ETSI’s vision is to be recognized as the leading standardization organization for high quality and innovative Information and Communication Technology (ICT) standards that fulfil global and European market needs.

At the heart of this vision is the need for a clear and transparent benchmark based on which we shall be able to maintain the vision over the long-term in an ever-changing environment. The benchmark we have selected is the high-level strategy described in this document - visible and publicly available. It states our ambitions and intentions, and describes tomorrow’s ICT trends and opportunities, providing direction and focus to the Institute’s future work programme.

ETSI’s Strategic Actions, described in this document, interpret the vision and provide a structure to the strategy in the form of tangible objectives which illustrate how the institute and the industries we serve will address the future. These long-term strategic objectives include ETSI being the first point of call for all telecommunications and telecoms-related ICT standardization in Europe as required by our Members and in support of European policy; creating high quality standards for global use; stimulating and providing thought leadership for our Members’ industries; championing the environment and developing standards for a sustainable future; responding constantly to the changing nature of the global ICT industry; and being effective and efficient - and recognized as such. Our Secretariat Business Plan, which we produce each year, will regularly develop these objectives into more detailed proposals.

We are grateful to all our Members who have contributed to the preparation of this strategy. We acknowledge the time they have given to the task, their frankness about issues that they have encountered, and their willingness to share their experiences in order to benefit the Institute as a whole. We encourage readers to study the document attentively and to let us have your comments, since the successful implementation of this strategy relies heavily on the active support of all ETSI Members, our Partners and all interested parties.

With your continuing participation we look forward not only to maintaining ETSI’s position at the forefront of ICT standardization but also taking the Institute forward to new levels.
ETSI is a producer of globally applicable standards for Information and Communications Technologies (ICT), including fixed, mobile, radio, converged, broadcast and Internet technologies. The high quality of its work and its open approach to standardization has seen its reach extend from European roots to circle the world.

**Globally applicable standards**

ETSI is officially recognized by the European Union as a European Standards Organization. Its activities are driven by time to market and its standards help ensure the free movement of goods within the single European market, allowing enterprises in the EU to be more competitive.

**Officially recognized**

ETSI is a not-for-profit organization with more than 700 member organizations worldwide, drawn from 62 countries and five continents. Members include the world’s leading companies and innovative R&D organizations.

**Not-for-profit organization**

ETSI is at the forefront of emerging technologies. It is building close relationships with research bodies and addressing the technical issues that will drive the economy of the future and improve life for the next generation.

**Forefront of emerging technologies**

ETSI is a world-renowned organization with a solid reputation for technical excellence. It makes its expertise in interoperability available to its Members and customers through a range of services for growing ideas and enabling technology.

**Reputation for technical excellence**
The ETSI Long Term Strategy is the result of a thorough consensus-based consultation process within ETSI. Under the guidance of the ETSI Board, ETSI Members were invited to submit issues for consideration in developing the strategy. A special working group, open to all Members, was established to work through these issues, and draft a corresponding strategy.

This strategy was further refined by the ETSI Board before being submitted for consultation and comment to the ETSI General Assembly.

The present Long Term Strategy was adopted by the 58th General Assembly of ETSI, in December 2011.

ETSI's ambitions are laid out in terms of very high level statements of strategic intent, or how ETSI will position itself in the future, followed by the set of actions required to achieve these positions.

This Long Term Strategy will serve as the basis for the development of annual business plans and short-term objectives within ETSI and its Secretariat. Implementing this strategy will require certain transformations in how ETSI works, and some of these have been outlined in the present document. Implementation of the strategy will be overseen by the ETSI Board, and the Long Term Strategy itself, and the list of drivers underlying its development, will be kept under review by the Board and revised as necessary.
ETSI Long Term Strategy

• ETSI will be the **first point of call** for all telecommunications and telecoms related ICT standardization in Europe for its members and for European mandates.
• ETSI will create **high quality standards** for global use.
• ETSI will **stimulate and provide thought leadership** for its members’ industries.
• ETSI will be a **champion for the environment** and develop standards for a sustainable future.
• ETSI will be in tune with the changing nature of the global ICT industry.
• ETSI will be **effective and efficient**, and recognized as such.

**Vision**

ETSI is the leading standardization organization for high quality and innovative Information and Communication Technology (ICT) standards fulfilling the various global and European market needs

**Mission**

To deliver world class standards for Information and Communication Technology (ICT), including telecommunications, for systems and services by using and providing state of the art methodology and processes
ETSI aims to maintain and strengthen its strategic position through the following means:

- **Improve the visibility of its work programme** and other activities to attract public comment and enable wider consultation;
- **Exploit its industry (large and small) and administrations’ participation**, and its industry driven approach to solutions, as pillars of its openness and focus on commercial and societal needs – a perfect blend of top-down and bottom-up;
- **Ensure that its work programme reflects the dynamics of the members’ industries**;
- **Work closely with the European Commission**, EFTA, CEPT and its Administrations and Regulators, to meet wider societal needs, recognizing worldwide governmental needs wherever possible;
- **Ensure its processes and tools are best-in-class and meet the needs of its members and partners**;
- **Build on its strengths**, e.g. mobile and radio technologies, end-to-end system level architectures, test suite development and interoperability testing;
- **Make use of partnerships with other SDOs**, fora or consortia where they can supplement the required expertise or market reach for important standardization activities;
- **Position itself closer to the research and innovation ecosystems** of its members as well as European research and development programmes;
- **Establish leadership in all key areas of standards** which may impact its members’ future activities;
- **Develop means to become a forum for exchange and dissemination of ideas** – it will become a source of ideas for its members and a thought leader in the telecoms industry;
- **Perform the necessary promotion and education** to ensure that its work programme and activities are known to potential stakeholders.
Influencing Factors

The nature of ICT is pervasive and drives changes affecting the economy, society and politics. Society is increasingly dependent on ICT infrastructures which drive the needs for standards.

The following ICT trends and opportunities are significant influences likely to steer the direction and focus of ETSI’s work programme.

- **Business and Government will demand new and better ICT systems.**

- **There will be an ever-increasing demand from industry to be more efficient in the way networks are deployed and operated**, wireless and wired, the way content is carried over networks and the way in which networks interface with each other – there will be a demand for ‘smarter pipes’.

- **Environmental factors will be of growing importance** – being ‘green’ over the entire life-cycle will be as important a consideration as efficiency, or effectiveness.

- **There will be a need to tailor or profile existing telecommunications systems for specific purposes**, for example machine-to-machine communications, defence, health or emergency services.

- **Trends like intelligent power distribution, intelligent transport, electric vehicles, social networking, e-health, e-education, online shopping, electronic distribution of content and applications will put ICT, and in particular telecommunications, at the heart of an increasingly dependent and interacting family of systems** that will be critical to all aspects of life and national infrastructure.

- **The nature of the ICT business will continue to evolve**, roles will change and blur, the case for and against open or proprietary standards will arise at every twist and turn, global reach will be increasingly important.

- **The European Commission and others will be increasingly focused on concentration, rationalization and efficiency** in the European standards making processes.

- **The increasing pro-activity of consumers will influence our members and will be reflected into the ETSI work programme.**
If ETSI is to realize the strategy laid out in this document, and if the influences outlined govern the direction and focus of telecommunications for the next five years and beyond, then the work of ETSI, the way it engages with others, the nature and focus of its membership, and the priorities for the Secretariat will change rather significantly.

- ETSI will improve the visibility and accessibility of its work programme and provide a public consultation mechanism.

- ETSI will expand its portfolio of standardization activities in order to maintain its reputation as a global leader in ICT standardization, in addition to remaining the driving force for the specification and development of mobile communications systems through its Technical Bodies and the 3G Partnership Project.

- ETSI will review and adapt its existing partnership process and policies in order to more effectively work with other organizations which influence the development of telecommunications.

- ETSI will engage with other industry sectors besides telecommunications in order to create standards for evolving cross-sector ICT applications.

- ETSI will better reflect its work programme and technical organization in terms which are more meaningful to the senior and commercial level of managers and decision makers among our stakeholders.

- ETSI will review its internal structure and develop methods to more precisely match its resources to the priorities of its members. New ways will be developed to prioritize and allocate resources from the ETSI Secretariat.

- ETSI will make better use of its unique membership mix (i.e. a global cross-section of telecoms, ICT, and ICT-user industries, as well as administrations, regulators, research bodies, universities and SMEs) to attract new standardization activities which require a broad consensus among industry and societal stakeholders.

- ETSI will perform the necessary promotion and education to ensure that its work programme and activities are well known, in order to raise awareness and to make ETSI more attractive.

- ETSI will continue to carry out its role as a recognized European Standards Organization (ESO) by providing a platform to respond to standardization issues required by European legislation, regulatory frameworks, interoperability frameworks, mandates and other public policy initiatives supported by our membership. This will include taking measures in response to the draft Regulation and EC Communication (01/06/2011).
Developed and endorsed by the ETSI Board, approved by the ETSI General Assembly in December 2011