1. What is a TC Business Plan?

The ISO Technical Management Board (TMB) decided in September 1998 that all technical committees (TC) should introduce a "Business Plan" as a management tool for TC technical work. The Business Plan may also serve as a means to increase the visibility of the work of each ISO/TC.

Main objects for the introduction of Business Plan into TCs is to identify and agree on major trends in the markets for which ISO standards are developed. The fundamental objectives for the TC Business Plan are:

- To demonstrate in an objective manner the specific benefits which are expected from the work of TC in the market.
- To support prioritization and improve the management of TC technical work.
- To increase the transparency in relation to the market.

The TC business plan also covers the SC under the TC. The SCs and member organizations assuming secretariats of SC are requested to participate in the development of Business Plans whenever necessary and requested by TC.

2. Guidance for Development of a TC Business Plan

The TMB reviewed the current status of the TC Business Plan and defined a set of minimum quality requirements for the Business Plans which would be used as a guideline for TCs in the drafting process. The TMB provided a Business Plan template and an example of a good Business plan. The template is a supporting tool presented in Microsoft Word format and its use is encouraged when drafting the Business Plan. The ISO/TC85 Business Plan has been distributed to all TC secretariats as a good example of a TC Business Plan.

3. Dead Line for Submission of Draft and the Compilation of the Business Plan

The TMB set the deadline by which TCs in the second phase (TC164 belongs to the second phase) should submit the draft Business Plan as THE END OF 2000 and the final deadline for compilation of the Business Plan to JUNE 2001.

4. Procedure for Preparing the TC Business Plan Proposed by ISO/SC

Stage 1: The TC secretary in cooperation with some members of the TC and/or the TC chairman prepares a draft. The draft Business Plan may be submitted to the TC. The TC should prepare the
In case of TC164, the TC chairman and secretary prepared a preliminary draft of the Business Plan and SC secretaries are requested to develop the part of the draft concerning their respective SC. See "5. Schedule for the Development of the ISO/TC164 Business Plan"

Stage 2: The TMB Task Force reviews the draft of the Business Plan, taking into account the set of minimum requirements. If the draft does not meet the requirements, it is rejected and returned to the TC secretary for improvement.

Stage 3: A draft Business Plan is made available to the general public for review and comments on the publicly assessable server by the Central Secretariat for a three month period. In parallel to this, a public review may be conducted.

Stage 4: The final and approved Business Plan is made available publicly on the ISO server.

5. Schedule for the Development of the ISO/TC164 Business Plan

<table>
<thead>
<tr>
<th>Stage</th>
<th>Before 2000-04-06</th>
<th>TC chairman and secretary developed the preliminary draft of the Business Plan (pre-draft ver.1.X)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2000-04-06</td>
<td>TC secretary sent the pre-draft ver.1 to all SC secretaries and chairmen. They are requested to develop the parts of the pre-draft that concerns their SCs.</td>
</tr>
<tr>
<td></td>
<td>Before 2000-06-05</td>
<td>All SCs will complete the development of their respective parts and return them to the TC secretary.</td>
</tr>
<tr>
<td></td>
<td>2000-06-23</td>
<td>TC plenary meeting will be held. TC will consider the process of developing the Business plan of TC 164. &lt;All members will entrust the development of the TC Business Plan to the TC chairman and secretariat&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The TC chairman and secretary will link together all parts developed by SCs and edit the preliminary draft of the Business Plan, accordingly.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The TC chairman and secretary will complete the next version of the pre-draft Business Plan (pre-draft ver.2.X)</td>
</tr>
<tr>
<td></td>
<td>2000-08-XX</td>
<td>The TC Secretary will send the preliminary draft of the Business Plan (pre-draft ver.2.X) to all the TC members and ask them to review the pre-draft.</td>
</tr>
<tr>
<td></td>
<td>Before 2000-10-XX</td>
<td>All members of the TC will be requested to send comments and suggestions to the TC secretary. The TC chairman and secretary will receive comments and suggestions. The next version of preliminary draft of the Business Plan will be developed (pre-draft 3.X).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The TC chairman and secretary will complete preliminary draft of the Business Plan (pre-draft ver. 3.X) and hand it in to the ISO Central secretariat.</td>
</tr>
<tr>
<td></td>
<td>2000-12-31</td>
<td>The pre-draft ver.3.X will be registered as DRAFT ver.1.X</td>
</tr>
<tr>
<td>Stage 2</td>
<td>Before 2000-12-31</td>
<td>TC chairman and secretary will complete preliminary draft of the Business Plan (pre-draft ver. 3.X) and hand it in to the ISO Central secretariat.</td>
</tr>
<tr>
<td>Stage 3</td>
<td></td>
<td>The pre-draft ver.3.X will be registered as DRAFT ver.1.X</td>
</tr>
</tbody>
</table>
The TC chairman and secretary will receive comments and suggestions from the ISO Technical Management Board (TMB) and the Central Secretariat (CS), etc.

Subsequent versions of the DRAFT will be developed according to comments received.

<table>
<thead>
<tr>
<th>Before 2001-06-30</th>
<th>The TC chairman and secretary will complete the TC164 Business Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stage 4</strong> After 2001-07-01</td>
<td>The ISO/CS will issue our TC business Plan.</td>
</tr>
</tbody>
</table>

6. Suggestion of development

The TC chairman and secretary will develop the Business Plan. All members will **entrust the TC chairman and secretariat to develop the TC 164 Business Plan.**

All TC 164 members are asked to co-operate in the development by, for example, sending in their comments on the pre-drafts.

--- Attached documents

- Annex A “Guidance material for the establishment of a BUSINESS PLAN” for an ISO technical committee"  
- Annex B “TC business plans - minimum requirements for TC business plans”
Guidance Material for the Establishment of a

BUSINESS PLAN

for an ISO Technical Committee

April 1999
Contents List

Introduction to this Guidance Material for the Establishment of a Business Plan for an ISO Technical Committee

Main objectives for the introduction of Business Plans into ISO
The process of establishing a Business Plan

Chapter 1 : PROCEDURE FOR THE DEVELOPMENT AND APPROVAL OF ISO/TC BUSINESS PLANS

7.1 Flowchart
7.2 Standard text (e-mail/letter) from TC to the TC member and external ISO stakeholder for comments on the draft Business Plan

Chapter 2 : ISO/TC BUSINESS PLAN FORMAT

Chapter Introduction
General
Hidden Text
Drafters Notes
Headers
Table of Contents

Introduction (to the TC Business Plan template)
Scope of the ISO/TC
Market Environment and Objectives of the ISO/TC
Market Environment
Objectives of the ISO/TC and Strategies for their Achievement
Objectives of the ISO/TC
Strategies adopted to achieve the Objectives
Risk Analysis
Work Programme
International Standards and other publications of this ISO/TC
ISO/TC Structure and Resources
Annex : Glossary of terms and abbreviations for the ISO/TC Business Plan
Introduction to this Guidance Material for the Establishment of a Business Plan for an ISO Technical Committee

The ISO Technical Management Board (TMB) decided at its meeting on 13-14 September 1998 that all ISO technical committees should introduce Business Plans as a management tool for their work. Business Plans may also serve as a means to increase the visibility of the work of an ISO committee and can therefore fulfil an important communication function towards the public.

The decision to introduce Business Plans in ISO was taken on the basis of the results of a pilot project with the participation of 17 ISO committees the secretariats of which are held by member bodies in Europe, Japan and the USA, which had been asked to prepare draft Business Plans for their work taking into account their particular needs.

A comparison of the content elements covered in these draft Business Plans with the Business Plan approach developed in parallel within the European Committee for Standardization (CEN), led the TMB to decide that the CEN model should also be applied within ISO and would fully cover all the elements in the draft Business Plans (BP). However, certain modifications of the CEN model would be needed to adapt it to the international scope of ISO and its particular conditions. The TMB further decided that the Strategic Policy Statements, which had been introduced into ISO (and IEC) in 1987/1988 should be withdrawn and should be replaced with the Business Plans. All active ISO committees are requested to develop Business Plans for their activities.

The Business Plan of an ISO Technical Committee also covers the subcommittees under the Technical Committee. The subcommittees and member organizations assuming the secretariats of subcommittees are therefore requested to participate in the development of Business Plans whenever necessary and required by the secretariat of their parent Technical Committee.

Main objectives for the introduction of Business Plans into ISO

The Business Plans shall lead ISO committees to identify and agree upon major trends in the markets for which International Standards are developed. The fundamental objectives for the development of a Business Plan are as follows:

1. To demonstrate in an objective manner the specific benefits, which result or are expected from the work of this ISO/TC. These benefits can vary significantly between different fields committees are involved: They can be economic (cost savings, reduced time to market, easier access to certain regional markets, lower sales prices), they can be social (improvement of safety for workers, measured in the reduction of accidents) or they can be the improvement of the environmental impact

2. To support prioritization and to improve the management of the technical work in a committee

3. To increase the transparency in relation to the market forces and the percentage of market share represented within a committee

The term market is used in a generic sense and refers to the whole community of interests (manufacturers, consumers, governments, organizations representing various social and
economic interests, etc.) involved in a specific field which is covered by a standardization program.

Business Plans shall provide an analysis of the structure of the target market(s) based on a number of relevant indicators, which can characterize the market, such as its regional distribution, product composition, international trade etc, the identification of the major players in these markets and a description of the current and foreseeable trends in these markets.

By clarifying the fundamental market conditions and trends, Business Plans will contribute to the definition of priorities for the work of the ISO technical committees and subcommittees, the establishment of target dates for the availability of the standards and the allocation of resources.

It may be difficult in some cases to identify the relationship between a standardization activity and the benefits which are expected from these activities. However, to provide evidence for the benefits resulting from the standardization activities is necessary, because these activities cause significant costs to the ISO system as a whole and its participants and it would be wasteful, if a substantial percentage of the resources would be spent on activities which are not required by the market.

The ISO Central Secretariat will make a number of Business Plans available which can be considered as good examples and which may provide useful reference.

Through the exposure of the Business Plans in their drafting stage to external stakeholders and the interested public from industry, governments, consumer groups etc., it is expected that the Business Plans reflect market needs more adequately. It is hoped that the public exposure will also contribute to a higher visibility of the ISO committees.

**The process of establishing a Business Plan**

The process to establish an ISO/TC Business Plan can be compared to the standardization process in that it contains a drafting stage in which the ISO/TC Secretary in collaboration with the ISO/TC Chairman prepares a draft Business Plan. It is highly recommended to consult some experienced committee members in the process of drafting the Business Plan.

The Business Plan is circulated during an enquiry stage to the members of the TC, to stakeholders known to the committee and is made available for public comment by the ISO Central Secretariat. The comments will result in a revision of the business plan and the finalized plan is then submitted to the ISO Technical Management Board for approval. The drafting process is supported by an electronic tool in the form of a Word template that contains data on projects and published standards of the relevant TC, its scope, structure and personnel, from the project management database in the ISO Central Secretariat. This template serves as the basis for the Drafter during the drafting stage of their Business Plan.

This Guidance Material for the Establishment of a Business Plan for an ISO Technical Committee is a compilation of the following elements, which is aimed at assisting the TC Secretary throughout the business planning process:

- Procedure for the Development and Approval of ISO/TC Business Plans (Chapter 1);
- Guidance material on how to draft a Business Plan (Chapter 2).
If you need further information or have a specific question about the process or the format, please contact the Technical Management Board member at your National Standards Body, first line contacts appointed by the TMB members within their organizations, the Technical Programme Manager, responsible for your committee, or the Technical Management Board Secretariat at the ISO Central Secretariat.
Chapter 1 : PROCEDURE FOR THE DEVELOPMENT AND APPROVAL OF ISO/TC BUSINESS PLANS

1. Purpose: To use coherent Business Planning practices in ISO/TCs in order to ensure that the ISO Work Programme is representative of expressed market needs and is adequately resourced.

2. Scope: This procedure applies to the Secretaries and Chairs of active ISO/TCs; ISO TMB members, the TMB Secretariat at ISO/CS; ISO stakeholders.


4. Definitions:

   ISO stakeholders: Individuals, institutions, organizations or enterprises who have a direct or indirect interest in the ISO System, its activities and products and who have a specific interest in the effective programming of ISO work items and their adequate resourcing;

   TC mailing list: This is created and maintained by the TC Secretary;

   Active ISO/TC: A ISO/TC which has a current work programme or is in the process of developing one (i.e. this includes new ISO/TCs or those dormant TCs, which re-start their work). ISO/TCs in stand-by do not need to develop a Business Plan;

   TMB Secretariat: The unit at ISO/CS directly supporting the Technical Management Board.

5. Process: see Flowchart under 7.1

6. Procedure:

6.1 The drafting of a Business Plan for an active ISO/TC is triggered by one of the following events:

   a) three years having elapsed since the adoption by the TMB of a previous Business Plan;
   b) a decision of the TC to review its Business Plan;
   c) a decision of the ISO TMB (e.g. if a proposed change to the work programme of the TC is deemed ‘significant’);
   d) the establishment of a new TC or the re-activation of a dormant TC.

   A Business Plan may have to be updated following one of the following events:

   e) a change of the ISO Member responsible for the secretariat of a TC;
   f) a change in the scope of the TC.

6.2 After notification of one of the above trigger events, the process is started by the TMB Secretariat which informs the TC Secretary. This letter defines the time scales for the drafting and approval of the Business Plan. The letter is accompanied by a package which includes guidance material on using electronic means and methods to produce the Business Plan.

6.3 The TC Secretary drafts the Business Plan, in liaison with the TC Chair, within the time scales communicated by the TMB Secretariat, and with the aid of the electronic tool.
6.4 The TC Secretary sends the draft Business Plan for comment to the members of the committee and any external stakeholders the committee is aware of as having an interest in the work of this ISO TC. A copy of the draft Business Plan is sent to the TMB Secretariat so that it can be made available to the interested public for comment.

6.5 The ISO stakeholders, the interested public and TC members send comments to the TC Secretary and/or to ISO/CS in line with the defined time scales. ISO/CS forwards the comments received by ISO/CS to the responsible TC Secretary.

6.6 The TC Secretary and TC Chair compile and review the comments received.

The TC Secretary and TC Chair shall prepare a comments resolution report which explains how the comments received have been taken into account in the revised draft and which includes a justification for each comment rejected.

6.7 The TC Chair approves the text of the revised draft Business Plan.

6.8 The TC Secretary sends the revised draft Business Plan and comments resolution report to the TMB Secretariat for distribution to the TMB members. The TC Secretary shall also send a copy of the Business Plan and the comments resolution report to each TC member, and to those parties who submitted comments. Alternatively, the Business Plans can be made publicly available by ISO/CS after approval by the TMB.

6.9 The TMB members decide on the adoption of the revised draft Business Plan.

On approval of the Business Plan by the TMB, ISO/CS shall notify the TC Secretary of the TMB decision adopting the Plan. The TC Secretary shall then notify the TC members and the stakeholders who submitted comments of the approval by the TMB.

On rejection of the Business Plan by the TMB, the TMB Secretariat shall contact the TC Secretary to agree the next steps.

7. Documentation:

7.1 Flowchart
7.2 Standard text (letter/e-mail): Circulation of a draft Business Plan for comments
7.1 Flowchart

Start
(see clause 6.1)

TMB Secretariat registers the reason for the initial
development or updating of a Business Plan (BP)

TMB Secretariat makes supporting material available to the
TC Secretariat

TC Secretary and Chair draft the TC BP

3 months

TC Secretary circulates draft BP to the TC mailing list (TC
members, liaison organizations, known stakeholders etc.);
ISO/CS makes the draft BP available for public comment

3 months

Stakeholders, the interested public and TC members send
comments on the draft BP to the TC secretary and/or
ISO/CS

2 months

TC Secretary and Chair compile comments and produce a
revised version of the TC BP with a report how the
comments had been resolved

6 weeks

The revised TC BP is sent to the TMB Secretariat for
approval by the TMB

End
7.2 Standard text (e-mail/letter) from TC to the TC member and external ISO stakeholder for comments on the draft Business Plan


Dear

As part of an initiative aiming at the improvement of the management of the ISO work programmes with a focus on deriving work items from identified market needs, the ISO Technical Management Board requires its Technical Committees to develop Business Plans to aid the programming and management of its standardization activities.

ISO is asking identified stakeholders to review individual Business Plans and to let us have their comments. It is in the context of this process that we would invite you to let us have your views on three aspects of the enclosed Business Plan. Firstly, in your opinion, have we adequately identified the market needs of the sector concerned? Secondly, in your opinion, is the proposed work programme, including its timing, in line with market needs? Thirdly, are the resources indicated in the Business Plan, in your opinion, adequate and do they provide a balanced representation of all interested parties? Should you feel that the balance in the resourcing is inadequate, please feel free to comment on this and propose additional resources if possible, stating the type of resources required and by giving names.

For the purpose of your comments, we (enclose/attach) the Business Plan for ISO/TC (number and title), (in paper format/on diskette/electronic format - indicate word processor used). We would ask you kindly to study the (enclosed/attached) Business Plan and send us your comments and feedback by (date). Please mail these to the undersigned on paper or by electronic means (to the e-mail address of the undersigned).

Many thanks in advance for helping ISO to deliver customer driven International Standards to the market. Your co-operation is greatly appreciated.

Yours sincerely,

(Signature/Name of the TC Secretary)
Chapter 2 : ISO/TC BUSINESS PLAN FORMAT

Chapter Introduction

This part of the Guidance Material is aimed at giving you complementary information and guidance on the structure of the BP format and how to develop a BP for your TC based on existing data/information available for your TC. This documentation should be used in conjunction with the ‘Notes for Drafter’s’ that have been integrated into the TC BP format. This format must be used when drafting the TC BP. It is presented in a Word 6.0/7.0 template, but if it is necessary to use other word processing applications, the following are the ones that can be used: Word 97, WordPerfect 5.2+ and 6.1, and Macintosh files transformed to PC files. Please note that if you choose to use another word processing application, you may not have the option of the ‘hidden text’ as used in the Word 6.0/7.0 template, therefore you would need to provide two files.

NB : If you are already familiar with the ‘hidden text’ features, how to delete the ‘Note for Drafter’s’ boxes, how to modify the ‘Header’ of the BP format, and how to insert automatically a ‘Table of Contents’, you may skip over the ‘General’ section below.

General

There are four manipulation techniques used in Word6.0/7.0 word-processing application that you need to understand before you start working with the BP format.

NB : Please be sure that you work in the ‘Page Layout’ view of this BP format document. To verify this, go to the Menu Bar and click on ‘View’. There, click on ‘Page Layout’.

Hidden Text :

First, there are parts of the text that will appear with dotted underlines, this means the text is ‘hidden text’ and can be ‘turned on and off’. In order not to overload external stakeholders and the interested public with irrelevant information, the version that is sent to them should not include the ‘hidden text’.

⇒ To be able to view the ‘hidden text’ (which is mainly found in the Work Programme and Resources sections), go to the menu bar and click on ‘Tools’, then click on the choice ‘Options’. Here you will see several files, click on the ‘View’ file tab. In this box, go to the section marked, ‘Nonprinting characters’ and click ‘Hidden text’ if you want to view the hidden text, or untick ‘Hidden Text’ if you don’t want to see it. To validate your choice, click on ‘OK’.
⇒ To be able to print the ‘Hidden text’, you must do the same operations as above, but instead of the ‘View’ file tab, you will click on the ‘Print’ file tab. Here you must verify whether the box next to the ‘Hidden text’ in the ‘Include with document’ section is ticked. Of course, you should verify this option if you do not wish to have the ‘Hidden text’ printed.

Drafters Notes:
Incorporated into the BP format you will find boxes entitled ‘Note for the Drafter’. These notes are complementary to this Guidance material and act as reminders for the Drafter at the time of drafting. Please remember that when the draft BP is finished and ready to be sent to ISO Stakeholders, to the recipients on the TC mailing lists and to be made available to the interested public, that these boxes should be deleted, as they are there only to assist the Drafter in drafting the BP in a coherent and consistent manner.

⇒ To delete these boxes, click once any where in the middle of the box. The outline of the box should look like the following:

![](Note for the Drafters: 1. YYYYYYYYYYYYYYYYYYYYYYYYYYY)

Then put your cursor with the mouse on this shaded border and click once, you should see now black boxes around the edge of the Drafter’s Note box, like the following:

![](Note for Drafters: 1. YYYYYYYYYYYYYYYYYYYYYYYYYYY)

Once you have the little black boxes around the edge, just press the ‘delete’ key on your keyboard and the Drafter’s Note box will be deleted.
**Headers:**
Please be sure to modify the ‘Header’ of the BP format document. To ensure a version control, please use the following phrases to indicate at what stage of the BP process your TC BP is:

- **Draft** = the version that the TC Secretary develops and then circulates to the TC, ISO Stakeholders for comments, which ISO/CS makes available to the interested public for comments;
- **Revised draft** = the version that has been reviewed following the comments that have been received and which will be sent to the ISO TMB for approval;
- **Approved BP** = the version that has been approved by the TMB (the necessary updating of the ISO/CS project management database will be based only on this version)

To validate the modifications that you made, click on the ‘Close’ button in the ‘Header and Footer’ dialogue box.

**Table of Contents:**

If you have a large TC and your BP becomes quite voluminous, please note that after you have finished your BP and you have deleted the ‘Note for Drafters’ boxes, there is a possibility to generate a ‘Table of Contents’ if you use the Word 6.0/7.0 template. The headings in the body of the BP are ‘formatted headings’. Therefore, to generate a ‘Table of Contents’ follow these steps:

1) Place your cursor before the heading ‘Introduction’
2) Go to the ‘Tool bar’ and click on ‘Insert’
3) Go down the list in the menu and click on ‘Index and Tables…’
4) In this dialogue box, click on the ‘file tab’ entitled ‘Table of Contents’
5) You will see here a box that lists the ‘Formats’: in Word 6.0 choose ‘Custom style’, in Word 7.0 choose ‘From Template’

6) Click on ‘OK’ and a ‘Table of Contents’ will appear (you should verify to make sure that the page numbers are correct, just to be certain).

Now you are ready to start drafting the body of the BP. The rest of this document is structured exactly as you will find the same information in the BP format itself.
Introduction \( (to\ the\ TC\ Business\ Plan\ template)\)

**Original existing information:** An introduction that explains the aim of the exercise and a general description of International Standardization and the role of ISO which helps the reader to situate the Business Planning initiative within the ISO Technical Committees, with regard to the overall activities of ISO.

**Action required by the Drafter:** None, the Introduction shall not be modified in order to ensure a coherent presentation regarding the above mentioned issues.

Scope of the ISO/TC

**Original existing information:** The ISO/TC scope will appear as it was approved by the Technical Management Board, and as it is registered in the ISO/CS database.

**Action required by the Drafter:** None, the Scope of the ISO/TC shall not be modified.

Market Environment and Objectives of the ISO/TC

**Market Environment**

**Note:** The term *market* is used in a generic sense and refers to the whole community of interests (manufacturers, consumers, governments, organizations representing various social and economic interests, etc.) involved in a specific field which is covered by a standardization program. The following market indicators are mainly based on manufacturing industries. Please concentrate on those which are pertinent to your sector or amend the indicators accordingly.

**Original existing information:** None

**Action required by the Drafter:**

In this section, please describe the Market Environment for which the ISO/TC is developing standards. The following list describes aspects and indicators which may assist in describing the market relevant for the ISO/TCs. Not all factors may be relevant to a specific TC and drafters should not feel compelled to identify factors not considered significant. However, an attempt should be made to provide objective information specific for the work of the Technical Committee, especially in relation to the following aspects:

1. **General description of the market**
   - General description of the market(s) addressed by the particular ISO committee
   - Relevance of the work of the committee for this/these market(s)

2. **Description of the total market (descriptive and quantitative)**
   - Total sales over the last 3 years
   - Total international trade over the last 3 years and its composition based on major geographical regions and main importing/exporting countries. Example: The fact, that the world-wide biggest market of product XYZ is North America and that the main importing and exporting countries are ..., should be highlighted by the ISO/TC dealing with XYZ.
3. Description of the market structure and the major market forces

3.1 Structure of the market: Suppliers/Manufacturers (descriptive and quantitative)

<table>
<thead>
<tr>
<th>Major product categories and their relative market shares</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth sectors in the market</td>
</tr>
<tr>
<td>Major technologies used in the production of major products</td>
</tr>
<tr>
<td>Major suppliers in the market and their market shares</td>
</tr>
<tr>
<td>Degree of concentration of the supplier market</td>
</tr>
</tbody>
</table>

3.2 Structure of the market: Customers (descriptive and quantitative)

Major customer groups in the market and their share in market demand, especially in relation to:

- Consumers
- Governments
- Industries
- Other customers

3.3 Major factors which may have an impact on the development of the markets

- Major factors related to suppliers
- Major factors related to customers
- Major factors related to technological changes and major product innovations
- Major factors related to social changes
  - Issues that are typically related to the welfare of Citizens, Consumers and Workers, and can encompass cultural aspects.
- Major factors related to political changes
- Technical barriers to trade
  - Major technical barriers to trade related to the scope of this particular technical committee, e.g. due to diverging national, regional or other standards and/or technical regulations. If possible, an estimation of their financial impact on trade should be provided.
- Other factors related to regulatory and legal measures. This covers all aspects of existence of international legislation, national regulation, product bans, coverage by patents, etc.

4. Benefits expected from the work of the ISO/TC

- What are the specific benefits, possibly in quantitative terms, to be expected from the work of this Technical Committee, e.g. in relation to the overall savings resulting from the availability of the standards developed by the committee, the opening of markets in various regions of the world, safety, health and the environment?

Please specify the expected benefits with clear examples from the field in which your TC operates.

5. Representation of major market forces in the ISO/TC

- How much market share measured in terms of major market forces is represented in the ISO Technical Committee? Which are the most important groups represented in the committee?
- What is the geographical distribution of the market forces represented in the Technical Committee?
Information sources:

The best source of information are experts with experience in the relevant industry and in the work of this Technical Committee. Other important sources are magazines published by the sector, trade associations and company reports.

Additionally, market information regarding different industrial sectors can often be obtained from organizations like:

- **United Nations (UN)** The UN publishes annually a *Statistical Yearbook*, which provides an overview of major trends in international production, based on product types, countries etc. This publication can be ordered from: United Nations Publications, Sales Section, Room C 115, Palais des Nations, 1211, Geneva 10, Switzerland, Tel. (+4122) 917 26 13 or 26 14, Fax: (+4122) 917 00 27, unpubli@unog.ch or from: United Nations Publications, Sales and Marketing Section, Room DC2-853, Dept. PRES, New York, N.Y. 10017, USA Tel: (+1) 212-963-8302, 800-253-9646, Fax: (+1) 212-963-3489, publications@un.org. Website from where all specialized UN agencies can be accessed: http://www.unsystem.org/

- **World Trade Organization (WTO)** The WTO publishes an *WTO Annual Report* which contains a large section with statistical information on international trade. The publication can be ordered from the World Trade Organization, Publications Services, Centre William Rappard, Rue de Lausanne 154, CH-1211 Geneva, Switzerland, Tel: (022) 7395208/5308, Fax: (022) 7395792. Information on the WTO can be found on the WTO website at: http://www.wto.org/

- **United Nations Conference for Trade and Development (UNCTAD)** UNCTAD publishes annually a *World Investment Report*, which provides an overview of major trends in international markets and investment flows. This publication can be ordered from: United Nations Publications (see the above addresses). Website at: http://www.unctad.org/

- International Chamber of Commerce Website at: http://www.iccwbo.org/

- The **University of Michigan** (Ann Arbor, USA) maintains a comprehensive document centre with vast data resources on international economic information. The section of the Website with information on international economic statistical information is located at: http://www.lib.umich.edu/libhome/Documents.center/stecfor.html/

- The **United Nations Economic Commission for Europe** (UN/ECE) publishes sector specific reviews on the steel, chemical etc. industries.

- The **European Commission** maintains a *Market Access Database* which is accessible via a public Website and provides information on sectoral and technical barriers to trade. The Website is located at: http://mkaccdb.eu.int/

- The **National Institute of Standards and Technology (NIST), USA**, maintains a website with background material to worldwide standards and conformity
assessment activities under the designation Global Standards Program. The Website is located at: http://ts.nist.gov/gsp

- Your national standards body
- The Marketing Department of the companies that are represented in your TCs
- The Technical Management Board Secretariat or the Technical Programme Manager responsible for your TC in ISO/CS.

Objectives of the ISO/TC and Strategies for their Achievement

Objectives of the ISO/TC

**Original existing information** : None

**Action required by the Drafter** : The Drafter shall develop the Objectives of their TC based on the Market description given in the previous chapter, and on perceived needs of this Market.

**Guidance tips** :

When you develop the objectives of your TC, you should always keep in mind the following key criteria, otherwise known as ‘SMART targets’ : **Specific, Measurable, Achievable, Results oriented, and Time bound.** As you draft the Objectives of your TC, try to fulfil each one above criteria to ensure that you have a clear and well-defined objective. In turn, this will help you to be able to define the strategies needed to achieve your objectives.

Example : To elaborate a package of International Standards in the YYYYYY sector including XYZ aspects, but excluding ABC aspects (as ABC aspects have not reached a stable situation on the world market), which will be available by 2003-05-31. And to develop the necessary International Standards concerning ABC aspects to set precedence for further International Standards once the state of the art is better defined.

Strategies adopted to achieve the Objectives

**Original existing information** : None

**Action required by the Drafter** : The Drafter shall develop the necessary strategies that the TC will follow to achieve its set objectives.

**Guidance tips** :

There are five main issues that should be covered here which are as follows (please feel free to use the suggested subheadings in bold to structure this section) :

1. **General approach and priorities**
   Establishment of priorities regarding the types (basic standards, testing method standards, terminology standards, etc.) of publications that will be developed by the TC and in what order. And/or, a description, in general terms, of the TC’s intentions as to which procedures it intends to follow and the deliverables (International Standards, Technical Specifications, Technical Reports) that can be expected.
Examples:

a.) First, TC ‘000’ will produce terminology standards (laboratory testing terms and terms specific to YYYYY dimensional characteristics) so that standardization groups and industry alike use consistent and coherent definitions for terms specific to the YYYYYYY sector. This will ease the development of the test method and product standards.

Second, TC ‘000’ will develop test method standards, which will include ‘round robin’ tests to obtain precision data, for reference in the product standards.

Third, TC ‘000’ will develop product standards to ensure the interchangeability of parts that are manufactured throughout Europe and the world.

b.) As CEN is presently developing similar standards, TC ‘000’ will, when and where possible, implement the Vienna Agreement parallel procedure in order to not duplicate standardization work in this area.

c.) To be as efficient as possible, the TC will work by correspondence (e-mail, fax, and letters) when possible, except for the launch meetings of the Working groups, or when a draft document reaches a maturity stage where active feedback and dialogue are necessary to progress the work to the next stage. To decrease the flow of paper amongst the TC delegates, TC ‘000’ is working with an Internet site specially for the use of dispatching working documents at the different stages of development. This site has a section that will be accessible to the interested public and a section that will be accessible only for those people who are actively working on the drafts.

2.) Research needs

Specific needs for pre/co-normative research which support your TC’s Work Programme should be indicated so that an analysis can be made to detect any timing or funding difficulties where ad hoc solutions need to be sought.

Example: TC ‘000’ has noted that there are several diverging national test methods for products with XYZ aspects, none of which are acceptable to TC ‘000’ to become an International Standard. Therefore, TC ‘000’ would like to replace them by genuine international test methods. As a result, it will be necessary to obtain the funding for both the pre-normative research during the development stages of the test methods and/or co-normative research during the standardization process to conduct a ‘round-robin’ exercise to gather confidence data once the test methods have been developed.

3.) Organization and structure

The structure of the TC and why the TC chose this particular structure should be explained.

Examples:

a.) TC ‘000’ is comprised of 4 subcommittees under which there are 3 specific working groups and 2 working groups that are directly under the TC itself. The 4 subcommittees represent the 4 different aspects of the sector YYYYYYYYY, of which there are 3 specific technical questions that have been studied in depth by working groups comprised of experts dealing uniquely with that aspect of that area of the YYYYYYY sector. The remaining 2 working groups that fall under the TC itself deal with special testing and maintenance of the manufactured products of sector YYYYYYYY.

Or, for large TCs it would be more practical to give only the agreed approach (and not name all WGs and SCs) for structuring the work under the TC:

b.) TC ‘000’ will allocate to a WG all items on which technical development work needs to be done. Where no technical development work is needed, only a Project Leader will
be appointed. SCs will only be established in exceptional cases, following a strong market demand.

4.) Cooperation
TC ‘000’ is in liaison with the ‘International Federation of YYYYYYY Producers’, the ‘International Organization for YYYYYYY Consumers’ and the ‘United Nations YYYYYYY Environmental Organization’ who are actively represented in the appropriate Working Groups. TC ‘000’ is also interdependent on the development of standards from TC’999’, as the consumer usually relates the usage of products YYYYYYY to those of TC ‘999’, the ZZZZZZZZZ products. Therefore, our timely delivery of certain standards depends on the availability of standards developed by TC ‘999’.

5.) Composition of the TC
The main groups from industry, governments, consumers etc. currently participating in the work of the TC

Risk Analysis

**Original existing information**: None

**Action required by the Drafter**: The Drafter shall conduct a ‘Risk Analysis’ to identify possible constraints that may hinder the completion of its Work Programme as presented in this BP.

**Guidance tips**:

You should first go to the next sections and review the Work Programme and ISO/TC Structure and Resources sections with the original existing information and propose updates or modifications where necessary. Based on the completed version of the above that you will later circulate for comments, you should now go through and determine the Critical Success Factors (CSF) of the BP (the elements that are essential for the TC to have in place in order to meet its objectives). Based on these CSFs that you pinpoint, you should assess the risks and their consequences if one of the CSFs is not fulfilled.

Examples:
1.) Resources - One of the Working groups is lacking experts. If an expert is not found, the work for this Working Group may be delayed and/or the necessary technical competencies will not be represented.
2.) Research - The pre-normative research that is necessary for the test methods in the scope of TC ‘000’ are lacking funds. If TC ‘000’ is not allocated enough funding for its pre-normative research by the interested industries, the forecast dates in the Work Programme will have to be postponed, in turn not meeting the market requirement of ‘availability by 2006-01’ of the International Standards on YYYYYYYYY products.
3.) Legal constraints - There are uncertainties regarding a possible Directive in the YYYYYYYY sector, which in turn may necessitate modifications of forecast dates of a certain number of deliverables in the Work Programme of TC ‘000’.
Work Programme

Original existing information: A list of the complete work programme under development within the TC (including its SCs) is given here.

Action required by the Drafter: The Drafter shall review and scrutinize the existing data that constitutes their Work Programme based on the previous description of the market sector. If there are discrepancies, the Drafter shall propose modifications under the pre-defined heading Proposed Action(s) to bring their Work Programme in line with market needs keeping in mind the availability of resources which is discussed in the next section of the BP. In addition, there is a second pre-defined heading called Comments, under which the TC Secretary may log other information regarding a particular Work Item.

Guidance tips:

1.) When you are reviewing and studying the data that exist for your TC, please pay special attention to the following fields:
   ⇒ Available: the Technical Enquiry (Stage 40) forecast date
   ⇒ Available: the Formal Vote (Stage 50) forecast date
   ⇒ Available: the date of availability as an International Standard (?), a Technical Report (?), a Technical Specification (?), etc., i.e. the publication forecast date

2.) If, when reviewing the data that has been extracted from the ISO/CS project management database, you detect that there are several outdated forecasts, you have the possibility to contact the responsible Technical Programme Manager in ISO/CS for your TC to update this information before using this data for the drafting of the TC BP which will be made available for review by the committee as well as by ISO stakeholders and the interested public and then to the TMB for approval.

3.) Priority of a Work Item
An indication of the priority of a work item resulting from the analysis of the market environment and the objectives and strategies of the ISO/TC should be given under the field ‘Comments:’.

4.) Document Scope
The document scope can also optionally be provided under the field ‘Comments:’. In the future, document scopes will be stored in the ISO/CS project management database for all projects.

The ‘Document scope’ should initially indicate the work specifications defined by the ISO/TC, according to which the WG will develop the requested ISO publication. This scope eventually evolves into what becomes the official scope of the published document.

5.) Wherever ‘???’ appears, you must indicate something under the Proposed Action(s)/Comments pre-defined headings to either confirm what appears, or to complete the information required.

Examples:
   a.) IS (???) = Based on the data available in the ISO/CS project management database, the data extracting program was not able to indicate for sure what the deliverable would be for that particular work item.
b.) Available: ??? as IS = Based on the data available in the ISO/CS project management database, the forecasts for this particular WI are outdated or non-existent, therefore the data extracting program was not able to indicate for sure when the International Standard would be available. Here you would need to check the forecast dates for the WI. Based on the findings, either propose new forecast dates which automatically requires a modified ‘Available’ date, or simply provide a ‘Available’ date under the ‘Comments’ heading.

6.) In order to only have the essential information appearing on the pages of the TC BP Work Programme, you may delete the two headings ‘Proposed Action(s)’ and ‘Comments’ for the work items where you don’t use them.

7.) For TCs with a larger work programme (e.g. more than 20 WIs), it would be more practical to give an “executive” summary under the heading ‘Work Programme’ of the TC BP format and put the actual listing of the individual work items in annex after the ‘ISO/TC Structure and Resources’ chapter. The executive summary shall give an overview of the work programme, highlighting aspects that are relevant in view of the Objectives and Strategy paragraphs. E.g. give percentages of work items related to a key issue, or if working with CEN is indicated as an important strategy, give percentages of WIs that are (will be) in parallel with CEN.

**International Standards and other publications of this ISO/TC**

**Original existing information:** A list of the publications, their reference numbers, year of publication and titles.

**Action required by the Drafter:** This list is given only for information so that ISO Stakeholders and the interested public can see the entire range of documents that are to be developed and those already published to ensure that their needs are covered or will be covered. The Drafter does not need to do anything here.

**Guidance tip:**
1.) There is a ‘Comment:’ heading that appears at the very end of your listing. Here you may indicate miscellaneous information regarding your TC’s publications, to highlight something for the ISO Stakeholders and the interested public.

2.) For TCs with a considerable number of such publications (e.g. more than 20), it would be more practical to give an “executive” summary under this entry and make an annex for the full listing. The executive summary shall give an overview of the publications, highlighting aspects that are relevant in view of the Objectives and Strategy paragraphs.

**ISO/TC Structure and Resources**

**Original existing information:** The existing information that has been integrated into the BP format template is a ‘snap-shot’ of the existing data for your TC at one particular point in time.

**Action required by the Drafter:** The Drafter shall review and scrutinize the existing data that constitutes their TC’s available ‘Resources’ based on the previous description of the market sector and the proposed Work Programme. If there are discrepancies, the Drafter shall propose modifications in order to ensure that the proposed Work Programme in this BP can be executed within the delay that has been expressed by the market sector concerned.
Guidance tips:

1.) **WARNING**: The ‘Resource’ section differs from the ‘Work Programme’ section in the following aspect:
   - Wherever you see a ‘days/year’ indicator, please fill in the number of days per year for which that person has committed him/herself to your TC.
   - Wherever you see a ‘Y/N’ indicator, please leave the appropriate answer for that particular question, and delete the ‘/’ symbol and the remaining answer, e.g. if under the ISO/TC heading, the translation workload has been planned for per individual work item, you leave the ‘Y’ for ‘Yes’ and delete the ‘/N’ (No).

**NB**: If you answer ‘No’ to any of the questions, you should give an explanation so that, if necessary and possible, an external interested party may propose to intervene.

1.) For each technical body (i.e. TC and SC) you are asked to indicate the number of working days per year that the Chairperson or Secretary has committed to the technical body concerned. This information **MUST** be present before you send the document out for comments! The commitments stated will help ISO Stakeholders and the interested public to determine whether the resources indicated are in balance with what they see as the market needs and priorities. This indication alone supports one of the major aims of the entire business planning exercise.

2.) Within the ISO/TC Structure, you find the question ‘Balanced participation of interested groups is ensured:   Y/N’. This means that the representatives that participate in committee must not all come from the same company, the same country nor the same interest group. Situations shall be avoided where a standard is drafted for one particular interest group only.

3.) For TC’s with a larger structure (e.g. more than 5 SCs), it would be more practical to give an “executive” summary under this entry and make an annex for the data per individual structure element. The executive summary shall give an overview of the SCs and WGs, and an overall picture of the resources, highlighting aspects that are relevant in the judgement of adequacy of the resources for the work load (e.g. lack of experts for specific items, limited funding etc.). Most of this will also have been highlighted under “Risk analysis”, so this shall be a brief summary and if necessary you can make reference to the “Risk analysis" for more details.

Annex: Glossary of terms and abbreviations for the ISO/TC Business Plan

**Original existing information**: The glossary of terms and abbreviations that is given in annex to the BP is to ensure common understanding of identified terms/abbreviations among the targeted readers of your BP. The glossary also gives the source of the information provided.

**Action required by the Drafter**: The Drafter shall not alter this annex as it should remain identical for all TC BPs.
Minimum requirements for business plans of ISO technical committees

<table>
<thead>
<tr>
<th>Item</th>
<th>Description of Requirements</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Descriptions of relevant dynamics in the business environment related to the work of the ISO committee, and quantitative indicators of trends in this business environment and the acceptance and implementation of the ISO committee's standards.</td>
<td>1 to 5</td>
</tr>
<tr>
<td>2</td>
<td>Descriptions of tangible benefits that the standardization programme is expected to achieve for the business environment.</td>
<td>1 to 5</td>
</tr>
<tr>
<td>3</td>
<td>Descriptions of identified objectives of the ISO committee and strategies to achieve those objectives. This should include descriptions of specific actions that will be taken or that will be proposed to the ISO committee to better respond to the needs and trends of the business environment.</td>
<td>1 to 5</td>
</tr>
<tr>
<td>4</td>
<td>Descriptions of factors that may negatively impact the ISO committee's ability to achieve its objectives and implement its strategies, including information on the representation of the major market forces in the committee (geographically as well as by type, e.g. manufacturer, government, etc.).</td>
<td>1 to 5</td>
</tr>
<tr>
<td>5</td>
<td>Objective information regarding the ISO committee and its work programme that is required:</td>
<td>No score</td>
</tr>
<tr>
<td></td>
<td>• Title, scope and the names of the chair and secretary of the ISO committee;</td>
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<td></td>
<td>• Time allocated to the ISO committee by the chair and secretary;</td>
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<td></td>
<td>• Designation, title and current ISO stage for each project in the work programme;</td>
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<td></td>
<td>• Priorities assigned to projects in the work programme (if the committee assigns priorities) with an explanation of the reasons/process for prioritization;</td>
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<td>• Relationships of projects to European regional standardization (CEN);</td>
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<td></td>
<td>• Target dates for each project, and explanations of any missed target dates; and</td>
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<td></td>
<td>• Time allocated to each project by working group conveners, project leaders/editors and for translation.</td>
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Technical Management Board resolution 68/1999

The Technical Management Board,

having noted the results of the TMB task force meeting in New York in August 1999,

thanks ANSI for having prepared a revised template for TC business plans and agrees that committees may use either the original or this revised template for the preparation of their business plans, noting that individual member bodies may wish to ask the secretariats they administer to use one or the other of the templates,

approves the list of minimum requirements to be fulfilled by business plans prior to their being made available for public review,

agrees that the ISO/TC 85 business plan be distributed to all TC secretariats as a good example of a business plan,

further agrees that all remaining ISO/TCs now be requested formally to initiate the preparation of their business plans,

requests each TC to document in its business plan the allocation of responsibilities among the TC, its SCs and WGs for the management, planning and drafting of the TC work programme,

decides that
- all TCs involved in phase I of the BP activity shall have provided at least draft business plans by 30 June 2000 and finalized business plans by 31 December 2000,
- all other TCs (i.e. phase II and phase III) shall provide draft business plans by 31 December 2000 and finalized business plans by 30 June 2001,

and further decides that all business plans shall be reviewed by the TMB BP task force prior to being made available for public review.