that are applied across the EU and EFTA and beyond. We promote the single standard model all throughout the European Single Market and ensure that international standards, developed by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), are adopted across Europe. We also develop home-grown European Standards in response to European needs.

Our standards are market-driven and are developed through a transparent, inclusive and consensus-based process, involving a wide array of stakeholders and experts. In doing so, we ensure consumer protection and enhanced trust in products and services, we facilitate international trade, boost the interoperability of products, encourage innovation and technological development, and contribute to economic growth and social and environmental sustainability.

About this Draft Strategy

This document outlines a draft for a CEN and CENELEC strategy, including a vision and mission statement and a preliminary set of goals for further development. This draft is preliminary by nature and will be subjected to significant changes as we further develop our strategic thinking.

About these consultations

The main purpose of the draft strategy outlined below is to trigger debate and reflection. To do so, we want to generate feedback and suggestions from a broad and diverse group of key stakeholders at both the national, European and international level. Incorporating your inputs, we hope, will enable us to develop a robust, comprehensive and future-proof strategy, which takes into account the interests and concerns of all those involved in, and affected by, the standards we produce.

¹ CEN and CENELEC refers to the two associations of national Members and their central secretariat, the CEN-CENELEC Management Centre (CCMC).

2. Scope and time frame

CEN and CENELEC agreed that their Strategy 2030 should be agile, both in its design — taking a modular approach, combining ambitious long-term goals with actionable short-term objectives — and in its implementation, with provisions for regular review, evaluation and adjustment.

We opted for a time horizon of ten years, to be able to address disruptive, long-term strategic challenges. The Strategy 2030 will be a living document however, subject to regular revisions and fine-tuning exercises. This will enable CEN and CENELEC to adapt to changing circumstances and market conditions in a timely and flexible manner.

The Strategy 2030 should be conceived as a common CEN and CENELEC Strategy, which outlines a vision and direction for the future of both organisations. It will serve as a strategic framework to work together towards achieving a set of strategic objectives and priorities, based on a shared understanding of the challenges and opportunities we face as European Standardization Organizations.

It aims to do so whilst acknowledging the differentiated interests and needs of CEN and CENELEC as independent organisations, and of the CEN and CENELEC Members individually, the NSBs and NCs of 34 countries. CEN and CENELEC will therefore continue, where relevant and feasible, to develop and implement their own specific strategic planning, including where it relates to their international engagements with the ISO and IEC respectively. In a similar vein, different levels of standardization, be they national, European or international, may require different strategic priorities.

The Strategy 2030 presented here therefore aspires to provide a framework of reference to ensure complementarity, coherence and consistency across the strategic exercises and long-term objectives of all actors in the CEN and CENELEC community.

3. The CEN and CENELEC vision and mission for 2030:

Vision

Our vision statement defines the ultimate goal and the desired future position of CEN and CENELEC. It focuses on the future and represents our ideals and aspirations.

We build a safer, more sustainable and competitive Europe through international standardization.

Mission

Our mission statement describes our business, purpose and primary objectives. It defines what we need to do to achieve our vision.

We use our networks to build consensus across industry and society in order to generate trust, stimulate market access and drive innovations for a better life.

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4. Strategic goals

In order for CEN and CENELEC to fulfil their mission and attain their common vision, the below section identifies four goals containing nine priorities and a limited number of concrete objectives for CEN and CENELEC to deliver upon.

Achieving these goals, we believe, will confirm our position as independent facilitators between industry, regulators and society, and ensure that our standards contribute to the competitiveness and sustainability of the European economy.

The goals, priorities and objectives identified below represent where CEN and CENELEC want to be by 2030. The structure outlined below, however, remains preliminary and may change in accordance with the feedback and input received through these stakeholder consultations.

1. The European Union (EU) and the European Free Trade Association (EFTA) recognise and use the strategic value of the European standardization system

CEN and CENELEC standards can play an important role as enablers of effective European public policy. To achieve this objective, CEN and CENELEC need to strengthen their relationships with regulators and policy makers, in particular with the EU and EFTA. This requires timely, proactive and systematic policy engagement to emphasize the value of CEN and CENELEC standards for the implementation of European public policies and legislation. Crucially, this goal requires boosting trust and a renewed commitment to the New Legislative Framework.

The strategic priorities and objectives which will support this goal are the following:

1.1. Develop a strategic value proposition regarding the role of CEN and CENELEC standards for European public policy

CEN and CENELEC commit to clarify and promote what we do, how we add value to the work of different European public authorities and why our standardization work is crucial to achieve the EU's and EFTA's long-term strategic objectives.

This requires being more proactive in how we identify and deal with strategically relevant areas of European policy-making (e.g. (Digital) Single Market, Sustainable Development, European Green Deal, Industrial Action Plan, International Trade, Technological Sovereignty, etc.). CEN and CENELEC want to contribute to setting the agenda and need to explain better how standardization can support and contribute to the development and implementation of European policy objectives. Using a tailored, evidence-based engagement approach will allow us to connect with European regulators and policy makers and connect our standardization work to their policy priorities. For this purpose, the five policy

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priorities highlighted in the CEN and CENELEC Declaration on '[Standards Build Trust](#)' serve as a useful basis to showcase how standards can support European policymaking in the coming years.

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Objectives
1.1.1. By 202X, CEN and CENELEC will act and be recognised as primary trusted partners in a predefined number of key policy areas.

1.2. Revitalise the public-private partnership within the New Legislative Framework

To explain the importance of keeping standards voluntary and different from regulatory processes is essential to reinforce the public private partnership between CEN, CENELEC and the European regulators and policy makers This relationship is stipulated under the New Legislative Framework. There is a need to agree with EU and EFTA policy makers and regulators on the unique added value of the public-private nature of the European Standardization System (ESS) and the rights and obligations of the different actors involved. By working together and intensifying the dialogue, we can help each other identify strengths and address outstanding challenges and inefficiencies across the ESS. In particular, this relates to the need for a well-functioning system for the development and publication of harmonized standards (hEN).

Objectives
1.2.1. By 202X, CEN and CENELEC illustrate and advocate the value and uniqueness of the European Standardization System to European regulators and policy makers.
1.2.2. By 202X, CEN and CENELEC identify and address outstanding issues and inefficiencies across the European Standardization System, in close cooperation and continuous dialogue with European stakeholders, regulators and policy makers.
1.2.3. By 202X, CEN and CENELEC Technical Committees (TC) will be empowered with tailored knowledge on the obligations and provisions required for the development of hEN.
1.2.4 By 202X, CEN and CENELEC contribute to a well-functioning system of timely citation of hEN.

2. Our customers benefit from state-of-the-art digital solutions

CEN and CENELEC need to embrace the opportunities provided by digitalisation to interact with customers and new audiences, and apply these both to the format of the standards we produce, as well as to how we produce them. We live in a rapidly changing, interconnected world, where information and communications technology (ICT) penetrates all areas of society. As industrial processes change, including in traditionally non-digital sectors, the standardization needs of our stakeholders evolve accordingly. We want to adjust to the changing needs and expectations of our customers in order to continue providing timely and market relevant digital standards.

The strategic priorities and objectives which will support this goal are the following:

2.1. Produce standards for the digital economy

CEN and CENELEC need to improve the delivery of standards, making best use of technology to increase the speed of development, provide more innovative formats and higher quality products. This will be achieved through the roll-out of a suite of technologies, including machine-readable formats (MRF) and other digital products. These technologies will include more agile and market-responsive standardization formats, with options for regular updates, information delivery and transparent interaction.

Objectives
2.1.1. By 202X, CEN and CENELEC scale up the production of (and translation into) machine-readable and interpretable formats and other digital products.
2.1.2. By 202X, CEN and CENELEC systematically identify emerging standardization needs in cyber, digital and IT fields.

2.2. Transform the standards development process

The rapid rate of digital innovation requires flexible and reactive standardization processes. CEN and CENELEC will invest in the development of a user-friendly digital platform for the efficient, collaborative authoring of standards, allowing for a timely delivery of standardization products. This will include a converged IT approach, between the international and European standards bodies. Financial resources will be mobilised to modernise our IT infrastructure and, where necessary, CEN and CENELEC will develop support measures and a phased roll-out to ensure that all Members benefit from digital transformation.

Objectives
2.2.1. By 202X, CEN and CENELEC provide an efficient, seamless and user-friendly digital-environment for standards authoring.
2.2.2. By 202X, CEN and CENELEC establish a collaboration platform to improve community access to information and strengthen collaborative work.

2.3. Ensure the long-term financial stability of the European Standardization System²

Producing standards for the digital era will require a transformation that goes well beyond technical upgrades. Embracing digital transformation will require a shift in the current mindset and business models. To ensure the long-term financial stability of the European Standardization System and its future relevance, CEN and CENELEC need to assess the impact of digitalisation on their business models. Given that business models differ from one Member to another, CEN and CENELEC will support their Members in their assessment and strategic preparations, as well as facilitate research and mapping exercises to identify best practices for sustainable financing models.

Objectives
2.3.1. By 202X, CEN and CENELEC will proactively support their Members in adapting their business and financing models to address the challenges and opportunities that arise from digitalisation.

² Many of the issues outlined above are part of the CEN and CENELEC Strategic Plan for Digital Transformation, adopted in 2017. Some are already being addressed through a series of pilot projects, which are currently ongoing. Any further strategic planning on Digital Transformation will therefore be closely aligned with the work of the CEN-CENELEC Strategic Advisory Group on Digital and Information Technology (DITSAG)

3. Increase the use and awareness of CEN and CENELEC standards

To ensure the widest possible use and understanding of CEN and CENELEC standards, we need to better communicate and promote our work and the unique added value of the European Standardization System to all relevant stakeholders.

The strategic priorities and objectives which will support this goal are the following:

3.1. **Increase awareness about the strategic value of our work**

The benefits of CEN and CENELEC standards should be communicated through tailored engagement strategies to as wide an audience as possible, both at the national and at the European level. This approach will require research to establish the different needs of different industries, SMEs, consumers and other stakeholders, as well as a mapping exercise to identify evidence-based best practice examples of how CEN and CENELEC Members communicate and engage with different types of existing and prospective standards users. This will allow us to develop bespoke trainings, engagement campaigns and digital toolkits to engage with our different stakeholder communities. CEN and CENELEC Members will be able to use tailor-made toolkits at the national level, to communicate about the role and strategic value of CEN and CENELEC standards and the European Standardization System.

Objectives
3.1.1. By 202X, CEN and CENELEC establish and maintain a robust system to gather evidence and enable pro-active stakeholder engagement.
3.1.2. By 202X, CEN and CENELEC establish and maintain a structured and systematic engagement with a strategic selection of predefined target audiences.
3.1.3. By 202X, CEN and CENELEC are recognised for promoting innovation, facilitating market access and enabling international trade.

4. Engage with the future generations of European standards makers

CEN and CENELEC standards makers are diverse, inclusive and growing. The European Standardization System needs to continuously evolve to ensure it reflects that diversity of stakeholders and people, while addressing increasingly complex market needs. Our focus will be on delivering an accessible, transparent and inclusive system for all stakeholders, which takes into consideration e.g. gender balance and the needs and interests of future generations. In addition, we need to optimise the way we operate, by applying an end user's perspective to everything we do. This includes improving the way CEN and CENELEC engage with new topics for standardization, new standardization processes and new generations of standards makers, in particular at the national level.

The strategic priorities and objectives which will support this goal are the following:

4.1. Modernise our governance and production structures

In order to anticipate and respond to increased stakeholder expectations and changing market needs, and to ensure an effective engagement with the standards-makers of the future, CEN and CENELEC need to rethink their approach to standards development.

Beyond the digital solutions discussed above (2.2), this will require developing new ways of addressing horizontal issues, notably in a project-driven, multi-disciplinary manner. In addition, CEN and CENELEC should provide an efficient, open and transparent governance and production environment to be able to engage with a diverse range of (new) stakeholders.

This will require simplifying and streamlining our governance structures, in compliance with the principles of good corporate governance. We will introduce new tools and modern business practices to help us better organise our work, and to allow stakeholders to engage with standardization in a more dynamic manner.

Objectives
4.1.1. By 202X, CEN and CENELEC establish lean, transparent and efficient governance and decision-making structures.
4.1.2. By 202X, CEN and CENELEC identify and remove barriers to participation for the next generation of standards makers.
4.1.3. By 202X, CEN and CENELEC introduce modern business practices and ICT tools.
4.1.4. By 202X, CEN and CENELEC introduce cross-sectoral, project-driven approaches to standards production.

4.2. Develop a strategic approach to engage with other standards makers

To increase CEN and CENELEC's international influence and credibility, in particular when it comes to exploring new work streams and emerging markets, we should

explore new types of partnerships or flexible collaboration vehicles with standardization consortia, other Standard Development Organisations (e.g. IEEE, ASTM) and research communities. This will allow CEN and CENELEC to be more open towards the outside world and be more responsive to changing market needs.

CEN and CENELEC should support and promote the role of the National Standardization Bodies and National Committees as the most appropriate and effective channel for stakeholders to get involved in European standards development.

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Objectives
4.2.1. By 202X, CEN and CENELEC develop and implement a Strategic Engagement Strategy vis-à-vis other standards makers.
4.2.2. By 202X, CEN and CENELEC take a proactive and systematic approach to 'scouting' opportunities and emerging new work in standardization.
4.2.3. By 202X, CEN and CENELEC support their Members to engage effectively with national stakeholders.

4.3. Strengthen global outreach and influence

CEN and CENELEC need to continue to strengthen and improve their outreach and influence at the international level. The unique nature and added value of the 'international first' standardization principle which CEN and CENELEC apply, ensures the Europe-wide adoption of international standards, developed by ISO and IEC in addition to European standards, developed specifically to meet identified European needs. Strengthening our European engagement and leadership at the ISO and IEC level is vital to ensure European interests are taken into account. Through its agreements with standards makers outside of Europe, CEN and CENELEC also have a unique opportunity to encourage the uptake of international standards and export and promote the European Standardization System beyond Europe.

Objectives
4.3.1. By 202X CEN and CENELEC develop a rolling annual action plan for strategic engagement at the ISO and IEC level.

5. Next steps

Based on the feedback and inputs gathered during the national and European consultation rounds, CEN and CENELEC will consolidate a revised version of the CEN-CENELEC Strategy2030, which will be presented at a multi-stakeholder workshop on 22 April 2020.

A final version of the CEN and CENELEC Strategy 2030 will be approved at our General Assembly in Vienna in June 2020.

The CEN and CENELEC Strategy2030 will be deployed by CEN and CENELEC from January 2021 onwards, and will be made available online at www.cencenelec.eu, as well as by the [CEN](#) and [CENELEC](#) Members.

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Annex I - Roadmap to June 2020



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