

Strategic Plan Scorecard

Use to evaluate the strategic plan discussion of the following topics
 Scoring: 0-topic not addressed, 1-brief mention, 2-good description, 3-quality discussion

Strategic Plan Discussion Topic		Score
Business model	1 Traditional branch banking - the expansion into different geographic areas by opening new physical offices.	
	2 Digital banking - delivery of banking services through mobile and online applications.	
	3 Banking as a Service (BaaS) - making the bank's charter and banking services available to non-bank companies to offer services to their own customers without having to obtain a banking license.	
	4 Platform banking - a model where the bank creates a digital platform that can integrate with third-party service providers so that it may offer additional features and functionality to its customers.	
	5 Embedded banking - involves integrating elements of the bank's product or service features into the digital platforms of non-financial institutions.	
	6 Niche banking - a focus on serving a specific segment of the market, catering to the unique needs and preferences of that target group.	
	7 Green banking - supports projects and initiatives that have a positive impact on the environment, minimize the negative environmental footprint of banking operations, and encourage businesses and customers to adopt sustainable practices.	
	8 Crypto-banking - the integration of cryptocurrencies and blockchain technology into traditional banking services or the development of new banking platforms specifically designed to support cryptocurrencies and other digital assets.	
	9 Financial advisory services - offering wealth management, investment advisory, and financial planning services to help customers make informed financial decisions and expand their investment options.	
Competition	10 Identify and analyze key competitors , both traditional banks and non-traditional financial service providers.	
	11 Demonstrate an understanding of competitor strengths and weaknesses , products and services, pricing, market share, customer experience, and growth strategy.	
	12 Compare competitors in terms of digital offerings, user experience, customer service, or pricing to attract new business	
Bank systems and technology	13 The adequacy of the core processing system in supporting the new and evolving technologies that will be needed to support the company's longer-term growth strategy.	
	14 The quality and competitiveness of digital banking systems , including their ability to offer a seamless, convenient, intuitive, mobile-first banking experience to customers and support the integration of new features from third-party application developers.	
	15 The ability of account opening systems should support a simple, fast, seamless experience for customers to open new accounts through mobile and online channels while supporting robust identity verification and fraud detection technologies.	
	16 The ability of digital loan application and approval systems to expedite the entire loan process from initial application, through underwriting, approval, and boarding on the core system.	
	17 The effectiveness of cybersecurity systems in protecting the bank's and customers' data and ensuring the safe and secure functioning of all other systems.	
	18 The ability of advanced payment systems to process various forms of payments quickly and securely, including mobile payments, wire transfers, and cryptocurrency transactions.	
Technology trends	19 Highlight key technology trends such as AI/machine learning/chatbots , Robotic Process Automation (RPA), cloud computing, open banking, blockchain/cryptocurrencies, and real-time payments	
	20 Identify individuals or teams assigned the responsibilities of identifying, exploring, and regularly communicating potential opportunities with emerging technologies.	
	21 Encourage senior managers, executives, and Board members to attend industry events and conferences where they can be exposed to the latest trends and innovative practices in the industry.	
	22 Create a Research and Development (R&D) budget for exploring and implementing innovative new solutions and technologies	

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Partnerships	23 Fintech partnerships can be used to enhance their digital offerings, improve customer experiences, and create new revenue streams.	
	24 Big Tech firms such as Google, Amazon, or Microsoft can help the company enhance its digital infrastructure, develop more innovative services, and reach a wider audience.	
	25 Regulatory technology (Regtech) companies offering solutions that can streamline compliance, reduce risk, and improve operational efficiency.	
	26 Data analytics firms can support strategies to leverage big data and advanced analytics to gain customer insights, improve decision-making, and create more personalized customer experiences.	
	27 Other potential partnerships with universities, research institutions, or industry organizations such as the Alloy Labs Alliance can support research and development initiatives, access to talent, and continuous learning for employees	
Data	28 The identification of the specific business goals and objectives that data analytics will help to achieve.	
	29 The internal resources and technologies , both current and planned, that are devoted to the capture, storage, management, analysis, and reporting of data to support the company's goals.	
	30 A brief overview of the sources from which data are currently being obtained, along with any significant gaps that need to be filled.	
	31 Identification of the parties responsible for data governance , including data management, change management, data quality, and data privacy.	
Marketing	32 Highlight the current role of the Marketing department , along with any changes needed to achieve future business objectives	
	33 Discuss the adequacy of resources being allocated to the marketing function to attract employees with strong skills in areas such as data analysis, digital marketing, content creation, and strategic planning.	
	34 In addition to traditional marketing tools, provide an overview of key digital marketing capabilities in areas such as social media marketing, email marketing, search engine optimization (SEO), content marketing, and online advertising	
	35 Describe the ability of the Marketing area to collect, analyze, and utilize data effectively to inform marketing strategies, including customer data, market trends, competitive analysis, and campaign performance metrics	
	36 Describe the metrics in place to evaluate the effectiveness of marketing initiatives in driving customer acquisition, retention, and satisfaction.	
Human resources	37 The importance of workforce planning in order to understand the company's current and future talent needs in order to keep pace with technological trends and their potential impact on business operations.	
	38 Outline a recruitment strategy that clearly defines the company's value proposition for employees in terms of salaries; benefits, work-life balance, opportunities for learning and development, and a positive work culture.	
	39 Discuss opportunities for continuous learning and skill development through training/re-training programs or tuition reimbursement for employees seeking to improve their skills.	
	40 Highlight employee retention strategies , including creating clear career progression paths, recognizing and rewarding performance, offering flexible work arrangements, and ensuring a positive and inclusive work culture.	
	41 Address succession planning to prepare for the future by identifying potential leaders within the company and providing them with the training and experiences they need to step into key roles.	
42 Discuss how the company promotes a diverse workforce that encourages innovation and adaptability and also expands the pool of potential employees for recruitment purposes.		

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Customers	43 How the company's current customer base is segmented within business lines by various factors such as demographics, behavioral patterns, purchase history, psychographics, and profitability.	
	44 Highlight the various needs of current customer segments , and the products, services, expert advice, and other outreach that the company offers to address those needs.	
	45 The process by which insights into evolving customer needs drives internal product and service development .	
	46 Risks posed by any lack of diversification of the customer base by demographics, industry, product usage, geography, or other factors.	
	47 How customer surveys , feedback forms, or direct interviews are used to gather insights about customer satisfaction, needs, and expectations.	
	48 Discuss the challenge posed by the ongoing fragmentation of relationships , with customers maintaining accounts with multiple financial institutions.	
Organizational culture	49 The ability to quickly adapt to changing market conditions , customer expectations, and technological advancements. This includes being open to change, encouraging innovation, and being able to make quick, informed decisions.	
	50 A focus on the customer , where meeting their needs and continually striving to improve their experience are top priorities.	
	51 Encourages teamwork, cross-departmental collaboration, and open communication to help drive innovation and problem-solving.	
	52 An emphasis on continuous learning and development by offering training and development opportunities, promoting a culture of curiosity, and encouraging employees to take on new challenges.	
	53 Creating a diverse and inclusive culture that can lead to more innovative ideas, better decision-making, and a more comprehensive understanding of diverse customer bases.	
	54 Fostering a culture of accountability , where employees take responsibility for their actions and decisions, combined with transparency from leadership to build trust and engagement among employees.	
	55 A system of recognizing and rewarding employees for their contributions to improve motivation, morale, and retention.	
	56 A culture that encourages resilience that can help employees navigate challenges and learn from inevitable setbacks and failures.	
	57 Creating a strong culture of ethics and integrity is vital, with clear expectations for ethical behavior and decision-making.	
	58 Embracing digital transformation and the willingness to use technology to improve processes and outcomes to help keep pace with significant changes in the business landscape and position the company for future success.	