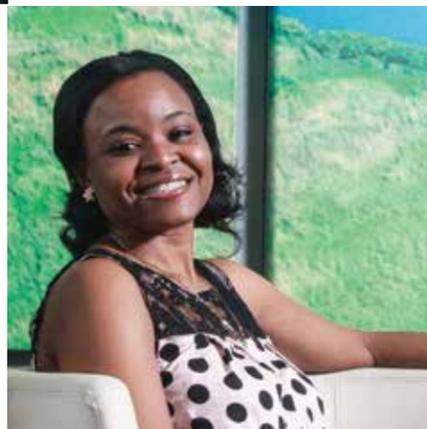


# Our Strategy to 2020

As a global professional body, we need to take both a wide and long-term view of the most significant developments within business, education and society and pursue a strategy that is robust and flexible enough to meet the future needs of all our stakeholders.

In formulating our Strategy to 2020, we identified six key global trends we believe will most influence the world of professional education over the next 10-12 years:

Key trends	What it means for us	ACCA's strategic response
Digitalisation	Digital advances will continue at increasing speed, creating instant impacts on business, making certain business models redundant and also facilitating completely new business and production models.	Investing in our digital customer experience, from sales through to members' services and CPD, to meet and anticipate consumer needs and be equipped to deal with increasing pace of change.
Changes to learning	Linked to the above, the increase in online learning, including widening access through massive open online courses (MOOCs) is leading to more social and bite-sized ways of learning.	Developing our online and social learning offerings, including launching ACCA's global learning community and beginning the development of our own online learning product, ACCA-X, with world-class partners edX and Epigeum.
Increased and varied forms of competition	The education market is undergoing expansion, change and fragmentation, facilitated through a mixture of online advances, joint ventures and investment in emerging markets as demand there increases (also see below).	Being market-led in everything we do and adopting a flexible, tailored response where market opportunities advance our reach and bolster our brand, thereby creating enhanced opportunity and profile for our members and students.
Economic uncertainty	While relatively modest global growth is predicted, it is likely to be uneven and uncertain, and subject to greater volatility.	A markets-led strategy which can be more speedily flexed to account for changes in skills needs and demand.
Growing middle class	A marked growth in the global middle classes and, as a result, the growth of the education and service sectors.	An open and responsive attitude to growing opportunities, enabled by our reach, relevance and resource.
Longer working lives	As global health improves and pension provision decreases in developed countries, people will be in work for longer and may have a variety of careers during their working lives.	Modes of learning, training and interacting that meet the needs of different generations.



### We view the prospects this creates for ACCA extremely positively

As the global economy, recovers from the low point of the 2007-08 downturn, we are now seeing significant increases in individual and governmental investment in, and demand for, education and skills.

However, to take full advantage of opportunities, ACCA's brand needs to appeal to a range of generations and be highly relevant to the wide skills needs of employers and economies. We therefore need to be more agile and responsive than we have ever been and develop our culture and working practices to achieve this operational flexibility.

Our Strategy to 2020 has been crafted to put us in the best position to respond to the evolving needs of the global economy. The future demand for high-quality financial skills based on commonly accepted global standards is increasing every year and we are seeing greater demand than ever for high-calibre finance professionals, right around the world.

Our **difference**, which equips to realise our **vision**, is our combination of reach, relevance and resources.

In order to provide the world with the skills it needs, we will **attract** a diverse range of talent to the profession by offering an accessible and flexible qualification which is demanded by employers in every sector and through an appealing and aspirational brand.

We will **develop** complete finance professionals who are trained, examined and regulated to the same high standard globally.

We will **sustain** a vibrant future for ACCA and our members by growing our presence in new and emerging markets and sectors and investing in existing areas of strength.

Through all of the above, we aim to **lead** the profession in demonstrating to policy makers, employers and the public the value professional accountants deliver for them.

To achieve all of the above, we will focus on developing our capabilities of: **high-performing people, operational excellence, customer-centred solutions and a digitally enabled and flexible delivery.**

## Our vision for 2020 is to be #1 in developing professional accountants the world needs. Our global network of ACCA members will deliver enhanced value to society by:



acting in the public interest

promoting ethical business

supporting economic growth

# Measuring our strategic progress

We have retained a balanced scorecard of measures (including both quantitative and qualitative measures) to give a rounded view of performance and further refined our approach by:

Reducing the overall number of KPIs/strategic outcomes we measure to create a greater focus for delivery and a clearer and more focused performance picture.

While the strategy is designed to remain constant to 2020, it is envisaged that we may need to vary the capabilities on which we focus in order to deliver the strategy in future years.

This has seen us reduce the number of strategic measures we use to evaluate performance from 12 to 10 (comprising six outcome measures and four capability measures). This creates a more obvious distinction between the outcomes we are responsible for delivering on behalf of Council and our members and the means we need to build and develop in order to achieve the strategy ie our capabilities.

