



Draft Roadmap to achieve CEN-CENELEC Ambitions 2020

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Background

The CEN and CENELEC Ambitions 2020 are a result of internal and external surveys and consultations and take into account the evolving demands from the members of CEN and CENELEC and current (and potentially new) stakeholders in standardization as well as the challenges worked out by a systematic risk assessment. Continuation of the successful story of the European standardization system including good collaboration with the European Commission (EC) within the New Legislative Framework and making the European standardization future-proof on a sustainable basis served as the guiding principles for the establishment of the ambitions. The CEN and CENELEC Ambitions 2020 also cover the shared vision for European standardization by the EC, which led to a Joint Initiative on Standardization (JIS). JIS shall underpin the EC's Single Market Strategy and the Regulation (EU) 1025/2012 on European standardisation that strengthens the institutional framework for standardisation and its use by the Commission.

To meet the challenges, the CEN and CENELEC roadmap for the implementation of the identified six key ambitions determine strategic actions regarding the optimisation of the governance structure and the effectiveness and efficiency of standards development. This roadmap gives a detailed action plan to implement the ambitions of CEN and CENELEC.

This roadmap is a living document and will be reviewed on a regular basis.

Goals and Objectives of the Roadmap

This Roadmap describes actions and priorities agreed by governing and advisory groups to help CEN and CENELEC and the Members achieve their Ambitions 2020. It facilitates consensus on the implementation approach, investment and resources assumptions, and ensures execution efficiency in particular for coordination and consistency of the different projects run by the organizations (implementation plans, BT actions plans, Services, Digital Transformation and Innovation Strategic Plans, STEER project recommendations, and CCMC Business Plan, Timelines and schedules, Milestones and Deliverables, Risks and Dependencies).

Achieving the Ambitions 2020 and setting priorities

The 'CEN and CENELEC's ambitions to 2020' represents the result of extensive consultations and discussions with members and other stakeholders and describe CEN and CENELEC's direction of travel to achieve the overall strategic objectives set for the European Standardization System by 2020. It identifies priorities that provide a common framework within which the two organizations are developing their activities.

In order to ensure a future-proof organization, it is essential to embrace change in the system, to focus on strategic and operational actions, that make the best use of the available knowledge, the strengths of the system and the best practices at national and European level. To ensure the proper delivery of the priorities 2018 to 2020, it is essential to:

- ensure agility in the system, (CEN, CENELEC, Members and CCMC);
- go radically digital; and
- understand and reply to customer needs.

Part 1 – Draft Roadmap Open Actions 2018 to 2020

Ambition	1	GLOBAL INFLUENCE	Who does it?	Timing	Responsible Monitoring Body
Objective	1.1	Strengthening the role of CEN and CENELEC Members in ISO and IEC CEN and CENELEC members ensure a strong presence in ISO and IEC technical and corporate governance, and actively contribute to ISO and IEC technical and strategic work.			
Action	1.1.1	Reinforcing CEN and CENELEC members participation in ISO and IEC. CEN and CENELEC use their monitoring system to strengthen the active participation of CEN and CENELEC members to ISO and IEC's technical work and define the related objectives and strategy.	BT	Urgent ☒	CAs (CACC & WG POL)
Objective	1.2	High degree of technical alignment between the international (ISO and IEC) and the European level CEN and CENELEC give primacy to international work, and facilitate the adequate consideration of European Commission's standardization requests in ISO and IEC standardization activities. CEN and CENELEC ensure a high level of technical alignment between the CEN and CENELEC catalogue of ENs and the ISO and IEC catalogue, and reinforce the recognition of ISO and IEC in Europe. The involvement of SDOs (Standardization Development Organizations) in ISO and IEC and their activities in Europe is monitored, as well as the impact of SDOs that position themselves in direct competition with ISO and/or IEC.			
Action	1.2.1	Reinforcement of the Vienna Agreement and Frankfurt Agreement - CEN to increase the level of standardization activity at international level and to reinforce the use of the Vienna Agreement, defining a mechanism to encourage TCs to monitor the developments at ISO level in a systematic way and to coordinate their activity with ISO as far as possible when developing new standards.	Hybrid (CCMC/BT) ☒	Urgent ☒	CEN/BT
		- CENELEC to intensify the training dedicated to the CENELEC TC/SC/WG officers on the use of the Frankfurt Agreement (FAQ sheet and "day to day management"), to follow the system approach and anticipate needs in terms of structure and training.	CCMC ☒	Urgent ☒	CLC/BT
	1.2.2	European standardization requests considered in IEC and ISO CEN and CENELEC adapt the parallel development process with ISO and IEC to enable the requirements in the European Standardization Requests to be taken into account at the early stages.	CCMC ☒	Urgent ☒	CEN/BT CLC/BT
	1.2.3	Monitoring & reacting to the involvement of non-European SDOs in ISO and IEC, CEN and CENELEC establish procedures that allow to monitor the involvement of non-European SDOs in ISO and IEC, and develop/implement an action plan to help mitigate their influence in coordination with members and stakeholders.	Hybrid (CCMC/Memb ers) ☒	Urgent ☒	CAs (CACC & WG POL)

Objective	1.3	<p>Supporting global market access CEN and CENELEC foster the removal of TBTs related to different standardization models by promoting the European standardization model and deliverables globally, facilitating technical alignment through the adoption of identical standards, and supporting EU trade dialogues with a TBT component. The key focus is on:</p> <ul style="list-style-type: none"> – defining and implementing a standardization strategy for Africa (ARSO, AFSEC); – strengthening the transatlantic standardization cooperation (EU-US); – improving the standardization dialogue with the CIS countries (e.g. EEC); and – enabling a smooth technical alignment with foreign partners, focusing on neighbouring countries and key trading partners of Europe (Affiliate and CSB). <p>This will be integrated in the implementation of the related Action 13 from the 'Joint Initiative on Standardization' (JIS).</p>			
Action	1.3.1	<p>Export of the European standardization model CEN and CENELEC design a mechanism to export and exploit European standardization in leading technologies and sectors in other regions of the world, promoting ISO and IEC standards where relevant.</p>	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	2019 <input checked="" type="checkbox"/>	CAs (CACC & WG POL)
	1.3.2	<p>Standardization contribution to European Regulatory Dialogues Establish and maintain an overview of ongoing and planned dialogues to enable input where relevant for standardization.</p>	CCMC <input checked="" type="checkbox"/>	2019 <input checked="" type="checkbox"/>	CAs (CACC & WG POL)
	1.3.3	<p>Reinforcing the market relevance of international cooperation activities CEN and CENELEC establish yearly priorities with regard to key foreign partners, defining yearly action plans for the activities with each priority partner/project based on evidence of market and sector needs.</p>	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CAs (CACC & WG POL)
	1.3.4	<p>Monitoring & mitigating non-European SDOs' influence in Europe CEN and CENELEC monitor the influence of non-European SDOs in Europe in priority sectors, develop an action plan to mitigate their influence, and draw lessons from observations as input for the evolution of the European standardization system in coordination with its members, partners and relevant stakeholders.</p>	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	2019 <input checked="" type="checkbox"/>	CAs (CACC & WG POL)
Ambition	2	REGIONAL RELEVANCE	Who does it?	Timing	Responsible Monitoring Body
Objective	2.1	<p>Reaching out to new sectors CEN and CENELEC are reaching out to new sectors with a specific focus on involving the ICT industry in order to support digitization. This will also call for building a strong relationship with ETSI in order to prevent duplication.</p>			
	2.1.1	<p>Influencing Union Work Programme and ICT Rolling Plan CEN and CENELEC seek to ensure through policy engagement that the interests of CEN and CENELEC Members and their stakeholders are reflected in the Annual Union Work Programme, resulting Standardization Requests or the ICT rolling plan.</p>	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CEN/BT CLC/BT

	2.1.2	Cooperation in ICT sector CEN and CENELEC develop a project which identifies all areas of potential cooperation in the ICT field and engages systematically the ICT sector in standardization activities (number of ICT companies in Technical Bodies, number of MoUs signed, number of common groups)	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	2019 <input checked="" type="checkbox"/>	CAs (Digital Transformation Steering Committee - CEN VP Technical)
Objective	2.2	Standardization to support digitization of European industry (JIS 14)			
Action	2.2.1	<p>Increasing the visibility of relevant international standardization activities in the JIS Action 14, in the European Public-Private Partnerships (e.g. AIOTI, BDVA, ECSO, 5G PPP) and in relevant consortia (e.g. oneM2M). (active participation of CEN and CENELEC Members advocating activities of JTC 1 and technical bodies related to digital transformation in ISO and IEC)</p> <p>- Identifying European needs and promoting the CEN-CLC/TC 13 'Cyber Security and Data protection' approach: adoption of international standards as ENs, with additional specific European requirements</p> <p>-Collecting relevant national material, identifying related initiatives and analyzing businesses' needs relevant to digital transformation</p> <p>-Engaging in communication with targeted structures to promote existing (International and European) standards and ongoing standardization activities CEN and CENELEC coordinate the standardization activities under the national platforms supporting the digital transformation of industry.</p>	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CAs (Digital Transformation Steering Committee - CEN VP Technical)
Objective	2.3	<p>Standards for services/Globalisation of services</p> <p>The main objectives are to increase awareness about service standardization and further engage with the different service sectors and other relevant stakeholders in order to better understand their needs and show them how they can benefit from European standardization in this area. Also of importance is the definition of a series of criteria that could help to identify priority sectors with high potential to benefit from standardization in order to establish a dialogue with those sectors and to reflect on how the European Standardization system can better respond to the needs of the different service sectors taking into account the global nature of some service sectors and the privileged relation with ISO to deliver international solutions when required.</p> <p>Activities will build on the strategic plan and outputs developed by SAGS (Strategic Advisor group on Services – see the Strategic Plan for Services Standardization to implement the Ambitions 2020 for all details) and will cover the following main initiatives:</p>			
Action	2.3.1	Engagement and dialogue with service stakeholders	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	2019 <input checked="" type="checkbox"/>	CEN/CA (SAGS)

	2.3.2	Identify priority sectors to start dialogue on standardization	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CEN/CA (SAGS)
	2.3.3	Coordination with ISO	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	2019 <input checked="" type="checkbox"/>	CEN/CA (SAGS)
	2.3.4	Modernising the European services standardization system to meet the services sector needs	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	2019 <input checked="" type="checkbox"/>	CEN/CA (SAGS)
Ambition	3	WIDER RECOGNITION	Who does it?	Timing	Responsible Monitoring Body
Objective	3.1	Foster engagement in the standardization system The activities will be aligned with the following JIS actions: – JIS action 9 – Inclusiveness, transparency and effective participation of all stakeholders in the European Standardization System (EC lead) – JIS action 10 – Facilitating participation of all stakeholders at national level (FR MS)			
	3.1.1	Strengthening the recognition of CENELEC through the CENELEC branding CENELEC to continue with its branding project aiming to increase the recognition of the organization, including activities at national and European level to implement the related communication plan.	CCMC <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CLC/CA
	3.1.2	CEN and CENELEC together with ANEC, ECOS and ETUC to develop an eLearning course for societal stakeholders (JIS 9)	CCMC <input checked="" type="checkbox"/>	2019 <input checked="" type="checkbox"/>	PC (CEN-CLC Societal Stakeholders Group)
	3.1.3	Stakeholder engagement Workshops Two engagement workshops (Artificial intelligence and autonomous vehicles) to be organized and increased focus should be placed on follow-up from previous workshops in order to build on the new relationships resulting from those events. In addition to the workshops, there should be a focus on retaining new stakeholders' interest and involvement in the system.	CCMC <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CAs (CACC & WG POL)
	3.1.4	Network of partner organizations (CEN-CLC Guide 25) CEN strengthen the CEN network of partner organizations through assessment and monitoring to ensure that each relationship continues to meet the needs of both organizations.	Members <input checked="" type="checkbox"/>	2020 <input checked="" type="checkbox"/>	CAs (CACC & WG POL)

Objective	3.2	Building strong relations with the European regulators CEN and CENELEC ensure the proper use of standards in support of the implementation of regulations by building strong relations with the European regulators. CEN and CENELEC will also be actively engaged in the implementation of the related JIS action(s).			
(Action)	3.2.1	Awareness-raising & education of regulators to foster the coherent use of standards CEN and CENELEC foster the proper and coherent use of standards in support of regulation through awareness-raising and education activities on the role of standardization in support of the implementation of legislation and policies and the related rules & practices (New Approach), through for instance training sessions for EC DG officers	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CAs (CACC & WG POL)
	3.2.2	Facilitate the citation of hENs in the EU Official Journal (in conjunction with JIS action 8) Implement the joint Action Plan with the EU to: <ul style="list-style-type: none"> Resolve the existing backlog of hENs that have been offered for citation and for which citation is blocked Resolve the existing backlog of hENs that are blocked in their development due to identified non-compliance with EC requirements Foster a common understanding with all stakeholders on the assessment and verification processes of hENs for citation in the OJEU (article 10(5) and (6) of reg. 1025/2012) Integrate the new HAS consultants framework with the CEN and CENELEC development processes inclusive VA and FA Develop and implement a resilient monitoring system that provides intelligence on all stages of harmonised work	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CEN/BT CLC/BT
	3.2.3	Encourage the correct use of standardization in new legislative proposals CEN and CENELEC ensure that new legislative proposals are appropriately addressing standardization by fostering a better understanding of how CEN and CENELEC work, making use of the CEN-CENELEC Policy Engagement process.	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	PC CAs (CACC & WG POL)
	3.2.4	CEN and CENELEC to deliver actions under JIS Action 5 on CPR: <ul style="list-style-type: none"> Promotion of a common understanding of the role of standards in the CPR context including clear definitions of the roles of the different actors Explore and clarify the use of a simplified procedure for amending existing mandates Streamline the process of introducing new classes and threshold levels into hENs Streamline process for timely revisions and citation of hENs through collaborative effort Ensure continued availability of CPR consultants and their effective use in resolving	CCMC <input checked="" type="checkbox"/>	2019 <input checked="" type="checkbox"/>	CEN/BT

		outstanding issue			
Objective	3.3	Increased use of standards in public procurement to better implement the public procurement Directives (JIS 11)			
Action	3.3.1	Complete analysis (survey) of the public sector procurement activities	Members ☒	2019 ☒	SIS NSBs & NCs
	3.3.2	Produce an overall European guide for public procurement with the content of how to reference standards in public procurement	Hybrid (CCMC/Memb ers) ☒	Urgent ☒	SIS NSBs & NCs PC (Legal Platform)
	3.3.3	Train the Trainers and dissemination of best practice in use of standards	Members ☒	2019 ☒	SIS/DS NSBs & NCs
Ambition	4	NETWORK OF EXCELLENCE	Who does it?	Timing	Responsible Monitoring Body
Objective	4.1	Improvement of the core processes CEN and CENELEC shall serve their stakeholders more efficiently through continuous improvement of the core processes while focussing on identified priorities. The improvement aims at further development of the infrastructure and processes for standards making in order to simplify means of participation, improve ease of understanding, and ensure a delivery timeframe that meets market demands. CEN and CENELEC will encourage the sharing of best practices between members in the operation of technical committees and cooperation in technical assistance, on the processes used to engage new stakeholders and attract the right profiles for new work, the provision of information on market sectors.			
Action	4.1.1	System approach CEN and CENELEC develop and implement a systems approach (horizontal-transversal) to standardization, coordinating, where appropriate, closely with ISO and IEC respectively.	CCMC ☒	2019 ☒	CEN/BT CLC/BT
	4.1.2	Training and best practices CEN and CENELEC provide training to, and share best practices with, technical officers to address issues and provide processes that are more transparent and accessible through, for instance, social media, new commenting and collaboration tools including user feedback.	Hybrid (CCMC/Memb ers) ☒	2019 ☒	CEN/BT CLC/BT
	4.1.3	Timely delivery of standards Based on the Technical Boards' agreement ,CCMC to propose an implementation plan for a flexible Standards development	CCMC ☒	Urgent ☒	CEN/BT CLC/BT
Objective	4.2	Digital Transformation of standardization CEN and CENELEC provide the digital market with standardization solutions that: - meet the needs of industry sectors changing their businesses according to digital transformation; - provide new and existing stakeholders with modern and flexible standardization services, products and processes; - offer a flexible system that is adaptable to market trends and technology innovations and is able to anticipate and drive future developments.			

Action	4.2.1	<p>Online standardization (Project 1) Modernization and digital transformation of standards development in CEN - CENELEC through a seamless and user-friendly environment for collaborative authoring of standards, ensuring interoperability and integration with national and international systems, as well as enabling new means and forms of content exploitation. Digital Transformation project 1 will focus on developing modern collaborative tools with a priority to online authoring facilities.</p>	Hybrid (CCMC/Members) <input type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CAs (Digital Transformation Steering Group)
	4.2.2	<p>Standards of the Future (Project 2) Put CEN-CENELEC in a position to provide digitally adapted standards content to facilitate the CEN and CENELEC Members' service offerings to support industry's digital transformation. Adapt processes and governance in order to deliver machine-readable and interpretable standards content, in a secured way, and to set the legal framework to help the CEN-CENELEC Members to develop a business model for exploiting this digital content including the advancement of XML technology. An assessment of the user-friendliness of the format of future CEN and CENELEC publications is included in this project.</p>	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CAs
	4.2.3	<p>Establish strategic alliances for the digital domain (Project 3) Give CEN and CENELEC the necessary partnering tools and partnership network to ensure that CEN-CENELEC can respond to the needs of European Industry facing the challenges of digital transformation.</p> <p>Digital Transformation project 3 approved by CAs to run from 2018 to 2020 will establish priority measures to give CEN and CENELEC leadership position in the digital domain including the following deliverables:</p> <ul style="list-style-type: none"> •relevant partnerships with entities including AIOTI, ECSO, BDVA •adequate partnering tools (eg MoU, Guide 23 'Consortium Bridge', Cooperation agreements, etc... •effective coordination for new technology areas e.g. with ETSI, ISO/IEC, ITU 	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	2019 <input checked="" type="checkbox"/>	CAs
	4.2.4	<p>Open Source Software Innovation (Project 4) Develop an approach for linking standardization and Open Source activities. Establish links with Open Source communities and adopt a methodology to integrate Open Source activities and outputs in Standardization.</p> <p>Digital Transformation project 4 approved by CAs to run from 2018 to 2020 will establish priority measures to :</p> <ul style="list-style-type: none"> •map open source communities relevant for CEN-CENELEC work programme •establish a legal and IPR framework to use open source software in European standards 	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	2020 <input checked="" type="checkbox"/>	CAs

		•propose potential pilot cases based on a validated approach and vision			
Objective	4.3	<p>Optimization of the IT system</p> <p>The objective is to provide modern, interoperable and seamless IT tools and services to technical bodies, members and stakeholders in order to:</p> <ul style="list-style-type: none"> • increase the efficiency of the standards development by developing collaborative working tools (to move away from the current limitations in asynchronous collaboration (“wait for the next meeting syndrome”)), • offer a more coherent and integrated working environment, including between international, European and national levels (today IT tools, services and data streams are fragmented), • help the CEN-CENELEC Members to better respond to the needs of the standards users, taking full advantage of the innovative potential of new technologies. <p>Two main strategic directions will drive the implementation actions:</p> <ul style="list-style-type: none"> • strengthening synergies across the international, regional and national levels to foster collaboration, harmonization and convergence • Strengthening the governance framework to support changes and secure resources by introducing a formal decision making process for IT projects 			
Action	4.3.1	<p>Provide efficient and harmonized data services to members</p> <p>Facilitate the integration by the members of the ISO, IEC, CEN and CENELEC data feeds and give them “real-time” access to the CEN and CENELEC data feeds vs. weekly data feeds.</p> <p>The following projects are planned in implementation of the action:</p> <ul style="list-style-type: none"> • Define a Common data model for the ISO, IEC, CEN and CENELEC data feeds. • Provision of real-time access to new CEN-CENELEC harmonized data feeds (in full consistency with the common ISO-IEC-CEN-CENELEC data model) 	CCMC ☒	Urgent ☒	CAs (WG IT STRATEGY)
	4.3.2	<p>IT development decision process</p> <p>Implement and improve the new process designed by the CEN CENELEC WG IT Strategy</p> <ul style="list-style-type: none"> • to assess the development of IT solutions and tools, • to approve and prioritize projects, • to identify budgetary implications, <p>in view of providing CEN and CENELEC CAs and advisory bodies with the prioritized IT action plan and budgetary highlights, in time for their consolidation of the overall CEN CENELEC plan and budget.</p>	CCMC ☒	Urgent ☒	CAs (WG IT STRATEGY)
Objective	4.4	<p>Stakeholder involvement</p> <p>To build on the new relationships and. retain new stakeholders' interest and involvement in the system.</p>			
Action	4.4.1	<p>Feedback mechanism</p> <p>Develop a feedback mechanism for stakeholder comments following publication of a standard.</p>	Hybrid (CCMC/Memb ers) ☒	2019 ☒	CEN/BT CLC/BT

Ambition	5	Innovation and Growth (to be completed/amended with the “strategic Plans on innovation as proposed by the CAs)	Who does it?	Timing	Responsible Monitoring Body
Objective	5.1	Recognizing Contributions from Research			
Action	5.1.1	<p>Supporting development of agreements (publicized through a press release or award) between NSBs/NCs and research-intensive organizations (RTOs, university departments, hi-tech companies...) having a strong and visible ‘footprint’ in standardization including facilitated access to standards and/or standardization for research purposes</p> <p>NB. The nature of the resulting agreement and recognition envisaged shall reflect varying drivers and interests of the signatories (academia, start-ups etc.).</p>	<p>Members ***</p> <p>CCMC * (CCMC to collect data and ensure yearly publication of awards)</p> <p><input checked="" type="checkbox"/></p>	2019 <input checked="" type="checkbox"/>	Members PC
	5.1.2	<p>Collection and dissemination of Success Stories including from research and other organisations. Success Stories will demonstrate the value of standards to support innovation including cases where standards are valued at the same level as Patents</p>	<p>Members **</p> <p>CCMC * (CCMC only to disseminate)</p> <p><input checked="" type="checkbox"/></p>	Urgent <input checked="" type="checkbox"/>	Members PC
	5.1.3	<p>Annual Awards for individual researchers/innovators/start uppers’ contributions to standardization (at national and European level) (for European level, nominations come from members)</p>	<p>Members ***</p> <p>CCMC * <input checked="" type="checkbox"/></p>	<p>2019 <input checked="" type="checkbox"/> national level</p> <p>2020 <input checked="" type="checkbox"/> European level</p>	Members BTs
	5.1.4	<p>Information sessions on the benefits of standardization provided to venture capitalists and technology transfer initiatives at European and national level (innovation hubs, business incubators...)</p>	<p>Members ***</p> <p>CCMC * <input checked="" type="checkbox"/></p>	2019 <input checked="" type="checkbox"/>	Members PC
Objective	5.2	Fast-Track Approach			
Action	5.2.1	<p>Develop best practice on how to involve research consortia in standardization (for example by developing CWAs or other timely deliverables) – thereby channelling innovation towards CEN – CENELEC (building on the work in BRIDGIT 2)</p>	<p>Members ***</p> <p>CCMC * <input type="checkbox"/></p>	Urgent <input checked="" type="checkbox"/>	Members BTs (BT/WG STAIR)

		<p>These aspects should be noted:</p> <ul style="list-style-type: none"> • Time to start is as important as time to finish. • Early identification of market trends enabled by closer partnership with industry <p>NB. Research consortia in this context refer to Horizon 2020 and national or similarly financed consortia</p>			
	5.2.2	<p>Develop and make available a 'fast track process' to transform, if required, CWA (or any other deliverable or reference document) into a consensus standard (EN) (taking into account the planned revision of CEN-CENELEC Guide 23 Consortium Bridge)</p> <p>KPI: Number of ENs (or international standards) published following the new process</p>	<p>Members **</p> <p>CCMC ** <input checked="" type="checkbox"/></p>	2019 <input checked="" type="checkbox"/>	Members BTs
Objective	5.3	Recognition and Support from Institutions			
Action	5.3.1	<p>Influence FP9 tenders to increase the number and quality of references to standardization – two levels: European (EC, ETPs) and national (Ministries, WP committees)</p> <ul style="list-style-type: none"> • Collect supporting data and contribute to drafting CEN-CENELEC position statements on FP9, for approval by Members (BRIDGIT2) • Participation and engagement in national and European Technology Platforms (ETPs), JTIs, PPPs, EIPs 	<p>Members ***</p> <p>CCMC ** <input type="checkbox"/></p>	<p>Urgent <input checked="" type="checkbox"/></p> <p>[CCMC Note: Influencing FP9 policy documents is urgent (2018); influencing the first calls during 2019]</p>	Members BTs
	5.3.2	<p>Influence private sector/industry research groups to use standardization work packages as part of their research programmes and project proposals (and included in their FP9 tenders)</p>	<p>Members ***</p> <p>CCMC * <input checked="" type="checkbox"/></p>	Urgent <input checked="" type="checkbox"/>	Members PC
	5.3.3	<p>Influence assessment schemes (Amsterdam Declaration¹, European Quality Assurance for Higher Education²) of public entities and Universities to enable them to engage in standardization by ensuring that contribution of researchers to standardization work is recognized in a similar way to traditional scientific publications</p> <p>¹ CCMC Note: quote from Annex to Amsterdam Declaration “Develop within the EU research and Innovation programmes the schemes for developing skills needed for delivering innovations to the market.”</p> <p>² CCMC Note: http://www.engg.eu/: Standards and guidelines for quality assurance in the European Higher Education Area</p>	<p>Members * (but at high level)</p> <p>CCMC * <input checked="" type="checkbox"/></p>	2019 <input checked="" type="checkbox"/>	Members PC

Objective	5.4	Supporting the involvement of SMEs Supporting the involvement of Small and Medium Enterprises (SMEs) in the national standardization systems and their use of European deliverables, with the continuation of ongoing projects in this respect. CEN and CENELEC will also be actively involved in the implementation of the related JIS action. (best practice sharing and measurement of participation of SMEs at national level) - JIS action 15 – Pilot project – Improve the representation of the interests of SMES in Europe in International standardization processes (SBS lead) (to be extended to societal)			
	5.4.1	CEN and CENELEC to develop a communication campaign around CEN-CENELEC Guide 17 (SMEs) (JIS 15)	CCMC <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	PC (SME Working Group)
Ambition	6	SUSTAINABLE SYSTEM	Who does it?	Timing	Responsible Monitoring Body
Objective	6.1	Efficiency (of decision-making) Ensuring that the decision-making structures of the organizations are efficient and effective will be supported by the implementation of the STEER recommendations.			
	6.1.1	Market relevance of decision making Promote the market relevance of the decision making process through the set up and maintenance of the Industry Advisory Forum as an advisory body.	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	PC
Objective	6.2	Sustainable financial model The organizations continue to work towards ensuring a sustainable financial model. This will be supported by activities such as the implementation of the recommendations related to STEER WG3, and Members' discussions on the evolution of their business models.			
Action	6.2.1	Expert base Strengthen and widen the energetic and committed expert base as the backbone of a sustainable standardization system, which relies on a stakeholder analysis system by: – coordinating national practices, e.g. stakeholder analysis system at national level, – developing outreach and education activities targeting potential future experts, – developing a program aimed at valuing, rewarding and increasing the commitment of experts.	Members <input checked="" type="checkbox"/>	2020 <input checked="" type="checkbox"/>	CAs
	6.2.2	Reviewed CENELEC membership scheme Review the CENELEC membership scheme at technical level and the approval process for standards in line with the IEC model to ensure the processes are efficient and fit for purpose (see implementation plan STEER recommendations).	Hybrid (CCMC/Members) <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CLC/CA (WG POL)
	6.2.3	Develop a CEN-CENELEC Rolling financial plan Develop and implement the new CEN-CENELEC 3-years rolling financial plan, establishing the link between Ambitions, operations and CCMC business plan.	CCMC <input checked="" type="checkbox"/>	Urgent <input checked="" type="checkbox"/>	CAs (CACC FIN /FINPOL)

Annex 1 – List of key documents

- [CEN-CENELEC AMBITIONS 2020](#)
- CEN-CENELEC Strategic Plan for Digital Transformation (Document “CCMC_17_105_DC_Annex 1 Digital Transformation - Draft Strategic Plan”)*
- STRATEGIC PLAN ON SERVICES STANDARDIZATION TO IMPLEMENT THE AMBITIONS 2020 (Document “CCMC_17_025_DC_Annex 1_Draft_Strategic Plan on Services Standardization”)
- CEN-CENELEC IT Strategic Plan towards 2020 (Document “CCMC_17_038_DC_Annex 1_CEN-CLC_IT Strategic Plan_2020”)*
- DRAFT Roadmap to implement the CEN-CENELEC AMBITIONS 2020 considering STEER recommendations (Document “CCMC_17_067_DS Annex 1 CEN CENELEC Roadmap Ambitions 2020 and STEER”)*
- [Joint Initiative on Standardization](#)
- **DRAFT Strategic Plan on Innovation (under development)**
- Deloitte CEN-CENELEC System Analysis (Diagnosis & Recommendations)*