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ACCOUNTING AND FINANCE | AF-029

Bank Strategy and Transformation: From Vision to Execution

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Course content

Why Attend

The banking industry is undergoing significant transformation driven by digital innovation, evolving customer expectations, regulatory developments, competitive pressure, and changing economic conditions. Traditional banking business models are increasingly challenged by fintech companies, digital-first financial institutions, embedded finance solutions, and new approaches to delivering financial services.

To remain competitive and resilient, banks must develop strategies that balance profitability, customer value, operational efficiency, technological innovation, risk management, and regulatory compliance. However, creating a compelling strategic vision is only the beginning. Successful transformation requires clear priorities, effective governance, coordinated execution, appropriate investment decisions, and measurable performance outcomes.

Many banking transformation programmes struggle because strategic ambitions are disconnected from operational capabilities, technology investments are poorly aligned with business objectives, organisational resistance is underestimated, or progress is measured through project activities rather than business results.

The Bank Strategy and Transformation: From Vision to Execution course provides banking executives, strategy professionals, and transformation leaders with a practical framework for developing, implementing, and monitoring successful banking strategies.

Participants explore banking industry trends, strategic analysis, competitive positioning, digital transformation, operating model redesign, customer experience, strategic investment prioritisation, transformation governance, change management, and performance measurement.

Through banking case studies, strategic planning exercises, and transformation simulations, participants develop an actionable roadmap for converting a bank's strategic vision into coordinated initiatives, operational improvements, and sustainable business performance.

Professional Problems This Course Is Designed to Solve

• Unclear strategic direction: Establishing a coherent banking vision, strategic priorities, competitive positioning, and measurable long-term objectives.

• Strategies that fail during implementation: Translating high-level strategic plans into prioritised initiatives, accountable workstreams, implementation milestones, and measurable outcomes.



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Why Attend

• Disconnection between digital investments and business value: Aligning technology modernisation, digital banking capabilities, and innovation programmes with customer needs and commercial objectives.

• Inefficient banking operating models: Identifying opportunities to redesign processes, improve service delivery, reduce operating costs, and strengthen organisational agility.

• Weak transformation governance: Establishing clear decision-making responsibilities, programme oversight, risk controls, and executive accountability.

• Resistance to organisational change: Developing leadership engagement, workforce capability, communication, and change management approaches that support transformation adoption.

• Limited visibility of strategic performance: Creating financial and non-financial indicators to measure transformation benefits, customer outcomes, operational improvements, and strategic progress.

Course Methodology

The programme combines instructor-led strategic discussions, banking industry case studies, competitive analysis exercises, operating model assessments, transformation planning workshops, and executive decision-making simulations.

Participants work with realistic banking scenarios involving market competition, digital channel development, customer experience, operational efficiency, regulatory constraints, and technology investment decisions.

Practical activities focus on defining strategic objectives, evaluating transformation opportunities, prioritising initiatives, developing governance structures, managing implementation risks, and establishing performance measurement frameworks.

Course Objectives

By the end of this course, participants will be able to:

• Analyse the strategic forces reshaping the banking industry

• Evaluate banking business models, competitive positioning, and growth opportunities



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Course Objectives

- Develop a clear strategic vision aligned with organisational capabilities and market conditions
- Translate banking strategy into measurable objectives and implementation priorities
- Assess digital banking transformation and technology investment opportunities
- Design target operating models that support strategic objectives
- Prioritise transformation initiatives using business value, risk, and implementation feasibility
- Establish effective transformation governance and programme management arrangements
- Integrate risk management, regulatory compliance, and operational resilience into strategic execution
- Develop organisational change and stakeholder engagement strategies
- Establish strategic performance indicators and benefits realisation mechanisms
- Prepare an integrated banking strategy and transformation execution roadmap

Target Audience

This course is suitable for:

- Banking chief executives and senior executives
- Banking strategy and corporate planning managers
- Digital banking and transformation directors
- Banking operations and business improvement managers
- Retail and corporate banking leaders
- Chief operating officers and operational transformation professionals
- Banking innovation and fintech partnership managers
- Risk management and regulatory compliance leaders
- Programme management office and transformation delivery professionals
- Financial services consultants and strategic advisory professionals



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Target Competencies

Participants will develop competencies in:

• Banking strategic analysis and planning

• Competitive positioning and business model evaluation

• Strategic vision and objective development

• Digital banking transformation strategy

• Banking operating model design

• Strategic initiative prioritisation

• Transformation governance and execution

• Organisational change management

• Banking risk and regulatory alignment

• Strategic performance and benefits management

Course outline

Day 1: Banking Industry Transformation and Strategic Positioning

• Analysing banking industry developments involving digital competition, customer expectations, regulatory change, economic uncertainty, and financial technology innovation

• Evaluating traditional, digital-first, and platform-based banking business models and their implications for profitability and customer value

• Applying strategic analysis techniques, including SWOT, PESTLE, competitor assessment, and banking market segmentation

• Identifying growth opportunities involving retail banking, corporate banking, payments, lending, digital services, and customer relationship development

• Defining strategic vision, mission, competitive differentiation, and long-term organisational priorities



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Course outline

• Practical workshop: Conducting a banking strategic position assessment and developing a proposed strategic vision with clearly defined business priorities

Day 2: Translating Banking Vision into Strategic Objectives and Business Priorities

• Converting strategic vision into measurable objectives covering financial performance, customer experience, operational efficiency, innovation, and organisational capabilities

• Evaluating strategic choices involving market expansion, product development, customer segmentation, distribution channels, and service differentiation

• Aligning strategic priorities with financial planning, capital allocation, risk appetite, and regulatory requirements

• Developing strategic performance frameworks using Balanced Scorecard principles, banking KPIs, and strategic outcome measures

• Prioritising strategic initiatives according to business impact, investment requirements, operational dependencies, implementation complexity, and risk

• Practical exercise: Developing a banking strategy map and strategic initiative portfolio with objectives, expected benefits, ownership, and performance indicators

Day 3: Digital Banking Transformation and Target Operating Model Design

• Evaluating digital banking opportunities involving mobile banking, customer onboarding, payments, automation, open banking, and data-driven financial services

• Assessing the strategic application of artificial intelligence, advanced analytics, intelligent automation, and customer personalisation in banking operations

• Designing target operating models that integrate business processes, technology architecture, workforce capabilities, governance, and service delivery

• Identifying operational improvement opportunities through process simplification, workflow automation, channel integration, and customer journey redesign

• Evaluating legacy system constraints, technology integration requirements, cybersecurity considerations, and third-party technology dependencies



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Course outline

• Transformation workshop: Designing a target banking operating model and digital transformation priorities for a selected banking business scenario

Day 4: Transformation Governance, Change Leadership and Programme Execution

• Establishing transformation governance structures covering executive sponsorship, steering committees, programme leadership, decision rights, and accountability

• Translating strategic initiatives into coordinated transformation programmes, workstreams, milestones, resource plans, and implementation schedules

• Applying programme and project management principles to manage delivery dependencies, budgets, scope changes, and implementation risks

• Developing organisational change strategies addressing leadership alignment, employee engagement, communication, workforce development, and cultural transformation

• Integrating regulatory compliance, operational resilience, data governance, and risk management into transformation planning and execution

• Case study: Evaluating a banking transformation programme experiencing implementation delays, stakeholder resistance, and technology integration challenges

Day 5: Strategic Performance, Benefits Realisation and Sustainable Transformation

• Establishing strategic performance indicators covering profitability, cost-to-income ratio, customer acquisition, digital adoption, service quality, and operational productivity

• Developing benefits realisation frameworks to track financial returns, customer improvements, efficiency gains, and transformation outcomes

• Designing executive dashboards and management reporting structures to monitor strategic progress, programme performance, and emerging risks

• Applying strategic review processes to evaluate assumptions, respond to market changes, reprioritise initiatives, and maintain organisational alignment

• Developing sustainable transformation capabilities through continuous improvement, leadership accountability, innovation management, and organisational learning



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Course outline

• Capstone exercise: Developing and presenting a Comprehensive Bank Strategy and Transformation Roadmap covering strategic vision, competitive positioning, target operating model, transformation initiatives, governance, implementation milestones, risk controls, and measurable business outcomes



Seminar dates

Available seminar dates

Live dates and pricing for Bank Strategy and Transformation: From Vision to Execution generated from the course details page.

Date	Location	Format	Fee
Dates on request	Venue on request	Classroom	**Contact us**

Live online option	Online delivery is available at €1,850.-.