

General Assembly 2017
1-3 October
Vienna, Austria

#mapsforeurope

Strategy 2017-20

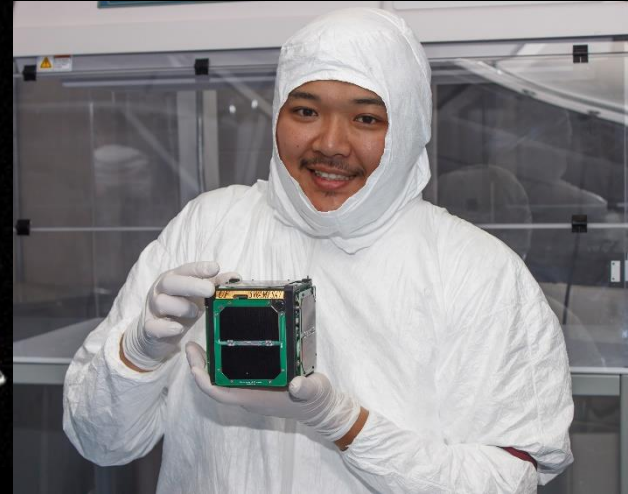
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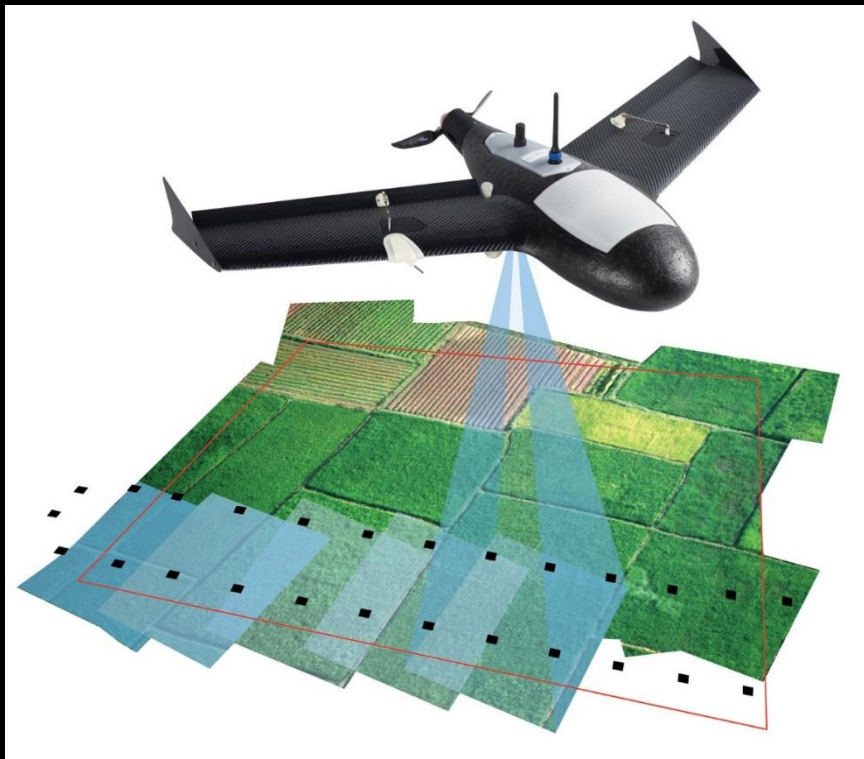










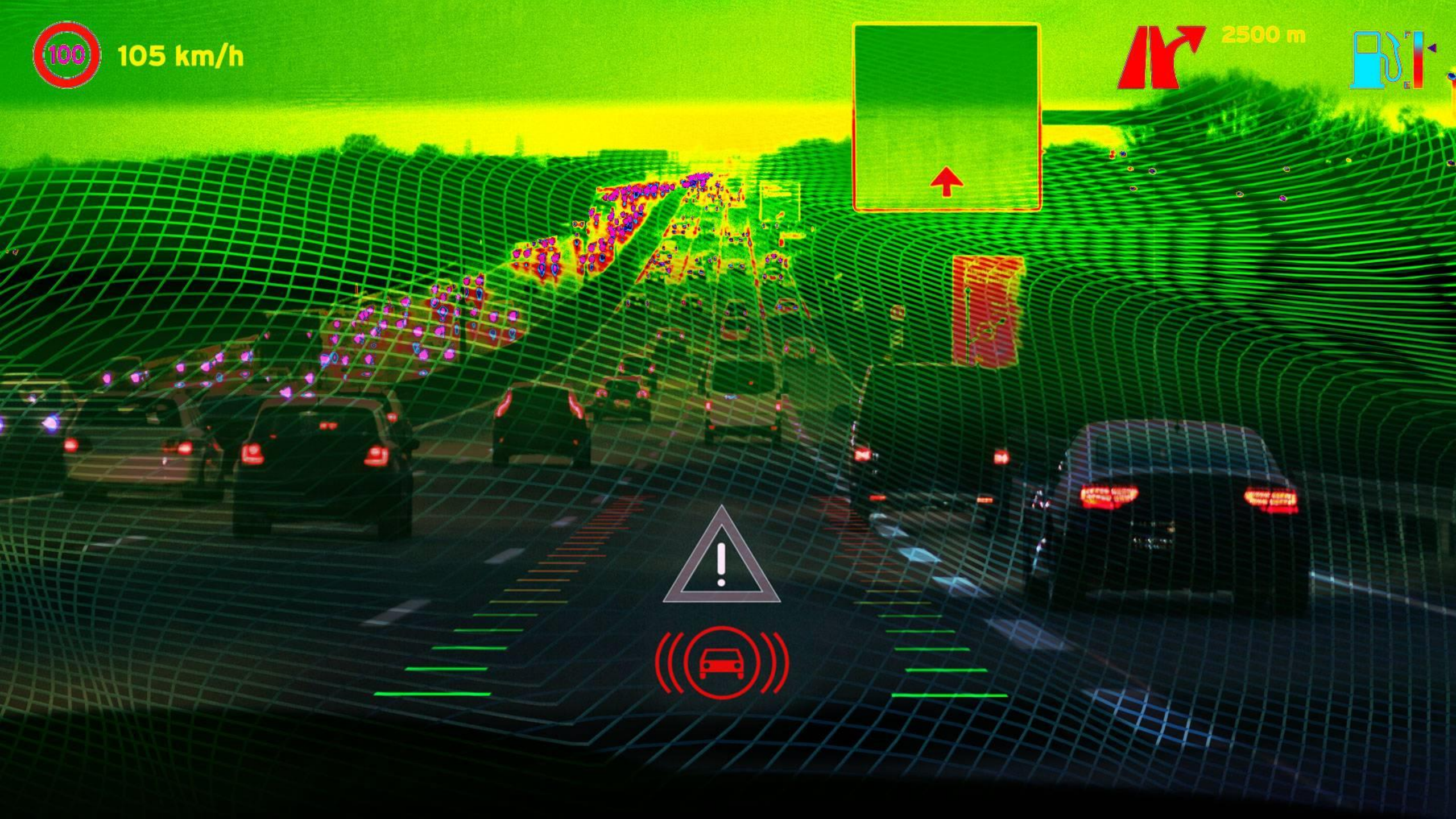




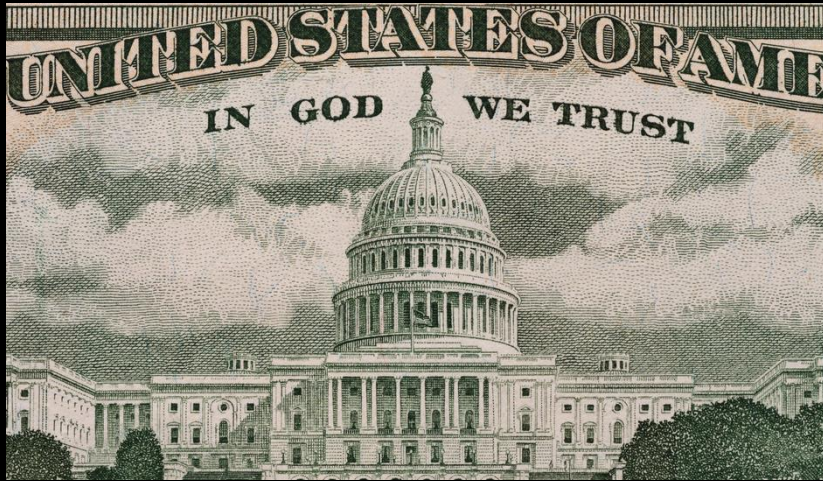
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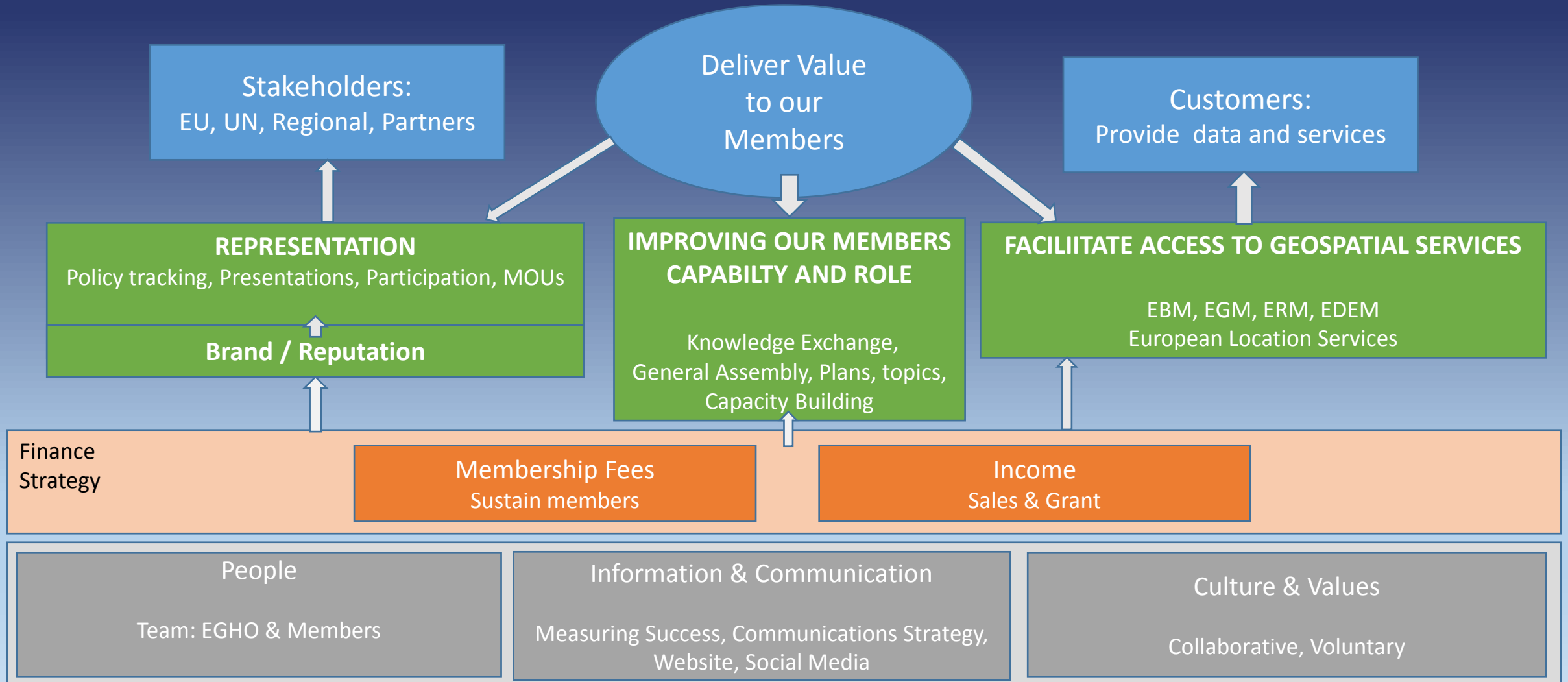
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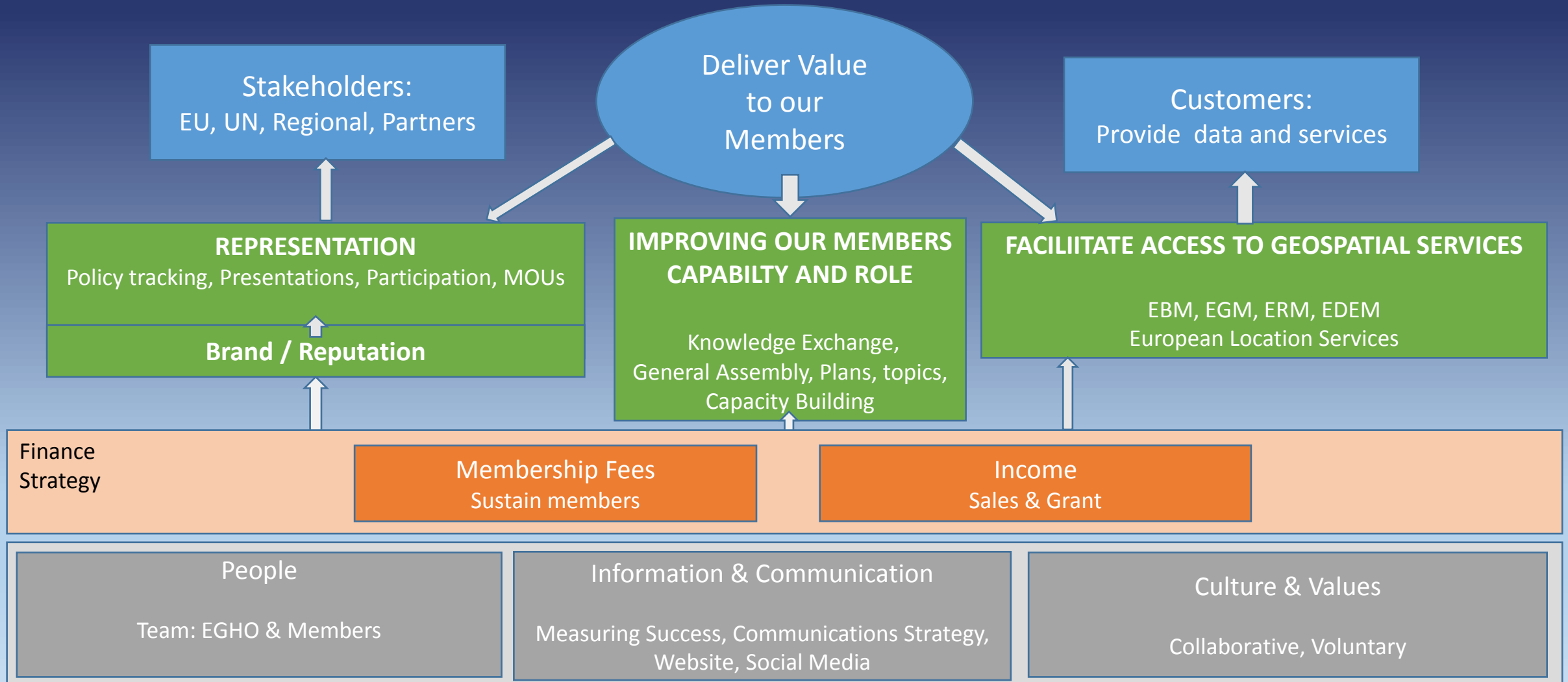
Society empowered by our members' authoritative geospatial services

We support the public good by representing our members' interests, maintaining networks that help our members improve their capabilities and role, and by facilitating access to and use of our members' geospatial services



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Membership

- Our focus is on national bodies in geographic Europe responsible for geodetic surveying, topographic mapping, cadastral surveys and land registration
- Objective is to maximise membership from those who fulfil the current criteria
- Will not change the geographic scope
- Management Board will consider others that fulfil criteria or definition in our purpose on a case-by-case basis, if they arise
- We will focus on strengthening the NMCA's role in SDI within their countries, so it comes under their remit and not another government department.



Representation

Our focus is on:

- United Nations – through UN GGIM committee of experts, UN-GGIM: Europe and UNECE
- The relationship with the European Union, Commission and its Institutions
- Other regional and international groups of interest to our members



United Nations



Focus on UN Global Geospatial Information Management Committee of Experts (UN-GGIM)

- European NMCAAs have an important global role to play
- Important that our members' distinctive voice and interests are heard in the development of global policy.
- EuroGeographics, as an observer, will:
 - Assert our own clear view and position on issues considered
 - Represent our members' interest and support this important global initiative.
 - Help form, communicate and implement UN-GGIM policy in Europe

The relationship between EuroGeographics and UN-GGIM: Europe

- As an observer on the UN-GGIM: Europe Executive Committee, we will:
 - Avoid duplication and emphasise complementarity of the two very different organisations
 - Provide the Secretariat through The Netherlands

European Union



- Our Association is for more than the EU.
- Influences policy beyond the EU 28 – so our most significant stakeholder.
- This is a relationship we must pay particular attention to.
- The EU is an important customer and user of our members data, but the relationship has to be wider than just as a supplier of data or services.
- Geospatial compliments all EC policy areas
- So it is sometimes unclear where EuroGeographics should put its efforts in terms of representation to ensure geospatial is included and remains relevant.
- Representation activity will focus on making geospatial part of the infrastructure and tools used by the Commission and not something niche or specialised.
- Representation must promote our members role in this infrastructure
- Strategic Aim to encourage the EU to develop geospatial policy

Strategic Goal REPRESENTATION	Strategic Objectives
<p>To represent and enhance our members’ interests in the development of pan-national policy and legislation, to promote the delivery of our members data through the European Location Services, and develop EuroGeographics position as a responsible player</p>	<ul style="list-style-type: none">• Encourage the EU to develop a coherent geospatial policy
	<ul style="list-style-type: none">• Represent the interests of our members in the development of international and regional cooperation including within EU policy and legislation
	<ul style="list-style-type: none">• Promote the importance, and facilitate the use of our members authoritative data, and when available, the European Location service
	<ul style="list-style-type: none">• Participate in and make appropriate, positive contributions, to areas where we, and our members, have a track record, significant expertise and legitimate interest.
<p>To help form, communicate and implement UN-GGIM policy</p>	<ul style="list-style-type: none">• Assert our own view and position on UN-GGIM issues
	<ul style="list-style-type: none">• Represent our members’ interests in the development of UN policy
	<ul style="list-style-type: none">• Provide the secretariat for UN-GGIM: Europe
	<ul style="list-style-type: none">• Work with UN-GGIM to avoid duplication of effort and promote complementarity.



Improving our members' capability and role


- Knowledge Exchange is a priority activity
- We will maintain a strategic focus on developing our knowledge exchange networks further
- Support actions to strengthen and enhance this activity:
 - General Assemblies are our 'flagship' event
 - Capacity building
- Management Board want to be proactive in agreeing the work programme of KENs, and
 - On occasion to identify areas of interest for the KENs to undertake
- This work, results and outcomes to be shared with the Management Board and other members
- We can develop our role to help others deliver and engage with our members.
 - For example, EC, UN-GGIM; Copernicus; GEO, EuroSDR



Strategic Alliances

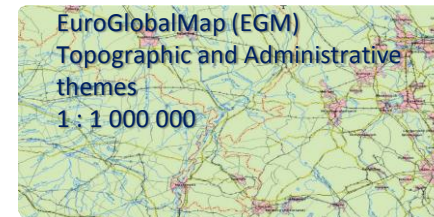
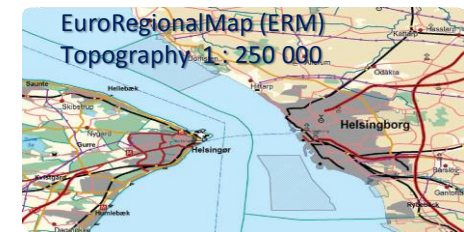
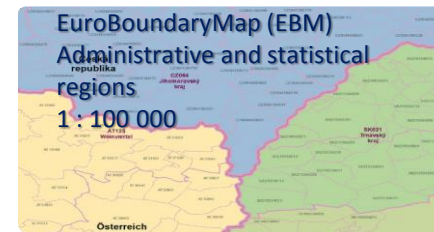
- Knowledge exchange with an external focus:
- Develop strategic alliances where
 - there is clear value to be gained to EuroGeographics and its members, and
 - in order to avoid duplication of effort
- The best strategic alliance are with organisations that don't overlap in membership or role
- For example : earth observation, geology, national statistics (EFGS)



Strategic Goal KNOWLEDGE EXCHANGE	Strategic Objectives
<p>To maintain networks that help our members improve their capabilities and role, in which they share best practice and share experience, both with other members and external partners and stakeholders.</p>	<ul style="list-style-type: none">• Maintain and enhance EuroGeographics’ knowledge exchange networks, including for the Heads and Directors of our membership organizations at the General Assembly.
	<ul style="list-style-type: none">• Enhance the KENs to include more proactive capacity building where needed
	<ul style="list-style-type: none">• Develop, and maintain, with the help of members, an agreed annual work programme for the KENs.
	<ul style="list-style-type: none">• Communicate and share the results and outcomes from the KENs with the MB, members, and others where appropriate.
	<ul style="list-style-type: none">• Develop knowledge exchange further through external alliances where they further enhance our members’ role and interests 

Facilitating Access to our Members' data

- Core strategic goal, achieved through:
 - Representing the importance of our members' authoritative geospatial data and services
 - Provision of pan-European products, and by developing European Location Services



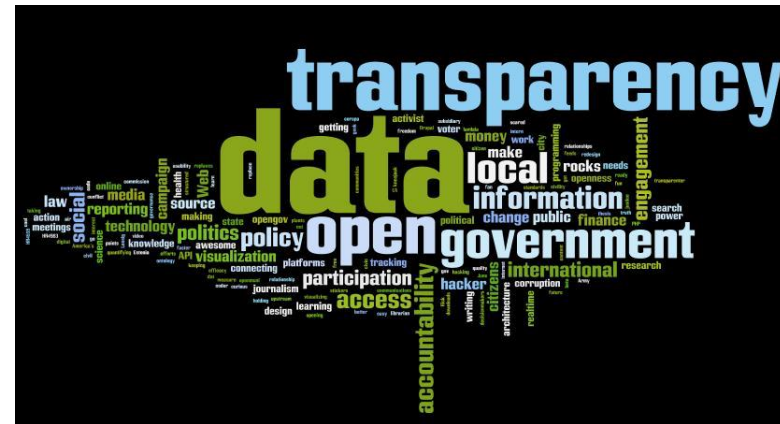
Pan-European products

Product Strategy

- Retaining our existing customer base is essential.
- We will sustain the current product range for the foreseeable future
- The Commission, through Eurostat, remain EuroGeographics largest customer.
- The Commission is not fully 'joined-up'
- There is a role for EuroGeographics to work with them to help define their requirements better
- The development of European Location Services with a longer-term, integrated product strategy will be addressed.

OPEN Data

- There is a potential that all data may be OPEN but the services (value add) can be charged for
- OPEN is inevitable and therefore must be investigated
- We will be guided by our members who are bound to their national government policy



Commercial vs Not for Profit

- EuroGeographics is a **not-for-profit** Association
- We raise funds to support our Association's activities.
- Our motive for making a 'surplus' is
 - Not to pay stakeholders in a commercial sense but
 - To deliver value to members, customers and other stakeholders
- It is possible that a partner or partners can help deliver these 'fund raising' activities.
- We need to invest in more market research to understand
 - What the market wants, and
 - The potential for a greater portfolio of products/services

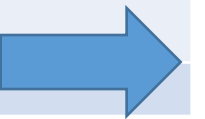


An Operational European Location Service

- Key strategic question:
Given the role of EuroGeographics as an Association of members, how can it achieve its aims, and facilitate the delivery of an operational European Location Service?
- Neither Federated approach nor full operational responsibility considered viable.
- Should find out more about service partners/partnership approach –
- Two stage approach –
 - requirements gathering exercise as stage 1 and then:
 - refining before going out to secure partnership
- Existing Products:
 - evolve our current product into ELS services
 - include our existing product range - in time they should become part of our service offering
 - long term view - we will work on a common long term product strategy.

Strategic Goal PRODUCTS	Strategic Objectives
<p>To sustain and if possible grow, our current customer base, while addressing a longer-term product strategy.</p>	<ul style="list-style-type: none"> Retain and grow our current customer base – maintain an annual sales plan. Undertake research and analysis of the pan-European market for authoritative geospatial data and services Develop a longer-term product strategy, within the broadened scope and definition of European Location Services Investigate the impact of Open Data policies on EuroGeographics products.

Strategic Goal - EUROPEAN LOCATION SERVICE	Strategic Objective
<p>To develop a sustainable, operational service, building on the ELF Project, to deliver pan-European authoritative geospatial data content that meets market needs, and meets the needs of the European Union.</p>	<ul style="list-style-type: none"> Deliver the ELS Transition Programme Plan Seek a partner (or partners) to assist in the design, build, implementation and future operation of a sustainable European Location Service Secure sustainable funding.



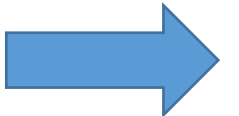
Financial Strategy

Principles

- Sustain our income from our current sources – membership fees and licence income
- Increase our income through licensing of our products
- Reuse income from sales to support project work (such as the European Location Framework project)
- And build reserves for the future investment in developing the operational European Location Services.

Long-term

- Cost of core Association membership activities to be covered by membership fees and licensing income
- European Location Service development activities will be funded from cash reserves
- Future operational costs from revenue generating activity including grant income.
- Critical Strategic Issue: require a clear plan for securing funding for the operational European Location Service

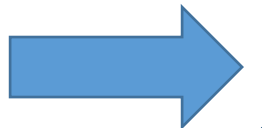


People

- Important we have capacity and capability to deliver strategy
- Must avoid unrealistic expectations from such a small team!
- Need to develop and apply best practice human resource policies and plans
- Comply with relevant laws, regulations and requirements of a modern employer
- Develop, motivate and reward our staff appropriately



- EGHO team cannot deliver this without our members support!
- Supplement our team with secondments from our members.



Information & Communication

Information

- Undertake regular membership surveys
- Formal and informal feedback from our customers and users of our data
- Market analysis and review
- Formal and informal views from our stakeholders
- Develop a stakeholder engagement plan

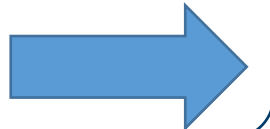
Communications Strategy

- We will develop a clear, concise and effective communications strategy to support the implementation of our strategy.
- With core strategic messages describing the tactics and tools to be deployed:
 - Website, press notices, the use of social media, branding



Culture & Values

- We will continue to maintain a professional and competent atmosphere
- Encourage a collaborative and cooperative environment across multi-national boundaries
- Regardless of politics, ethnicity, religion, culture or language.
- Open, transparent and ethical way, maintaining a helpful and supportive network for our members in order to support them in their role.
- We will seek to sustain these values in all that we do.



Monitoring and review

- Future is Uncertain! Difficult to plan too far ahead!
- We will focus on a three year horizon
- With detailed operational plan for Year One, with specific measures of success and targets, financial resources to be deployed to deliver the planned actions.
- Strategy will be reviewed and updated annually,
- Changes reflected in Year One operating plan.
- Management Board monitors overall progress against the strategy
- Reported to the General Assembly each year by the Management Board.

The logo for EuroGeographics is centered within a white rounded rectangle. It features the word "Euro" in yellow and "Geographics" in white, with a yellow star above the 'i'. A yellow swoosh underline starts under the 'G' and extends to the right.

EuroGeographics

A society empowered by the use of our
members' authoritative geospatial services.

www.eurogeographics.org