

# STRATEGY PLAN 2027-2031

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## ROADMAP

# Planning Cycles: Long, Medium and Short Term



## Five-Year Strategy

Long-term strategic roadmap. Published a year in advance.



## Activity Plan and Budget

Our plans and activities for one year ahead.

- Developed over June-Sept, presented at the October GM
- Finalised by the end of the year



## Quarterly Plans

Published by the start of each quarter:

- Summaries and descriptions of work planned
- Community input on plans



## **We develop a long-term plan to guide our activities for the coming five years.**

This allows us to:

- Provide clarity to members and the community about the direction we will take in the coming years
- Align our staff around strategic priorities
- Engage and motivate internal and external audiences (staff, board, members, community)
- Inform the annual Activity Plan and Budget process
- Ensure the long-term development of services and activities that our members and the community depend on for their own operations



# STRATEGY PROCESS 2027-2031

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# Some New Things This Time Around...



- Financial planning to create a five-year budget projection to match the five-year strategy cycle
- A longer planning cycle - we are starting now with the aim of having the strategy ready for May 2026, before the drafting of the Activity Plan and Budget 2027 begins
- Once the high-level draft strategy is in place, we will develop strategies at the service level as well
- Involving more stakeholders internally and externally
- Using a slightly different methodology - more groundwork before drafting the strategy

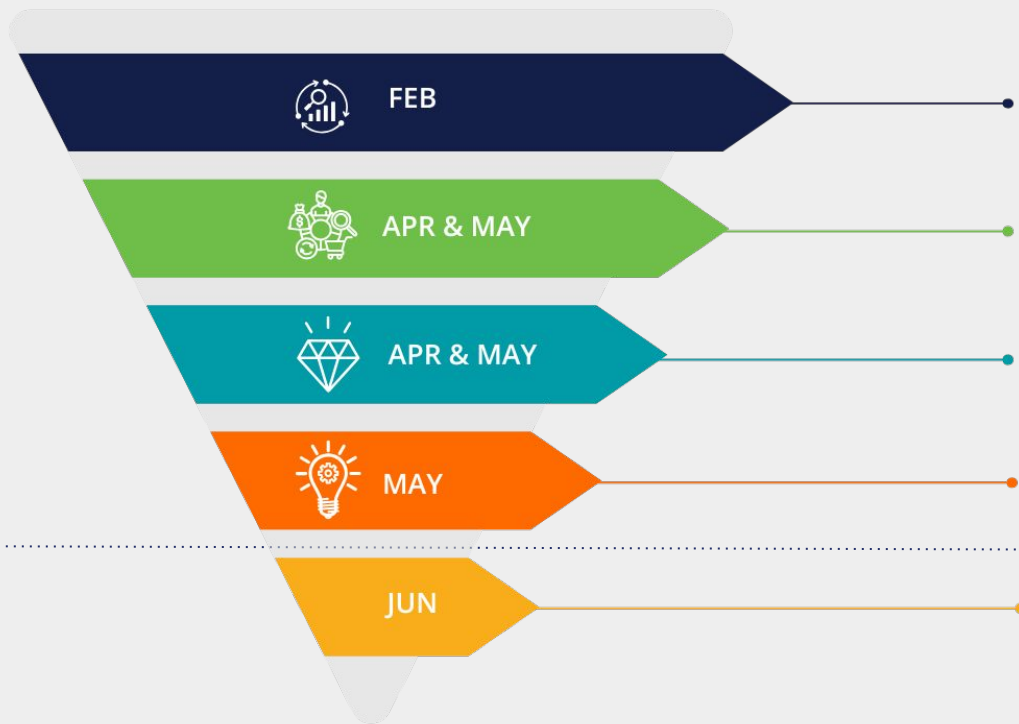


## Diagnose, Decide, Deliver

The basic framework is fairly simple. Work will take place in three main phases:

- **Diagnose (Q1-Q2 2025):** Examine the landscape, bigger trends and understand where we stand. Map external factors, the operating environment, our resources and capabilities. Input from internal stakeholders.
- **Decide (Q3-Q4 2025):** Use this analysis to set the general direction for the coming five years. Check the alignment of our mission and vision. Do our current objectives still apply in this landscape? Define a high-level strategy and gather input from external stakeholders.
- **Deliver (Q4 2025 - Q2 2026):** Work on more detailed service-level plans and fine tune the strategy.

# Strategy Process Q1 and Q2 2025



## GENERAL ENVIRONMENT

PESTLE - society - trends

## OPERATING ENVIRONMENT ANALYSIS

Understanding the potential impact of these changes on the RIPE NCC

## ORGANISATIONAL STRENGTHS

Evaluating our current capabilities and limitations

## STRATEGIC SWOT

Synthesising a strategic SWOT based on these

## DECISIONS

Drafting a high-level strategy outline following the Executive Board Meeting and Executive Team retreat in June



## Understanding our external environment

Gathering input from internal stakeholders on how they see these factors influencing the RIPE NCC's activities in the years ahead:

- Political
- Economic
- Social
- Technological
- Legislative
- Environmental





# PESTLE Analysis: Political Factors



- Increased geopolitical conflicts
- Increase in requests for greater insight and control over Internet number resources by governments
- Increased mistrust towards institutions
- EU legislation and potential demands from non-EU countries for parity
- Possibility of further sanctions
- Rapidly changing and seemingly unstable international dynamics

# PESTLE Analysis: Economic Factors



- Tight economic conditions and uncertainty regarding inflation rates
- Increased cost of attracting and retaining talent
- Sanctions and OFAC restrictions
- The US-imposed system of tariffs
- The fluctuating IPv4 market

# PESTLE Analysis: Social Factors



- Divergence within the RIPE community
- Less participation from the newer generation
- Geopolitical conflict as a threat to the cooperative spirit among community members
- Lack of participation from members and community in parts of our service region
- Challenges in staying relevant given people can get IP resources elsewhere, and they can meet/collaborate in other forums

# PESTLE Analysis: Technological Factors



- AI potentially changing the way we work and the expectations around the way we work
- Advancements in AI driving an increase in cybersecurity attacks
- Emerging quantum computing technologies reshaping encryption methods
- Evolution of routing security creating new security mechanisms we need to promote and support
- Concerns regarding dependence on cloud providers
- Increased deployment of IPv6

# PESTLE Analysis: **Legislative Factors**



- Maintained and possibly increased sanctions
- Increased and evolving regulations
- Conflicting regulations from different parts of our service region
- Need to visibly demonstrate compliance
- Increased possibility of legislation regarding data residency
- More tech advancements leading to increased need to regulate, again requiring relevant procedures, risk assessments, mitigation plans and business continuity plans

# PESTLE Analysis: Environmental Factors



- Climate change impacting us and our members
- Risks to Internet infrastructure and resilience e.g. submarine cables, coastal areas, islands
- Higher travel costs and demand for eco-friendly events
- Pressure to reduce our carbon footprint
- Requirement to report on and limit our energy consumption
- Infectious diseases affecting the RIPE community and RIPE NCC staff



## Workshops with RIPE NCC Staff

Discussions with different groups internally to review the PESTLE within the context of the RIPE NCC's different areas of operation:

- What are the likely areas of impact based on the PESTLE analysis?
- What opportunities do we see emerging from these?
- How do we see the expectations and demands made on us evolving in line with the industry?
- How are other external factors likely to influence our activities e.g. suppliers, industry peers
- What are our internal strengths and capabilities?



## Decide: June - October 2025

- Discussions at the Executive Board meeting and the Executive Team retreat
- Using the strategic SWOT and RIPE NCC's vision and mission as the springboard to look at the overall picture and understand where we stand, and where we want to be going
- Draft a high-level strategic direction for the RIPE NCC and the functional areas

**Key Deliverable: Draft high-level strategy for the RIPE NCC**





## September-October 2025

- We will share a summary of our internal analyses and high-level draft strategic plan with members and community ahead of the October General Meeting
- Work will begin internally on the service-level strategies:
  - Defining strategic objectives for services in line with the overarching strategy
  - Developing more detailed strategies for services through further analysis as needed
- Using the bottom-up feedback from internal service owners and external stakeholders to refine the draft strategy

## Key Deliverable: Service-level strategies



- We have already done quite a bit of groundwork (PESTLE analysis, operating landscape workshops)
- We will be asking for your input on our work (internal analyses and high-level strategic plan) ahead of the next RIPE Meeting - please participate!
- The whole process will culminate in a final RIPE NCC Strategy 2027-2031 that we will complete by May 2026



# Questions & Comments



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