

€ TRAINING

Strategic Management in Banking



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Introduction:

This course offers a methodical approach for developing and communicating a bank's strategy.

The course explains the tools and analytical approaches that can be used to develop a future strategy based on a thorough understanding of the bank's capabilities and the macroeconomic and market environment in which it operates. It also covers all of the key processes in the creation of strategy. It needs both strong analysis and innovative thought to develop a strategy.

The course pushes participants to make sure that the plan they create is supported by evidence while also giving them the freedom to "think outside the box" in order to come up with market-beating and novel methods. It also makes suggestions on how the strategy might be articulated and delivered effectively to compel top management and staff support.

Course Objectives:

At the end of this course, the participants will learn about:

- Understand the strategic management process in the banking industry
- Learn key concepts and techniques used in the development and implementation of strategic plans
- Understand how to manage organizational resources and performance
- Develop the ability to analyze and evaluate the external environment of a bank
- Gain an understanding of how to develop and implement effective strategies in a bank

Targeted Audience:

- This course is intended for managers and executives working in the banking industry, as well as individuals seeking to develop a career in banking management.

Outlines:

Unit 1: The Strategic Plan:

- What is it and why does it matter
- Can a bank function without a strategy?
- Strategic plans, business plans, operational plans, and budgets - differences and interrelations
- Who is involved in strategic planning, and what skills do they need?
- The time horizon of the strategic plan
- The strategic planning cycle and timetable
- Typical contents of a strategic plan

Unit 2: Situational Analysis:

- Financial assessment and performance review
- Understanding the macro environment - PESTLE
- Resources and capabilities - financial, human, technological, process, culture, and brand
- The market, and competitive position
- Strengths and Weaknesses - the SW of the SWOT

Unit 3: The Strategic Options:

- Market segments and hot spots
- Porter's Five Forces
- Porter's Three Generic Strategies
- Treacy & Wiersema's Three Value Disciplines
- The Ansoff Matrix - Penetration and Diversification
- The Boston Box - Dogs and Cows
- Opportunities and Threats - the OT of the SWOT
- Summarising the SWOT
- Coming to a conclusion - Combining the evidence base with creativity, innovation, and discipline
- Testing viability - Building and using a financial model

Unit 4: Mission & Vision:

- What do they mean and why do they matter?
- Examples from around the world - some good, some bad
- Characteristics of strong Mission and Vision statements - avoiding the pitfalls
- Communicating the Mission and Vision - audiences and uses
- Using Mission and Vision to inspire and lead

Unit 5: Strategic Goals:

- Defining a customer value proposition
- Understanding the Critical Success Factors
- Defining Strategic Objectives: Financial; Customer / Market; Operational; Developmental
- Selecting KPIs relevant to the strategy
- Benchmarking performance data
- Lead and lag indicators - drivers and outcomes
- Building the Balanced Scorecard: Setting targets and Defining Key Strategic Initiatives and Action Plans

Unit 6: Strategic Goals:

- Writing and presenting the strategic plan - when, how, to whom?
- Getting approval and winning commitment
- Making strategy for everyone's business
- Cascading the strategy - the appropriate level of detail
- Encouraging feedback
- Strategy reviews - keeping it relevant and fresh