

# Driving the Future Of Our Profession

*The NEW IIA Global Strategic Plan  
Including The IPPF Relook Project*

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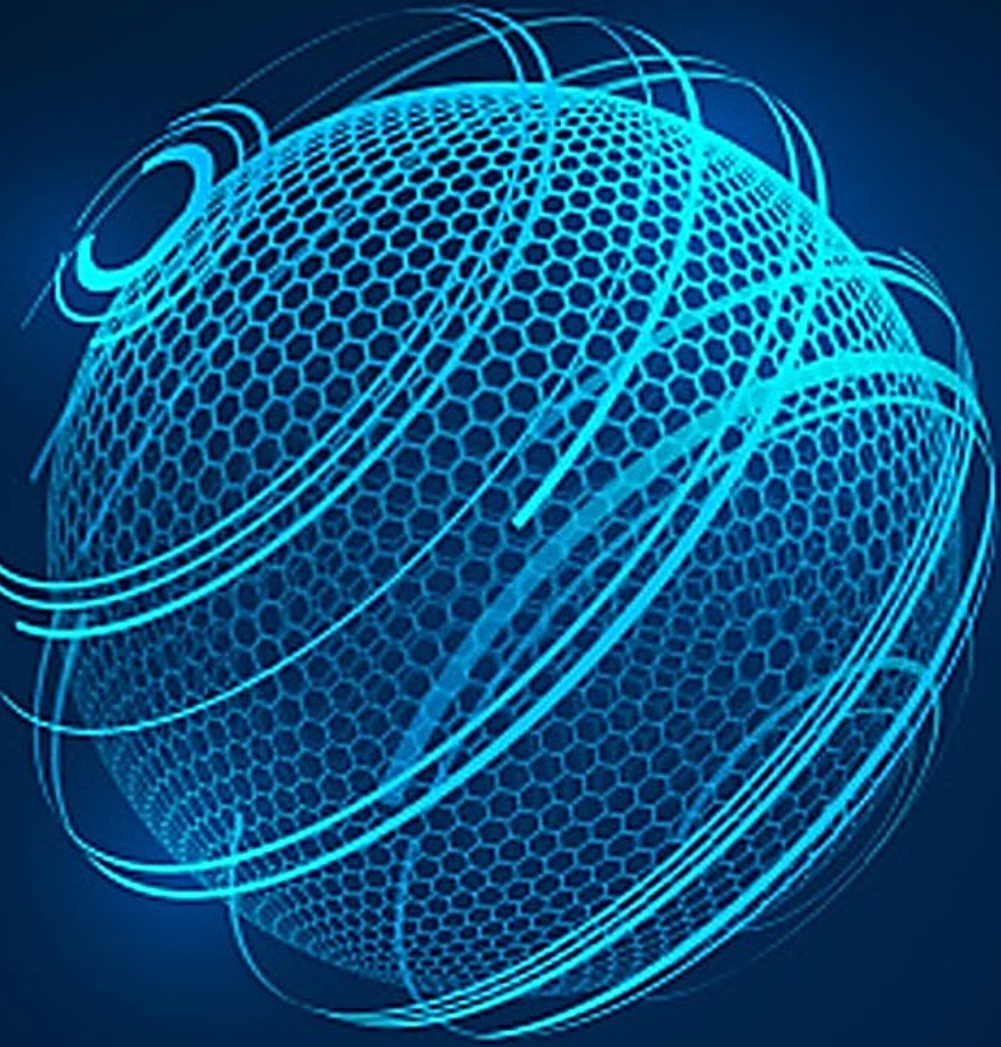
*CIA, CPA, CGMA, CITP*

*President & CEO*

*The Institute of Internal Auditors*







# IIA Global Strategic Plan





IIA's global strategic plan drives **innovation**, creates a platform for sustainable **growth**, and increases the **value** of IIA to:

- Our members and customers
- The profession
- The greater public good



HARD TRENDS PROFITABILITY EXPONENTIAL TECHNOLOGIES  
FUTURE OF AUDIT **LEARNING** BIG DATA  
**PROJECT MANAGEMENT** CUSTOMER BLOCKCHAIN  
WORKFLOW EXPERIENCE **DOING MORE**  
EMPLOYEE TALENT **RETENTION** WITH LESS  
ENGAGEMENT NOT ENOUGH TIME  
**COMPETITION** TRANSFORMATION  
INNOVATION SHIFTING ACCOUNTABILITY  
MARKETS  
NEW BUSINESS **REACTIVE VS PROACTIVE**  
**MODELS** CHANGING STANDARDS  
REGULATIONS



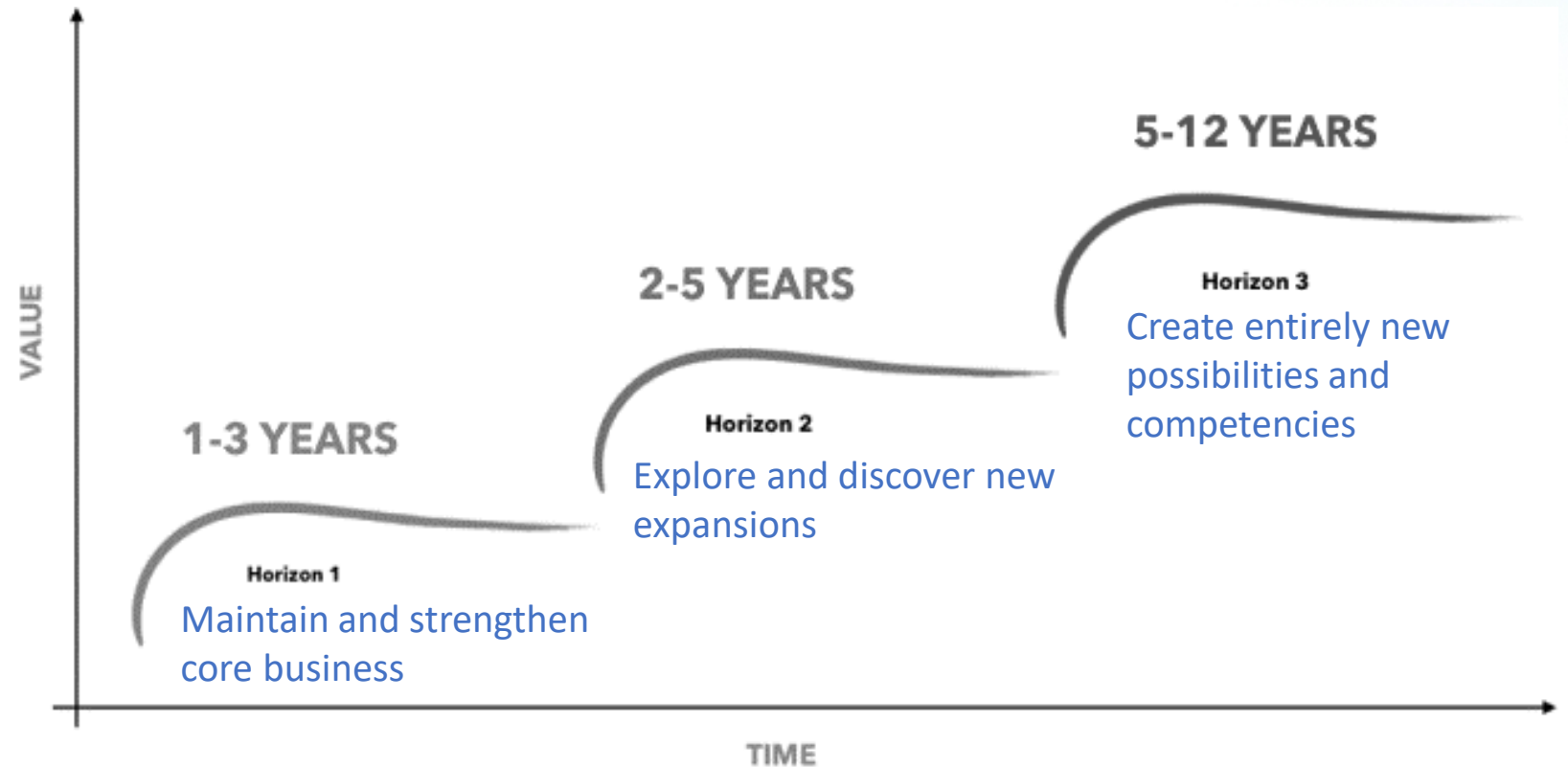




# We're creating a plan for the next 3-5 years and beyond

## Three Horizons Model

A widely used tool in strategy development, McKinsey's three horizons model helps us consider and discuss growth strategies in relation to the core business over the months and years ahead.



Source: <https://www.boardofinnovation.com/blog/what-is-the-3-horizons-model-how-can-you-use-it/>





## **Global input from across the IIA network**

- **Involvement and input from IIA Global Board of Directors**
- **Socialization with a broad spectrum of leaders representing affiliates and regional bodies**
- **Approval by IIA Global Board on August 5**
- **In-depth review with chapters and affiliates around the world to identify opportunities for alignment with local strategic plans**







# Internal audit view of risks

- 
- Cybersecurity
  - Supply Chain, Third party
  - Data Governance and Security
  - Sustainability/Environmental Risks
  - Economic/political volatility and uncertainty
  - Disruptive innovation/New technology
  - Organizational governance
  - Human Capital/Talent management
  - Culture
  - Business continuity/crisis management
  - Reputation Risks

#### Sources:

The IIA's *OnRisk 2021* Report  
ACIIA's *Internal Audit Transformed 2021*  
ECIIA's *Risk in Focus 2021*

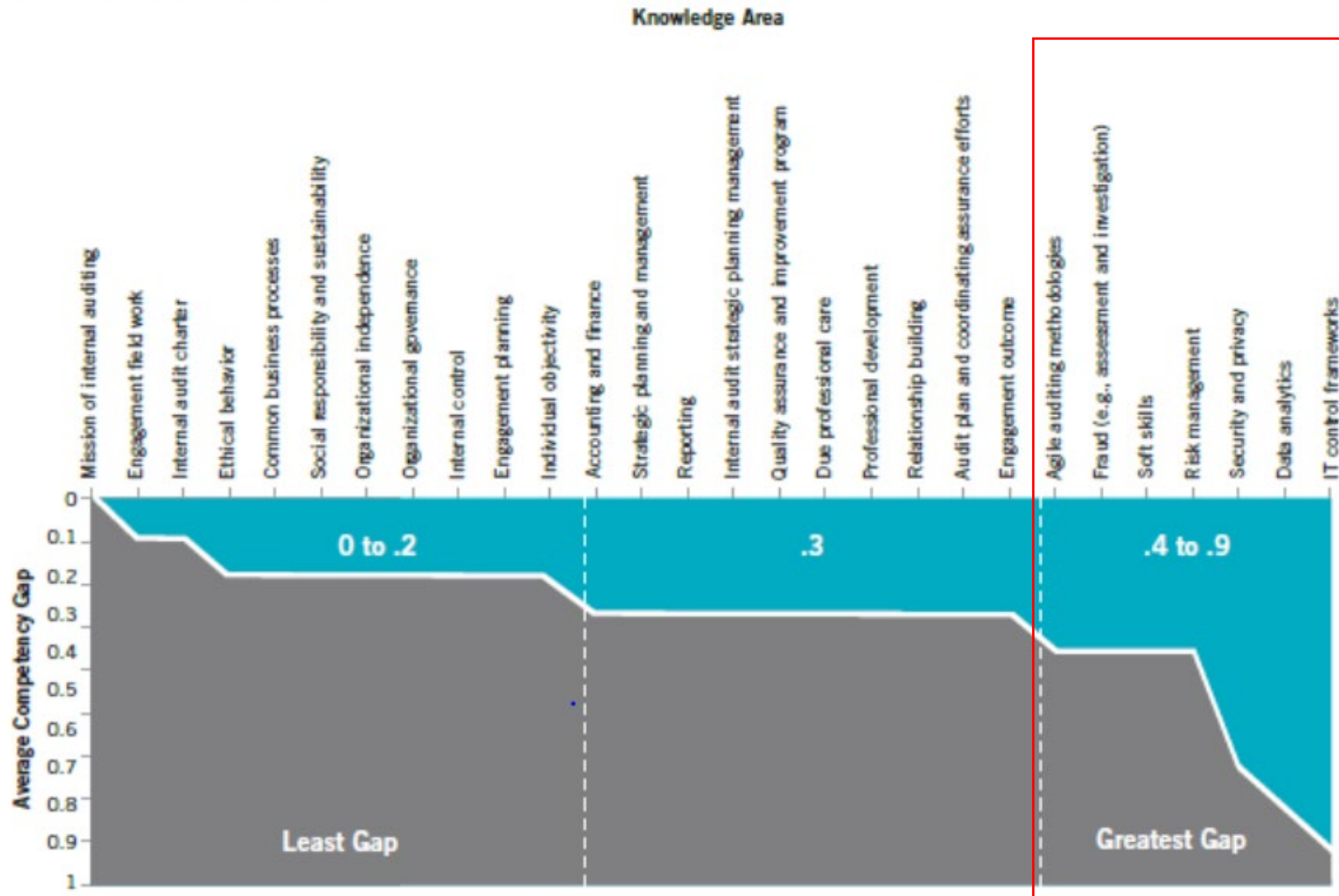


# Internal audit competency gaps

Source: Internal Audit Foundation Premier Global Research Study 2021  
 Assessing Internal Audit Competency: Minding the Gaps to Maximize Insights (IAF/IIA/Deloitte)



Figure 5: Relevance to Competency Gap



## Critical insight:

Competency levels for critical technologies and emerging risks do not align with the perceived relevance of these areas for adding value to the organization.

## Critical action:

The IIA must help practitioners keep pace and evolve capabilities to fulfill internal audit's mission amid a rapidly changing and technology-driven landscape.





# How to move associations forward



Solve workforce issues – keep the pipeline flowing



Embrace disruption to the industry and trends that indicate consolidation



Invigorate brand(s) – corporate brand, product brand, market brand, etc.



Rethink business models – for younger members and for operating efficiency



Understand the role of advocacy, act on it, and inform members



Marketing automation, new modes of marketing, personalization, and segmentation



Adopt agile strategies that reflect market volatility and fluctuation





# Building a culture that is continually learning and adapting based on:

- New business models
- Disruptive and enabling technologies
- Competitive landscape
- Regulatory and legal environment
- Global forces and driving factors
- Future workforce trends







# Mission, Vision & Strategic Goals

## OUR MISSION/PURPOSE

To lead the internal audit profession and enhance its value to stakeholders through empowered members.

## OUR VISION

Internal audit professionals are universally recognized as indispensable to effective governance, risk management and control.

The IIA is the primary global resource for members and the internal audit profession, enabling internal audit professionals to be recognized as critical to enhancing and protecting organizational value.

## STRATEGIC GOALS



**Reimagine & Transform Our Organization**



**Promote Competency & Learning**



**Grow Membership & Models**



**Advocate for Public Policy Interests of the Profession**



**Evolve Image & Heighten Brand Awareness**

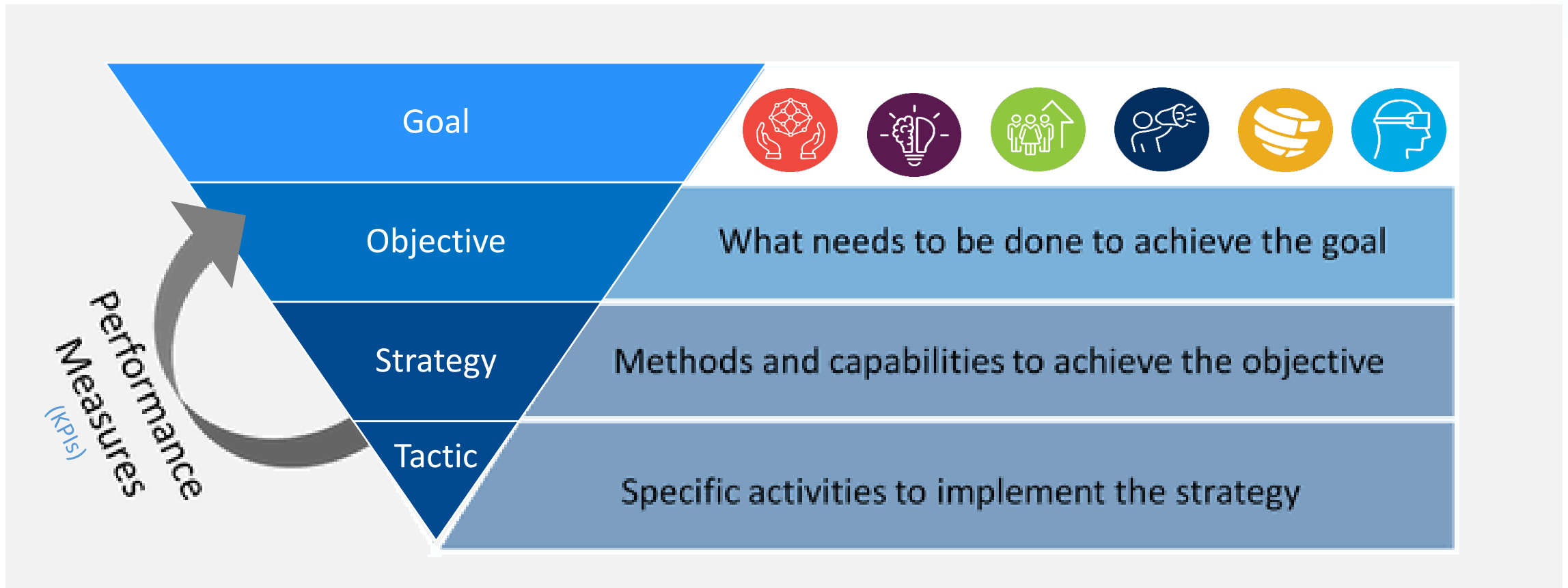


**Enable the Profession for the Future**





# Strategic Plan Framework





# Strategic Plan Goals and Objectives



## Reimagine and Transform Our Organization

A. Reimagine the global operating model to ensure services are delivered collaboratively, equitably and sustainably for members around the world

B. Build and continuously evolve agile, secure, and scalable technologies

C. Reconfigure our organizational structure to support the strategic plan and enhance our culture

D. Establish best-in-class product portfolio management to enhance member value and drive sustainable revenue growth

E. Embrace sophisticated marketing tools and strategies to drive membership and product revenue

F. Cultivate a data-driven culture

G. Protect our intellectual property

H. Cultivate partnerships with like-minded organizations



## Promote Competency and Learning

A. Reimagine professional development and credentialing

B. Expand and deploy new global go-to market strategies



## Grow Membership and Models

A. Grow Student membership

B. Expand membership reach to include professionals in industries adjacent to internal audit

C. Reimagine corporate and group memberships

D. Elevate and enhance the member experience



## Advocate for Public Interests of the Profession

A. Elevate global recognition of and respect for internal audit profession, the Standards and the CIA designation

B. Mobilize IIA Staff and volunteers to advance advocacy efforts with consistent priorities and messaging



## Evolve and Heighten Brand Awareness

A. Build awareness of the IIA and enhance services to board and management stakeholders

B. Reimagine and launch a new brand to elevate the impact of the IIA and reputation of the internal audit profession

C. Embrace our role as the preeminent provider of competency, learning and assessment for the internal audit profession



## Enable the Profession for the Future

A. Reimagine IPPF to advance the profession globally

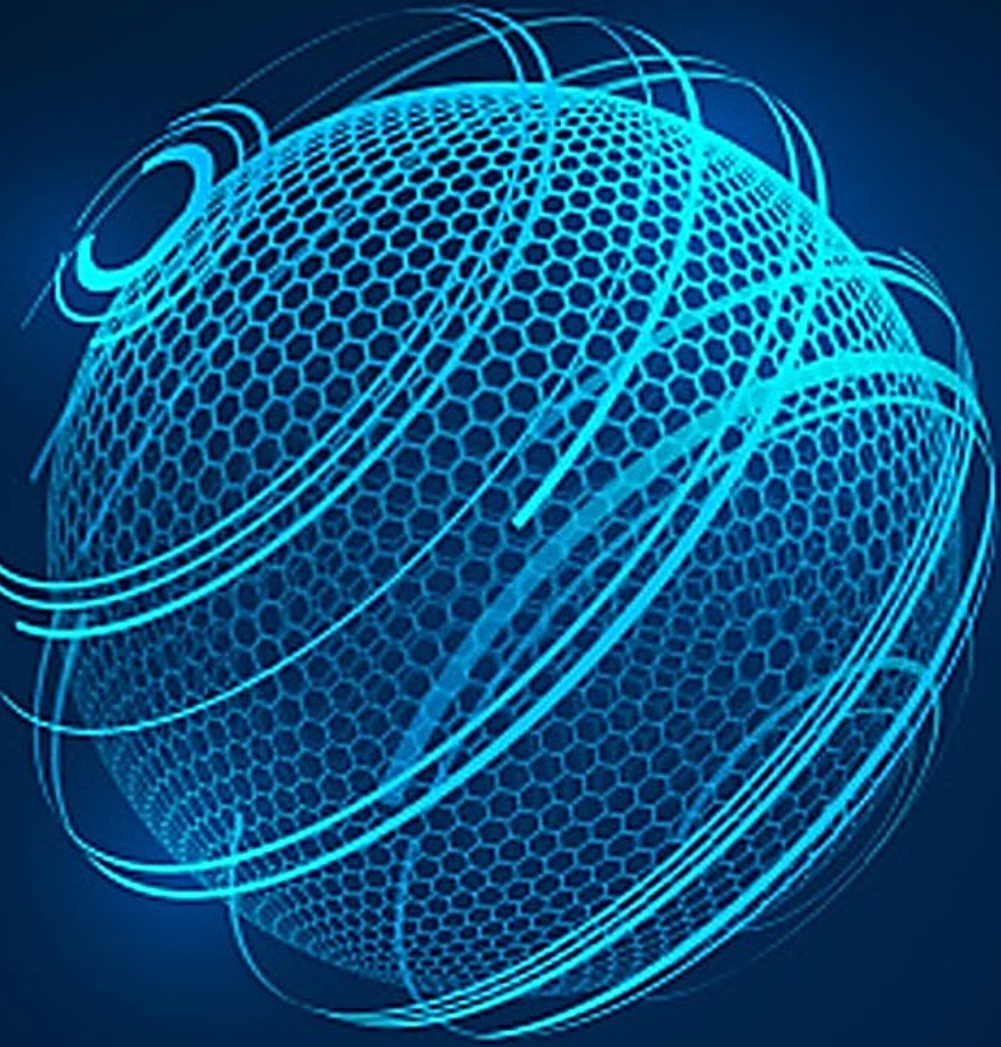
B. Establish internal audit as a required governance component for all organizations

C. Establish internal audit as a tech-savvy profession

D. Develop interdisciplinary curriculum for internal audit degree programs

E. Embrace diversity, equity & inclusion as an organization and profession





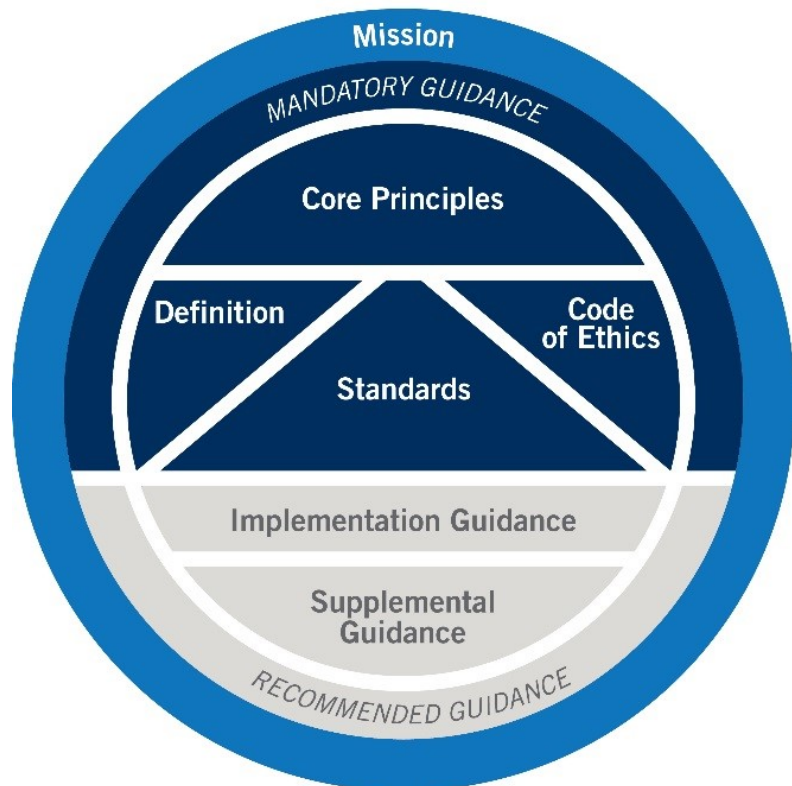
# IFFP Relook Project



# IPPF Relook – feedback received



International Professional  
Practices Framework



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## Issues identified with the current IPPF

- Complex structure
- Confusing terminology and expectations
  - Inconsistent use of terms such as: “standard,” “principle,” and “guidance”
  - “Mission” versus “Definition” of internal auditing
  - “Mandatory” versus “Recommended”
  - Baseline versus aspirational
- Lack of guidance on emerging issues



# IPPF Relook – project goals

- Simplify the IPPF structure
- Clarify and align the IPPF elements
- Establish governance and maintenance processes for standard-setting and authoritative guidance (based on global best practices)
- Publish practical and applicable content timely
- Communicate, advocate, and engage with internal audit stakeholders

Drive  
Adoption

Inspire  
Conformance

Ensure  
Quality Work

Elevate the  
Profession

# IPPF Relook – Working Groups

## Public Interest

- Clarify what public interest means in the context of internal auditing.
- Determine whether the public interest is encapsulated in the IPPF.

## Practitioner Perspectives

- Conduct practical research garnering global internal audit practitioner perspectives on the IPPF and *Standards*.

## IPPF Framework / Structure

- Create a simplified framework that:
  - Organizes all elements of the IPPF.
  - Reduces confusion and repetition.
  - Allows agile development.

## Stakeholder Research

- Determine target audiences for research and best methodologies to use for each.
- Determine what information needs to be collected and draft questions that will enable collection of such data.

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## Standard-Setting Processes

- Recommend which best practices, by global standard-setters, should be incorporated into IIA standard-setting processes.
- Recommend the best governance / oversight structure for such processes.

## Guidance Due Diligence

- Review existing due diligence processes for efficiency and effectiveness considering:
  - Organizational and governance structure changes.
  - IPPF's potential future state and structure (agility to anticipate change).





Thank You

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