


CEN STRATEGY 2010



KEY OBJECTIVES

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- 8 Being open to partnerships for the efficient development of European Standards, ensuring a close collaboration with international partner organizations.



PRESIDENT'S FOREWORD

European integration and the European Single Market are two recent success stories in political and economic history. The European Committee for Standardization, CEN, with its voluntary standards, has greatly contributed to these developments. European Standards are one of the backbones of the Single Market and continue to be an essential tool in the removal of trade barriers.

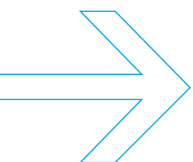
Reflecting upon the successes of the past, we need to analyse current challenges and prepare and position ourselves for the future. This can only be done in common. In common with our 30 Members and in collaboration with all interested parties in Europe. This is the reason why we have reviewed our 'CEN Strategy 2010' and adapted it to respond to the new political and economic environment. We are convinced that, with 30 Members working together within one organization, we will conquer what lies ahead for us in the coming years and be ready with a modern and effective standardization system to play a crucial role in the European economy and to meet the needs of citizens.

I would like to thank my predecessor, Michael Kelly, and all the CEN Members and stakeholders for their hard and dedicated work in conducting this project.



Juan Carlos López Agüí

CEN President



CEN STRATEGY 2010

Introduction and future orientation

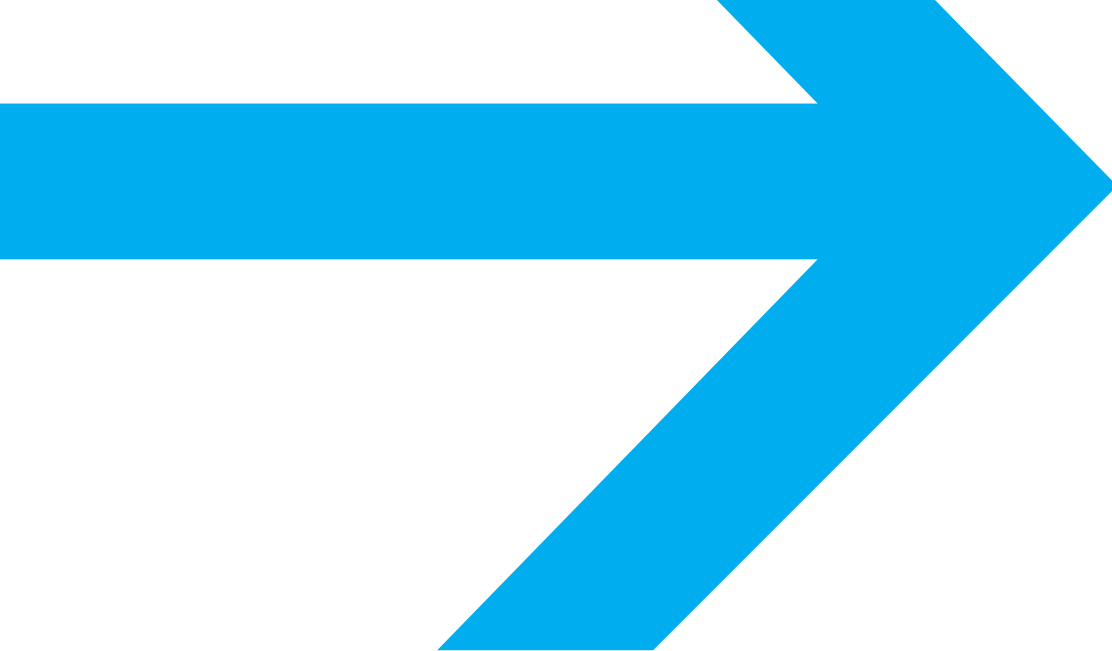
At its General Assembly in October 1999, CEN approved a new strategic vision and direction looking towards the year 2010. Since that time, the environment in which European standardization is working has gone through noticeable changes. There was therefore a need to respond to these changes and to anticipate future developments by reviewing this strategy.

Challenges

The process of enlargement has changed the boundaries of the European Union (EU). In line with the political developments in Europe, the CEN membership has increased considerably during the last five years. Today, CEN has 30 National Members. Possible implications regarding the integration of new Members have to be carefully considered. New neighbouring countries have to be made familiar with Europe and the European market.

In 2000, the Lisbon Agenda was launched calling for the EU to become 'the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion' by 2010. As confirmed during the Open Session preceding the CEN General Assembly in Budapest in 2005, European standardization is ready to do its share. The development of European Standards in support of the New Approach has largely proven its benefit and is well supported by all parties. At present, a revision of the New Approach is pending and it can be foreseen that further areas not addressed so far (e.g. services) will be incorporated.

Supporting the targets of the Lisbon Agenda, CEN promotes the synergy between standardization and legislation at European level, and will provide input to discussions with other economic regions. Trading within the EU and European Free Trade Association (EFTA), and with other economic



regions, will be further facilitated by European Standards. The development of new European Standards in support of the (revised) New Approach will continue. There will be a significant increase in the burden of maintenance of established standards but a pragmatic approach will be in place to ensure that this meets market needs and not just the procedural requirements for periodic review. In terms of social development and demography, studies show that the population will simultaneously decline and age. New European Standards will be developed in areas such as services and in sectors which had not previously considered standards to be relevant. These will help to create a system of values in relation to the environment, older and disabled people and consumers by keeping pace of developments on the social level, taking into account the welfare of European citizens and ensuring that industry retains its customer base. In addition, CEN will continue to address the demand for safety and quality requirements.

European standardization is challenged with new and emerging technologies (such as, for example, nanotechnologies). CEN has to adapt to these market developments in order to support the market access for innovative products and to enable global trade. Standardization has an important contribution to make to developing a knowledge-based society, sustainable development, innovation, energy and health and should take steps to bring standardization into the educational process.

CEN, together with the European Committee for Electrotechnical Standardization (CENELEC) and the European Telecommunications Standards Institute (ETSI), has to address the challenges of converging technologies. The borderlines between different technologies are disappearing more and more. European standardization has to respond accordingly and has to ensure the respective infrastructure. Industry expects an efficient and timely production of standards that meet market needs.

New types of documents as a result of accelerated procedures – called ‘New Deliverables’ – were added to CEN’s portfolio of documents. But, as can be noted, market penetration of these new types of documents has fallen short of expectation. There is a need for a better dialogue with European stakeholders, raising their awareness of these documents and their respective uses. In this context, standardization in the Information and Communication Technologies (ICT) sector and for the development of Europe provides an opportunity for CEN to demonstrate its ability to work with new stakeholders.

Looking at the global frame, more and more standardization work is being carried out at the international level. In this respect, the challenges and opportunities of globalization for the European market have to be considered and reacted upon accordingly.

All these factors have to be taken into account in the CEN Strategy 2010. Decisions on the future structure of CEN, its procedures and processes, as well as its connections to the EU and EFTA, might be necessary when following the crucial goals of:

- Reaching timely results;
- Optimizing costs, ensuring effectiveness;
- Ensuring market relevance;

- Fostering collaboration at international level;
- Promoting innovation and emerging technologies of the future;
- Ensuring easy access for Small and Medium-Sized Enterprises (SMEs);
- Simplifying standards in language and structure for the benefit of users and especially SMEs.

Furthermore, the initiative of the European institutions on the future financing of European standardization addresses the CEN requirement. Besides operational and action based grant agreements, the public procurement process should be considered for future contracts.

Vision

Recognizing the future perspective of the one European Standardization System with one solution common to all National Standards Bodies (NSBs) as well stakeholders involved, using the specific experience of the three European Standardization Organizations.

CEN's vision is:

- To positively contribute, with CENELEC and ETSI, to the establishment of a new single European body to enhance Europe's competitiveness globally and the welfare of its citizens;
- To be the leading system in Europe for developing standards and specifications (quality, cost effectiveness, timeliness).

Mission

CEN's mission, within the frame of the European Standardization System, is to foster the European economy in global trading, the welfare of European citizens and the environment, by:

- Further developing an efficient infrastructure for interested parties for the development, maintenance and distribution of coherent sets of standards and specifications;
 - flexibly tuned to market and society needs
 - in production times needed by the market
 - suitable for reference in legislation
 - able to serve as a basis for Conformity Assessment
 - based on openness, transparency, consensus and coherence
- Developing and offering products and services related directly and indirectly to standards and their use, to standardization and to related fields;
- Addressing the challenges resulting from technological trends (i.e. converging technologies, new and emerging technologies).

Customers

The major customers of the CEN Standardization System, both of the process and of the deliverables, are:

- Industry, services, commerce and other market players;
- Governmental bodies and other public authorities, including the European Union and European Free Trade Association;
- Private and public institutions, including universities and other academic bodies;
- Social partners, representatives of particular interest groups at European and national level, including trade unions, consumers, and environmental protection groups;
- The Conformity Assessment community including testing and certification.

CEN Standardization System

The CEN Standardization System is a multinational, multi-sector and highly decentralised organization. It is mainly composed of the National Standards Bodies, which are the actual backbone of the CEN Standardization System responsible for its sustainability, and, as the central coordinating point, the CEN Management Centre (CMC), which plays a specific and active role in the management of the CEN Standardization System on behalf of the CEN National Members, the CEN Associate Members, the CEN Affiliates, and the CEN Partner Standardization Bodies.



KEY OBJECTIVES FOR 2010

PROMOTE →
STRENGTHEN →
PROVIDE →
ENABLE →
DEVELOP →
RECOGNIZE →
REVIEW →
COLLABORATE →



PROMOTING THE DEVELOPMENT OF A COHERENT EUROPEAN STANDARDIZATION SYSTEM

INTENDED RESULT

Taking into account the results of the work being developed in the framework of the project about the 'Future Landscape of European Standardization', the European Standardization System has to reflect changing business needs with a view to contributing to the competitiveness of European industry and supporting the goals of the Lisbon Agenda 2010. Major challenges are the globalization of markets and the convergence of technologies. Furthermore, European standardization has to meet the challenges of innovation and new and emerging technologies.

ACTIONS

- Establishing the European Standardization System on the basis of stakeholder needs in close cooperation with CENELEC and ETSI;
- Establishing effective structures and decision processes for better managing standardization projects in areas of converging technologies.



ENSURING A BUSINESS-LIKE APPROACH WITHIN CEN, TOGETHER WITH AN EFFECTIVE MARKETING STRATEGY, TO STRENGTHEN THE PROVISION OF SERVICES TO CUSTOMERS AND TO IMPROVE THE VISIBILITY OF THE CEN STANDARDIZATION SYSTEM

INTENDED RESULT

European industry and other stakeholders recognize, appreciate and rely upon CEN's role of producing European Standards and other deliverables which support economic developments in Europe and the competitiveness of European industry.

ACTIONS

- Introducing a new planning process, including a Business Plan, based on customer needs. Securing, through an efficient organization of CMC and of the CEN Standardization System as a whole, the best quality standardization services and products within the CEN Standardization System and developing a sustainable system through which to lead standardization work within Europe by:
 - developing efficient tools and procedures for the professional management of all programmes and projects;
 - providing an efficient service for the EC/EFTA work programme, including Technical Assistance projects;
 - providing the best service to Members and stakeholders in terms of Conformity Assessment and Public Relations;
 - promoting quality management and ensuring continuous year on year improvement through the monitoring of Key Performance Indicators.
- Managing the core standardization activities by:
 - delivering the full range of standards and products (European Standards (ENs), CEN Workshop Agreements (CWAs),...);
 - making further efforts to reduce the delivery time for European Standards without jeopardizing the quality and the principles of standardization, taking into account different sector needs;
 - developing standardization in new areas, for example, services, civil defence, aeronautics, security, food, cosmetics, etc.;
 - ensuring efficient coordination between work on European Standards and CEN Workshop activities;
 - targeted promotion of CEN Workshops and Focus Groups in collaboration with the CEN Members;
 - optimizing the procedures for the maintenance and revision of European Standards.

- Enhancing CMC's financial management through:
 - efficient cost controlling and forecasting;
 - supporting the move from a budget-oriented to a business-focussed organization;
 - ensuring the efficient controlling and auditing of EC and EFTA projects and programmes in close contact with the CEN Members involved in the contracts.
- Supporting the CEN governing bodies by:
 - developing efficient tools and procedures to facilitate the decision-making processes;
 - optimizing the use of IT tools and data management.
- Developing and implementing a marketing plan to improve the perception and awareness of standardization by:
 - promoting the value of the European Standardization System to identified customers and target groups;
 - identifying and promoting success stories showing results achieved through standardization;
 - assessing the possibility of providing more information on European Standards to encourage further participation in technical work and promote interest in standards;
 - drafting standards as user-friendly as possible, with minimum implementation cost and procedural complexity;
 - developing a common toolkit for use by the CEN Standardization System, including key messages for identified target groups, an eLearning package, and promotional material;
 - promoting the benefits of standards at events and exhibitions;
 - maintaining an adequate infrastructure in terms of human resources at CMC which allows it to achieve its tasks.



PROVIDING CUSTOMERS WITH TIMELY AND MARKET RELEVANT PRODUCTS AND SERVICES WHICH MEET THEIR NEEDS, WHILST UPHOLDING THE VALUES OF OPENNESS, TRANSPARENCY AND CONSENSUS

INTENDED RESULT

CEN offers a clear, comprehensive and efficient set of procedures and IT tools to support technical work. Customers recognize and appreciate CEN as an excellent and responsive service provider that meets their needs and expectations.

ACTIONS

- Reviewing the standards development process by:
 - improving CEN's products for the benefit of its customers;
 - addressing customer requirements for a further reduction in the development time for European Standards;
 - optimizing the use of IT tools;
 - implementing measures to reduce the number of amendments and corrigenda.
- Assessing ways to broaden access to the standardization process by:
 - undertaking a study as to how the involvement of industry and other stakeholders in the standardization process can be further improved;
 - assessing how this could be undertaken without jeopardizing the principle of national delegations.
- Improving the services provided by CMC and CEN Members for technical bodies;
- Promoting a better coherence of rules and procedures for standardization work (CEN, CENELEC, the International Organization for Standardization (ISO), the International Electrotechnical Commission (IEC)) through more unified user interfaces and procedures in standardization processes between regional and international bodies;
- Reviewing the processes of national implementation, taking into account the specific problems related to standards developed under the New Approach, with the aim of better synchronizing the different steps and procedures (national implementation, transitional periods, presumption of conformity);
- Reviewing the role of sectors in the CEN Standardization System by:
 - developing new procedures for better involving sector interests in standardization management;

- developing mechanisms for making better use of advice from sectors regarding matters of coordination and technical policy;
- developing ways to attract new customers to CEN and to maintain their involvement;
- developing procedures for addressing cross-sectoral needs.
- Reviewing the role of the CEN Technical Board (BT) and its Technical Committee Management Group (BT/TCMG) in view of improving the efficiency of decision-making processes;
- Suggesting suitable mechanisms to accommodate the needs of stakeholders when taking decisions on technical policy;
- Improving participation in CEN's work by facilitating access to standards information by:
 - considering ways in which more visibility can be given to CEN's work programme;
 - providing more information on European Standards, e.g. by making available the tables of content or the scopes of work.



SECURING STABLE FINANCING FOR THE CEN STANDARDIZATION SYSTEM AND THE CMC IN ORDER TO ENABLE CEN TO CONCENTRATE ON ITS PRIMARY OBJECTIVE OF DEVELOPING EUROPEAN STANDARDS

INTENDED RESULT

A stable financing is secured, allowing CEN to conduct all standardization work and other activities that are requested by its stakeholders. The EC/EFTA funding is based on clear contracts, avoiding any ambiguity. The funding of CMC's services for Members will mainly be funded by membership fees. Whenever possible, EC/EFTA funding should be provided in the form of procurement contracts.

ACTIONS

- Distinguishing between the CEN Standardization System, CMC service unit and CMC contracts and ensuring appropriate pricing models for different activities by:
 - ensuring that CMC contracts (services to the EC/EFTA) are covered by public funding;
 - together with CEN Members, ensuring stakeholders' participation in resourcing and funding;
 - ensuring that the majority of funding for the CMC service unit (services to NSBs) is covered by membership fee contributions;
 - working with the EC/EFTA to change, wherever possible, the funding basis for activities from grant to procurement.
- Reducing, over a five-year period, dependence on the contribution of EC/EFTA to the CMC service unit;
- Ensuring that CEN's views are taken into consideration in the development of European legislation related to the financing of standardization.



DEVELOPING EFFECTIVE RELATIONS WITH THE EC AND EFTA IN ORDER TO PROMOTE AND REINFORCE THE ROLE OF EUROPEAN STANDARDIZATION AS A TOOL FOR SUPPORTING EUROPEAN POLICIES AND FOR SIMPLIFYING LEGISLATION IN EUROPE

INTENDED RESULT

EC and EFTA are well aware of the benefits of European standardization. They support the principle of co-regulation by making reference to European Standards in legislation or as an alternative to legislation. The European Standardization System is perceived as an equal partner, supporting the political initiatives for improving European competitiveness.

ACTIONS

- Developing relations with all appropriate EC Directorates General (DGs) by:
 - strengthening relations with DG Enterprise & Industry;
 - developing and maintaining contacts with other DGs with a standardization dimension, for example, Environment (ENV), Transport and Energy (TREN), Information Society and Media (INFSO), EuropeAid Cooperation Office (AIDCO), Health and Consumer Protection (SANCO);
 - ensuring regular personal meetings at all levels;
 - participating in EC inter-service committees regrouping all services involved in standardization;
 - responding to EC documents, in particular those from the Senior Officials Group on Standardization (SOGS), and consultations.
- Developing relations within the EFTA Secretariat;
- Participating in EC regulatory dialogues where standardization issues are at stake by:
 - providing input on discussions related to the New Approach directives and standardization issues;
 - developing contacts with other countries and regions and promoting the values and products of the European Standardization System.
- Implementing the CEN policy relating to Technical Assistance contracts;
- Facilitating the participation of Partner Standardization Bodies in CEN's technical work;
- Implementing Memoranda of Understanding (MoUs) with Regional Standardization Organizations (RSOs) by:
 - working with the EC/EFTA in order to gain support to promote European standardization to those RSOs with whom CEN has signed agreements;
 - collaborating with CENELEC and ETSI in order to promote the European Standardization System in other regions;
 - promoting the participation of national authorities in the standardization process for ensuring coherence between legislation and European Standards;
 - supporting the EU's better regulatory policy;
 - maintaining the broad legitimacy of European Standards by continuing to include societal stakeholders in the standardization process;
 - increasing the visibility of the European Standardization System and its products outside Europe.



BEING THE RECOGNIZED PROVIDER OF EUROPEAN STANDARDS RELATING TO CONFORMITY ASSESSMENT AND PROMOTING A EUROPEAN MARK OF CONFORMITY

INTENDED RESULT

CEN, in cooperation with CENELEC, provides a comprehensive range of European Standards and Guides for the implementation and recognition of good Conformity Assessment practices, suitable for all forms of first, second or third party involvement and evaluation, widely used by all interested parties. Furthermore, CEN promotes the use of the Keymark as the mark of conformity to European Standards.

ACTIONS

- Developing European Standards that are needed for supporting EC/EFTA policy for Conformity Assessment;
- Improving CEN's visibility and activities in the area of Conformity Assessment by:
 - developing the Keymark as the preferred mark of conformity to European Standards;
 - replacing gradually the CENCER Mark by the Keymark in order to strengthen the Keymark;
 - strengthening the concept of Mutual Recognition for the implementation of the principle 'one standard, one test, one certificate';
 - collaborating with CENELEC over Conformity Assessment issues and the Keymark.
- Promoting the establishment of a European forum in which Conformity Assessment issues can be discussed.



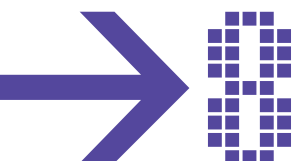
REVIEWING THE CORPORATE GOVERNANCE STRUCTURES WITH A VIEW TO FACILITATING THE DECISION-MAKING PROCESSES AND ENSURING EFFECTIVE POLICY MAKING WITHIN CEN

INTENDED RESULT

CEN provides efficient, democratic and effective governing structures for facilitating the decision-making process and ensuring effective policy making, taking into account the requirements resulting from enlarged membership and the need for a closer involvement of industry and other stakeholders.

ACTIONS

- Ensuring the effective and democratic participation of all CEN National Members in CEN's governance structures by:
 - ensuring an effective induction into CEN for new Members;
 - promoting the CEN MemberFit programme in order to balance the needs and interests of new and old CEN Members;
 - redefining the scope of the CA Consultative Committees for External Policy and Financial Affairs to ensure they remain an effective tool in the decision-making process.
- Ensuring a better involvement of industry and other stakeholders in CEN's governance structures by:
 - developing mechanisms for consulting industry and other stakeholders on matters of standardization policy;
 - considering the possibility of establishing new mechanisms for gaining better advice from high-level representatives from industry and other stakeholders.



BEING OPEN TO PARTNERSHIPS FOR THE EFFICIENT DEVELOPMENT OF EUROPEAN STANDARDS, ENSURING A CLOSE COLLABORATION WITH INTERNATIONAL PARTNER ORGANIZATIONS

INTENDED RESULT

CEN promotes close cooperation with ISO, as its international partner organization, with a view to avoiding duplication of work, making the best use of limited resources, and establishing a coherent set of standards. CEN proactively pursues the convergence of policies, procedures and best practice.

ACTIONS

- Supporting proactively the development of International Standards by promoting the efficient use of the Vienna Agreement between CEN and ISO and the approach that standardization projects should be conducted together with ISO.



ABOUT CEN

The European Committee for Standardization (CEN) is a business facilitator in Europe, removing trade barriers for European industry and consumers. Its mission is to foster the European economy in global trading, the welfare of European citizens and the environment. Through its services, it provides a platform for the development of standards and other technical specifications.

CEN's 30 National Members work together to develop voluntary European Standards (ENs) in various sectors to build a European Single Market for goods and services and to position Europe in the global economy. More than 60.000 technical experts, as well as business federations, consumer and other societal interest organizations, are involved in the CEN network that reaches over 460 million people.

For further information, please visit: www.cen.eu

NATIONAL MEMBERS



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