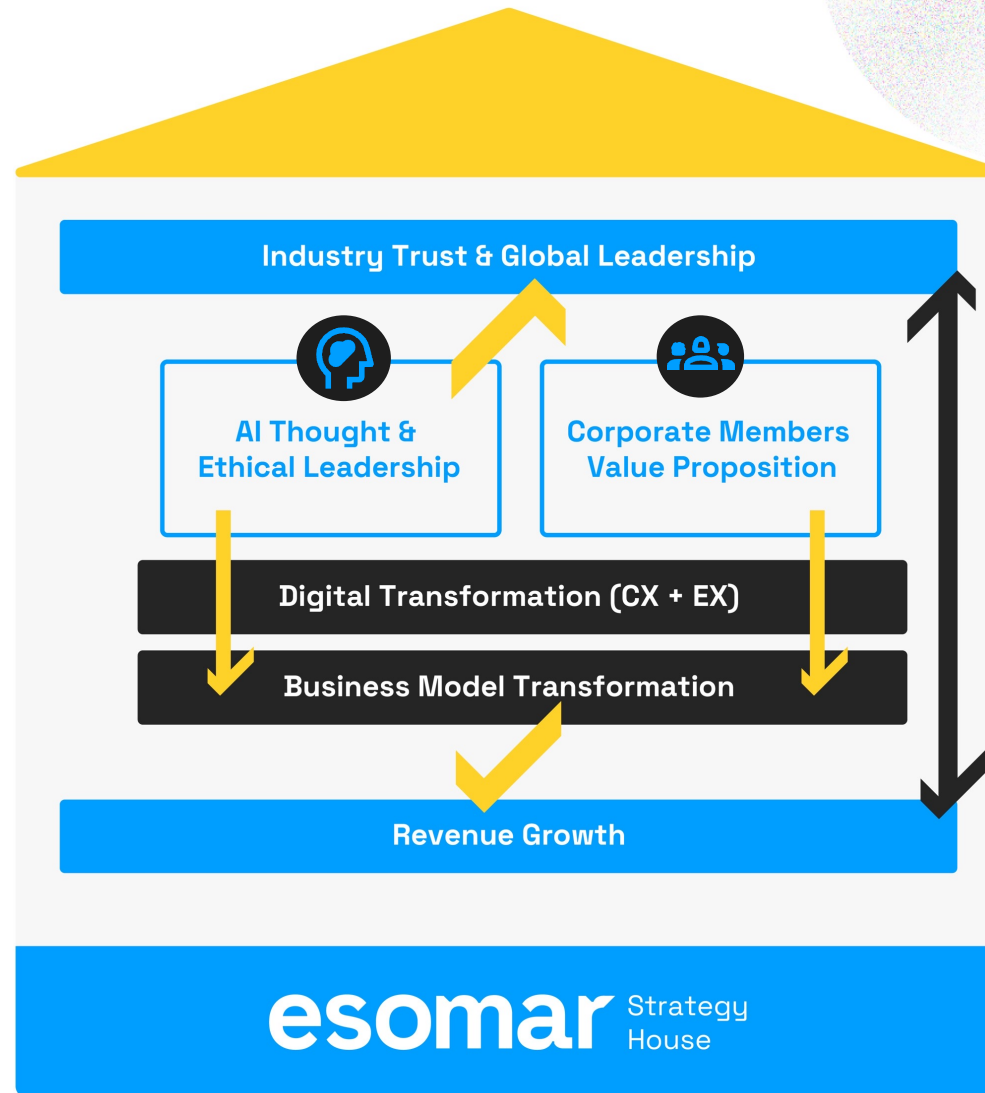


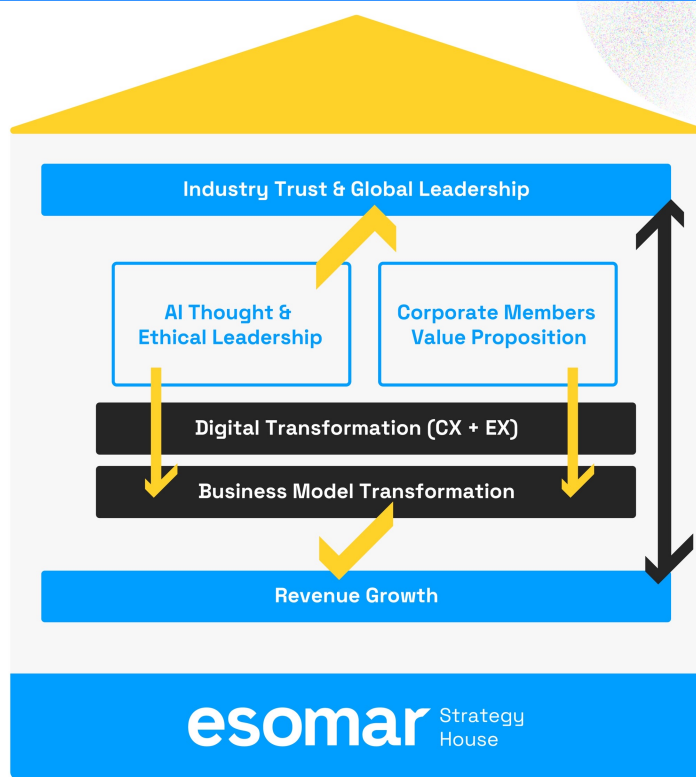


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Strategy 2030

July 2026





Our Strategy House – explained

Industry Trust & Global Leadership – the roof

The goal the whole house supports: recognition as the trusted, standard-setting authority for the profession worldwide.

AI Thought & Ethical Leadership – a pillar

Leading responsible, ethical AI and setting the standards that keep insight credible and trusted.

Corporate Members Value Proposition – a pillar

A tailored, compelling offer that makes membership indispensable to corporate and individual members.

Digital & Business Model Transformation – the engine

Elevating member & employee experience and evolving how Esomar creates and delivers value.

Revenue Growth – the foundation

Sustainable, diversified income that funds the strategy and keeps the whole house standing.



Vision

To be the guiding light for the data & insight profession, recognised as the leading voice for driving positive change



Mission

Empowering people, organisations and society by elevating the data & insight profession with world-class standards, ethical guidance and seamless access to knowledge, community and opportunity



Purpose

Creating the standards and knowledge to support better decisions



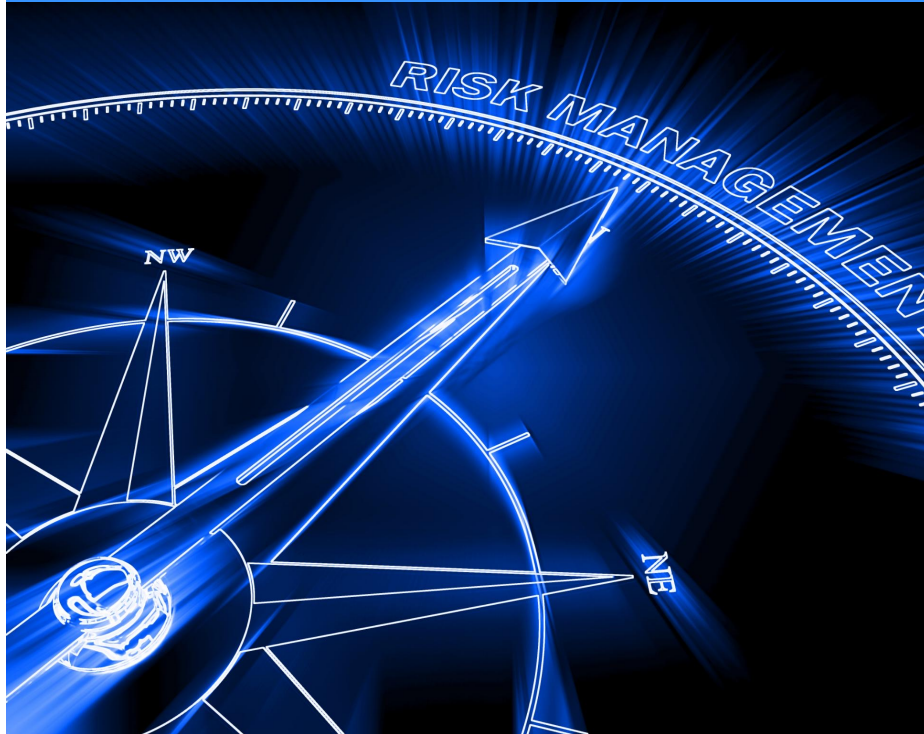
Values

Putting members first
Striving for excellence
Caring about each other
Celebrating differences



Strategy

To lead the digital and AI transformation of our profession, fostering innovation, simplifying our ecosystem, delivering Member value, growth and seamless experiences across everything we do



Our Vision - explained

Guiding Light for Professionals

Esomar acts as a moral and strategic compass for data and insight professionals in a complex world.

Leadership in Uncertainty

Esomar helps navigate technological acceleration and ethical challenges with confidence and integrity.

Driving Positive Change

Esomar commits to fairness, inclusion, and better outcomes through responsible data and insights.

Shared Vision for Influence

The vision unites members to make the profession influential and responsible globally.

Our Mission - explained

Empowering Through Standards

Esomar elevates data and insight professions by setting world-class standards ensuring credibility and trust.

Ethical Guidance

Ethical guidance from Esomar provides a foundation for responsible data use in the era of AI and automation.

Access to Knowledge and Community

Esomar fosters learning and collaboration by providing access to knowledge, a strong community, and professional growth.

Opportunities for Leadership

Members gain opportunities through events, networks, and leadership platforms to shape the future of insights.



The Values that guide us

Putting members first

Prioritizing members by designing services and standards focused on their real needs and long-term value.

Striving for Excellence

Striving for continuous improvement ensures quality and relevance across all organizational activities.

Caring about each other

Caring about each other fosters empathy, respect, wellbeing, and collaboration within the global community.

Celebrating differences

Celebrating differences emphasizes diversity, equity, and inclusion to enrich insights from varied perspectives.





Why we exist

Core Purpose

Esomar's purpose focuses on creating standards and knowledge to support better decision-making.

Role of Standards

Standards ensure quality, ethics, professionalism, and comparability across markets and methodologies.

Knowledge and Insight

Knowledge transforms data into understanding, foresight, and actionable insight for smarter decisions.

Impact of Better Decisions

Better decisions lead to stronger organizations, improved policies, and positive societal outcomes.

Esomar Strategy Statement

The guiding light for
positive change

SINCE

1947

Trust has been at the heart of everything
we stand for.

In a world of increasing uncertainty and complexity, we are committed to empowering people, organisations and society by elevating the data & insight profession — leading an industry that shapes how the world understands itself.

As digital and AI transformation redefine what is possible, we are determined to guide positive change: fostering innovation and simplifying our ecosystem to deliver the value, growth and seamless experiences that we all deserve.

This is our direction. This is our ambition. **This is Esomar.**

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Our (Corporate) Membership Strategy

Three strategic pillars for sustainable revenue growth & global industry leadership

GROW MEMBERSHIP

STRATEGIC FOCUS AREAS

- Simplified onboarding & digital enrollment
- Clear membership pathways
- Barrier removal for corporate membership
- Enhanced corporate account management
- Persona marketing

ENGAGE MEMBERSHIP

STRATEGIC FOCUS AREAS

- Clearly defined membership value proposition
- Corporate ROI dashboards
- Engagement scoring framework
- Proactive retention strategy
- Persona marketing

DIGITISE & MONETIZE

STRATEGIC FOCUS AREAS

- Certifications & accreditation programs
- Data-driven product lines
- Digital training platforms
- Executive forums & curated networking
- Persona marketing

Our AI Thought & Leadership Strategy

The Esomar AI Alliance

Three workstreams create the operating backbone; the Expert Group adds specialist credibility and Congress becomes the public launch moment.

WORKSTREAM 1

Ethics, Code & Quality

Set responsible AI standards, code alignment and practical member toolkits.

WORKSTREAM 2

Thought Leadership & Best Practices

Publish AI thought leadership pieces, intelligence framework and regular member briefs.

WORKSTREAM 3

Awards, Events & Training

Build capability through Congress, awards, training and best-practice modules.

EXPERT GROUP

Advises, validates and amplifies

Provides specialist counsel, reviews outputs and strengthens credibility across the workstreams.

CONGRESS LAUNCH

Launch at Congress

Articulate the vision, recognize members and build momentum.

What does this mean for Esomar HQ?

Esomar HQ operates as an **agile, digital-first**, and **relentlessly member-centric** organisation.



Cultural & operational anchor

Drives collaboration, transparency and trust — internally, with the Council and other stakeholders.



Seamless global delivery

Ensures smooth delivery worldwide while fostering a cohesive work environment.



Innovation that adds value

Champions innovation to create measurable value for members worldwide.

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We will drive this forward by:

Our mindset and ways of working

Member-Centric mindset

Every role starts by asking how it creates value for members.

Agility & innovation

Teams stay focused on member outcomes.

Continuous learning & digital fluency

Staff continually upskill in AI, digital tools, MR and engagement.

Balance of expertise and versatility

Value deep specialism and broad skill sets to drive adaptability.

Internal collaboration & culture

Build a cohesive internal culture centred on collaboration.

Strengthen relationship with Council

Open dialogue, co-created initiatives and clear accountability.

Global Mindset, Local Anchor

Amsterdam-based, globally minded — serving members in 130+ countries.