



# Strategic Planning: From Vision to Execution

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# Agenda

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- Strategy Thematic review
  - Defining A Right Sized Strategy
  - Moving to Implementation
  - Conclusions

# Menti-Meter Poll

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- ✓ Do you find strategic planning a useful exercise to drive operations forward?

# A Thematic Review of Strategic Planning

## 8 Credit Unions Analysed

- 4 Industrial Credit Unions – Assets from €50m to €400m
- 4 Community Credit Unions – Assets from €150m to €470m
- Strategic Objectives reviewed side by side

## What We Expected vs Reality

### Expectation

- Distinct priorities
- Clear differentiation of the sector
- A focus on execution and monitoring

### Reality

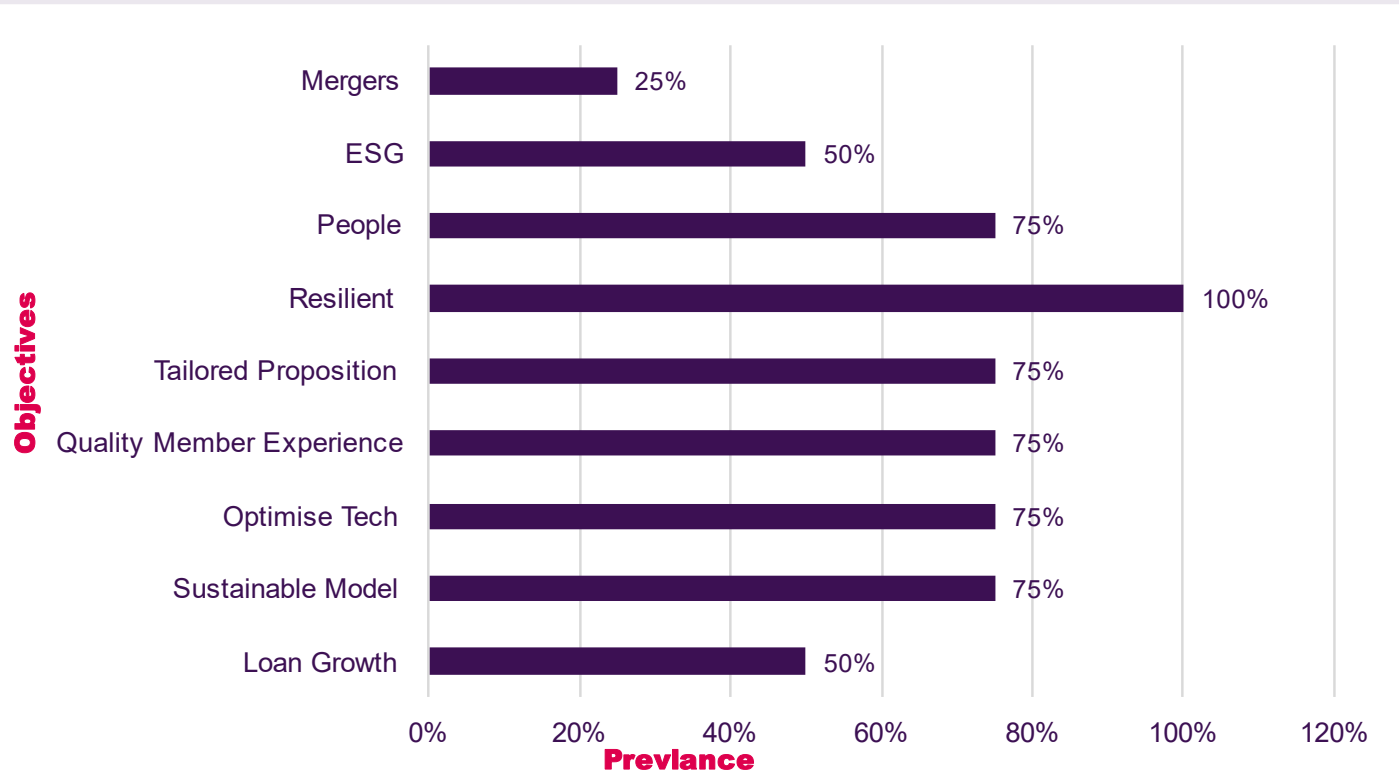
- Long repetitive documents – box ticking of requirements
- Heavily focused on historical position
- A lack of differentiating features with repeating themes

# Industrial Credit Union – Condensed Objectives

- ✓ Continue to provide and enhance diversified products and services
- ✓ Ensure strength and viability
- ✓ Become a more sustainable business
- ✓ Foster workplace culture
- ✓ Financial, cultural and operational resilience
- ✓ Attract, engage, train and develop people
- ✓ Financial viability
- ✓ Digital, ICT and Infrastructure
- ✓ Maximise the delivery and utilisation of our existing offerings
- ✓ Grow income



# Industrial Credit Union Strategic Objectives



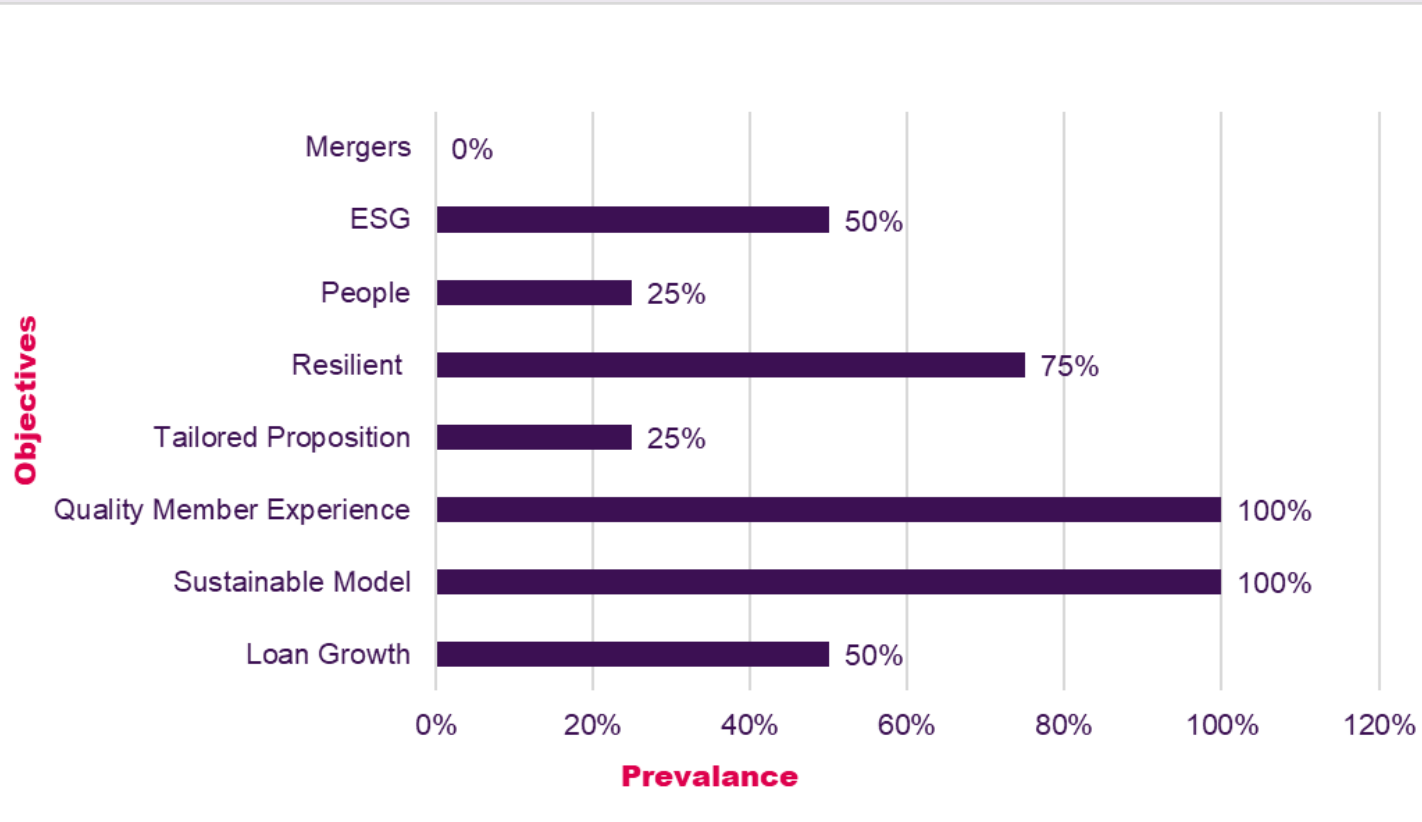
- ✓ All credit unions looking at “resilience” – includes operational and financial
- ✓ 3 in 4 are looking at people, members, service proposition, tech and business model

# Community Credit Union – Condensed Objectives

- ✓ Be the credit provider of choice
- ✓ Become a full service credit union
- ✓ Grow the loan book
- ✓ Enhance capabilities
- ✓ Focus on members interests through continued commitment to service
- ✓ Deliver a positive environmental impact
- ✓ Member experience
- ✓ Deliver service excellence
- ✓ Innovate to provide digital solutions

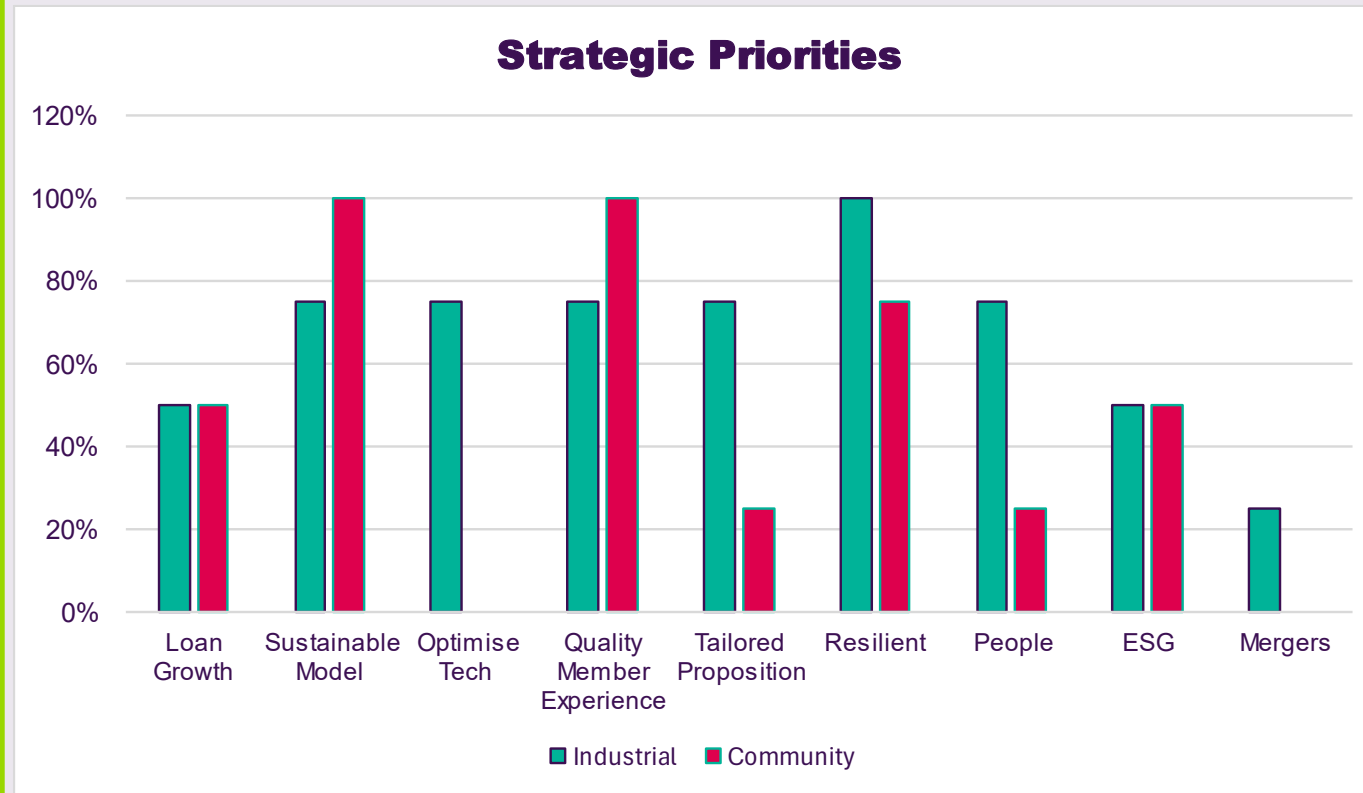


# Community Credit Union Strategic Objectives



- ✓ All credit unions looking at member experience and business model
- ✓ Next most popular is resilience

# Overlaying Community and Industrial



- ✓ Community Credit Unions focus is on the member and the business model
- ✓ Industrial are more focused on resilience and tech

## Common Themes – Where is the Vision?



# A Sector-Wide Pattern

If we removed the logos,  
most strategies would be  
indistinguishable from one  
another



# What is the Strategy Problem?

✓ Alignment with regulation is strong

## BUT...

- ✗ Strategies are long and repetitive
- ✗ Ambition is not clear
- ✗ Not enough focus on ownership and delivery
- ✗ Not embedded in decision-making
- ✗ Not actively used
- ✗ Not regularly evolved



# So What is Strategy?

*“A **detailed plan** for achieving **success** in situations such as war, politics, business, industry or sport, or the **skill of planning** for such situations”*

Cambridge Dictionary



# Strategy is NOT a Document

- A 5-year report
- A compliance exercise

NOT:

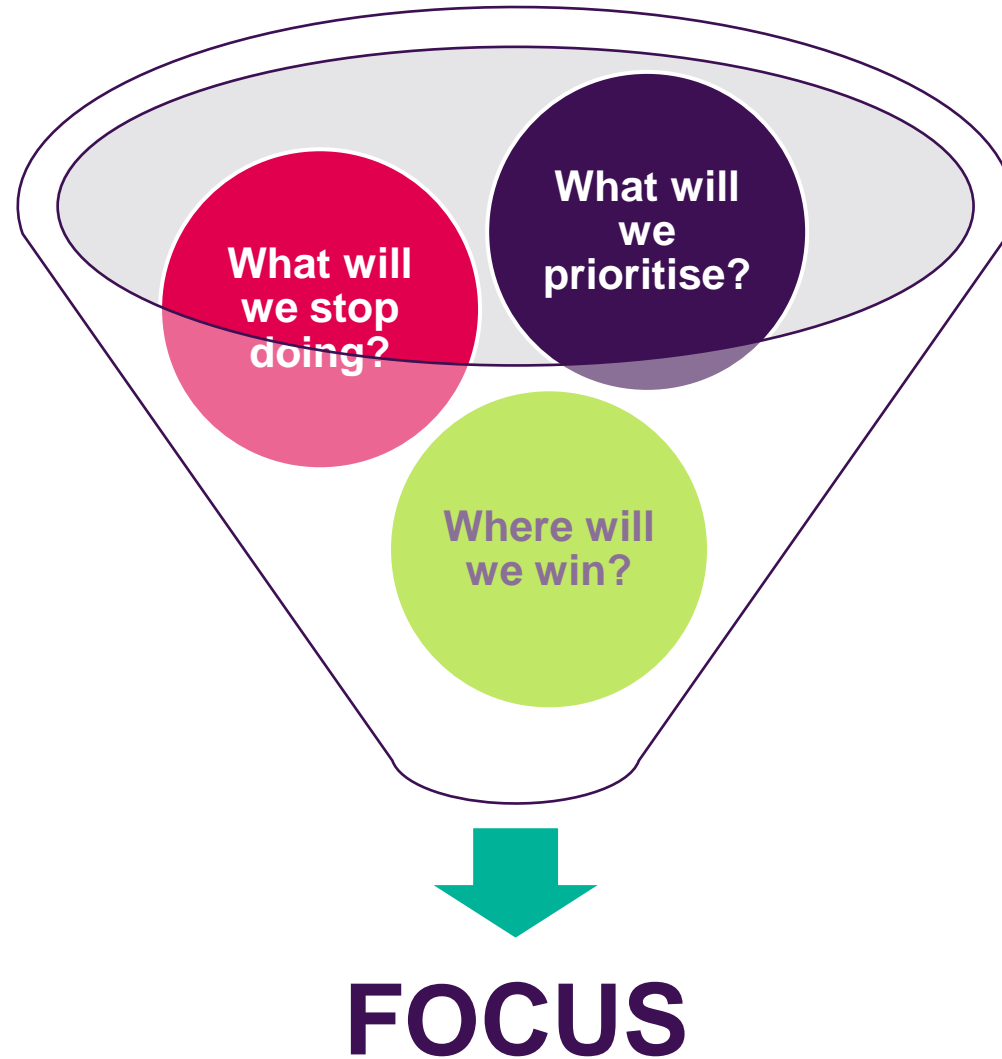


- A set of choices
- A guide for decisions
- A living system

IS:



# From Themes to Choices



# Banking Sector Overview

| Institution                          | Total assets | Return metric       | Cost / income | Capital / reserves            | Net assets / equity |
|--------------------------------------|--------------|---------------------|---------------|-------------------------------|---------------------|
| Bank of Ireland Group (FY 2025)      | €164.8bn     | Adjusted RoTE 13.9% | 49%           | CET1 15.1%                    | €12.9bn             |
| AIB Group (FY 2025)                  | €148.2bn     | RoTE 25%            | 44%           | CET1 16.2%                    | €14.7bn             |
| Permanent TSB (FY 2025)              | €30.5bn      | RoTE 7.3%           | 75%           | CET1 17.5% (Pro-forma)        | €2.5bn              |
| Irish Credit Union Sector (Sep 2025) | €22.5bn      | ROA 1.05%           | 71.5%         | Realised reserves ratio 16.8% | €3.66bn reserves    |

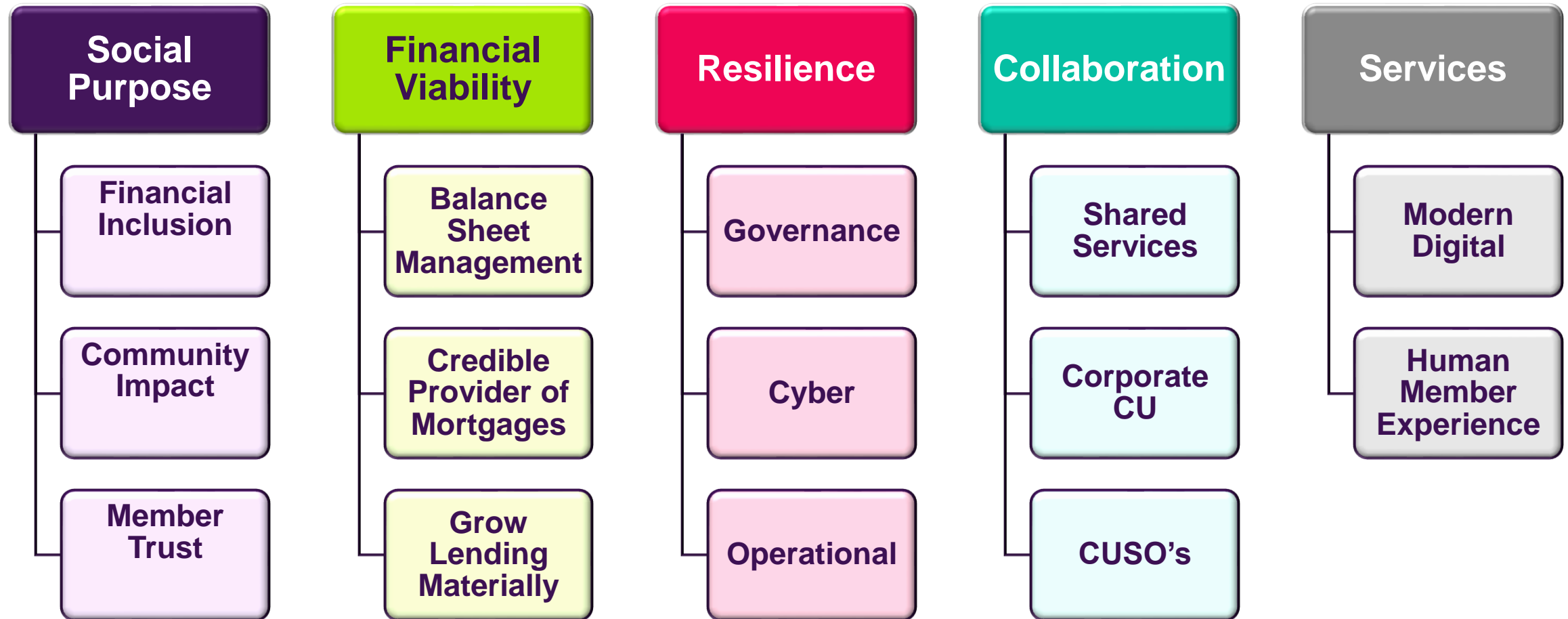
# What do the comparisons tell us?

**Sector is financially strong, highly capitalised BUT is it sustainably profitable?**

- Sector not that much smaller than the “Half Bank”
- Reserve levels are comparable – sector is well reserved
- ROA is improving and has to grow more
- Cost to Income Ratios are about 1.5 times higher

**The mindset needs to shift to a strategic vision that drives sector sustainability.**

# My Key Strategic Objectives



# What Good Looks Like

## Typical

- Grow Lending
- Improve Digital
- Enhance Resilience

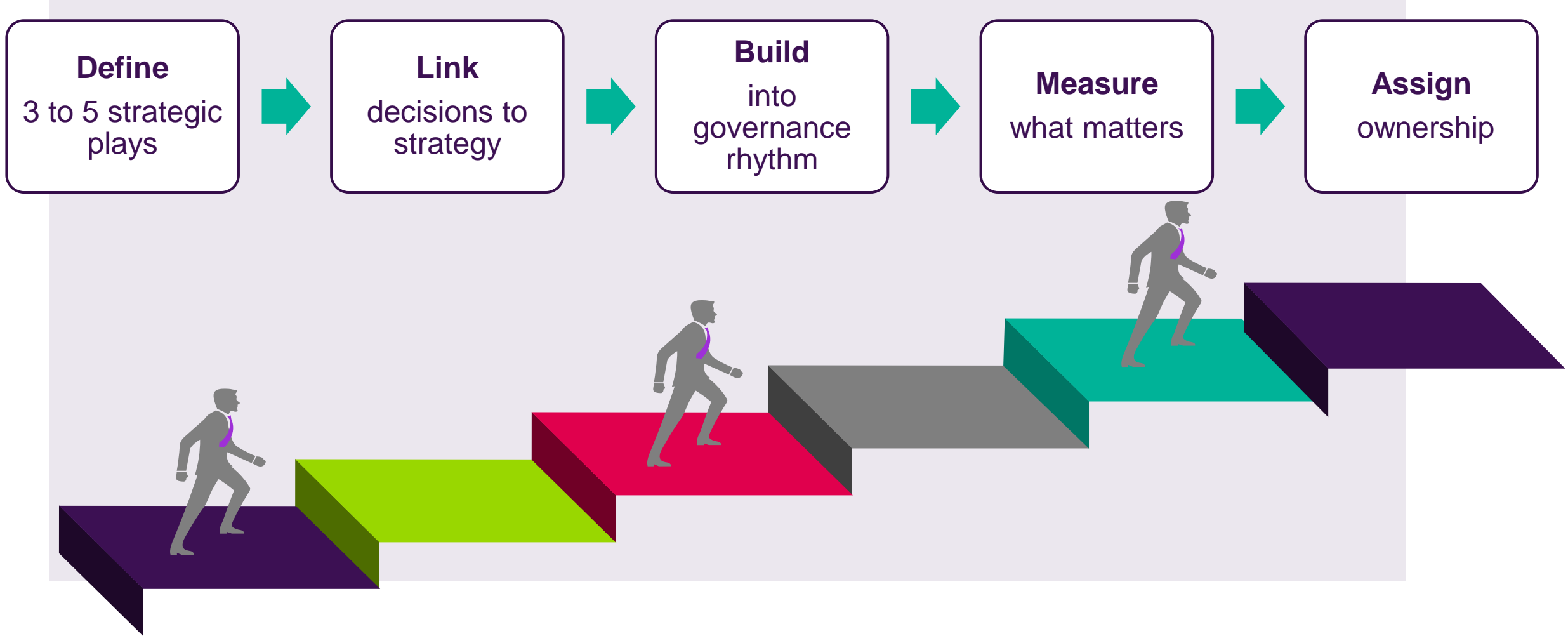
## Strong

- Target specific segments
- Own key member journeys
- Define measurable outcomes

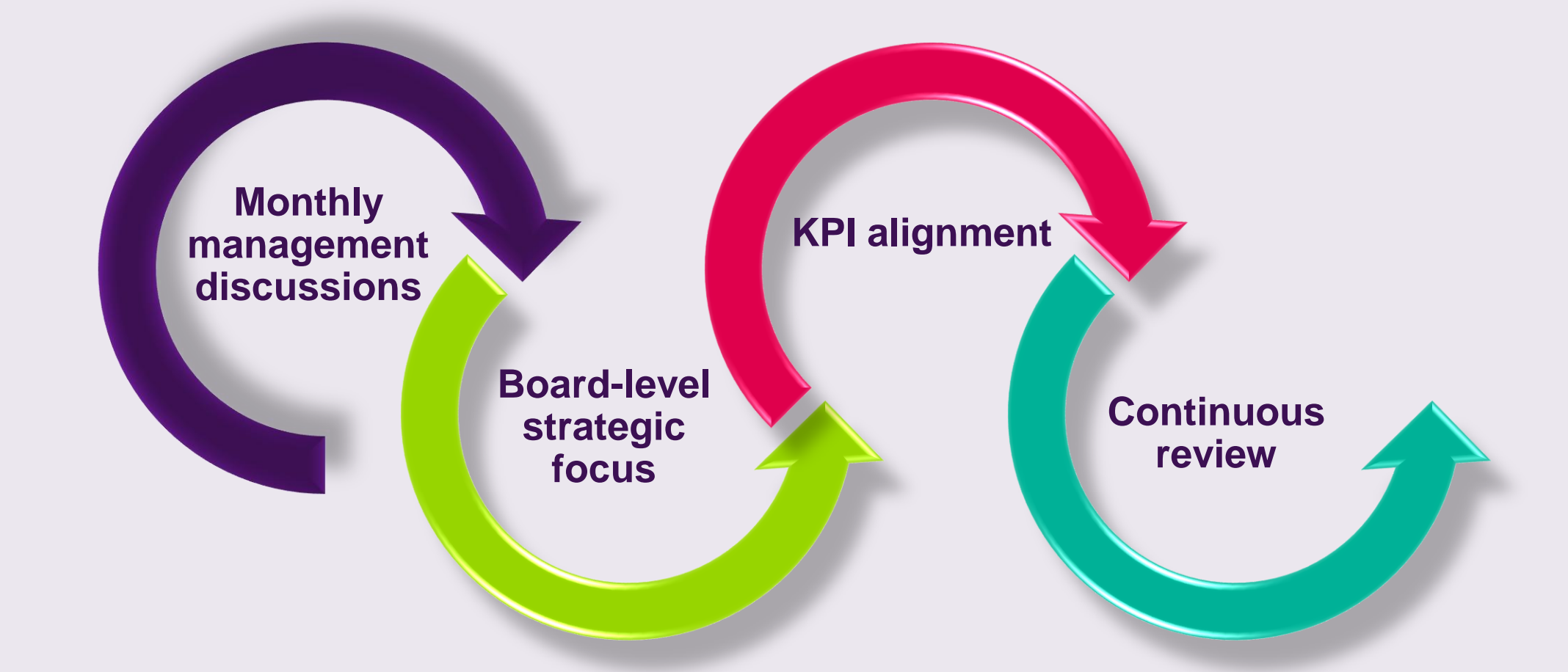
## Revised Objective

- Reach a LTA ratio of 50% by 2028
- Improve digital uptake of services by 10% per annum
- Be DORA compliant by 30 June 2027

# How do we get there?



# Embedding Strategy



# Defining Success Clearly

Clear market identity



Members choose you for a reason

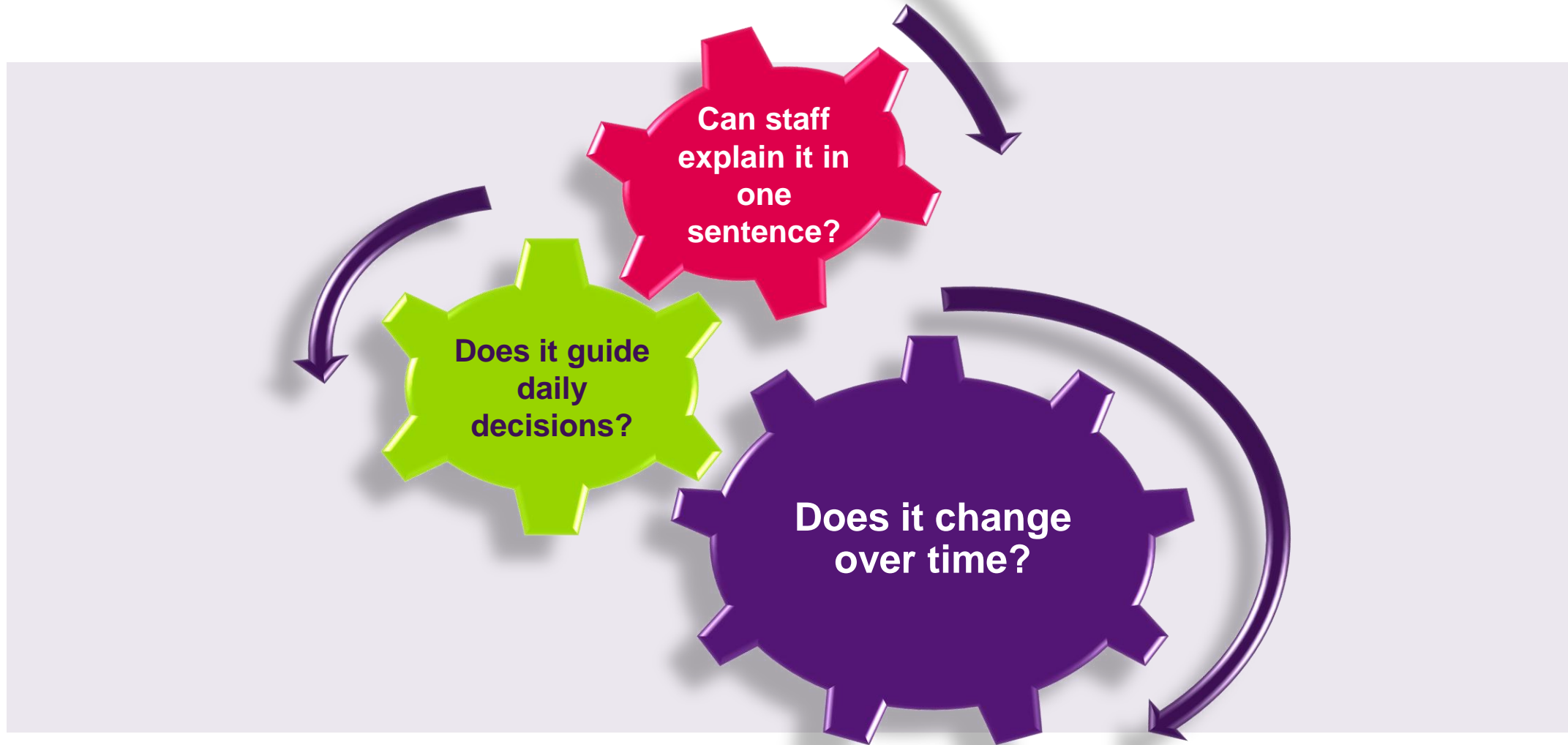


Staff understand the strategy



Faster decision making

# A Practical Test



Final Thought –  
What is the Strategy Problem?

# Vision and Execution

# A Practical Test...

- ? What would change if your strategy guided every decision?
- ? What are you doing today that it doesn't justify?






# Thank you

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