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JTC 1 LONG TERM BUSINESS PLAN

IMPLEMENTATION PLANNING

TABLE OF CONTENT

1 Purpose and Scope

The purpose of this document is to supplement the JTC 1 Long Term Plan by defining for each strategic elements of the plan:

- The activities that will be used to make them happen
- The action items that will be performed to implement the tactics

This document goes into as many details as possible given the present status of the JTC 1 Long Term Plan. As the JTC 1 Long Term Plan is being finalized at the coming JTC 1 Plenary meeting in Sophia Antipolis, this document will need to be concurrently updated, finalized and implemented as per recognized project management practices.

2 Conventions

In this document:

- The term **Market** refers to consumers of JTC 1 standards and JTC 1 standardization services as well as to potential users of standard-based products.
- The term **Consortia** and **Fora** refers to any organization meeting the Liaison criteria of the JTC 1 Directives that are part of the JTC 1 actual or potential users and consumers of JTC 1 standards or standards-based products or are now presently working outside of JTC 1..

3 Key Strategic Elements of the JTC 1 Long Term Business Plan

The following strategic elements appear in the JTC 1 Long Term Business Plan (LTBP) (SGF N 0042). Reference to the specific section they were extracted from is provided.

3.1 KSE 1: Positioning:

JTC 1 will position itself so that it can address new areas in an efficient and value-added way while maintaining required standards activities also in traditional areas that are necessary for the global ICT community (LTBP 4.1).

3.2 KSE 2: Market Definition

- JTC 1 must continue to clearly define its market, with each of its market segments approached optimally (LTBP 4.1).

- The market which JTC 1 addresses is no longer as homogeneous as it used to be. Hence, JTC 1 has to take stronger account of the needs of the various market segments and offer tailored solutions for each of the segments (LTBP 4.1.3)

- International Standards (IS) are the product of JTC 1 which differentiates JTC 1 from any other specification provider. International Standards are unique through their quality and level of consensus based on a public inquiry. JTC 1 has to investigate the fields and scopes where International Standards are essential (LTBP 4.2).

3.3 KSE 3: Synchronization with ISO/IEC

- ISO and IEC, therefore, are requested (LTBP 4.1.2):
  - to recognize and fully endorse the mandate of their joint technical committee JTC 1;
  - to establish the appropriate mechanisms to prevent the creation of duplicating ICT standards development activities; and
  - to fully exploit the benefits of a coordinated approach with ISO/TCs, IEC/TCs, ITU-T and consortia/fora to ICT standardization rather than to create new, competing organizations.

- Further, ISO and IEC are invited to consider how existing ICT related standardization work within their organizations can best be coordinated across organizational boundaries (LTBP 4.1.2).

3.4   KSE 4: Synchronization with ITU-T

- JTC 1 expresses the view that additional steps should be taken by ISO and IEC to improve coordination with ITU-T, and offers its assistance in bringing this about (LTBP 4.1.2).

- JTC 1 itself has a long-standing cooperation with ITU-T which led to a number of successful joint projects. JTC 1 expresses its strong intention to maintain and further develop this cooperation (LTBP 4.1.2).

3.5   KSE 5: Cooperation with Consortia / Fora

JTC 1 recognizes the existence of consortia/fora and the valuable contribution they can make to establish the information society. JTC 1 has already taken significant steps to co-operate with consortia / fora and will pro-actively seek to further improve this co-operation (LTBP 4.1.2).

3.6   KSE 6: ICT Standardization Network

- As a conclusion, JTC 1 recognizes that the future infra-structure for ICT standardization will be a network of cooperating standards bodies, consortia/fora and other specification developing organizations. Therefore, JTC 1 will establish itself as the moderator of this network with the objectives (LTBP 4.1.2):
    - to establish transparency of the ongoing work,
    - to avoid, to the maximum extent possible, overlapping or competing activities,
    - to smoothly transpose consortia/fora work into International Standards.

- JTC 1 will establish a platform where relevant specification developing organizations can JTC 1 will establish an information sharing network where relevant specification developing organizations can exchange views and coordinate their activities. Partners in this network should include ISO, IEC, ITU-T and JTC 1 itself as well as, at the same level, other interested specification developing organizations, including existing A-liaison organizations, PAS submitters and other consortia/fora. The implementation of the network may be based on a web site identifying the participating organizations, the areas of information sharing and the strategic objectives of this partnership (LTBP 4.3).

3.7   KSE 7: System Integrator Positioning

- JTC 1 positions itself as a <u>system integrator</u> to complement its current program of work, especially in areas of standardization where many consortia/fora are active. Areas to properly address with proactive planning and coordination include (LTBP 4.1.3):
    - Web services/ Application and Service protocols
    - Content and copyright management.

- System integration typically requires expertise from different technical areas. To bring such interdisciplinary expertise together in a flexible manner, the JTC 1 workshop mode of operation will preferably be used. No need is seen, at the moment, to introduce additional methodologies in JTC 1 to handle systems integration projects (LTBP 4.3).

- System integration work will be established as an additional business in JTC 1. It complements the current activities by bringing standards and other specifications from potentially different sources together and establishing a broader system view by specifying how such specific specifications can be integrated (LTBP 4.4.3).

3.8   KSE 8: Strengthening of Societal Areas

- JTC 1 should also strengthen its role in areas of societal concern where the public interest is affected, such as e-accessibility or security, even if technological aspects are less glamorous (LTBP 4.1.3).

- While technology-oriented work will remain the core element of JTC 1's portfolio, JTC 1 will also strengthen its role in areas of societal concern where the public interest is affected, such as e-accessibility or security. This orientation is not meant as the advocacy of increased government regulation in fields of societal concern, but rather, as JTC 1's offer to initiate work if need exists and a clear orientation of the work is given from the outset (LTBP 4.4.2)

3.9   KSE 9: Proactive Seeking of Areas of New Work

- In its efforts to contribute significantly to the formation of the information society, JTC 1 will pro-actively seek areas of new work. Therefore, JTC 1 will establish a systematic, ongoing technology watch component the purpose of which is to identify, at an early stage, technological trends and the impact standardization may have in those. This watch function will also take into account relevant societal aspects as they may be affected by future technologies. TR (Technical Reports) are particularly suited to capture the findings of such monitoring and their development is encouraged. Likewise, JTC 1 requests its SCs to establish similar activities (LTBP 4.1.4).

- Topic Areas (LTBP 4.4 1)

3.10 KSE 10 : Make Long-Term Planning part of JTC 1 Operations

- JTC 1 will make long-term planning an integral part of its operation. It will be a normal activity at each JTC 1 Plenary and will be conducted in a systematic way. Also, JTC 1 encourages its JTC 1 SC's to proactively seek new market-relevant work which could effectively integrate these areas into their current programs (LTBP 4.3).

- The implementation of the Long-Term Business Plan of JTC 1 will be the highest priority of JTC 1 managerial work in the near future. The objective is to implement the plan as rapidly as possible in order to bring about the necessary changes required to cope with the changing environment as outlined in **Error! Reference source not found.**. Though the availability of resources is a limiting factor, JTC 1 will do the utmost possible to overcome any internal obstacles. As some of the proposed measures may also require support and/or approval by ISO and IEC, JTC 1 requests that a dialogue be established with ISO and IEC to seek their consent with the proposed directions without any undue delay (LTBP 5)

3.11 KSE 11: Improve Marketing Its Product

- JTC 1 is keen to see its products as widely promoted and easily accessible as possible. Therefore, JTC 1, in co-operation with ISO and IEC, explores way to improve the marketing of its products (LTBP 4.2).

3.12 KSE 12: Cross-sectorial coordination

In addition to existing coordination within JTC 1, cross-sectorial coordination across TC-boundaries in ISO and IEC, as well as with other organizations, in the field of ICT is increasingly important. Inter-TC coordination between ISO and IEC TCs and JTC 1 is a forward-looking task which, in particular, ISO/TMB, IEC/SMB and JTAB should assume in addition to their current role. JTC 1 will work with ISO and IEC to clearly define the representation of JTC 1's interests in these. Joint Working Groups between JTC 1 and ISO/IEC TCs may be a useful instrument to jointly progress cross-sectorial work (LTBP 4.3).

4 PROPOSED ACTIVITIES

4.1 ACT 1: Implement a Technology Watch Function

DESCRIPTION

In order to early identify potential new areas of work, JTC 1 will establish a systematic technology watch function. The Technology Watch function shall monitor the market, technical and governmental developments in the ICT area.

DELIVERABLES

The results of such activities will be made available through internal JTC 1 reports.

The Report shall consist of:
- An executive summary including specific recommendations to JTC 1
- A summary of Market (including Governments) and Technological drivers
- A detailed assessment of specifics ICT technology areas

APPROACH

- Market intelligence through direct contributions from members and current literature
- Data analysis
- SCs and Member Bodies contributions
- "Liaison with ISO, IEC and ITU relating to similar activities they might undertake (e.g. pooling of resources, sharing results, anticipating coordination of standardization projects)".

RESOURCES

- Initial work performed by SGF AdHoc with internal resources
- Work delegated to a SWG with members nominated from Member Bodies and SCs

SCHEDULE

- Initial version of report by SGF AdHoc – 2002-09-15
- SWG put in place at Sophia Antipolis JTC 1 Plenary – 2002-10
- Updated Reports send to JTC 1 Secretariat 3 months before subsequent JTC 1 Plenary

DEPENDENCIES

None

PREREQUISITE

Approval by JTC 1 for the ongoing work.

4.2 ACT 2: Operationalize a JTC 1 Planning Function

DESCRIPTION

Make Long Term Business Planning part of JTC 1 normal mode of operation.

The deliverables of a Long Term Business Planning Function are:

- A Long Term Business Plan
- An associated Long Term Business Plan Implementation Planning document

DELIVERABLES

- Updated JTC 1 Directives if necessary.
- Planning infrastructure to support the JTC 1 Chairman

APPROACH

- Provide the JTC 1 Chairman with the resources to support him for his responsibility in Strategic Planning. These should involve the SC Chairmen.
- Ensure that this is an ongoing function by taking whatever action is necessary.

RESOURCES

- Mandate an AdHoc to work with the JTC 1 Secretariat at the JTC 1 Sophia Antipolis plenary with recommended changes to the directives if necessary.
- Assign SCs Chairman to work with JTC1 Chairman. An OWG will also have to be mandated to resolve comments and process contributions coming from Member Bodies and SCs on the Long Term Business Plan and its associated Implementation Planning document.
- Implement for the 2003 Long Term Business Plan update cycle.

SCHEDULE

- Directives updated by 2003-04 if necessary.
- Long Term Business Plan updated 3 months before each subsequent JTC 1 plenary starting in 2003

DEPENDENCIES

- TA1: Implement a Technology Watch Function

4.3   ACT 3: Define what is the delta benefit of JTC 1 as a provider of IS

DESCRIPTION

- Clearly define what value-add International Standardization bring in the field of ICT.
- Come with criteria that can be used to determine when a given standard is ready for International Standardization. A different set of criteria may be used for different type of ICT areas. Use the Technology Watch ICT taxonomy.

DELIVERABLES

- A position paper.

APPROACH

- The SGF AdHoc will assign this task to volunteers
- The document will be finalized at the Sophia Antipolis Plenary

RESOURCES

- SGF AdHoc volunteer

SCHEDULE

- Position Paper: 2002-09-15
- Final Document: 2002-10-25

DEPENDENCIES

None

PREREQUESITE

Definition of JTC 1 Market
JTC 1 Value Proposition

4.4 ACT 4: Manage Cooperation Agreements with Consortia/Fora and other Organizations

DESCRIPTION

Manage Cooperation Agreements with targeted Consortia, Fora and other Organizations. Systematically establish formal liaisons with the Consortia, Fora and other Organizations that are strategic to JTC 1 as required.

DELIVERABLES

Consortia and Fora will be initially targeted by the JTC 1 Long Term Business Planning process. For each of the targeted organization:

- An Opportunity Analysis document that will cover the following:
  - A summary of the activities of the consortia or fora. How its Program of Work map to JTC 1's.
  - What type of joint activities and cooperation are or have happen between this organization and JTC 1
  - Why it is important for JTC 1 to have an agreement with this organization? How it will help JTC 1 reach its strategic objectives.
  - What are the specific of the agreement that is proposed? What is in this agreement for the consortia or fora (win/win)?
  - Who in JTC 1 should manage this agreement?
- An active liaison which means:
  - A formally appointed JTC 1 liaison officer that is present at JTC 1 Plenary
  - Formal liaison reports with specific recommendations that are submitted 3 months before each JTC 1 Plenary.
- A negotiated agreement approved by JTC 1 letter ballot or resolution
- More specifically for ISO, IEC and JTC 1, use results of liaison related to Technology Watch for advance planning on cooperation.

APPROACH

- The JTC 1 AdHoc should request inputs from JTC 1 Members and SCs on which Consortia and Fora to approach, with an associated rationale and suggestions for the strategy to be used.
- Identify Consortia and Fora which whom JTC 1 already has a liaison
- Appoint a JTC 1 Liaison Officer to those Consortia and Fora whom Program of Work overlap with the one of more than one SC and were JTC 1 already does cooperative work
- As new Consortia and Fora are identified and activities are initiated, appoint a JTC 1 Liaison Officer

RESOURCES

- JTC 1 Liaison Officer
- SCs Chairman and Experts
- JTC 1 Chairman
- Member Bodies
- Consortia and Fora

SCHEDULE
- Ensure that all Consortia and Fora whom Program of Work overlap with the one of more than one SC and were JTC 1 already does cooperative work have a JTC 1 Liaison Officer by the end of the coming Sophia Antipolis Plenary
- Come up with an initial list of targeted organization at the Sophia Antipolis JTC1 Plenary on 2002-10-25.
- Implement at least three (3) Agreements by the end of the 2003 JTC 1 Plenary

DEPENDENCIES

- ACT 1: Implement a Technology Watch Function
- ACT 2: Operationalize a JTC 1 Planning Function
- ACT 3: Define what is the delta benefit of JTC 1 as a provider of IS

4.5 ACT 5: Initiate Study Groups to Explore new Areas

DESCRIPTION

As required, initiate Study Group to explore new Areas of standardization for JTC 1.

DELIVERABLES

- A Study Group Report with specific recommendations (formation of new SC, requesting specific SC to initiate NWIs, establishment of a cooperation agreement with a consortia or for a, etc…) no more than six (6) months after the formation of the Study Group

APPROACH

- Identify through Long Term Business Planning specific areas that need to be explored for possible new business
- Appoint a Study Group to perform further study

RESOURCES

- Member Bodies
- SCs
- Consortia and For a
- Other ISO, IEC organization
- ITU-T

SCHEDULE

- Initiate Study Groups at the coming Sophia Antipolis JTC 1 Plenary. The following areas may be initially considered as identified in the JTC 1 Long Term Business Plan:
  - Web services/ Application and Service protocols
  - Content and copyright management.
  - Areas identified in section 5.4 of the JTC 1 Long Term Business Plan

DEPENDENCIES

- ACT 1: Implement a Technology Watch Function
- ACT 2: Operationalize a JTC 1 Planning Function
- ACT 3: Define what is the delta benefit of JTC 1 as a provider of IS

4.6   ACT 6: Initiate a Study Group to explore Strengthening ITU-T Cooperation

DESCRIPTION

Initiate a Study Group to explore whether and if JTC 1 and ITU-T could strengthen their cooperation.

DELIVERABLES

The term of references of the Study Group should include:
- Summarizing past and present cooperative work
- Identifying opportunities for further cooperation, in areas were JTC 1 is already active as well as in new areas.

APPROACH

- The Study Group should have as members SCs experts that work on joint projects with ITU-T and ITU-T representatives
- Build upon the ISO-IEC-ITU-UN/ECE MoU on "Electronic business" to strengthen cooperation in that area."

RESOURCES

- JTC 1 Liaison Officer with ITU-T (as Convenor)
- SCs experts
- ITU-T experts

SCHEDULE

- Study Group put together at the JTC 1 Sophia Antipolis Plenary
- Report due 2003-09-15

DEPENDENCIES

None

4.7   ACT 7: Expand the JTC 1 Web Site to Support the External Awareness of JTC 1

DESCRIPTION

Expand the JTC 1 Web Site to Support Internal and External Liaisons Activities by adding a specific area for Liaisons and doing other improvements that are requested by JTC 1 internal and external liaisons.

DELIVERABLES

Updated JTC 1 Web site that includes information about cooperation activities with different organizations, as well as on JTC 1 project, product and standard setting practices such as the newly introduced IWA.

APPROACH

- Survey JTC 1 Web site users in externals organisations
- Do incremental changes to the site

RESOURCES

- Liaison Officers
- SCs Chairman
- JTC 1 Secretariat

SCHEDULE

- Task a Study Group or an individual at the coming Sophia Antipolis Plenary
- Initiate updates in 2003

DEPENDENCIES

None

4.8 ACT 8: Strengthening of Areas of Societal and Cultural Concerns

DESCRIPTION

Strengthen JTC 1 activities in areas of societal and cultural concerns

DELIVERABLES

- New areas of work
- Strengthening of present activities

APPROACH

- Increase JTC 1 Member Body awareness of governmental and user groups activities through circulation by the JTC 1 Secretariat of relevant documentation, provided by Member Bodies and SC's.
- Initiate Study Period on relevant topic as required
- Extend relationship to e.g. ISO TC 159 /SC4

RESOURCES

- Member Bodies
- SC 35
- JTC 1 Secretariat

SCHEDULE

- Circulate relevant documentation before the coming Sophia Antipolis Plenary
- Initiate required activities in 2003

DEPENDENCIES

None

4.9 ACT 9: Improve Cooperation Between JTC 1 Sub-committees

DESCRIPTION

JTC1 is currently developing applications oriented standards or technical reports in line especially with the development of the information society or increase his presence in system integration for example. In this orientation JTC 1 considers TD's, joint working groups, interdisciplinary groups, collocated meetings as being important cooperation, coordination and mutual information tools and will encourage their use by the SCs.

DELIVERABLES

- o List of joint project items with other SC's by each SC's

APPROACH

- JTC 1 Plenary resolution encouraging the inter-SC WG's and/or joint projects
- Request SC's to submit list of candidate joint project items to be promoted with other SC's

RESOURCES

- SC Chairmen and Secretariat

SCHEDULE

- o Resolution at the next JTC 1 Plenary

DEPENDENCIES

None

4.10 ACT 10: Define JTC 1 Market

DESCRIPTION

JTC1 market has to be well understood as technologies change in order to maintain its relevance to the requirements. Requirements come from Customers and Users of products-based standards as well as consumers of standards themselves and users of JTC1 services. Market segments should be also well defined.

DELIVERABLES

- Report (market study) that is updated yearly

APPROACH

- OWG
- Contribution from Member Bodies, SCs and Liaisons
- Technology Watch inputs

RESOURCES

- Member Bodies experts
- SC experts
- Liaison experts

SCHEDULE

- Initiate work for the 2003 Business Planning cycle

DEPENDENCIES

ACT 1: Technology Watch

4.11 ACT 11: Initiate a Study Group to explore areas with a need for crosss-sectorial coordination

DESCRIPTION:

Initiate a Study Group to explore areas where, from a JTC 1 perspective, cross-sectorial coordination is needed with ISO and/or IEC and to propose measures to JTC 1 and to ISO/TMB and IEC/SMB.

DELIVERABLES:

A report to JTC 1 for submission to ISO/TMB and IEC/SMB, identifying areas where co-ordination is needed, and proposing measures how to accomplish it. Such measures may be pragmatic in nature to solve an immediate problem, or they may be of an organizational or procedural nature requiring changes in Directives or beyond.

APPROACH:

The Study Group should focus on a limited number of areas where the need for cross-sectorial coordination is particularly pressing from a JTC 1 perspective. Its membership should be drawn from SCs which are affected, and, preferably, contacts should be established with ISO and IEC entities involved in the area requiring coordination. Practical measures for coordination should, preferably, also include resource commitments. Consideration should also be given to experience gained by JTC 1 in its cooperation with ITU-T and in liaising with other ISO or IEC entities.

RESOURCES:

- SCs experts
- JTC 1 liaison officer, if any, to ISO or IEC entities concerned
- experts from ISO or IEC entities concerned

SCHEDULE

- Study Group put together at the JTC 1 Sophia Antipolis plenary
- initial report due spring 2003

DEPENDENCIES

- ACT 1: Technology watch
- ACT 5: New areas exploration
- ACT 6: Strengthen ITU-T cooperation

4.12 ACT 12: Initiate a Study Group to explore a candidate area for systems integration

DESCRIPTION:

Initiate a Study Group to explore a candidate area for systems integration and identify the necessary partners.

DELIVERABLES:

A report identifying an area where systems integration should be performed by JTC 1, in cooperation with other organizations, to be identified. The report should also make proposals as to the recommended approach in JTC 1, including the identification of resources needed and a project plan.

APPROACH:

The Study Group should, based on input from SCs and NBs, establish an initial list of system integration candidate areas and explore the willingness of other relevant organizations to participate in such a project. The (one or two) most promising projects should be further elaborated.

RESOURCES:

- SC experts
- experts from other organizations

SCHEDULE:

- Study Group authorized at the JTC 1 Sophia Antipolis plenary
- report due 6 months after initiation

DEPENDENCIES:

- ACT 1: Technology watch
- ACT 4: Cooperation agreements
- ACT 9: Cooperation between SCs
- ACT 10: JTC 1 Market

5 Mapping of Strategic Elements and Activities

The purpose of this section is to map the Proposed Activities to the Key Strategic Elements of the JTC 1 Long Term Business Plan.

An 'X' denotes a significant contribution from a given activity to fulfilling a given Key Strategic Element. An 'x' denote a less significant contribution.

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