

Strategy of the International Institute of Welding, 2023-2028

1 Introduction

In 2018, IIW approved a five-year strategy with the support of all stakeholders involved. An operational plan followed the development, with strategic goals set and follow-up procedures. In the five-year period, the execution of the strategy was strongly affected by the global pandemic and some internal challenges (including the change of the IIW secretariat). Despite the success in several areas, not all the goals were fully reached.

2 Towards a new strategy

In 2022, IIW initiated the process of developing a new strategy, based on a roadmap that included a Stakeholder survey, several workshops with all involved sections and a final consultation with all the involved actors.

- The process included the identification of the Stakeholders to be involved:
- IIW members (Responsible Member Societies)
- IIW Board of Directors
- IIW Advisory Council, a body of industry representatives providing direction to the association
- The International Authorisation Board and its members (bodies delivering services to the global welding industry and community under the authorisation of the IIW) IAB Board and IAB members (ANBs and ANBCCs)
- representatives of the IIW scientific community, including Chairs of IIW technical commissions.

3 IIW Strategy 2023 - 2028

3.1 Factors affecting the organisation

The strategy is based on the analysis of the environmental aspects where the IIW operates. The strategy focused on specific aspects affecting the sector of welding and allied processes, taking into consideration also global issues that may impact any organisation. The following Key challenges were identified:

- Lack of welding professionals with the right knowledge and skills
- Keeping pace with the development and relevance of new technologies
- Lack of visibility and awareness of the importance of welding in sustainable development
- Existence of global barriers and inconsistent regulations for products, services, and people

The specific nature of the IIW was also considered, as IIW is an organisation mostly relying on the contribution of volunteers operating in the industrial, research or education sectors. A specific focus was also considered on attracting future generations.

3.2 IIW Mission, Vision and core values

IIW Mission and Vision were considered in strict continuity with the past:

- IIW Vision: “The leading global welding community linking industry, research and education”
- IIW Mission: “Advance welding and joining through a worldwide network”.

As part of the process, it was felt necessary to outline the IIW Core values, as they permeate through all the activities of the association and constitute the essence of our activities:

- IIW is committed to the advancement of welding and joining for a safer and sustainable world
- IIW operates based on mutual respect for diversity, culture and languages.

3.3 IIW Objectives 2023-2028

Based on the above, the Strategy considers a set of 5 Objectives on which resources should be focused in the five year period 2023-2028:

1. Improve IIW visibility through communication and marketing
2. Expand the industrial relevance of IIW through research, best practices sharing, development and standardization activities.
3. Enrich the value of IIW to all stakeholders (volunteers, member societies, industry)
4. Improve and expand our ETQ&C system to meet the needs of Industry and IIW members
5. Grow organizational and management structure to ensure it meets IIW stakeholders' expanding needs



IIW Strategy 2023-2028

Vision

The leading global welding community linking industry, research and education

Mission

Advance welding and joining through a worldwide network

IIW Core Values

Committed to the advancement of welding and joining for a safer and sustainable world

Operates based on mutual respect for diversity, culture and languages

Objectives

1. Improve IIW visibility through communication and marketing

2. Expand industrial relevance of IIW by sharing fundamental and applied research, best practices, and through standardization

3. Increase the value of IIW to its community and all stakeholders

4. Improve and expand our IAB system to meet the needs of industry and the global welding community

5. Optimize organizational and management structure to ensure it meets IIW stakeholders expanding needs



IIW strategy 2023-2028 on a page



3.4 IIW Strategic Plan 2023-2028

During the strategy's development, the IIW could work in parallel to its operational plan. This was developed jointly by all involved strategic and operational units, to allow good harmonisation of efforts and a more efficient use of available resources. This was mostly made possible thanks to the good results achieved in the last years in improving the IIW Governance structure (a strategic goal in the previous strategy).

The result is a strategic plan designed to be executable, realistic and measurable and includes projects associated with each objective, with information on:

- Project timing
- Resources needed
- Key Performance indicators
- Measurable objectives

IIW already initiated the operation of the projects immediately after the approval of the strategy, and periodical overview will be provided every year to the IIW community.

