

# Preparing the IGS Strategic Plan 2008-2012

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# Outline of the Session

- Introduction to the session (Dow)
- Position Paper (Rizos)
- Paper by Blewitt (earthquakes, tsunami)
- Paper by Wang (troposphere)
- Panel (6 speakers)
- Open discussion



# What we would like to achieve

- Open forum on strategic issues for the next 5 year planning period
- Opportunity for all (internal & external to IGS) to identify critical areas and to contribute ideas (for improvements, new activities, rationalisation, ...)
- Summary of the discussions will be included in the workshop proceedings



# Strategic Plan 2002-2007

- Governing Board retreats held in Dec. 1997 and Dec. 2000
- Strategic Plan:
  - Mission statement
  - Six long-term goals and objectives
  - Three strategies for the IGS
  - SP document prepared



# IGS Mission Statement

“The International GPS Service is committed to providing the highest quality data and products as the standard for global navigation satellite systems (GNSS) in support of Earth science research, multi-disciplinary applications, and education. These activities aim to advance scientific understanding of the Earth system components and their interactions, as well as to facilitate other applications benefiting society”



# IGS Objectives 2002-2007 (1)

- Provide highest quality, reliable GNSS data and products, openly and readily available to all user communities.
- Promote universal acceptance of IGS products and conventions as the world standard.
- Continuously innovate by attracting leading-edge expertise and pursuing challenging projects and ideas.



# IGS Objectives 2002-2007 (2)

- Seek and implement new growth opportunities while responding to changing user needs.
- Sustain and nurture the IGS culture of collegiality, openness, inclusiveness and cooperation.
- Maintain a voluntary organisation with effective leadership, governance and management.



# IGS Strategic Plan(ning) ... new & old

- Is it an update, or a “blank sheet” approach?
- Explicit mention of GGOS, IGOS-P, etc?
- Reflect multi-GNSS future?
- GNSS & space-based systems (also for geoscience, e.g. LEOs)
- Real-time operation (data transfer, analysis, ...) is not just a “nice-to-have” capability
- *But there is much which will not change...*



# Questions/issues to consider (1)

- Are we on the right track? – Too narrow, or focussing on what is important?
- Should the IGS concentrate on research? (If so, in which areas?)
- Are we sufficiently open to innovations, new products, new participants?
- The IGS and GGOS – what needs to change (in the IGS – and GGOS)?
- Maintaining the quality of the station network.



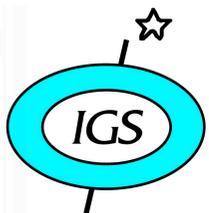
# Questions/issues to consider (2)

- Funding the IGS; “commercial office”?
- What needs to be removed from, or changed/added to the current Strategic Plan?
- What needs to change in the way we operate and manage our activities?



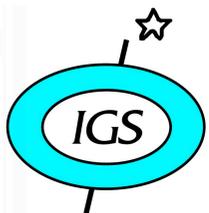
# Process for SP 2008-2012

- Summarise this week's discussions
- Retreat of GB and a few invited guests later this year
- Draft Strategic Plan ready for possible GB approval in 2007



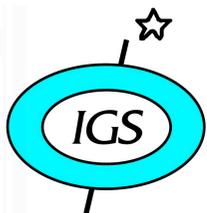
# Strategic Planning Defined (1)

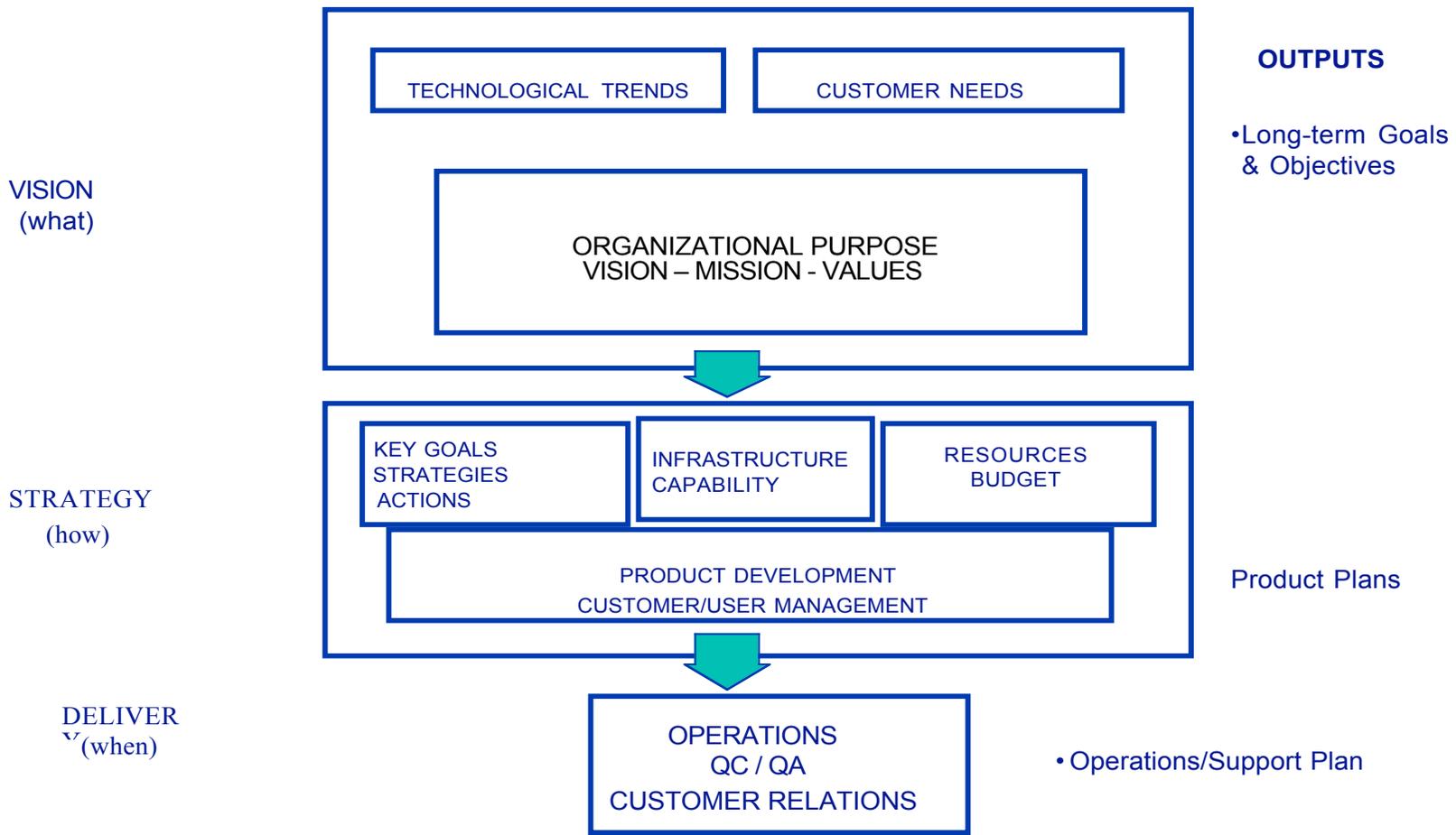
- Planning provides focus, helps organise intensity of effort, builds consensus ...
- Three steps:
  - vision (mission and long-term goals)
  - strategies for how to do this
  - plan for delivery of products/services



# Strategic Planning Defined (2)

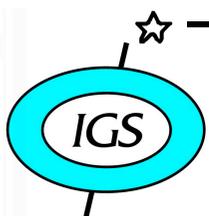
- Is there a “generic” SP process?
- Some questions (“SP101”):
  - Where are we now?
  - Where do we want to be?
  - How do we get there?
- *“The Plan is nothing, planning is everything!”* - towards strategic operations





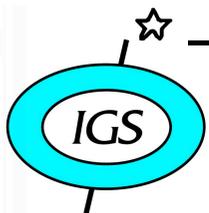
# Analysis of IGS Strategies & Actions 2002-2007 (1)

- Ensure delivery of “world standard” GPS (and other GNSS) data and products, providing the standards and specifications globally.
  - Maintain and improve accurate, robust and reliable GNSS products and delivery systems
  - Promote IGS methods/products, broaden community
  - Attract leading-edge talent



# Analysis of IGS Strategies & Actions 2002-2007 (2)

- Expand the IGS by pursuing new opportunities for growth
  - LEO satellites
  - Real-time and near real-time
- Continuously improve the effectiveness of the IGS organisation
  - Seek renewed commitment, including new alliances
  - Review and restructure as necessary
  - Ensure long-term resources
  - IGS Governing Board actions



# Measuring Performance vs. Strategic Plan

- Governance and management
- Product quality and service provision
- Outreach and communication
- Impact of the IGS
- Stakeholder satisfaction (internal and external)
- New initiatives and managing growth
- Addressing challenges (and threats)



# SP & the IGS

- The IGS is a “voluntary federation”...
- How do we agree on a Vision for the IGS?
- The IGS-SP & the IGS “entity” SPs?
- Who is guided by the SP?
- How do we “embed” SP into IGS operations
- How do we measure progress/actions against the SP?



# Keywords...*what all SPs must mention*

- Product/service improvement
- Diversification of products/services
- Engagement with stakeholders ... *industry, user groups, sister agencies/organisations, etc*
- Outreach/education
- Innovative ... *technologies, systems, new initiatives, etc*
- Resources
- Manpower
- Transparency/governance
- Clear vision-mission-objectives
- Action Plan / Operational Plan
- KPIs



# Outcomes sought

- Provide organisational focus
- Achieve ownership of the Plan
- Integrate entities, technology trends, user needs, business purpose, ...
- Understand user needs
- Align with the “big picture” visions/missions, e.g. IAG/GGOS, multiple GNSS, RT-IGS,...
- Continuous improvement/adaptive
- Assign accountability
- Set priorities
- Strive for best practices
- Meaningful KPIs



# Tangible outcomes of Strategic Plan/Planning...

Maybe:

- Improved products/services
- New products/services
- New stakeholders ... *participants, users*
- New structures
- Modified governance practices
- “Low-hanging fruit”



# Concluding Remarks

- Strategic planning is essential to the continued success and vitality of the IGS.
- Good planning begins with *creative visions*.
- Create an environment conducive to frank, open discussions.
- Let us hear your opinions and visions.
- The outcome will provide valuable inputs for the new Strategic Plan 2008-2012.

