

# CIGRE MASTER PLAN

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CIGRE

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## INTRODUCTION

Master plans are the process through which the future of CIGRÉ internationally is planned. Early in 2005, CIGRÉ's Steering Committee formed a special "ad hoc" committee consisting of members of both the Steering Committee and the Administrative Council to compose the next five-year plan. This committee was comprised of:

Demosthenes Agoris, Greece	Koo Ja-Yoon, South Korea
Paulo Esmeraldo, Brazil	Ken King, South Africa
Clark Gellings, USA (Chairman)	Ruomei Li, China
Takashi Hayashi, Japan	Rolf Windmoeller, Germany

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This latest CIGRÉ Master Plan is intended to build upon previous Master Plans – in particular the Master Plan created in 2000 – and develop a set of actionable items which will enable CIGRÉ to increase its value to members and society, to fully engage all stakeholders in the electricity enterprise, and to enhance the recognition of CIGRÉ. As a result CIGRÉ will continue its role of enhancing the value of electricity to society.

Electricity is vital for the development and the well being of the world. CIGRÉ has provided an essential role in society to assure the development of electricity. The actual need for energy in the world is growing and major efforts in the infrastructure development of the electricity sector are underway in several regions. In addition, changes in wholesale fuel markets and increasing environmental concerns drive even more change.

At this point in time, collaboration should be the foundation with which industry issues are addressed. It is, therefore, of utmost importance to position the Association to ensure it has a true value, continuously responding to the needs of the industry and society, in order to gain support and recognition from its various stakeholders.

CIGRÉ has the opportunity to increase its brand identity overall as the premier technical organization in the worldwide power industry. This will assure that the continued benefits of electricity are enjoyed.

## MISSION

Since its creation, the core of CIGRÉ's mission has been the development of knowledge and exchange of information. Briefly stated, **CIGRÉ aims to:**

- Facilitate and develop the exchange of power engineering knowledge and information between engineering personnel and technical specialists.
- Add value to knowledge and information exchanges by synthesizing state-of-the-art and world practices.
- Make managers, decision-makers, regulators and academia aware of the synthesis of CIGRÉ's work in the area of electric power.

More specifically, issues related to the development, operation and management of electric power systems as well as the design, construction, maintenance and disposal of equipment and plants are at the core of CIGRÉ's Mission.



## VISION

CIGRÉ shall be recognized as the leading worldwide organization on electric power systems, covering their technical, economic and environmental aspects and taking account of the impact of organizational and regulatory dimensions.

CIGRÉ had been from its very beginnings and can definitely continue to be a great facilitator of the spread of innovation. CIGRÉ's ambition is to provide experts and decision makers with the most accurate and unbiased information and to better serve the electricity stakeholders by adapting its working practices and making its products available at the best conditions for assuring their use.

## AREAS FOR IMPROVEMENT

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As a main focus, the last revision of the Master Plan (1999-2009) responded to changes in the electricity industry worldwide by adapting its governance and by defining a new configuration of Study Committees. That new Study Committee configuration was implemented in 2002 and changes in governance completed by 2006. Feedback to date indicates that the transition is successful. In addition, strategies to improve communication with members and rejuvenate membership were implemented.

Through this updated Master Plan, CIGRÉ intends to define the next steps to be undertaken to meet with our ambition.

## VALUE DELIVERED

Value delivered can be influenced in three levels: improving content, facilitating access and enabling contributions from experts.

Innovation in the electricity enterprise worldwide has declined, and along with it, the research, development and potential adoption of new technologies. CIGRÉ plays a role of facilitator in this regard. Study Committee D1 – Materials & Emerging Technology and Study Committee D2 – Information Systems & Telecommunications were established as a partial response.

The effectiveness of CIGRÉ vitally relies on the availability and subsequently active participation of world-class experts on its Study Committees and Working Groups. Unfortunately the population of power engineers is decreasing worldwide due to staff reductions. Accordingly, one of CIGRÉ's future activities must stem the past trend of a decline in the number of power engineers. CIGRÉ must attract the world's best experts and encourage their engagement. In addition, CIGRÉ has a role in evolving industry practitioners' level of expertise.

Fundamental to membership is the value that members derive from the Association. Traditionally, members gained value primarily from the sessions, symposia, regional meetings, Study Committee and Working Group activities, proceedings and ELECTRA. With digitization of information and the evolvement of the worldwide web, the expectations of CIGRÉ's members have evolved.

## FIELD OF ACTIONS & PRESENCE WORLDWIDE

CIGRÉ as an organization is widely recognized in some countries, but this is not universally the case. CIGRÉ also has a limited presence in a number of countries facing a large increase of their need in energy. The demographics of CIGRÉ's membership is currently (year 2005) 4242 individual members and 918 collective members. The level of representatives from institutions, particularly electric utilities, is gravitating away from senior executives toward middle managers. Finally, as in the past, CIGRÉ attracts little membership from students or junior engineers.

It is up to CIGRÉ's members to access and use the results of CIGRÉ's technical developments. However, as the industry's needs have evolved, they now increasingly include non-technical issues of markets, business models, and the environment. CIGRÉ's mission is to deliver only technical information and to inform policy debates without itself taking any political positions.

Those who know of CIGRÉ and its activities immediately recognize CIGRÉ as perhaps “**the world's best kept secret**” regarding electricity industry technical issues.



## BRAND RECOGNITION

As the background of electric industry senior management has evolved, CIGRÉ is not always recognized at the most senior levels in organizations. There is a need to broaden the brand recognition of CIGRÉ overall, and particularly within executive ranks of utilities, electrical apparatus equipment manufacturers, regulators and universities.

CIGRÉ's Study Committees (SCs) are not uniformly networked back into the respective countries. A few countries formalize the establishment of panels of experts to support the SC member. This extends CIGRÉ's reach into the community. In addition, CIGRÉ needs to evaluate its strategy with regard to its cooperation with related electricity organizations.

## SUPPORT & Cooperation Between National Committees & the Central Office

The role of the National Committees in sustaining and growing membership continues to be essential. Their role in promoting membership overall, promoting attendance at the Paris Session and at Symposia is essential. The mutual support and cooperation between the National Committees and the Central Office needs to be continually reinforced. The National Committees are vital to the ongoing identification of a critical pool of experts to populate Working Groups and Study Committees. However, not all National Committees are as diligent in this regard. As the pool of experts declines worldwide and as cost pressures bring increasing travel restrictions, this role needs to be strengthened.

## OBJECTIVES & PROPOSED ACTIONS

This review and update of the CIGRÉ Master Plan is intended to build upon previous Master Plans, identify strategies and develop a set of actionable items which will enable CIGRÉ:

1. To increase its value to members and society.
2. To fully engage all stakeholders in the electricity enterprise.
3. To increase the recognition of CIGRÉ.
4. To strengthen support and cooperation between National Committees and the Central Office.

As a result, CIGRÉ will assure its continued ability to enhance the value of electricity to society.

Objective: *“Anyone who is an active individual in the electricity enterprise who is not a CIGRÉ member today, either because uninformed or in doubt as to the organization’s value, must become convinced that CIGRÉ is the world reference organization which can best bring solutions or at least clarify issues so as to allow decisions to be made.”*

**Supporting this Master Plan, an action plan must be produced with a firm time schedule.** The Steering Committee will review the progress, reassess as needed and report yearly to the Administrative Council.

An overview of the proposed actions is as follows:

### 1. Increase Value to Members

**CIGRÉ will continue to enhance the features and content of its web site. Among the actions outlined in the Master Plan in this regard are those that will:**

- a. Complete modifications to the web site currently underway.
- b. Review the efficiency and functionality of the web site and consider further modifications.
- c. Pursue a long-term objective to digitize all publications and to provide downloading capabilities.
- d. Add an efficient search engine.
- e. With the commitment of the respective Study Committee chairmen, ensure each Study Committee (SC) continues to develop and maintain its web site.



- The objectives of each Study Committee and its projects should be shown.
- Guidelines should be reinforced which outline the format and content of each Study Committee web site.

In addition, CIGRÉ's National Committees will be aggressively encouraged to have a National Committee web site which follows Central Office guidelines containing at least:

- A link to the CIGRÉ web site.
- A list of Study Committee and Working Group representatives with contact information.
- A list of National Committee executive contact information.
- Any other information with value added for the members.

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**CIGRÉ will continue to optimize its paper solicitation and submission process by taking the following actions:**

- a. Reassess the paper solicitation and presentation process during the 2006 session.
- b. Implement appropriate modifications for the 2008 Paris Session.
- c. Adopt International Standard Book Number (ISBN) codification for CIGRÉ Technical Brochures. ISBN publications are usually taken into account in Professor's Curricula, thus it may increase the interest of Universities' membership.
- d. Reinforce the review of papers by all members of the relevant Study Committee.
- e. Continue to improve and adapt the Paris Session to reflect the needs of members. Consider an action plan which:
  - Makes the Sessions even more attractive.
  - Improves the selection of Special Reporters.
  - Uses formats which encourage active discussion.
  - Chooses preferential subjects which draw attendance.

**CIGRÉ will continue to ensure that its Study Committees are up to date and work efficiently through the following actions:**

- a. Continue the regular ongoing review among Study Committee (SC) and Working Group (WG) members to ascertain the areas of support and interaction which are working, not working or missing.
- b. Continued to conduct reviews of the SC's action plans and regularly provide recommendations as to needed changes to the Administrative Council for deliberation.
- c. Continue its efforts to improve the quality of SC members by insisting on a level of qualifications.
- d. Continues to reinforce the concept that the scope and activities of all Study Committees should address "Innovative Technologies", technologies which might require two or three decades before materialization, but which could have a profound influence on future power systems.
- e. Reassess the scope and activities of Study Committees D1 – Materials & Emerging Technologies and D2 – Information Systems & Telecommunications so as to assure that all areas of innovative technology are addressed also from a transversal point of view.
- f. Notify each National Committee when a Working Group (WG) is formed so that WG membership can be enhanced.
- g. Seek opportunities to improve interaction between Study Committees and National Committees.
- h. All National Committees, in cooperation with Study Committee chairmen, should identify and recommend qualified representative on SCs and WGs.

**CIGRÉ should continue to enhance Technology Transfer of Technical Activities by considering additional means to make the ongoing and completed efforts of its Study Committees and Working Groups more visible and more accessible to its members.**



## 2. *Engage All Stakeholders*

**CIGRÉ will conduct a thorough analysis of the current membership situation establishing an ad hoc group on membership within the Executive Committee to:**

- a. Analyze the current membership situation using data, opinions in and outside CIGRÉ including:
  - Analyze current obstacles to strengthen membership.
  - Analyze the National Committee structures and how they relate to the Central Office.
  - Identify the key market segments to pursue.
- b. Make recommendations to develop membership.
- c. Include a specific focus to encourage participation of younger engineers in the activities of CIGRÉ and how CIGRÉ can contribute to the growing reduction of skills generally within the industry.

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**CIGRÉ will implement new strategies to develop membership at both the Central Office and within National Committees, including:**

- a. To review the current value proposition for CIGRÉ membership and make recommendations.
- b. To establish National Committee membership committees.
- c. To develop Membership Promotional Programs that sustain and/or increase member representation.
- d. To facilitate free access to all publications.
- e. To establish a strong young engineer and student membership program providing ELECTRA and web access at a price point which attracts members from this market segment. Encourage National Committees to actively support the program of free registrations to Paris Sessions for students.
- f. Take action to reach new market segments.
- g. Take action to expand CIGRÉ's presence in regions with large energy sector growth:
  - Organize suitable events to "seed" interest and consider financial support related thereto.
  - Supply technical input by sending international experts.
- h. Establish active, contributing representation of fast-developing regions on CIGRÉ groups such as the Steering Committee, the Administrative Council, and the Study Committees.

**CIGRÉ will continue to encourage collaboration between all of its National Committees in their role of promoting CIGRÉ by the following actions:**

- a. Establishing membership development programs in every region.
- b. Defining membership target projections for each National Committee for the next five years.
- c. Establishing and reinforcing links with universities engaged with electric system technology nationally.
- d. Establishing close coordination and collaboration with research institutions and suitable political bodies.
- e. Establishing "country days" so that whenever the Administrative Council or the Executive Committee meet in a country, a day of exchange between experts from CIGRÉ and the country will be organized.
- f. Organizing panels as part of CIGRÉ's technical events with specific invitations to representatives of new market segments.
- g. Promoting the assistance of observers from universities (professors or doctorate programs alumni) in the Working Group meetings, invited by the host member.



### 3. CIGRÉ Will Increase its Brand Recognition by Undertaking the Following Actions:

**To develop a communication plan which entails:**

- a. A survey of National Committee Executives, to determine what CIGRÉ's brand recognition is among various industry stakeholders and to ascertain how it may be best enhanced.
- b. Developing the plan itself to raise the recognition of CIGRÉ and its experts. The plan must contain specific tools, actions, dates and accountabilities.
  - As one of the tools, issue a yearly "strategic" report to executives and chief executive officers (CEOs) and chief operation officers (COOs) of Collective Members along with a presentation. Use the report as a communications piece to solicit new collective members. Specify why CIGRÉ is valuable to CEOs.
  - In each issue of ELECTRA, publish a summary of the technical activities of select Study Committees.

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**CIGRÉ must ensure National Committees strengthen their visibility locally by encouraging them to:**

Hold annual National Committee representatives meetings in each country or region.

Establish technical advisory panels of at least five members in each nation to support that nation's Study Committee members. Require annual meetings or web casts of those groups. Publish the names of members of those groups. Recognize participation with an award certificate.

Circulate technical scopes of all new Working Groups to National Committees and encourage all National Committees to appoint active experts.

CIGRÉ must enhance cooperation with related electricity organizations updating its strategy with regard to collaboration(s) with other organizations and report to the Steering Committee the status of each for their deliberation.

### 4. CIGRÉ Will Continue to Strengthen Support & Cooperation Between National Committees & the Central Office by the Following Actions:

Increase the administrative efficiency of the CIGRÉ organization. Improve the process of exchanging information between National Committees and the Central Office.

Support the National Committees and interact such as to assist them in their role to make this master plan successful. This may include some financial assistance.

Establish an ad hoc group with the Steering Committee to sort out the details.

### NEXT STEPS

During the 41st Session in Paris in August, CIGRÉ's Steering Committee and Administrative Council approved this Master Plan and began implementation of the action items. Once again, CIGRÉ demonstrates the resilience of its collaborative nature by concentrating efforts on enhancing the value of electricity to the world's society.

