



2022 Strategic Planning Topics

Actively managing change and pursuing exceptional performance in 2022 will include some important priorities to address emerging industry trends. Here are some of the common strategic development topics we heard from community banks while conducting planning sessions for 2022.

Board of Directors and Senior Management

- Succession planning for board talent
- Succession planning for management positions
- Improvements in staff management practices
- Development of middle manager skills and knowledgebase

Relationship Growth and Profitability

- Retention of existing relationships
- Merger and acquisition planning
- Modifications in organization design to support growth
- Onboarding systems for new relationships
- Relationship expansion with current customers
- Development of relationship building skills
- Profitability with compressed margins
- Non-interest income enhancements

Customer Experience Management

- Retention and recruitment of talented employees
- Ongoing staff development
- Core competency training
- Product knowledge training
- Customer service standards
- Customer satisfaction and loyalty assessments
- Customer education with automated electronic messaging and content marketing
- User experience (UX) management

Brand Management

- Employee engagement assessments
- Leveraging social media with employee participation
- Increasing brand awareness with younger audiences

Operations and Information Management

- Core system assessments and upgrades
- Technology, application, and hardware investments and updates
- Internal utilization of imaging technology and electronic record management
- Leveraging use of electronic signatures and authorizations
- Cyber security evaluations and management
- Customer information management, performance measurements, and business analytics
- Standardized compliance activities and support systems for all product offerings
- Process and workflow improvement
- Product streamlining, refinements, and development

Products, Services and Delivery Channels

- Expansion of delivery channel utilization – mobile, digital, video, and social
- Optimization of virtual communications
- Liability management – leveraging excess funds
- Product and service streamlining, refinements, and proactive development
- Automated lending practices to support loan growth for small businesses and consumers
- Leveraging PPP loan relationships and application information
- Website design and functionality - expansion of content, self-service features, and online banking services (online deposit account opening and loan applications)
- Targeted growth with loan production offices