



Strategic Plan 2021 - 2025

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Strategic plan

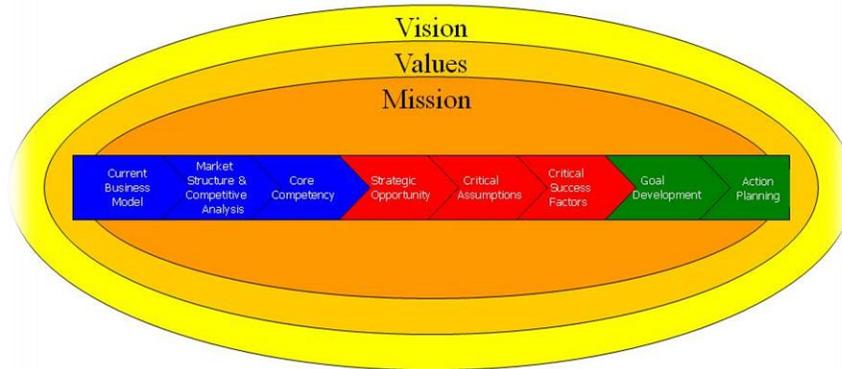
This **strategic plan** 2021 – 2025 has been developed to articulate within the organization the purpose, goals, and subsequent actions needed to achieve the set goals and all of the other critical elements developed during the **planning** exercise during the year 2020. This also addresses the observations of the IdeaSquare and GRADE Advisory Board ([ISAB-G](#)).



The Vision

The vision for IdeaSquare is: A place where scientists and society meet to answer societal issues by pushing the boundaries of knowledge and to share and explore new ways to reach societal impact through research and technology. A space designed for collaboration through curiosity, creativity and science. A place where people have a licence to dream.

Strategic Planning Model



The Mission

Our Mission is to foster next-generation of scientists and innovators to help them in the early-stage to connect Research & Development (R&D) to societal needs, to explore novel solutions for the future of humankind. Our core values are: openness, honesty, achieving common goals by sharing and collaborating, committing to highest quality of work and collective integrity.



Strategic plan Overview



Overview

The document has been compiled using the process described above. A number of dedicated workshop were organized during 2019 – 2020 to address the different elements and parts of the process. The dedicated strategy workshops took place on January 21st (ref.), May 26th (ref.) and November 31 – December 1 (ref.).

Inputs

Data was gathered from a variety of sources, such as from interviews with IdeaSquare personnel, users, other key stakeholders, organized dedicated events, review of publicly available documents on similar type of activities elsewhere, primary research (e.g., visiting or observing collaborators and similar institutions) etc.



Activities

The essence of formulating a meaningful and compelling strategy for IdeaSquare is relating its activities to both its internal and external environment.

The oversight of past and on-going activities at IdeaSquare has relied on constant monitoring and interaction with our research and education partners (e.g. through using questionnaires and other means to collect data). Guidance has been sought in meetings and through other channels of communication among the organization's hierarchy. Invaluable feedback and constructive criticism has been offered by the ISAB-G and others.

This collected feedback and gained hindsight has been used as input to develop a foresight, and to develop a common understanding regarding the identified needs and what the response or offering to these needs should be, and subsequently, what the strategy of IdeaSquare needs to be.

Outputs

The output of the IdeaSquare strategic planning includes: the current documentation to be submitted to ISAB-G for its consideration in early 2020; communication to the personnel and stakeholders describing IdeaSquare's strategy and how it will be implemented.



From Four sights to Insight – Description of the different approaches used

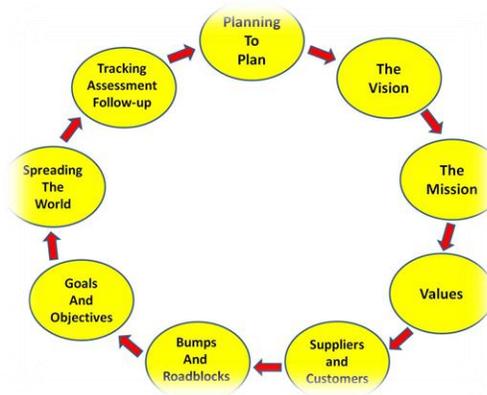


Root Cause-Effects Analysis and Planning Assumptions used

Composition of IdeaSquare's Operative Strategies 2021 - 2025

- Sources of income - marketing - promotion - support;
- Management - processes - expertise - resources;
- Operations - efficiency - capacity - processes;
- Offerings - services - quality - pricing - features - scope - competitiveness;
- Finances – resources allocation - performance;
- R&D - effort - direction - resources;
- Costs - productivity – impact - monitoring;
- Projects - organization - structures.

Strategic Plan



This is how we are seen or perceived inside CERN

- 1.
- 2.
- 3.

This is what we identify as important for us to do or respond

- 1.
- 2.
- 3.

This is what we must achieve by 2025

- 1.
- 2.
- 3.

This is how we plan to achieve the above goals

1. Strategies to achieve:
2. Action plans to achieve:
3. Budget(s) to achieve:
4. Steps and process(es) that effectively communicates how we will allocate time, human capital, and money to address the issued priorities and to achieve the defined objectives.

This is how we will review the progress

To ensure the plan performs as designed;

1. We hold regularly scheduled formal reviews of the process and refine as necessary during an annual Strategy Day (late May each year)
2. ...
3. ...

We use the Strategic Planning Worksheet

Activity description	At the beginning of the PMSD process		At the end and after the PMSD process		What are you going to do to ensure this transition happens?
	Who does?	Who pays?	Who does?	Who pays?	

Boundary conditions we need to take into account (funding, IPR etc.)



Strategic Income Planning (Profitable versus At-cost charging)



SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)



Appendices
