



focus

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Your gateway to International Standards

Eye on the economy





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ISO focus

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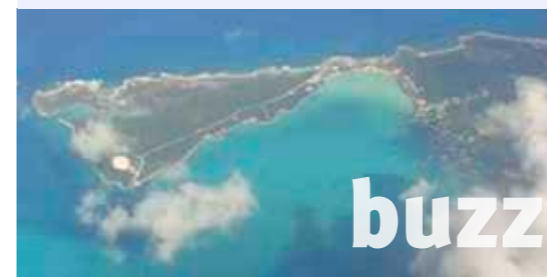
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Finding our brave new world



Elizabeth Gasiorowski-Denis
Editor-in-Chief of *ISOfocus*

Is there anyone in this globalized world today who hasn't been affected by the financial crisis? As cliché as it might sound, probably not. All of us have been affected one way or another. While the level of suffering is not the same, everyone's confidence has been badly shaken.

But first, let's recap the basic facts. Six years have now passed since the global economy entered into recession. Officially, that recession ended in the middle of 2009, but we are far from a full recovery. According to the polls, the average person on the street is sensing danger. More worryingly, a recent survey found that 61% of people believe a catastrophe is looming.

Unemployment figures also paint a stark picture. The International Labour Organization estimates that, since the beginning of the crisis, the global jobs gap has increased by 67 million. But worse is still to come. In spite of positive employment gains over the past years, global unemployment remains high, expected to approach 208 million people by 2015 and 214 million people by 2018.

As one reads this issue of *ISOfocus*, it is tempting to consider: How might standards help? What would occur if standards were used more widely? The answer is clear: a lot. Quite a lot would be different. And this is not speculation. We know it because interesting research from organizations such as the World Bank and the International Trade Centre shows time and again that standards can make a positive difference.

John Wilson, a Lead Economist in the International Trade group of the Development Research Group at the World Bank, says research shows that global standards can boost commerce. This, he suggests, can help create the jobs we so badly need to alleviate poverty and ensure higher standards of living for all.

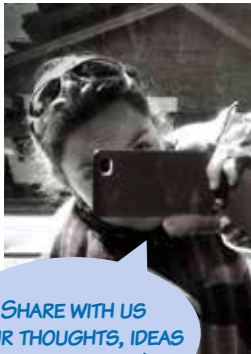
The question remains however: Is there anything we can do? As a matter of fact, yes, there is. There is an urgent need for leadership to showcase the importance of standards. Going forward, we need to figure out how to increase the use of standards by government, business and society. We need to find a way to bring standards from the boiler-room to the boardroom. And we need to educate our young people – the future leaders of this world – on the strategic value of standards.

Don't get me wrong. Standards are not the be-all and end-all solution to the economic situation. Standards will not reverse the damage caused by the 2008 financial crisis or prevent the potential of a future meltdown. Financial crises have happened before, and – if history is any guide – they will happen again.

But, what today's interconnected world needs now is confidence, honesty and trust – the bedrock of business. We must rebuild trust in our financial systems and economies, and this is where International Standards can help. But we have to move quickly, because the stakes are higher than they have been for years. And the urgency of our predicament calls for a global response. EGD

The urgency
of our predicament
calls for a global response.

Social feed



SHARE WITH US
YOUR THOUGHTS, IDEAS
AND FEEDBACK!

@MariaLazarte
ISO Social Media Manager



Guess the symbol

We challenged our Facebook fans to tell us the meaning of some tricky ISO graphical symbols. We were impressed by the number and creativity of their responses. Here is just one example:

YES SANDRA, YOU GOT IT!

Sandra Glover: It is a speed determination. Like on a lawn mower, a turtle is slow and a rabbit is fast; so the closer the throttle is to the bunny, the faster you will go.

I WANT SOME TOO!

J. David Mita Montero: Rabbit on the grill... good to be eaten and fast!

WATCH OUT FOR KILLER BUNNIES

Oscar Eduardo Ríos Uribe: Wild bunnies area.

BETTER START RUNNING THEN

Meetheen Mundeth: I will chase you.



Let's get serious about social media

Social media is no longer just the talk of technology gurus. When Twitter followed Facebook in going public at the end of 2013, it became a hot topic for Wall Street too. The company shares originally offered at USD 26 nearly doubled to USD 45 on opening day. Clearly, investors think they can capitalize on social media and are taking it seriously – and so should you. Ask yourself this: Are you really making the most of your social media presence?

Now, I know it is not easy. There is no one-size-fits-all strategy you can follow, but others' creative initiatives can inspire you. This is why we invited an interesting mix of speakers to the social media workshop we held at our 2013 IT, Marketing and Communication Forum. For those who could not make it, see the opposite page for some of the best advice and ideas.

And don't forget: everything is a learning experience. So be creative, open up, take risks and, most importantly, have fun!

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IT, MARKETING & COMMUNICATION FORUM.

Power of the crowd

When the International Telecommunication Union (ITU) used a crowdsourcing platform to get feedback from youth communities, they were overwhelmed by the response: over 1 000 unique ideas, 15 000 votes and 12 000 comments. Find out more:

- <http://ideas.itu.int/>
- #BYND2015

THANKS
@JOEGAYLORD87

Small does it

ICAN, a small NGO on a big mission to ban nuclear weapons, makes up for its minimal resources with a maximum of great ideas. Here are some of their low-budget videos that might get your creative juices going.

THANKS
@DANIELA_VARANO



Twiplomacy

After telling us how world leaders, including the Pope and Obama, use Twitter, Twiplomacy now turns to international organizations. Want to know who is doing it best?

Get the full study here: <http://twiplomacy.com/>

THANKS
@LUEFKENS

3 tips

Be social, don't just be "on social".
Use social media to connect, reach out, and get new ideas.

*Want to be heard? Then give your audience what they need.
Be relevant and, while you are at it, be human, friendly and fun.*

Not being "on social" is no longer an option. 77% of world leaders are on Twitter, taking diplomacy to a new level. So if you want to be part of the game, you had better start playing.

Figuring out our financial flops

Credit crunch, financial crash, recession – whatever you choose to call it – the economic crisis that began in 2008 set in motion a troubling chain of events.

Hardships faced today by many working women and men, families and communities are linked to the declining number of good jobs, dwindling incomes and the soaring cost of living. Many families are existing in a state of almost constant financial stress. Way too many parents are spending way too many sleepless nights wondering how in the world they will be able to keep their heads above water for another month.

The International Labour Organization estimates that since the beginning of the crisis the global jobs gap has increased by 67 million. In spite of positive employment gains over the past years, global unemployment is still high and expected to approach 208 million people by 2015 and 214 million people by 2018.

So the question remains: what can be done to bolster the economy? With half a decade's hindsight, it is clear that more creative solutions must be devised. That's exactly what many economists, and export specialists are telling the world to do – high calibres such as John Wilson and Khemraj Ramful. According to them, one solution could be the expanded use of International Standards in order to help boost economic growth through trade.

International trade 101

John Wilson, a Lead Economist in the International Trade group of the Development Research Group at the World Bank, has underlined that the global economy, though growing, remains fragile, underscoring the need to continue efforts to promote growth, lower the costs of doing business, and ensure a conducive business environment. “There is a role here, I believe, for the contributions of regulatory reform, harmonization of standards to international ones, and other steps that can help expand trade – and support economic growth.”

Wilson says that research shows that global standards can boost commerce by lowering trade costs, facilitating integration into global value chains, and opening up new foreign markets to businesses. In particular, World Bank trade research shows that trade in the ICT sector, which is a critical contributor to the new global economy, benefits substantially from standards harmonization.¹⁾ This, he suggests, can help create the jobs we so badly need, encourage innovation and improve productivity, which in turn will combat poverty and lead to higher standards of living for all.



In times of economic hardship, more and more people are choosing to tend their own gardens – literally.

We must also be careful, warns Wilson, to ensure that developing countries and small and medium-sized enterprises (SMEs) are able to share in these opportunities and are not excluded due to the fixed costs associated with adapting to necessary process and production methods. When asked what he sees as the answer, the economist famous for his standards work quickly answered: “the global standards initiative”.

The Lead Economist points out that reinvigorating global trade can be a major catalyst for sustainable growth. But as growth continues, Wilson explains, and global tariffs continue to decline, non-tariff measures, such as standards and technical regulations, are becoming increasingly important – especially with the increasing importance of global supply chains.

In fact, Wilson’s research points to the significant potential benefits to global trade from addressing non-tariff measures. In one study, he found that by improving trade facilitation, through customs modernization and tighter trade regulatory environments, global trade would increase by USD 377 billion.²⁾ Harmonization of standards is one important way to reduce trade costs, improve supply chain efficiency, and encourage inclusive, sustainable economic growth.

Don’t underestimate SMEs

Wilson’s economic outlook is matched by export specialist Khemraj Ramful, Senior Adviser, Export Quality Management, at the International Trade Centre. Ramful remarks that SMEs are essential in poverty reduction programmes because of their potential contribution to economic growth. By facilitating their access to information on technical regulations and standards, assisting them with meeting the requirements of International Standards and paving the way to competent conformity assessment services, we can help SMEs thrive in an increasingly competitive global market so that they can play their part in alleviating poverty. Ramful also believes that confidence among business partners is still lacking, and that standards are the next solution. “ISO International Standards have a definite role to play in the removal of technical barriers to trade and in assisting enterprises in developing economies that connect to global value chains. Implementing International Standards can help provide that confidence.

“For the man on the street, this means that ISO International Standards can contribute to improving exports, which would have an impact on job creation and poverty alleviation in developing economies.”

Participation pays off

Where Wilson and Ramful see our collective action toward recovery and sustained growth as encouraging, Europe’s most prominent academician working in the field of standardization, Knut Blind, still foresees one fundamental challenge. In a recent interview to talk about his research groups in Berlin, Germany,³⁾ Blind says that it is still not easy to convince companies to participate in standardization and send people to the committees.

Although Blind recently presented findings which show that companies’ spending on research and development (R&D) correlates positively with their inclination to engage in standardization activities, many companies still give priority to performing their own R&D and protecting their results by patents instead of exploiting the possible synergies through an involvement in standardization.

These conclusions, that some companies are still unprepared (or unwilling) to participate in standards, come as a wake-up call for International Standards organizations such as ISO. While it is clearly worthwhile for most companies or whole economies to invest in standardization, many of those that should be participating are not. This highlights the fact that we (and by that I mean the International Standards community) need to further invest in company outreach efforts to convince CEOs, especially in small and medium-sized companies, about the value of engaging in standardization.

Failure to actively participate in the development (and use) of International Standards will prompt a fragmentation of production and a marginalization of the weakest (SMEs and developing countries alike) and likely lead to a reduced growth in the global economy. Isn’t it time we all took action? ^{EGD}

Global unemployment



(Source: ILO)

Companies are still unprepared (or unwilling) to participate in standards.



- 1) Portugal-Perez, A., Reyes, J. and Wilson, J.S. (2009), “Beyond the Information Technology Agreement: Harmonization of Standards and Trade in Electronics”. World Bank Policy Research Working Paper 4916. The World Bank Group.
- 2) Wilson, J.S., Mann, C.L. and Otsuki, T. (2005), “Assessing the Benefits of Trade Facilitation: A Global Perspective”. World Economy, 28:841-871.
- 3) Prof. Blind’s research groups are located at the Chair of Standardisation at the Erasmus University, the Chair of Innovation Economics at the Technical University of Berlin and the Fraunhofer Institute for Open Communication Systems.



From fake versions of the drugs Viagra and Xanax to phony designer watches and handbags, counterfeiting is rising fast and is increasingly becoming a booming underground economy. And while counterfeiters reap significant profits, millions of consumers are at risk from unsafe and ineffective products.

Who hasn't been tempted to purchase a fake designer handbag or watch? They are a fraction of the cost of authentic designer products, ranging from the hundreds to the ten-thousands depending on the designer, the style and the materials used. But there are many reasons not to buy knock-offs, first and foremost because fakes harm people and hurt the economy.

Despite being against the law, counterfeiting is big business. Counterfeit products exist in virtually every area – food, drinks, clothes, shoes, pharmaceuticals, electronics, auto parts, toys, currency, tickets for transport systems and concerts, alcohol, cigarettes, toiletries, building materials and much, much more. Counterfeiters often prey on consumers' desire for low prices, but consumers need to recognize that there is a real difference between a cheap price and a bargain. And the cheap prices offered by counterfeiters often come at a very high cost to others.

While counterfeiters continue to reap significant profits, millions of consumers are at risk from unsafe and ineffective products. Prof. Hyeonho Park, Director of the Institute of Crime Science at Yongin University, Republic of Korea, says that the health risks associated with counterfeiting are diverse.

Crackdown on counterfeiting

Examples include lethal amounts of melanin in infant formula, carcinogenic Sudan Red food dye, medicines with little or no active ingredients, aircraft replacement parts that fail, and sub-standard electrical cords that catch fire.

One of the most harmful forms of counterfeit goods is fraudulent medicines. In recent years, there has been a marked increase in the manufacturing, trade and consumption of these products – often with harmful, and at times fatal, results.

The juicy business of fakes

In 2012, US Customs & Border Protection and Immigration & Customs Enforcement seized 22848 shipments of counterfeit goods valued at USD 1.26 billion. Unfortunately, we also know that these represent only a small percentage of the total market for counterfeit goods. Globally, the trafficking of counterfeit goods is much larger, and growing.

The sheer size of the counterfeit industry is staggering. A report from the Organisation for Economic Cooperation and Development (OECD) put the value of counterfeit goods that crossed international borders at over USD 250 billion in 2007. That's far larger than other scourges of the underworld economy, such as weapons smuggling and human trafficking. It even rivals the international trade in illegal drugs.

Brian Monks, Vice-President of Anti-Counterfeiting Operations at Underwriters Laboratories Inc., sees an even bigger problem: counterfeiting has become one of the major activities of organized crime.

“Today we are experiencing global ‘perfect storm conditions’ for the supply of, and demand for, counterfeited and pirated products. Intellectual property theft is a serious international crime that has reached epidemic proportions and continues to grow each successive year.”

“This criminal activity is as complex, sophisticated and hard to eradicate as illegal drug operations. Not only does product counterfeiting rob billions from the economy, but it also places the health and safety of the consumer at risk and funds organized crime.” Most worryingly, US authorities have reported that the sale of counterfeit goods, including fake designer handbags, is a source of funding for terrorist groups throughout the world.

Crime of the century

Product counterfeiting has been appropriately described by many as the “crime of the 21st century”. Its growth has followed the overall growth of the global economy and outsourcing. For example, as production moves further away from companies that originally designed the product, there is more opportunity for corruption and fraud to find its way into the process. What's more, the Internet has fuelled the industry's reach and scope even further.

Where's the harm, you might ask? The truth of the matter is quite startling. Counterfeits create an underground trade that deprives governments of revenue for vital public services and imposes greater burdens on taxpayers.

Furthermore, counterfeiting can significantly reduce the profitability of legitimate businesses. Internationally, the trade in counterfeit products is estimated to cause economic loss to legitimate companies in the range of USD 500 to USD 700 billion annually.

By 2015, the International Chamber of Commerce (ICC) expects the value of counterfeit goods globally to exceed USD 1.7 trillion. That's over 2% of the world's total current economic output.

Not only do counterfeits wreak havoc on the economy, they also cause other financial turmoil for businesses such as low turnover, stolen know-how, lost jobs, wrongful lawsuits caused by counterfeited products and price hikes following beefed up security systems used to counter organized criminal activities and investments in research and development.



Thousands of fake football shirts were seized by British Border Force officers.

The ICC puts the cost of lost tax revenue and additional welfare spending due to counterfeit goods up to USD 125 billion in developed countries alone. And 2.5 million jobs have been lost as a result of fake products. Here's the bottom line: counterfeiting costs big bucks. These costs can compromise the long-term survival of a business. It is therefore crucial to protect products and material goods, especially in turbulent economic times, when businesses must maximize their profitability.

Counterfeits cause financial
turmoil for businesses.



By 2015, the value of counterfeit goods globally will exceed USD 1.7 trillion. That's over 2% of the world's total current economic output.

Source: International Chamber of Commerce (ICC)

How standards strike back

ISO standards being developed by ISO/TC 247 on fraud countermeasures and controls educate organizations on best practices, systems to support their anti-counterfeiting technologies and management systems to protect them from the attacks of various threats.

The current ISO/TC 247 portfolio includes:

- ISO 12931:2012, *Performance criteria for authentication solutions used to combat counterfeiting of material goods*
- ISO 16678, *Guidelines for interoperable object identification and related authentication systems to deter counterfeiting and illicit trade**
- ISO 18482, *Security Management System – Guidance for use – Security risk assessment**
- ISO 18641, *Fraud Countermeasures and Control – Terminology**
- ISO 34001, *Security Management System**

ISO deliverables useful for market surveillance and combating counterfeit include *A guide to good practice – Principles and practices in product regulation and market surveillance*, which assists regulators and market surveillance authorities, as well as the ISO/CASCO toolbox of standards and guides for inspection (ISO/IEC 17020), testing (ISO/IEC 17025) and product certification (ISO/IEC 17065), and product conformity marking (Guides 23 and 27).

*Under development.

Dismantling the nefarious network

What is being done globally to tackle the problem? Mike O'Neil, Secretary of ISO/TC 247 on fraud countermeasures and controls, says that the combat against counterfeiting is done in four primary areas:

1. Legislative actions to create and pass laws and treaties that protect intellectual property rights and penalize counterfeiting.
2. Actions by national customs organizations to prevent the counterfeits from entering the country, as well as local and federal law enforcement schemes to disrupt counterfeit distribution chains.
3. Private industry efforts to create anti-counterfeiting technologies and systems to protect their goods, including anti-counterfeiting technologies and product identification and tracking. This may also include investigative efforts and legal prosecution.
4. National and International Standards being developed to support private industry and governmental agencies.

To effectively protect our intellectual property from this globalized, adaptive and increasingly industrialized enemy, says Brian Monks, we must focus our limited resources and efforts on the right actions taken at the right times in alignment with the right strategies.

Prof. Park agrees that the cost of combating counterfeiting is not negligible – and one of the reasons why ISO standards are so appealing. “ISO International Standards,” he says, “can prevent or reduce any tangible or intangible loss and cost from fraudulent attacks in a cost-effective manner.”

The standards strategy

So how exactly can ISO standards help? In a nutshell, ISO standards aim to increase consumer confidence, make supply chains more secure and help public authorities to create and implement preventive, deterrent and punitive policies.

David Brown, Chair of ISO technical committee ISO/TC 247, says that ISO's international scope renders standards the perfect strategy. “The counterfeiting cartels operate internationally, so mitigations need an international scope,” he explains. “The process used to develop ISO standards allows industry experts from all over the world to get directly involved, resulting in mitigation methods that integrate more seamlessly with industry practices.”

Law enforcement will benefit not only from participating in the development of ISO standards, adds David Brown, but also in their daily use. “Having common mitigation methods that span all industries helps law enforcement agents. This

is made possible by reducing training overheads because a skill learned for one item can be used for many other items.” Market surveillance may also be used to counter the proliferation of counterfeit goods, explains Graeme Drake, Principal and owner of international management consultancy GED Advisory, by ensuring that products placed on the market conform to the relevant technical regulations. Conformity assessment standards, he says, can be used in market surveillance to help combat counterfeiting by checking goods before they are put on the market (pre-market surveillance), at the border, and through post-market surveillance by regulatory bodies, suppliers and consumer groups. Market surveillance is a crucial policy tool that protects the health of consumers and the safety of workers by removing dangerous products from the market. It also levels the playing field for compliant businesses by taking action against fraudulent manufacturers.

Curtailing costs

There is no question about it that international cooperation is essential to fight counterfeiting and fraud. Law enforcement and legislation, for example, play key roles in bringing counterfeit criminals to justice. But they cannot do it alone. International Standards can also be a part of the solution.

Brian Monks captures it nicely: “ISO can support international efforts to protect consumers around the world by continuing its work with anti-counterfeiting standards, especially with regard to product authentication solutions along the supply chain from the manufacturer to the end consumer. ISO standards can harmonize international efforts, spread best practice for product protection and increase consumer confidence.”

And while standards may not solve the counterfeit debacle entirely, they can certainly curtail the financial loss and social consequences that result from fraud. Their use provides a cost-effective solution to help businesses fight counterfeiting – a criminal web that will prove hard to stamp out. EGD

And the winner is...

Cynthia Fuller, Secretary of ISO/TC 68, *Financial services*, and Executive Director of Accredited Standards Committee X9 Inc. (ASC X9), was among the recipients of the 2013 Leadership and Service Awards.

Cynthia Fuller was awarded the Howard Coonley Medal, which recognizes executives who have benefited the national economy through voluntary standardization and conformity assessment and have given outstanding support to standardization as a management tool. It was named after Howard Coonley, the first president of ISO.



Cynthia Fuller (centre) is awarded the Howard Coonley Medal, pictured here with James Pauley (left), Chairman of ANSI's Board of Directors, and Alan Thiemann (right), representing the Law Office of Alan J. Thiemann.

Standards users unite

Standards users from around the world gathered in London, United Kingdom, for the 14th International Conference of the International Federation of Standards Users (IFAN). Representatives from Boeing, Total, and Shell, as well as user group representatives from China and Indonesia, shared their experiences and visions of an increasingly complex world. Quite simply, standards users must be aware of, and respond to, these changes. Participants also agreed that engagement in, and information on, standards has enhanced in recent years thanks to new technologies and tools, particularly for SMEs. This year's Georges Garel Award was given to Laura Hitchcock from Boeing. The prize, created by IFAN in 1979, commemorates IFAN's first president, Georges Garel. For more information: www.ifan.org.

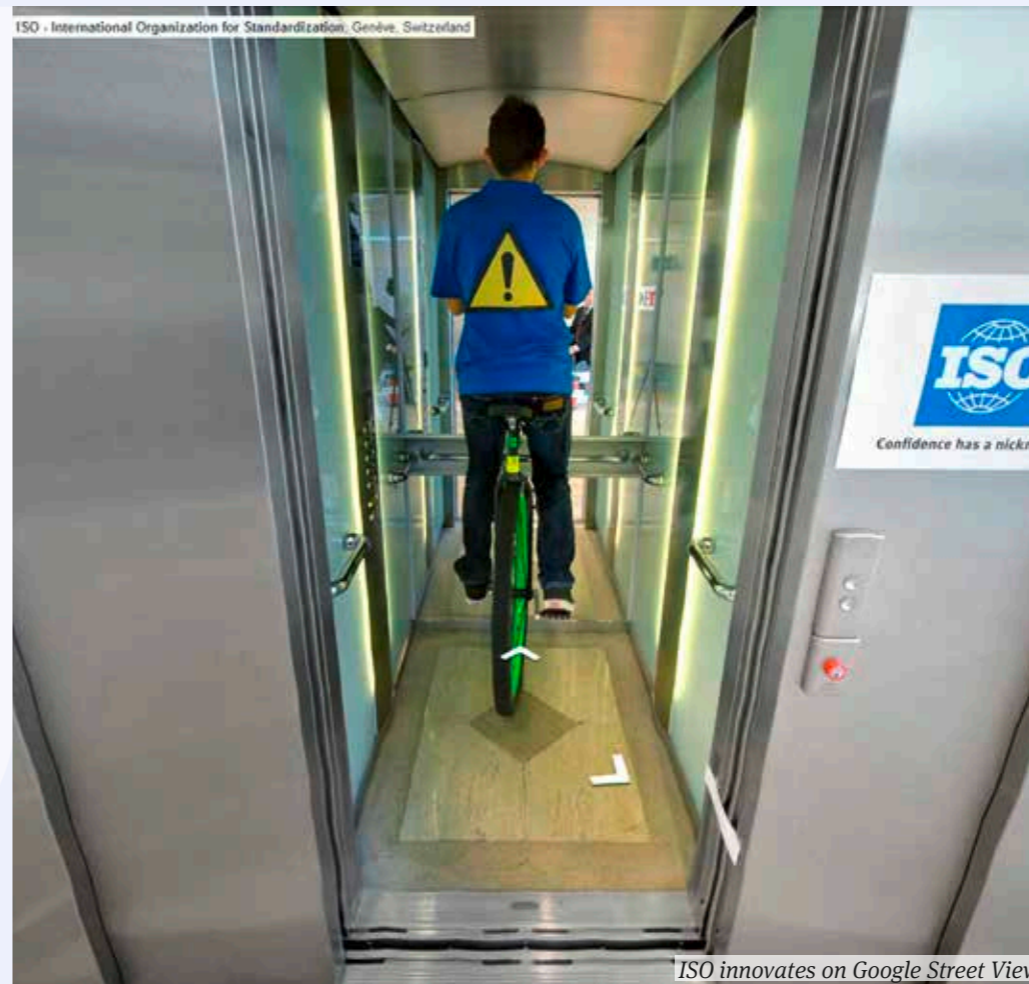
ISO/CASCO changes tack

The ISO Committee on conformity assessment (ISO/CASCO) held its 29th plenary and workshop in Beijing, China. The event, which rounded up representatives from 37 member bodies and organizations in liaison, was hosted by SAC, ISO member for China, and the Certification and Accreditation Administration of China.

The ISO/CASCO plenary has changed its format. This year, the open day became an integral part of the plenary and the programme was reshaped to foster greater interaction and discussion, where delegates could thrash out ideas and share experiences on a raft of critical conformity assessment issues. Finally, a workshop examined how conformity assessment impacts economic globalization, regulation and consumer safety.



Participants at the 29th ISO/CASCO plenary and workshop in Beijing, China.



ISO innovates on Google Street View.

Follow the unicycle!

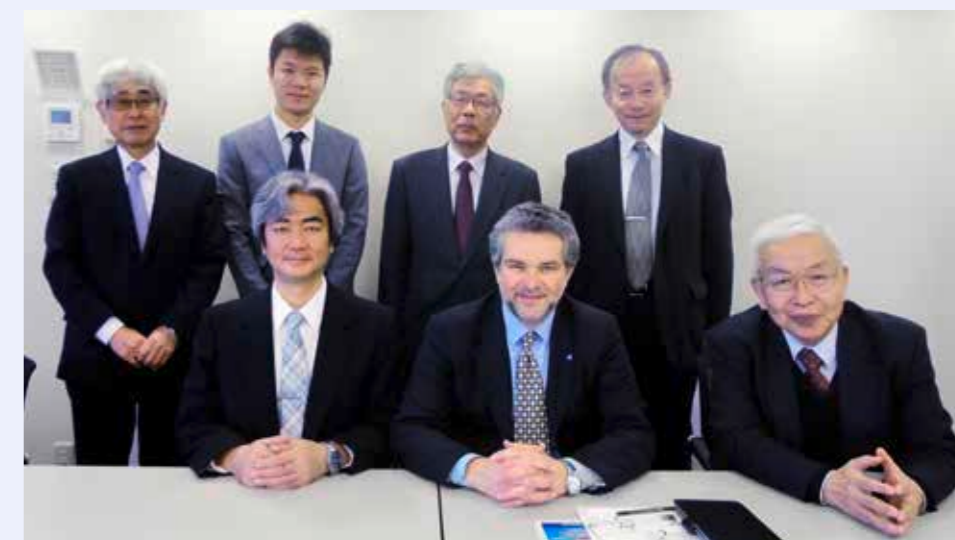
Google Street View now lets you sneak a peek inside buildings. Many shops, restaurants, schools and universities have already used it to show off what they do. But what can people learn about ISO simply by looking at our office space? Because our offices are, well, just offices. This is why we thought up a little game. Starting outside the revolving doors, look out for the unicycle. Why a unicycle? Because we wanted to show real-life people working at ISO. Meet Pierre: he is one of our graphic designers and passionate about cycles. On his back, you will notice an ISO graphical symbol which stands for... "Warning!" Don't worry! It's just to show you how a lot of familiar symbols around you are developed by ISO. The tour has many hidden surprises where you will discover standards in action. See if you can spot them all.

Leading Japanese universities meet with ISO

The "Social ICT Global Creative Leaders" is part of the University of Tokyo Leading Graduate Schools Programme, which seeks to attract first-class students and teachers from industry, academia and government offering a graduate study course that transcends specialized disciplines. The programme includes standardization as part of the university curriculum.

An open lecture on one of the University's courses was given by ISO's Dr. Daniele Gerundino, who coordinates the ISO contribution to the Master's programme on standardization, social regulation and sustainable development at the University of Geneva.

Prof. Masami Tanaka of the Japan Standards Association organized a focus group where professors from leading Japanese universities compared their teaching methods in the field of standardization. All expressed great interest in ISO's approach and looked forward to developing cooperation at various levels.



Front row, from left: Prof. Kuniyoshi, University of Tokyo, Dr. Gerundino, ISO and University of Geneva, Prof. Nakanishi, University of Osaka. Back row, from left: Prof. Emeritus Ikeda, Chiba University and Japanese Standards Association (JSA), Dr. Bo Gu, Waseda University, Prof. Tanaka, JSA and University of Tokyo, Prof. Watanabe, Tokyo Institute of Technology.

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Incredible India.

The country has great potential, with an upwardly mobile young population, and a growing industrial, IT and services base. But India's economic growth is starting to slow down. In order to realize its true potential, Indian businesses must increase their competitiveness and improve quality, performance and sustainability.

Over a decade on since Jim O'Neill of Goldman Sachs coined the term "BRIC" to describe Brazil, Russia, India and China, the growing economies of these four countries has led to an alternative balance of global power. By 2035, Goldman Sachs estimates that the combined economies of the four BRIC countries will have eclipsed those of the G7 – the post-war world's economic leaders – Canada, Italy, Japan, France, Germany, the UK and the USA.

But well before then, India is set to overtake Japan to become the world's third largest economy through a combination of its large population and skilled workforce focused on improving quality and performance.

Incredible India

Before the global financial meltdown of 2008, India had been growing at a rate of around 8% to 9% a year. Whilst this has now slipped, the country still has enormous natural advantages. It has significant reserves of gas and oil, is the world's third largest producer of coal and the fourth of iron ore.

But it is the size of its domestic market, together with its numbers of technically qualified young people, that are the real strengths of the Indian economy, says Krishna Nair, Business Manager, LRQA India & Sri Lanka. "International companies such as General Electric and Rolls Royce are setting up R&D facilities



in India because of our technically skilled workforce. IT is the fastest-growing sector of the economy and contributes around 50% of the country's earnings. We are also strong in manufacturing – cars, for example – and have a significant supply chain of low-cost component suppliers.” Although the country's growth is still closely linked to its cheap labour, this is unlikely to be the future of Indian industry. Rather, it will be based on improvements in management and performance through more effective control of operations.

Improving competitiveness

The Ballarpur Group (BILT) is India's largest manufacturer of writing and printing paper and has been on a campaign to quantifiably improve its global competitiveness by implementing ISO standards. “With each standard we implemented, starting in 2000 with ISO 9001 for quality management, we found ourselves on a journey delivering increasing levels of performance and results, which drove competitive advantage as well as employee engagement and morale at work,” says Dilip Wadodkar, General Manager Engineering and the Management Representative of BILT (Bhigwan).

“Third-party certification from LRQA helps to improve BILT Bhigwan's image in the market and QMS (quality

management system) certification has made it easier for us to win export orders,” he continued. “ISO 14001 for environmental management gives assurance to government bodies and local communities about our environmental performance commitment, and OHSAS (health and safety) gives confidence to our employees about our commitment to reducing risk at work.”

Going green

While India has immense potential, it also faces some daunting challenges. There are said to be 400 million Indians who lack reliable access to energy; and the country is estimated to have one-third of the world's poor.

But in the longer term, climate change could have an even greater impact on the country. “India is heavily dependent on agriculture,” says LRQA Climate Change Manager, South Asia, P. C. Acharya. “It directly supports up to 60% of the country's population. Indian agriculture depends on what have increasingly become ‘unpredictable monsoons’.”

“Mainland India also has more than 5 400 km of coastline where between 35% and 40% of the population live. A 40 cm rise in sea level would displace around 8 million people – and displacement is already happening. Our water resources are under stress – we have 17% of the

world population but only 4% of the world's freshwater.” Continued economic growth will only increase demand. The Indian Government is acutely aware of the potential impact of climate change; in fact, Indian companies already take action to mitigate its possible effects, and correct reporting is delivering business benefits.

A matter of survival

Indian conglomerate ITC Ltd. has interests in fast-moving consumer goods, hotels, paperboards, paper and packaging, and agribusiness. It is also carbon positive – a claim that has been verified by LRQA.

The verification process itself “drew our attention to some basic issues that needed strengthening,” says ITC Vice-President Sanjib Bezbaroa, “some of which resulted in a 20% improvement in our carbon calculations. For the majority of Indians, sustainability is as much a matter of survival as it is about protecting the environment,” he says.

ITC Ltd. has impressive environmental credentials: over 41% of the company's energy consumption is derived from renewables, including its own investment in wind power. ITC Ltd. has also planted over 1 200 km² of sustainable forests that both sequester carbon and provide sustainable livelihoods for thousands of people.

Capturing the spirit of their mission, ITC Ltd. Chairman Y. C. Deveshwar says: “It is my belief that our relentless endeavour to create new benchmarks in sustainable business practices will lend us a unique source of competitive advantage in years to come.” This competitive advantage will give India the upper hand, and in so doing, pose a threat to its global competitors. Watch out Jim O'Neill – you haven't seen anything yet! ^{MB}

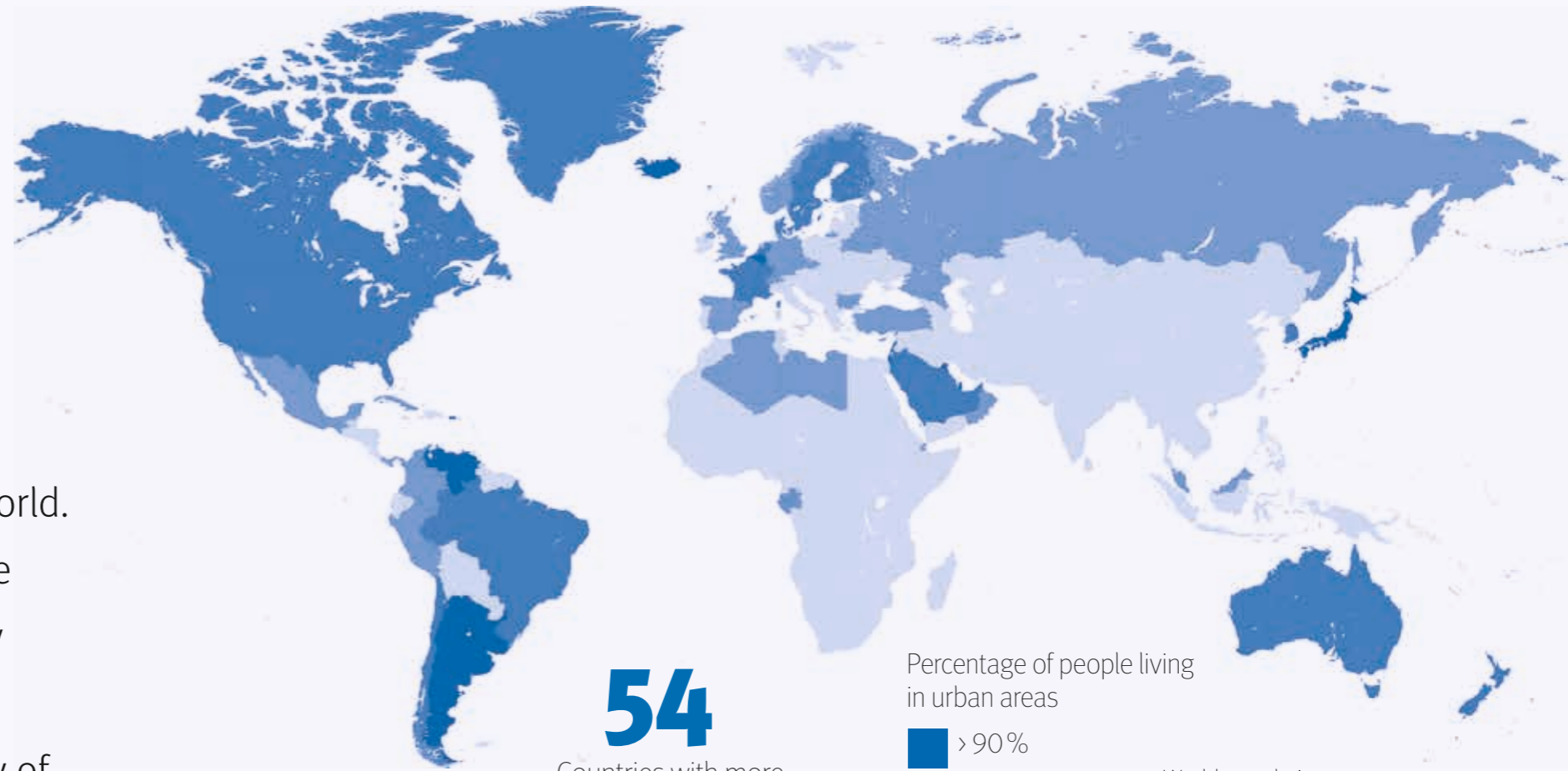
Indian investors are increasingly looking at sustainability

Last December, the Bombay Stock Exchange (BSE) launched Carbonex which takes a strategic view of organizational commitment to climate change mitigation. In 2013, the Carbon Disclosure Project is requesting climate change information from India's 200 largest companies by market capitalization, as listed on the BSE.

IT is the fastest-growing sector of the economy.



Cities of the future



54

Countries with more than 70% living in urban areas today

Percentage of people living in urban areas

- > 90%
- > 80%
- > 70%
- < 70%

Cities are the cultural and economic centres of the world. By 2050 they are expected to be home to 70% of the world's population. Effective management and policy making are crucial for progress.

ISO 37120 outlines indicators for services and quality of life that will help put in place policies for more liveable, tolerant, sustainable, resilient, economically attractive and prosperous cities.

37

of the world's largest economies are cities

70%

of global GDP is generated by cities

10%

live in cities

World population: 1.7 billion

1900

World population: 7 billion

53%

live in cities

2014

World population: 9 billion

70%

live in cities

2050

Source: United Nations Department of Economic and Social Affairs

Power to the people

One of the best ways to avoid being poor as an adult is to obtain a good education. This is a philosophy of life for Ratna Devi Nadarajan, who believes that everyone deserves a chance to succeed. A staunch supporter of the underdog, Ratna is fighting for the rights of consumers, helping them to get their voice heard in standardization circles. Here, as the new Chair of the ISO Committee on consumer policy (ISO/COPOLCO), Ratna shares her story and her aspirations.



My parents instilled in me the values of a good education and hard work. They said that being successful would open up a whole new world for me – and they were right. My parents also taught me the importance of helping the less fortunate. I recall feeling so much pleasure lending a hand to the underprivileged children in my neighbourhood. I paid their tuition fees to help them with their studies but, most importantly, I gave them access to a basic education and hope for a brighter future.

As a student in university, I visited the region's plantation workers and their families and empowered them to reach out of poverty. My support included advice on access to education and income-generating ideas, among other things. Back then, raising children meant imparting good, solid values. I would like to think that this is still the case today.

It's a hard-knock life

Come to think of it, a number of life-changing experiences shaped who I am and what I do today, namely events related to consumer issues and household products. Consumer issues began to plague my life even before I was born – hard to believe, but true. My mother was seven months pregnant with me when she was electrocuted touching an exposed radio cable which was being retrofitted for an extension. Thankfully, we both lived to tell the tale.

Me (far right) with a group of university friends. Pursuing a Master's degree opened my eyes to the gravity of our environmental problems.



There was also the time when a loosened guard rail of a moving lorry knocked me off my bike, or when a petroleum tanker exploded near our family home. It didn't take long for me to discover, with help from my father's collection of Reader's Digest magazines, that the world was fraught with danger: chemicals in household products, growing environmental problems, LSD drug abuse and the real-life story of Robbie Wayne – a victim of child abuse.

During my adolescence, I continued to help others by joining the St. John's Ambulance uniform body. I learnt first-aid and emergency response, not to mention the importance of discipline.

I was also fascinated by archeology (propelled by my uncle's archeological story books), including the South-East Asian civilization of the Khmers, the Pharaohs of Egypt, the Incas and the Mayas. Like many children growing up in the 1980s, I wanted to become an archeologist – no doubt the result of the Indiana Jones films that flooded the movie theatres at the time.

Leaping into unknown waters

Fast-forward to the 1990s. My first job was a boon for any career-minded woman thanks to the mentor-prodigy relationship I had with my boss. The company's general manager had single-handedly built the only bakery supplying bread to fast-food outlets in Malaysia and Indonesia.

This was also the time I discovered ISO 9001 for quality management. In my role as the company's first Quality Management Representative (QMR), I was responsible for the safety of food products supplied to vendors and, ultimately, for the safety of thousands of burger lovers.

During my tenure, the company lived through a string of high alerts brought on by customer safety complaints. I recall one incident when a wire was found in one of the burgers. A lawsuit loomed, but thankfully never came to fruition. The investigation revealed that the wire had come from a restaurant utensil and not from the bread (thus bakery) as originally supposed.

My role as a QMR was a challenging one. The company was a small business with a mission to provide our customers with high-quality, low-cost products. What's more, becoming ISO 9001-certified meant tonnes of paperwork and traceability issues to contend with. No easy feat, to say the least.



With my younger brother in our family home in Port Klang, Malaysia.

A number of life-changing experiences shaped who I am.



On the job as the first quality management representative in a Malaysian bread company.

Environmental wake-up call

Fast-forward again to the 2000s. For my parents, education is everything. So, in 2001, I pursued my Master's degree in Environmental Science while holding down a position as a management consultant. During my project work on clinical waste management, I soon discovered the gravity of our environmental problems, such as our inability to manage waste in an environmentally sound manner.

This is how I came to find my calling. I knew my purpose was to raise awareness of the impending problems that emerged from our society's unsustainable consumption patterns. In 2003, I completed my Master's and began to search for my higher-end goal.

A new chapter

A post at the Malaysian Association of Standards Users dealing with consumer interests in standardization became available. The job description perfectly fitted my skills and qualifications, so I applied and was recruited a few months later.

My first project involved developing educational material on standards and standardization, including a series of workbooks for students. In the beginning, I was overwhelmed by the assignment simply because I had no idea where to start or how I would manage. Writing quality manuals and procedures is one thing, but compiling a children's workbook and a teacher's guide is quite another.

So I drew on all my past experiences such as my work with the children in my neighbourhood. I also reviewed dozens of activity books for children, researched endlessly on Google, and sifted through numerous ISO publications and specific content for children (including material developed by ISO members, which was little or non-existent at the time).

It dawned on me just how complex and important standards were to the general public. For me, it was like the threads that hold the fabric together, but no one sees the detail – just the fabric!

The importance of standards and conformity assessment to trade, and thus the movement of goods across borders can never be overstated. This area – for all its intricacies – has a great impact on the everyday life of the average consumer or person on the street.

The more research I did for my project, the more I discovered the vast “unknown” world of standards and accreditation. It was then that I realized how long it would take to digest and advance my knowledge in standardization and accreditation – which has considerably evolved over the 60 years since ISO's creation in 1947. The workbooks were finally published in the first quarter of 2006 in time for the 28th ISO/COPOLCO meeting and workshop in Kuala Lumpur, Malaysia. The workbooks and the *World of Standards* were among the first of their kind in standards education for both students and the general public.

Notable mentions

Over the last 18 years, I have drawn my inspiration from many people, including my first and current bosses, as well as all the dedicated people of ISO/COPOLCO.

I was also spurred on by the hard work and dedication of the experts in the working group on social responsibility who were developing ISO 26000 – a monumental feat given the number and groups of people involved. After the standard's publication, I put together a training module on ISO 26000 and social responsibility – another pioneering work.

I learnt from the best in the business. Hundreds of people whom I met and worked with in my home country, regionally and at ISO have helped me grow and expand my knowledge of standards.

I have a dream...

As the new Chair of ISO/COPOLCO, I would like to see more consumer interests brought to the attention of the relevant ISO technical committees, particularly from developing countries that must stand up and become the standards makers of tomorrow. These days, however, economic disparity is no longer limited to developing countries – it is a problem that advanced economies are also facing as a result of the financial crisis and tough austerity measures.

Consumers (i.e. the general public) are at the receiving end of the belt-tightening measures, wherever they are. If standards and conformity assessment can help in these situations, then this too needs to be brought to the attention of the relevant technical committees. After all, consumption is the lifeblood of the economy. I believe that safeguarding the environmental and social well-being of consumers and the quality of their consumption will drive the economy and ensure a sustainable environment. My new position as ISO/COPOLCO Chair will give me the opportunity to meet more like-minded people and, at the same time, enable me to give back what I have learnt over the years. And also, perhaps, inspire young standardizers in the way I was inspired by those before me. EGD

Economic disparity
is no longer limited
to developing
countries.



My first job in the laboratory of a bread company consisted of ensuring the safety of food products for thousands of customers.

Wheelchair ride for guerrilla art

A group of artists has turned to their drawing boards, claiming it is time we redefine the iconic stick figure on a wheelchair that denotes accessibility, to make it more active and empowering. This raises issues for ISO. Should we listen to these voices and rethink our time-tested standard, or do we stick to our guns and leave things as they are?

A USA group that goes by the name of the Accessible Icon Project wants to give the symbol what they claim is a modern, more action-oriented lift. They find that, in its current design, the wheelchair overshadows its passive passenger. Their proposal, led by artist Sara Hendren, features a similar figure, but leaning forward and actively pushing his wheelchair. The “guerrilla art” gang is plastering transparent stickers bearing the so-called “Hendren design” over the traditional International Symbol of Access (ISA).

The designers want to get people thinking and see their work as a metaphor for self-direction and self-determination.

Time for change?

The ISA was the result of a competition launched by Rehabilitation International’s International Commission on Technology and Accessibility in 1968. Adopted soon after by ISO, it has been used as the basis for symbols designating areas accessible to people with disabilities ever since. The landmark graphical symbol has helped raise awareness and visibility about the needs of people with disabilities. For those who rely on this information, it has come to symbolize a new freedom and ease of movement.

So what does the ISO committee on graphical symbols (ISO/TC 145) have to say about all this? We asked Barry Gray, Chair of the committee, to share his thoughts. Although he thinks Hendren’s design has many attractive features, he does not believe it is altogether appropriate as an indicator of accessibility. “It makes you think of Paralympic athletes, of wheelchair races and speedy movements,” he says. “But the symbol has to work in static situations. Part of its job is to mark wheelchair spaces in public transportation or indicate refuge in emergency situations, as well as lifts and toilets.”

“The symbol also marks accessible routes, like ramps and lifts, not designed for speeding. I fear that the proposed symbol could give a misleading impression.”

The ISA symbol has passed the test of time, and people around the world know it well. It is not meant to be a reflection on people with disabilities, but a way to pass a message quickly and simply. ML



Has the famous icon become infamous?

Read the full article online.



Experts in **action**

Here are a few snapshots from the recently held plenary meetings of ISO technical committees.



Ships and marine technology (ISO/TC 8)



Information technology (ISO/IEC JTC 1)



Occupational health and safety management systems (ISO/PC 283)



Footwear (ISO/TC 216)



Pigments, dyestuffs and extenders (ISO/TC 256)



Biomimetics (ISO/TC 266)

China boosts cooperation

Cooperation between China and the Association of Southeast Asian Nations (ASEAN) got a boost at the recently held standardization training and exchanges in Guangxi, China. The Standardization Administration of China (SAC), ISO member for the country, organized the event attended by 34 delegates from the ASEAN region including Cambodia, Indonesia, Laos, Malaysia, Myanmar, Singapore, Thailand and Vietnam. Chinese experts shared their know-how in international standardization and best practice approaches.

Delegates from ASEAN highlighted the standardization systems in their respective countries and priority areas for the region. As part of the event, delegates visited three Chinese companies using standardization best practice: Jinsui Banana Garden, Guangxi Botanical Garden of Medicinal Plants, and Tsingtao Beer Limited. The China-ASEAN standardization training and exchanges is part of SAC's efforts to increase their contribution in international standardization. It is aimed at enhancing mutual understanding, sharing good practice, and increasing standardization cooperation.



Delegates visit Tsingtao Beer Limited, a company with best practices in standardization, in Nanning, China.

Stepping forward

Fringing the Caribbean sea, the Bahamas is one of the richest countries in the West Indies, relying on tourism and financial services for most of its economic activity. Created a few years ago, the Bahamas Bureau of Standards (BBS) became a correspondent member of ISO in July 2013. We asked what they hope to get out of their new membership.

Why did BBS decide to become a member of ISO?

Our ISO affiliation will help us make Bahamian goods and services safer for consumers and more competitive. Adopting and implementing ISO standards will save us time and money.

What role does BBS play in the Bahamas' economy?

Our mission is to create new job opportunities for Bahamians and increase sales volumes and levels of exports by helping the country's key industries become more efficient and diversified. We also encourage standards development and build partnerships among stakeholders.

What is BBS's long-term vision as a member of ISO?

BBS aims to prepare the Bahamas and its main industries for today's global trade markets by fostering resilient regional and international collaboration. But, ultimately, our goal is to develop and implement standards that will sustain the high quality of life Bahamians are used to.



Reaching for prosperity

After two decades as a correspondent member, the Nepal Bureau of Standards & Metrology (NBSM) will upgrade to full ISO membership from 1 January 2014.

NBSM's new membership status opens the door to the standards development and policy-making arena, giving Nepal a voice in ISO's technical and strategic activities. For countries like Nepal, ISO standards are an important source of technical know-how when it comes to implementing new technologies, as they provide the scientific basis for sustainable development and making rational use of the country's scarce resources.

Domestic and international trade are growing in the South-Asian republic, which features on the United Nations' list of least-developed countries. Nepal knows there can be no economic, social and environmental improvement without a robust standardization programme through active participation in ISO activities.

On the road to safety

Finger on the pulse

So what has been happening in the year since ISO 39001 was introduced? *ISOfocus* asked members of ISO/TC 241, the ISO technical committee that developed the standard, for a progress update. Here's what early responders said.



Nearly 3 500¹⁾ people die in road accidents around the world each day. That's nearly 1.3 million personal tragedies a year and numbers are on the rise. But hope is on the horizon for ISO is playing an important role in reversing the trend.

Road traffic accidents are the eighth leading cause of death globally. Perhaps even more shocking, they are the greatest cause of death among young people aged 15 to 29 years. The grim reality is that the death toll is on the increase, particularly in low- and middle-income countries. Without action to reverse this trend, experts project that fatalities from road crashes will reach 1.9 million per year by 2020, and millions more will suffer non-fatal injuries. Fortunately, we can now look forward to a major breakthrough in the realm of traffic safety with the new ISO 39001 for road safety.

1) Statistics taken from the Global status report on road safety 2013 published by the World Health Organization.

United efforts for safer roads

Considerable effort is being made to save lives on the roads, spearheaded by the United Nations' Decade of Action for Road Safety 2011–2020. Launched in over 100 countries on 11 May 2011, the resolution has a clear goal in sight: to prevent five million road traffic deaths by 2020.

With ISO 39001, the new management system standard on road traffic safety published in 2012, ISO is making a significant contribution to that ambitious UN goal. The new International Standard is expected to have a considerable impact on the future of traffic safety by providing state-of-the-art requirements for such safety aspects as speed, vehicle condition and driver awareness.

Considerable effort
is being made to save
lives on the roads.

Sweden: Committed to standards

Numerous initiatives bear testament to how seriously Sweden's road and transport authorities are taking ISO 39001 and its requirements. Peter Hartzell of the Swedish Standards Institute, and Secretary of ISO/TC 241, reports that 41 organizations affiliated to the Swedish Association of Road Transport Companies had been certified to ISO 39001 by August 2013 – a figure expected to rise to 100 by 2014.

Swedish transport company Närkefrakt is believed to be the first in the world to be certified. Now the Swedish Transport Association has decided to apply the road traffic safety (RTS) standard and will carry out a pilot implementation in Gothenburg to see how it can be extended to other cities.

But that's not all – traffic and transportation services company Trivektor also plans to integrate ISO 39001 in its RTS auditing process in the future.

France: Encouraging active participation

AFNOR, the French national standardization body, has adopted ISO 39001, reports Standardization Project Manager, Guilhem Cuny, adding that the organization held an information session last year to encourage French stakeholders to participate actively in its implementation. Future plans include creating an accreditation scheme through the national standardization body and local certification organizations.

United Kingdom : Making the road a safer place

BSI Group, the national standards body for the United Kingdom, has adopted the road traffic safety standard as BS ISO 39001 and is now offering guidance, implementation training and certification services, says Sara Walton, Sector Content Manager at BSI.

Visitors to BSI's road traffic safety Web page will find clear links to "getting started" with BS ISO 39001, implementing and maintaining the road traffic safety management system, and getting certified.

New Zealand : Standard on trial

The NZ Transport Agency (NZTA) is currently investigating opportunities to trial ISO 39001 in the New Zealand context, reports Lisa Rossiter, NZTA Chief Advisor, Safety Directions. "As part of NZ's 'Safer Journeys' road safety strategy, we are looking to develop Signature Projects that showcase the safe system approach and deal with really difficult road safety problems," she explained. She added that the agency is looking into whether it can apply the standard with large-scale employers in the Eastern Bay of Plenty region, and learn from that process.

Spain : A flurry of excitement

ISO 39001 garnered much attention in Spain when it was adopted as national standard UNE-ISO 39001 in April this year, says Aitor Aragón Basabe, Technical Officer in the Standardization Division at AENOR, the country's standardization and certification body.

The organization recently hosted a workshop in Madrid to present the new standard during which ALSA, Spain's first public transport company to be certified to ISO 39001, gave a review of its implementation experiences.

And as proof of the excitement generated by the standard, ISO 39001 information on the AENOR Website received over 2000 visits the following day.

With ISO 39001,
ISO is making
a significant contribution.

A rollover accident on a rural road in Malawi.



Photo : Paul Nordengen

South Africa : Winning business

News from South Africa is equally positive. Paul Nordengen, Research Group Leader at the Council for Scientific and Industrial Research, has announced the imminent launch of ISO 39001 as South African National Standard SANS 39001. Audits and certifications will begin in 2014.

The national committee of the South African Road Transport Management System (RTMS) is hosting a series of workshops to communicate the standard's scope and objectives to the road transport sector. It is anticipated that as many as 72 transport fleets representing some 4 600 trucks and buses certified to the RTMS standard will also adopt ISO 39001.

Making a case for standards in the industry, Adrian van Tonder, Chairman of the RTMS Steering Committee, pointed out that the value of adopting high-quality standards inside a company cannot be understated. "Our RTMS accreditation is winning us business due to our standards and sustainable image," he concluded.

Norway : Just launched!

The Norwegian standardization body, NSF, recently launched its national version of ISO 39001, and hopes to get local organizations certified to ISO 39001, with the first expected this year.

In addition, Governments, road authorities, safety groups and private companies with an interest in road traffic safety work will be invited to join a Norwegian mirror committee to ISO/TC 241.

Malaysia : Forging ahead

Asked for an update on ISO 39001 implementation in his country, Rabihah Ilyas, Research Officer for MIROS and member of the Malaysian ISO 39001 Steering Committee, is pleased to report that the Malaysian standard MS ISO 39001 was approved in October 2013 by the Ministry of Science, Technology and Innovation, and launched via a public awareness seminar the following month. Meanwhile, four organizations – The Royal Malaysia Police, vehicle inspection body Puspakom, Century Total Logistics, and Shell Malaysia Trading – are already piloting the implementation of ISO 39001. Feedback has been very positive so far, and one company has reported that they have become more aware of employees' risks on the road as a result of implementing ISO 39001 requirements. ^{GL}



Photo : Paul Nordengen

Overspeeding and/or brake failure are suspected to have caused the crash of this truck.

Fast facts

Full title

ISO 39001:2012, Road traffic safety (RTS) management systems – Requirements with guidance for use

Objective

Providing a structured, holistic approach to road traffic safety to help governments, vehicle fleet operators and organizations worldwide overcome death and serious injury due to road accidents.

Publication date

2012

A professor on a mission

Prof. Graz began his love affair with standards a long time ago, but it was only recently, when he started leading the INTERNORM project, that he figured out a way to influence their development. Here he uncovers the real power of academia.

I fell into standardization 15 years ago, quite by chance, as I was rekindling an old interest in contemporary trade policy. I had just spent five years pouring over a PhD in Political Science about the ill-fated Havana Charter, an agreement intended to lay down the rules for international trade after the Second World War, but which never came to fruition. Early discussions on the World Trade Organization's Agreement on Technical Barriers to Trade and high-profile disputes like the beef hormones transatlantic trade war brought home to a wider audience just how important technical standards are in trade policy and in helping to make informed societal choices. And so it was that I submitted a project for a post-doctoral research on the "Public and Private Authority in Global Trade Governance", which included a module on the impact of standards for regulating international trade. I later became immersed in a larger project focusing more specifically on service offshoring and standardization.

Pushing the doors of academia

These days, I work as a professor of international relations at the University of Lausanne. Clearly, teachers have a harder time "selling" standards to the uninitiated than national standards bodies. Most students and

colleagues have never heard of them before and, when they have, it is either in negative terms as something hampered by bureaucratic constraints, or overwhelmed by confusing labels and all manner of social responsibility and environmental schemes. What's more, standards are usually seen as the private, voluntary tools of the economic world and there is no easy way, as part of a political science curriculum, to demonstrate their relevance in terms of (state) power and regulation.

Happily, such misgivings can generally be overcome with appropriate documentation, topical news items and applied teaching using concrete case studies. I did this once with my MA political science students. After a few general lectures on the broader aspects of standardization and some briefing notes on technical issues, I asked them to collect data on highly topical standardization issues, such as training and education, Microsoft diplomacy on open document files (Open XML versus ODF, for example), or quality, security and performance standards used in offshore call and customer centres. It did the trick, even with students who did not have the faintest idea about standards.

Notwithstanding this success, the exercise basically remained an exploratory case study that examined the emergence of non-state actors in international relations and questioned their legitimacy in transnational private governance.

Which brings me to one of the challenges of standardization in the classroom, and that is that, in my opinion, it is not possible to consider it as a discipline in its own right because it cuts across so many other subject fields.

Tackling the democratic deficit

As an academic, one of the projects I have been heavily involved in is INTERNORM, a pilot project funded by the University of Lausanne (2010–2014) to foster the involvement of civil society in ISO technical committees. The scheme is part of a wider programme looking at new ways to reinforce the ties between academic knowledge and society. In that vein, INTERNORM is designed to respond to the "democratic deficit" which is rampant in the field standardization. The truth is that, although formally open



to the participation of civil society, international standardization is still largely dominated by industry experts and key market players.

Many International Standards have direct implications for lay persons and society as a whole, yet organizations, such as consumer and environmental associations and trade unions, are grossly underrepresented in the negotiating arena – when they are not quite simply absent. In an attempt to correct this imbalance, INTERNORM acts as a sort of “interactive knowledge centre”, pooling expert know-how and the experience accumulated by civil society on specific issues of international standardization.

INTERNORM is a member of the Swiss national standardization body (SNV), ISO’s member for Switzerland, which gives it the right to participate in two ISO technical committees. As the basis for its study, our steering committee selected a number of general-interest topics, of which our partners picked two: tourism (ISO/TC 228) and nanotechnologies (ISO/TC 229). We hold meetings to discuss specific technical points and our views are then escalated, in the form of written comments, to the national and international levels. We have a limited budget to attend international meetings, but we were often amazed at how easily our INTERNORM comments would be accepted – not always, of course – and what a substantial impact they had. For instance, the expertise of our partners – including a renowned toxicologist – lead to a successful technical comment for revising the cut-off values used to create nanomaterial safety data sheets. And as regards the tourism industry, an entire new section of a Committee Draft on complaints handling was approved based on INTERNORM comments.

Overcoming mistrust

Before we got that far, we needed to convince our potential partners of the overall relevance of taking part in standardization activities. This was no mean feat. We had to overcome a general mistrust of standards, reputed for bringing additional constraints without any visible benefits for civil society organizations, whose strategic objectives and scope of action are often poles apart from ISO’s pursuits.

Luckily, some were already convinced as was the case with one large consumer organization that had been taking part in ISO committee work for decades; others were easily swayed. Interestingly, one of our partners, a trade union, noted the huge impact standards had on the workplace; it was therefore essential, in its view, to gain a better understanding of the world of standardization by making the shift from standards taker to standards maker.



Photo: Zoé Graz

Fast facts

Name: Jean-Christophe Graz

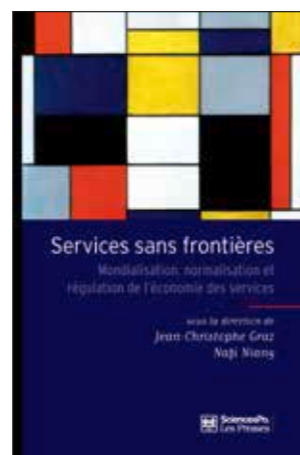
Nationality: Swiss

Age: 47

Profession: Professor of International Relations at the University of Lausanne, Switzerland

Hobbies: Cycling in summer and skiing in winter (not unlike most Swiss citizens!)

Distinguishing feature: Never managed to quit the academic world for long since his studies



“Services without borders, a study on globalization, standardization and regulation” by Jean-Christophe Graz and Nafi Niang.

Taking stock

There are a few easy lessons to be learned from this alternative way of addressing the democratic deficit in international standardization. The discussion platform works by pooling the knowledge of standardization experts with ad hoc specialists on specific issues and the experience of lay professionals from civil society. With hindsight, three things come to the fore. First of all, we now know that civil society organizations are more likely to jump on the bandwagon once they discover how standardization can serve their strategic goals. Secondly, monitoring ISO activities, getting to grips with the complex procedures and language of standardization, and reaching out to civil society partners on a peer-to-peer basis are all crucial if one is to secure their allegiance and keep them on board for the long term. And lastly, participating directly with the technical committee experts involved in writing the standards is far more stimulating than the consultative status offered by the ISO Committee on consumer policy (ISO/COPOLCO) mirror committees, because you actually stand a good chance of influencing the process.

The next step forward

All associations involved in INTERNORM – including the SNV, the Swiss Federal Consumers’ Affairs Bureau and ISO/COPOLCO that enjoy an observer status – have recognized the project’s significance when it comes to promoting civil society participation in the development of International Standards.

So where do we go from here? Well, to avoid losing what has been achieved so far, it is crucial that we establish a permanent structure to ensure civil society organizations are represented in the arena of standardization. This could be done by reforming the existing framework at the regional level, especially in the context of the recently passed 1025/2012 regulation on European standardization, whose role to stakeholder organizations remains an advisory one. But we must also extend our reach to the grassroots of society, by mobilizing people on a national level, and we are working on this with our partners. As a matter of fact, projects such as these are among the greatest challenges we face as International Standards gain momentum in contemporary society. ML





Photo: Nicole Chuard ©UNIL

INTERNORM’s steering team. From left: **Christophe Hauert**, Project Officer, **Prof. Jean-Christophe Graz**, Project Leader.

Costa Rica's CEO Forum captured on Instagram

Nicolas Fleury
Director of Marketing,
Communication and Information

 [instagram.com/flryn](https://www.instagram.com/flryn)
 twitter.com/nicolasfleury



Travel with me to ISO's CEO Forum in Costa Rica, a gathering of CEOs from ISO members in the Latin-American region.

1. Packing light. It's not an exact science, but I try to carry the bare minimum and still have enough for a week's worth of clean clothes and any "unforeseen risks" such as splatters of tomato spaghetti: "Life is like a box of chocolates, you never know what you're gonna get" – including tomato sauce!

2. In the plane with Rob. With a 20-hour journey to San José, flying together enables us to review the content of the three-day training course we will deliver, as well as to improve and fine-tune where necessary. And let's be honest, it also makes the time go by much faster.

3. Driving through San José. An intense week awaits us. Our first day in San José gets off to a flying start with presentations to various stakeholder groups, a meeting with the Vice-Minister of Economy, Industry and Commerce, talks with journalists and a visit of INTECO's offices, the ISO member for Costa Rica and host of this ISO CEO Forum.

4. At the Costa Rican Industry Chamber. This is a great opportunity to meet with key stakeholders from local government and industry and get an insider's view. Rob doesn't seem affected by the jet lag. It is actually 12:00 noon back in Geneva but we have just finished our breakfast? Thank goodness for Costa Rican coffee!

5. First day of ISO's CEO Forum. There are more than 20 active participants from Central and Latin America. Lots of constructive exchanges, sharing of experiences and generation of ideas, not to mention a lot of fun too! A fantastic opportunity to network and establish closer ties.

6. Feel exhausted after four very intense days. INTECO kindly invites us to a wonderful, typical Costa Rican restaurant outside San José – a well-deserved break from a very hectic week. The atmosphere is really great; traditional Costa Rican music and dance bring a renewed sense of energy that refreshes our mind and soul.

7. On the way back to Geneva. Am flying solo while Rob stays in Costa Rica for another day of meetings before his official visit to Barbados. As I fly over the Big Apple, I capture this fantastic view of Manhattan just after sunset. What a wonderful world!





Photo : TSK

22301

to save your business

When a business is faced with the threat of sudden disruption to its operations, being able to respond quickly and effectively is the key to its survival. The Singapore-based food company Tan Seng Kee Foods Pte Ltd. didn't wait for disaster to strike, but instead applied ISO 22301 for business continuity management. Today, the company is prepared – even for the worst.

Disasters can strike any time. These range from large-scale natural catastrophes and acts of terror to technology-related accidents and environmental incidents. The causes of hazards may be different – whether human negligence, malevolence or natural disasters – but their likelihood (and seriousness) is no less real.

These unexpected and potentially devastating threats led the Singapore-based food company Tan Seng Kee Foods Pte Ltd. (TSK) to apply a business continuity management (BCM) system based on ISO 22301. TSK's Executive Director, Raymond Tan, can now identify the company's potential threats and safeguard its operations and reputation as well as the interests of its stakeholders in case disaster strikes. Here he shares with us his tips, lessons learned and other useful tidbits.



Photo: TSK

What were the main steps of the ISO 22301 programme at TSK?

Our company identified critical business functions and developed a strategy to maintain “business as usual” in case of a major incident. We empowered staff with relevant competencies to strengthen process resiliency and increase confidence among the various departments. This process gave us the opportunity to continuously improve company (and staff) know-how to respond and recover from major incidents, resume critical business activities and speed up the return to normal operations.

Other developments included a comprehensive fire emergency plan and numerous cost-effective and creative measures that will allow us to react appropriately in the face of disaster.

What were the main challenges you encountered?

Noodles are a daily staple and continuous supply must be maintained – disruption in our manufacturing operations is not tolerated. Any glitch in the process could seriously jeopardize our reputation, operating cash flow and services.

These pressures are compounded by the need to ensure compliance with regulatory requirements applicable to food handling and preparation, as well as risk management (workplace safety and health). We wanted to implement a crisis management framework that was consistent with industry best practice and able to adapt to the different business objectives of our various divisions.



Photo: TSK

ISOfocus: What are the reasons for your involvement with ISO 22301?

Raymond Tan: We wanted to equip our team at TSK with operational readiness in emergency situations, from manufacturing and logistics disruptions to natural disasters and IT failure. We believe that acquiring this capability will enhance our competitiveness as a preferred supplier and give customers peace of mind when doing business with us.

Take, for instance, a recent hazardous situation when the Pollutant Standards Index skyrocketed. Within hours, we were able to take action and implement precautionary measures, including the distribution of medical masks to safeguard the health and well-being of our logistics colleagues. This was a litmus test for our operational responsiveness to unexpected situations.

About TSK

Tan Seng Kee Foods Pte Ltd. (TSK), a heritage brand, began operating as a sole proprietorship in 1936 specializing in rice-based noodle products like *kway teow* to meet the needs of immigrants from South China.

Over the last seven decades, the TSK business model has evolved from a sole proprietorship (established in 1975) to a private limited company (incorporated in 2006). TSK is Singapore's first fresh-noodle business to be HACCP-certified, which it believes sets it apart from competition and boosts credibility.



Photo: TSK

What advice would you give to other companies thinking about implementing ISO 22301?

Every business is unique with its own set of goals and objectives. However, in all cases, management has to be very clear about its motivation and remain committed to its success.

In our case, a lot of time and effort was invested in business impact analysis and risk assessment, particularly in teaching departments the relevance and importance of operational readiness in emergency situations. One of the things that we found useful was appointing appropriate champions for each division.

Another key aim was to encourage a culture of preparedness. For TSK, we made special efforts in our staff communications to secure company buy-in at all levels, from top management to the last employee.

Does it make business sense for other companies – big or small – to follow in your footsteps?

Yes! Obviously, a project of this nature for a small enterprise like ours is no easy feat. It does, however, give us that competitive edge. The project can help enhance resiliency and response in the event of operational disruptions, including pandemic risks. This is true for all businesses, be it an SME or a large multinational. EGD

ISO 22301
can give companies
a competitive advantage.

Calling all consumers

There is much talk about how important standards are for consumers. They help ensure the products we use are safe, environmentally sound and work as intended. On the flip side, we often forget how important consumers are for standards.

In an effort to engage more consumer representatives in the standards development process, the ISO Committee on consumer policy (ISO/COPOLCO) has updated its online introductory tutorial, *Consumers and standards: partnership for a better world*.

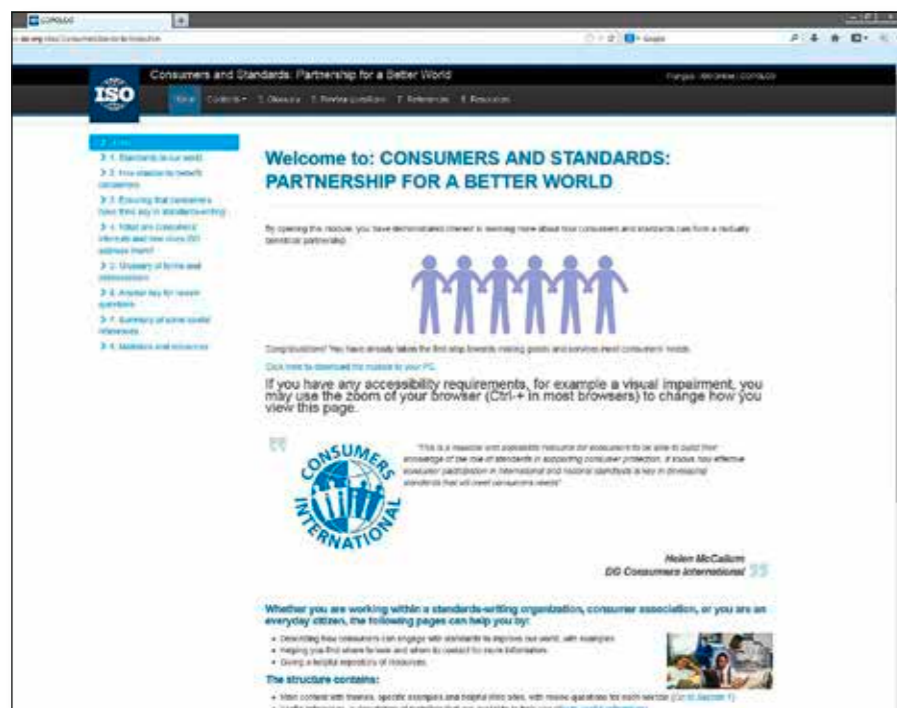
Standards define the characteristics and specifications of products. So the more active consumers are in developing standards, the more likely it is that the end product will meet their needs.

ISO International Standards are developed by representatives from a broad scope of interested parties, from leading industry experts to NGOs, academia and other consumer and stakeholder groups. Anybody can take part in this process by becoming a consumer representative.

However, getting involved in standards development as an “outsider” can be quite daunting at first. This is why, a few years ago, ISO/COPOLCO developed its online introductory tutorial, in partnership with Consumers International, a confederation of international consumer groups.

The half-day course explains how consumers benefit from voluntary consensus standards and how the international standardization system relies on input from involved consumer representatives.

This year, ISO/COPOLCO has updated the tutorial with a brand new section of how to be an effective consumer representative. This accessible resource offers practical suggestions and advice on how to champion consumer issues during standards development meetings and draft effective reports – so that consumers can make a valuable contribution to the standards of tomorrow. KB



Safeguard your information with new security collection

Information security breaches are on the rise with organizations big and small suffering from cyber-attacks.

In this increasingly challenging environment, companies have no choice but to protect themselves. The new ISO online collection for information security management systems (ISMS) is your first line of defence.

The new collection contains the popular ISO/IEC 27001 series, which helps organizations manage the security of assets such as financial data, intellectual property, employee details and information entrusted by third parties.

ISMS is the latest collection made available through the Online Browsing Platform (OBP), which already contains the quality management, environmental management and food safety management families of standards.

Benefits in real time

With an ISO online collection, you are always guaranteed:

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