



**Our Strategy
2020-2025**

Building Brighter Business

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Forwards



Best in class governance requires we must always look to the future and prepare accordingly. Over the past 12 months, the Ibec board and executive have engaged extensively in a detailed process of preparing the organisation for the future.

The result of this process is our new Strategy 2020 – 2025, ‘Building Brighter Business’, and, on behalf of Ibec I am delighted to introduce you to our plans for the period.

Our members are central to what we do at Ibec and in planning for the next five years it is our ambition to accelerate our development as a professional member services organisation by growing our membership and commercial services for you.

The new strategy examines five strategic themes: influence and impact; innovation; people process & technology; international reach; and growth for scale.

Since joining as Ibec Chair, I have been struck by the sheer breadth and depth of our membership base. Your commitment and support over the next five years is critical to us as we develop and grow the organisation for your benefit.

Yours,
Eugene McCague
Chairperson



At the heart of every successful organisation, there is a clear and well-defined purpose. At Ibec, our purpose is to help build a better and more sustainable future by influencing, supporting and delivering for business success.

We believe business is a force for good in Ireland by providing every one of us with the opportunity to lead successful lives, while also delivering the resources for a balanced and a more prosperous society.

Over successive decades, the Irish business model has delivered transformative results. As we begin a new decade, the current generation of business leaders must once again confront a new set of opportunities and challenges.

At Ibec, we have prepared for these opportunities and challenges as set out in our Strategy 2020-2025. As we look to the future, we remain both ambitious and aligned to our members as we seek to develop our offering to you.

We hope you can take the time to read our new strategy and, as always, we would welcome your feedback and engagement.

Yours,
Danny McCoy
CEO



Building Brighter Business



To help build a better, sustainable future by influencing, supporting and delivering for business success



To be an organisation of substantial influence and impact wherever our members do business



We will accelerate our development as a professional member services organisation by growing our membership and commercial services

Strategic Themes

1. Influence for Impact

- Stand out as courageous business leaders campaigning for key current and future issues, driving a better, sustainable future
- Deliver a world-class campaign programme aligned to the key issues, exploiting omni-channel options and cutting edge communications

2. Innovation

- Focus on innovation to exploit the market opportunities open to Ibec
- Design and deliver increasingly sophisticated and flexible offerings tailored to the customer
- Anticipate, implement and embed technology changes quickly

3. People, Process & Technology

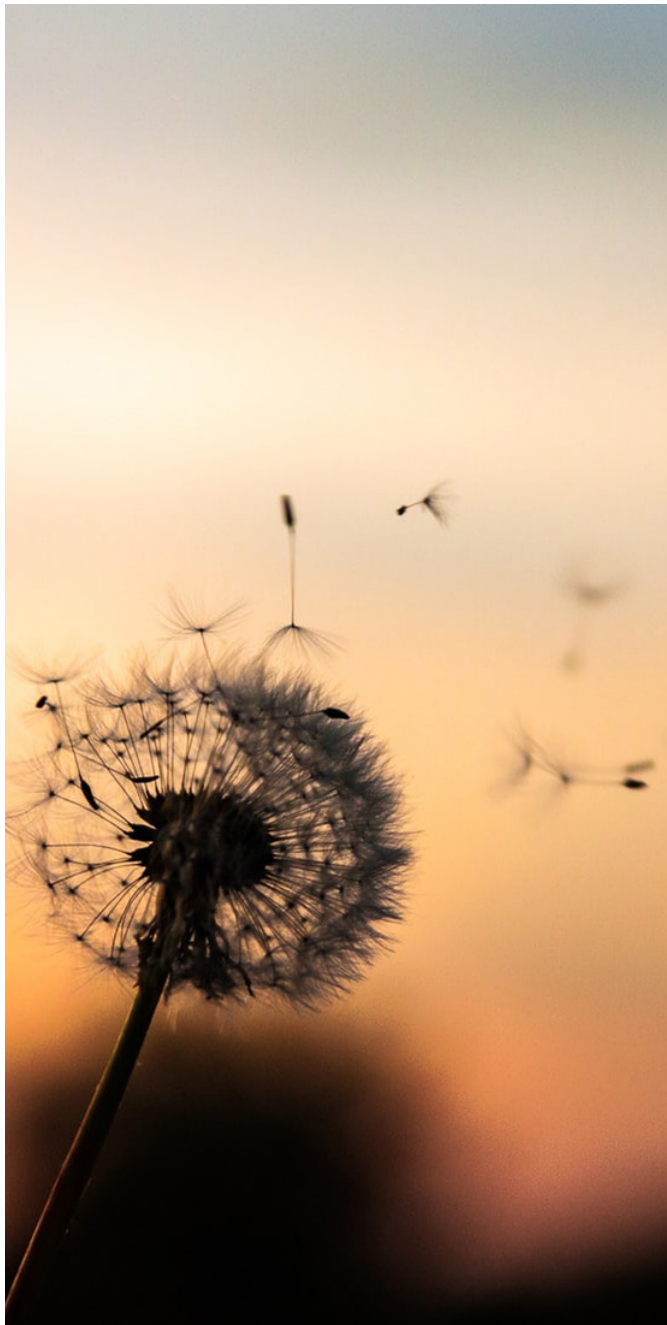
- Invest in and develop a strong and diverse talent pipeline, build capability and provide opportunity for our staff to gain outstanding career experiences
- Future proof Ibec's operating model
- Build a high performing culture for an evolving Ibec

4. International Reach

- Invest in Ibec's European footprint, seeking opportunities to build influential networks
- Position Ibec as the voice of global business in Ireland

5. Growth and Scale

- Grow Ibec's existing business as a professional member services organisation
- Build market-leading businesses in adjacent niches pivoting within Ibec's core capabilities
- Drive growth through carefully selected acquisition, alliances and partnership opportunities in both core business and adjacent niches



Values



We are **ambitious** for the future; we actively support growth for our people, our business and our country



We **respect** people and embrace diversity; we encourage and value all ideas, inputs and strengths



Trust is the foundation of our relationships which are core to all we do, we always act honourably



We are **committed** to delivering for our **members**; we take ownership for what we do and how we do it



We work together as **one team** to achieve our goals, we encourage and strengthen each other

Influence For Impact

1.



1.1

Influence For Impact

Stand out as courageous business leaders campaigning for key current and future issues, driving a better, sustainable future

Objectives

- 1.1.1** Adopt a strong leadership role, identifying current and future business issues and reflecting positions for business and society
- 1.1.2** Develop our Voice engaging collaboratively with our members – evidence-based, authoritative, trustworthy, balanced, insightful
- 1.1.3** Invest in the Ibec brand to underpin Ibec campaign influence

1.2

Deliver a world-class campaign programme aligned to the key issues, exploiting omni-channel options and cutting edge communications

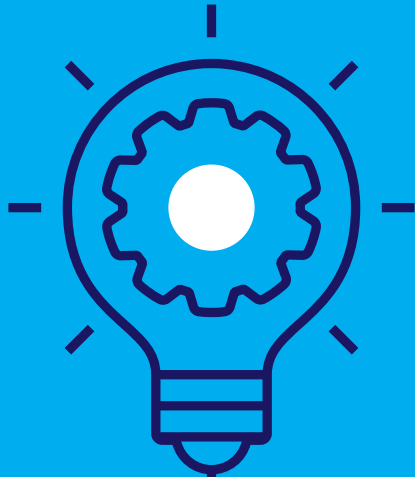
Objectives

- 1.2.1** Provide the best platform for Ireland's economic and social policy issues, collaborating closely with our members and engaging with stakeholders with national and international influence
- 1.2.2** Leverage cutting edge technology and communications to produce and distribute evidence-based thought leadership on Ireland's key economic and societal issues
- 1.2.3** Collaborate with key influencers, partnerships and stakeholders to raise the profile of Ibec's campaigns



2.

Innovation



2.1

Innovation

Focus on innovation to exploit the market opportunities open to Ibec

Objectives

- 2.1.1** Establish an Ibec cross-functional Innovation Hub to drive future product/service opportunities in Ireland and across the world
- 2.1.2** Invest in capability to enable Ibec to clearly establish the commercial viability and opportunity of potential new products and services

2.2

Deliver a world-class campaign programme aligned to the key issues, exploiting omni-channel options and cutting edge communications

Objectives

- 2.2.1** Implement a robust, commercially-focused customer insight led model to measure, track and adapt our services
- 2.2.2** Develop and implement tailored service delivery processes based on customer segments supported by insights and adjust offers and services accordingly

Innovation

2.3

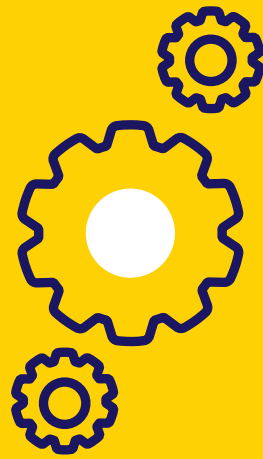
Anticipate, implement and embed technology changes quickly

Objectives

- 2.3.1** Build Ibec's predictive and prescriptive analytics capability to drive customer insight and identify value creation opportunities across Ibec's service/product range
- 2.3.2** Implement a unified vision for data management across the organisation



3. People, Process & Technology



3.1

People, Process & Technology

Invest and develop a strong and diverse talent pipeline, build capability and provide opportunity for our staff to gain outstanding career experiences

Objectives

- 3.1.1** Position Ibec as an employer of choice ; establishing and implementing a strong value proposition for the attraction, retention and development of talent
- 3.1.2** Establish a competitive remuneration strategy as a key element of the employee value proposition that will be an integral driver to deliver Ibec's growth and commercial agendas
- 3.1.3** Establish core capabilities organically and establish best in class learning and development practices, sharing knowledge and collaborating while also accelerating the adoption of key skills through partnerships and outsourcing

3.2

Future proof Ibec's operating model

Objectives

- 3.2.1** Develop an evolving governance model and organisation structure that reflects the business needs and growth agenda
- 3.2.2** Streamline critical processes underpinning Ibec's operations identifying opportunities to enhance automation and applying rigorous cost to serve practices across the business to drive sustainable profitability
- 3.2.3** Enable scalable growth through implementing a future proofed technology architecture with strong and effective governance

3.3

Build a high performing culture for an evolving Ibec

Objectives

- 3.3.1** Build a high performing, inclusive culture underpinned by personal accountability, aligned to Ibec's values which enables the delivery of our strategy
- 3.3.2** Build on Ibec's practices and processes as a learning organisation with a focus on agile, iterative ways of working
- 3.2.3** Enable scalable growth through implementing a future proofed technology architecture with strong and effective governance



4. International Reach



4.1

Invest in Ibec's European footprint, seeking opportunities to build influential networks

Objectives

- 4.1.1** Harness international policy and lobbying opportunities arising from global developments
- 4.1.2** Develop new strategic alliances with international think-tanks or networks in order to extend Ibec's geographical reach and influence at EU level
- 4.1.3** Scope the potential for new business opportunities in developing issue based campaigns on an all-island and international scale

4.2

Position Ibec as the voice of global business in Ireland

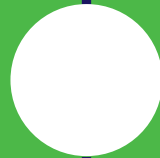
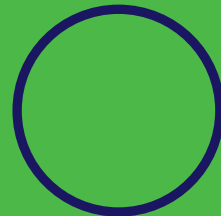
Objectives

- 4.2.1** Grow Ibec's global reach in order to align with the footprint of Irish business
- 4.2.2** Identify opportunities for Ibec to leverage the substance of global business in Ireland through international business representation
- 4.2.3** Adopt leadership positions on business policy issues of particular relevance to international firms



Growth For Scale

5.



5.1

Growth For Scale

Grow Ibec's existing business as a professional member services organisation

Objectives

- 5.1.1** Build Ibec's existing professional membership model to deliver value-led services and to grow base by leveraging opportunities in the market
- 5.1.2** Optimise the use of analytics to drive distinctive insights which customers need and want
- 5.1.3** Evolve the Ibec business model to ensure that our services are always creating value for our customers

5.2

Build market-leading businesses in adjacent niches pivoting within Ibec's core capabilities

Objectives

- 5.2.1** Build the Management Training business prioritising organic member penetration, maximising the opportunities in other markets and exploiting technology as a key enabler and differentiator.
- 5.2.2** Grow the Accelerate Strategic HR Consulting business pivoting on Ibec's ER strengths
- 5.2.3** Invest to enable and facilitate the timely scaling of opportunities

5.3

Growth For Scale

Drive growth through carefully selected acquisition, alliances and partnership opportunities in both core business and adjacent niches

Objectives

- 5.3.1 Grow through strategic alliances which align to Ibec's priorities in both core business and adjacent niches
- 5.3.2 Grow the business through carefully selected acquisitions
- 5.3.3 Invest leadership time, resources and skills in developing an organisational focus on M&A priorities
- 5.3.4 Invest in brand development to establish identity, position and reputation across new products and markets.







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