

# ACCELERATING PROGRESS

CPA Australia Strategy  
2022-2027



# Foreword

## Welcome from the Chairman

It gives me great pleasure to present to you the new CPA Australia Strategy 2022-2027 that will propel the organisation forward over the next five years.

The new strategy builds on the progress we have made with our previous strategy (2018-2022) and positions CPA Australia to push the boundaries and help shape the future of the global accounting profession through education and advocacy.

As with the previous strategy, the new strategy has been co-designed in close collaboration with members, with the needs of members as the guiding principle in setting CPA Australia's goals and priorities.

Members provided input through all stages of the process, including more than 1140 people participating in a series of co-design focus groups and interactive workshops. There was extensive consultation with the Council of Presidents, Divisional Councils, and employees over more than six months as we developed the strategy. CEO Andrew Hunter also conducted webinars with more

than 700 members, divisional councillors and employees, sharing the draft strategy and giving participants the chance to offer further feedback. I'm very grateful to the many members who took part and shared their insights.

The strategy incorporates this valuable input and reflects the evolving professional environment in which we operate. It equips CPA Australia to tackle the major issues shaping the profession with initiatives to stimulate tertiary study of accounting and finance, attract new members from related fields, and empower members to adapt to new technologies and develop interdisciplinary skills.

On behalf of CPA Australia's Board of Directors, I endorse this strategy and look forward to working with the executive management team, employees and members from around the world to realise our strategic goals. I'm confident this strategy will set us up for ongoing success.

Yours sincerely,



**Merran Kelsall FCPA**  
**President and Chairman**  
**CPA Australia**





# External factors influencing the next strategy



More students are studying finance over accounting.

Tech automation of accounting tasks driving more strategic accounting.

Innovative and multidisciplinary offerings to attract students to the accounting profession.

Accounting education that provides business advisory, technology and soft skills.

## Our strategy is evolving in response to global trends

During the focus groups and member workshops, we discussed a series of global macro trends acting on the accounting profession and on member organisations. Members agreed that the next strategy should position CPA Australia to help its members respond to these trends.



A changing skills economy and lifelong learning needs.

Member organisations looking to diversify and grow.

Personalised, customisable PD that keeps pace with trends acting on members and members' employers.

Attracting professionals from other disciplines without compromising the essence of the designation.

# Building on our strengths

We face a challenging market and economic climate, but our strengths and existing strategy position us well for the future.

CPA Australia's existing markets and segments are subject to a number of critical external pressures and uncertainties...

... however we are in a strong position.



A declining pool of accounting graduates in Australia, Asia and globally...



Challenging international markets due to changes in global dynamics, propensity to pay in emerging markets and other barriers to entry...



... and economic uncertainty due to ongoing effects of COVID-19, a slower pace of growth, rising interest rates and higher inflation.



CPA Australia has distinct strengths to build from: the breadth of members and our member centricity, which reflects our current strategy.



# Strategy at a glance

## Our vision

Lead the future of the global accounting profession and develop business professionals with tomorrow's capabilities.

## Our purpose

We're partners for progress, strengthening trusted relationships with members and communities.

## Our strategic goals

1

Build members' interdisciplinary and contemporary skills to accelerate their career success.

2

Lead, support and advocate for members as the profession evolves.

3

Connect with our ecosystem of members and strategic partners to promote the designation.

4

Attract new members through unrivalled offerings.

Our inclusive, values-led culture supports our people and enables excellence and integrity in all that we do.



Create opportunity



Pursue excellence



Achieve together



Understanding Interdisciplinary Skills

Under the CPA Australia strategy, members will:



Be differentiated by having more **contemporary skills** than those of other designations.



Benefit from tailored career development and guidance to **progress in their careers more quickly**.



Be **sought after** by employers, increasing demand for the CPA designation.

# Member outcomes

This is enabled through high quality, interdisciplinary offerings that:

Respond to trends through content, policy, advocacy and thought leadership.

Support members' unique professional development needs, including their next career transition, and where appropriate recognise skills with CPA Australia Micro-Credentials.

Attract graduates and professionals from adjacent disciplines seeking accounting and finance skills.

Complement CPA Australia's core activities as a professional body.



Understanding **Interdisciplinary Skills**

# Key initiatives

# 1

Build members' interdisciplinary and contemporary skills to accelerate their career success.

## Tools to enhance careers

Provide members with the support and guidance they require to be successful over the course of their careers.

## Improving learner experience for online courses

Upgrade the Learning Management System (LMS) platform to improve the learner experience for online courses.

## Member Management and Finance (MMF) project

Complete work on the MMF project to deliver a modern, integrated finance, marketing and customer relationship management system that meets the demands of the digital age and provides a more personalised, efficient, and consistent experience for members.

## Organisation-wide content framework

Design a framework for developing, delivering and managing content across the organisation that removes duplication, improves agility and introduces high quality interdisciplinary offerings to support the career success of members.

## Personalisation

Promote greater personalisation by designing and delivering relevant products, services and experiences tailored to the individual career goals and professional development needs of existing and prospective members, based on industry sector, career stage and geographic location.

## Voice of the customer program and journey framework

Understand and transform the member experience at key moments in the membership lifecycle by acting on insights derived from our Voice of Customer Program and complete the roll-out of the Enterprise Journey Framework.



Understanding Interdisciplinary Skills



# Key initiatives

# 2

Lead, support and advocate for members as the profession evolves.

## **Environmental, social, and governance (ESG) strategy implementation**

Implement the ESG strategy that sets out the actions we are currently undertaking and those we will undertake in the future to support our ESG vision for members, employees, the organisation and the broader profession.

## **Continue policy and advocacy focus**

Continue to invest in policy and advocacy activities that are most important to members, the accounting profession and the public interest.

## **Organisation-wide content framework**

Design a framework for developing, delivering and managing content across the organisation that removes duplication, improves agility and introduces high quality interdisciplinary offerings to support the career success of members.

# Key initiatives

# 3

Connect with our ecosystem of members and strategic partners to promote the designation.

## **Member engagement and experience framework**

Roll out initiatives in the member engagement and experience framework to enhance the experience of existing and prospective members in every interaction with the organisation – including redefining the principles by which divisions, committees and discussion groups promote two-way member engagement and support the execution of the strategy.

## **High school and tertiary framework**

Increase our presence and influence at secondary schools and tertiary institutions to promote the value of the CPA designation and opportunities in the accounting profession through Divisional Councils as well as joint initiatives with other professional accounting bodies.

## **Organisation-wide content framework**

Design a framework for developing, delivering and managing content across the organisation that removes duplication, improves agility and introduces high quality interdisciplinary offerings to support the career success of members.

# Key initiatives

# 4

Attract new members through unrivalled offerings.

## Marketing and channel framework

Deliver a dynamic marketing strategy to promote CPA Australia's value proposition by offering timely and targeted multi-channel experiences that engage and excite existing and prospective members, key stakeholders in the accounting profession and the broader community.

## Online assessment tool

Create a new online assessment tool that improves the member and employee experience by offering a more streamlined process and supports membership growth by promoting more flexible and personalised membership pathways.

## Prospective Journey Squad pilot

Establish a Prospective Journey Squad pilot program to increase new member growth and strengthen new Associate enrolment, with the potential to explore further journey squads in the future.

## Refined membership pathways

Identify and develop alternative membership pathways to attract new members from across accounting and adjacent disciplines, including experienced professionals and key employers, to meet the changing needs of the accounting profession.

## CPA Program review and implementation of recommendations

Review and redesign the CPA Program and Foundation pathway to create a best-in-class digital-first offering.



# To achieve our strategy, we will:



Optimise speed, capacity and cost: using an ecosystem of strategic partners to develop, deliver and manage tailored, leading-edge, interdisciplinary professional development offerings.



Focus on policy, advocacy and thought leadership to promote the profession with content aligned to emerging trends.



Continue to develop core accounting content and, where appropriate, recognise skills with CPA Australia Micro-Credentials.



Pursue growth opportunities in a way that promotes the CPA designation and the profession.



Increase our focus on offerings for major organisations including employers.



Sustain a highly engaged and values-led organisational culture whose people have the passion, skills and support to deliver exceptional service and value to members and strategic partners.

[cpaaustralia.com.au](http://cpaaustralia.com.au)

