



iapi

Unlocking Impact Strategy

2026-2028

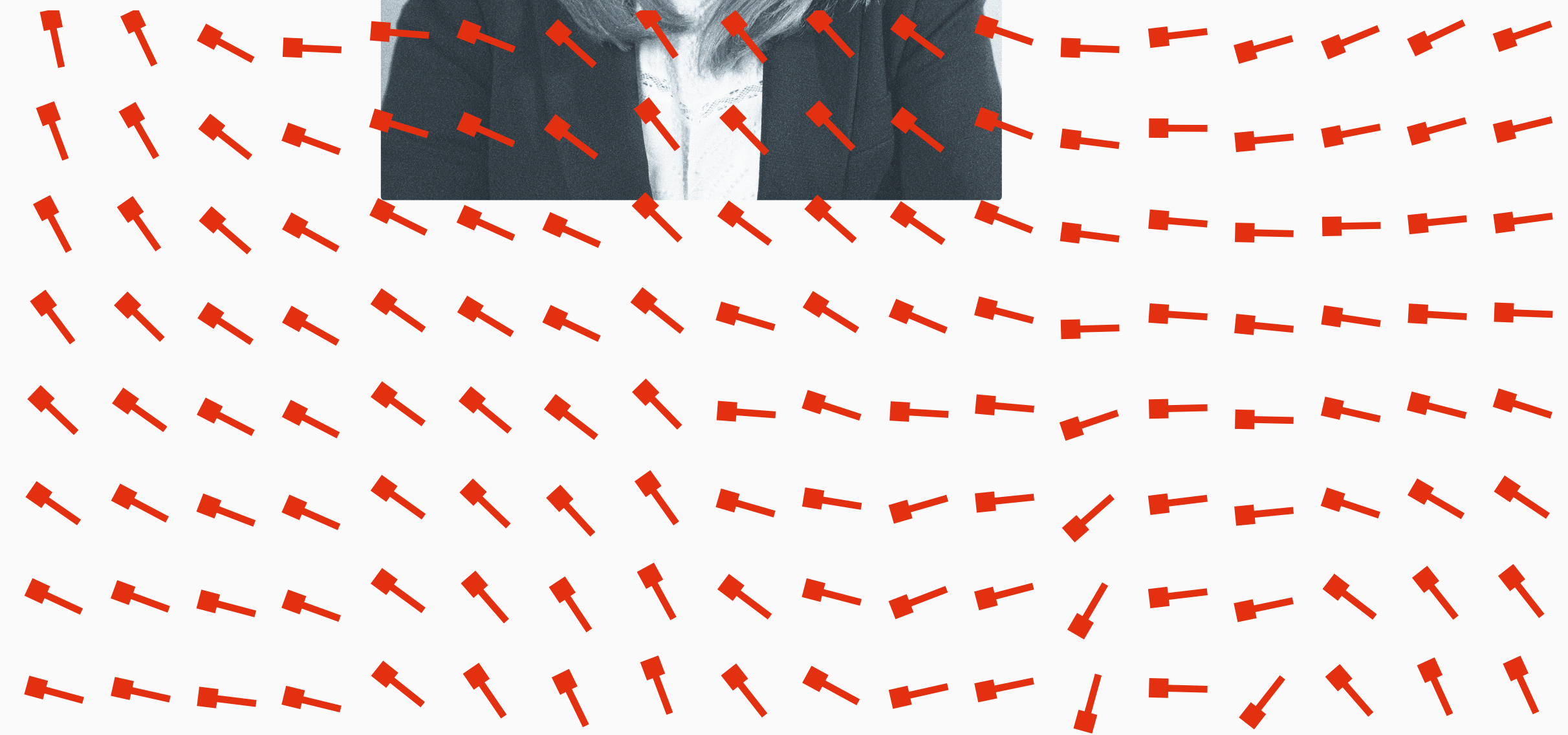
The Institute of Advertising Practitioners in Ireland

Message from Iapi President

Geraldine Jones,
President

On behalf of the Board and in particular, our outgoing President Abi Moran, I am delighted to share this new strategy with our members. It was a pleasure to have been part of the development of this strategy, and it is exciting to Chair the organisation as we begin implementation.

Iapi begins its strategic implementation plan with a strong balance sheet, leadership and exceptional board representatives. The Board and I are committed to support the executive as they embark on implementing the strategy to deliver tangible benefits to members and engage stakeholders with meaningful intent. This renewed focus will be underpinned by a need to strengthen our governance, our financial resilience and our membership base to empower Iapi to deliver on its ambition and purpose. Iapi can only achieve this success with support and engagement from its members, and investment in the executive and organisation.



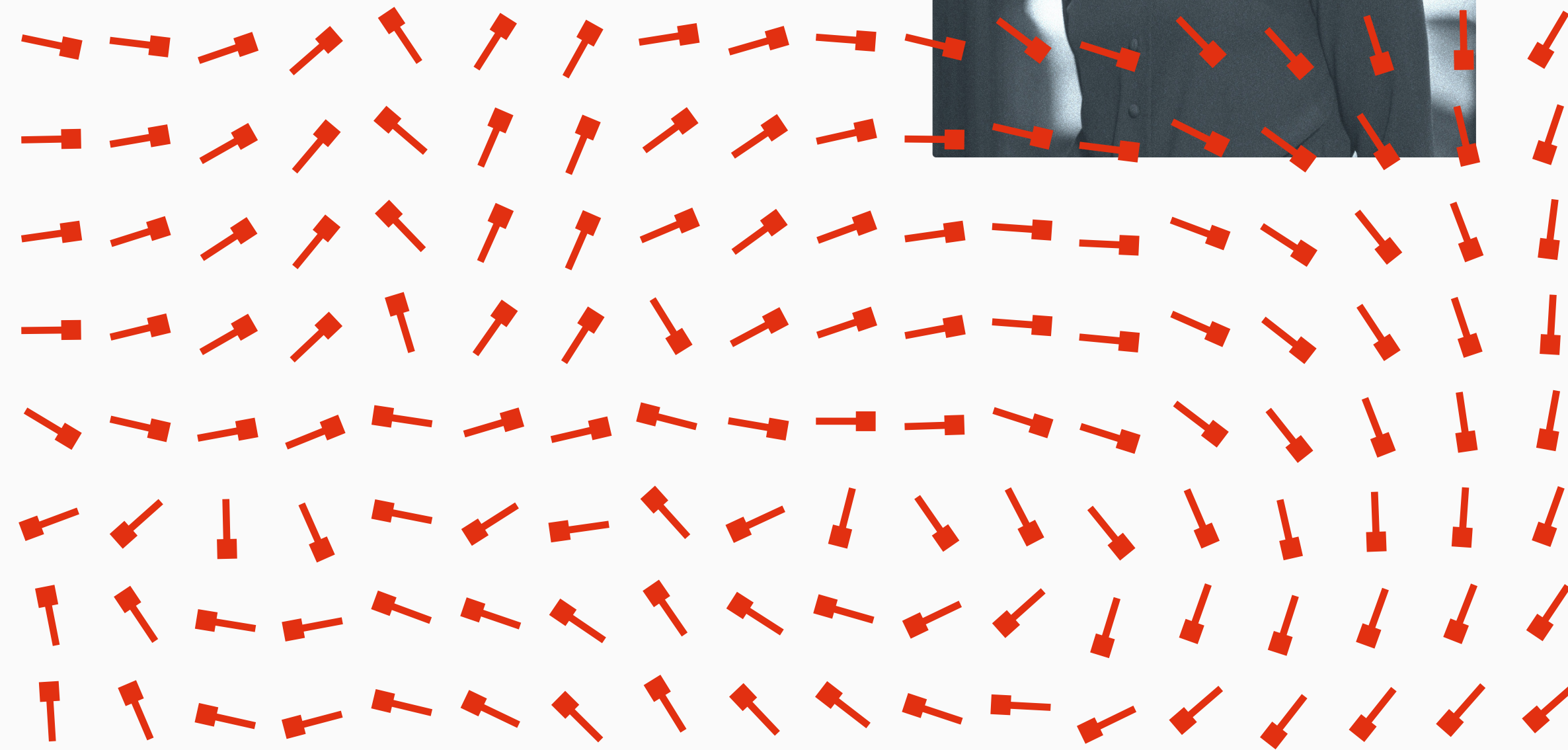
Overview by Iapi CEO



Siobhan Masterson,
CEO

At the heart of every successful organisation there is a clear and well-defined purpose. Iapi's ambition is to elevate and future proof the creative and communications industry in Ireland and I am delighted to publish a three-year strategy for the organisation to deliver on our purpose. I believe Iapi can be an exemplar in working for the businesses we represent and an important contributor to national economic and societal success. This can be achieved by investing in the delivery of 'Unlocking Impact' over the next three years. As we begin this journey, I am ambitious for our organisation, our member companies and our eco system.

We commit to delivering a stronger and more resilient professional member services organisation providing a comprehensive offering and a partner to business engaging with our industry. In addition, to become a trusted stakeholder for government and that our voice is informed, courageous and engaged on matters relevant to our industry. I am excited about the future positioning of Iapi to be the most impactful business representative organisation of its kind and I look forward to leading and delivering on this strategy for you.



Iapi's strategic context

Unlocking impact represents a step-change in Iapi becoming a more powerful and professional member services organisation and voice for the industry it represents. Iapi's membership operate in an ever more challenging environment which presents a new context for its representative organisation.

The factors at play are:

- Significant technological disruption.
- Global sectoral consolidation.
- Challenging industry commercial model.
- Complex and costly regulatory environment.

This external backdrop for Iapi means that over the next three years the organisation must reorientate to:

01 Embrace the disruptive context in which its membership operates to become a commercially driven professional membership organisation.

02 Reset its services to members delivering on their needs with a proactive, substantive and strategic focus.

03 Strengthen its voice and participation in National and European policy and regulatory decision making that impacts members.

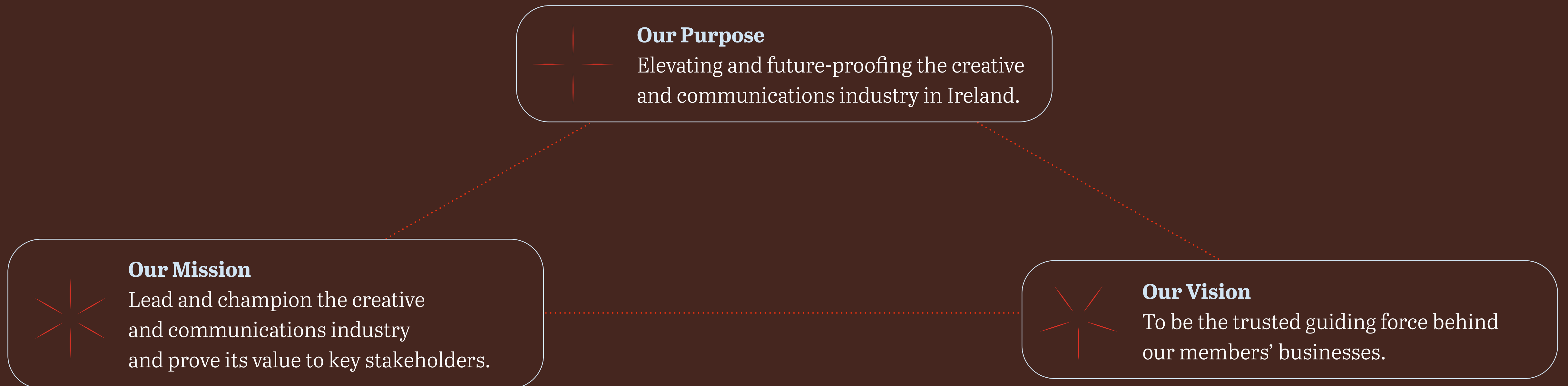
04 Ensure that it is a financially and commercially resilient organisation so it can be future focused, address headwinds and be in a position of strength to serve members.

Focus and purpose



The Unlocking Impact strategy will support Iapi in the fulfilling of its remit and the accomplishment of its goals.

We are driven by our purpose, mission and vision and guided by our shared values.



We are guided by our shared values



Our values underpin and shape our culture.



Unlocking impact — strategy statement



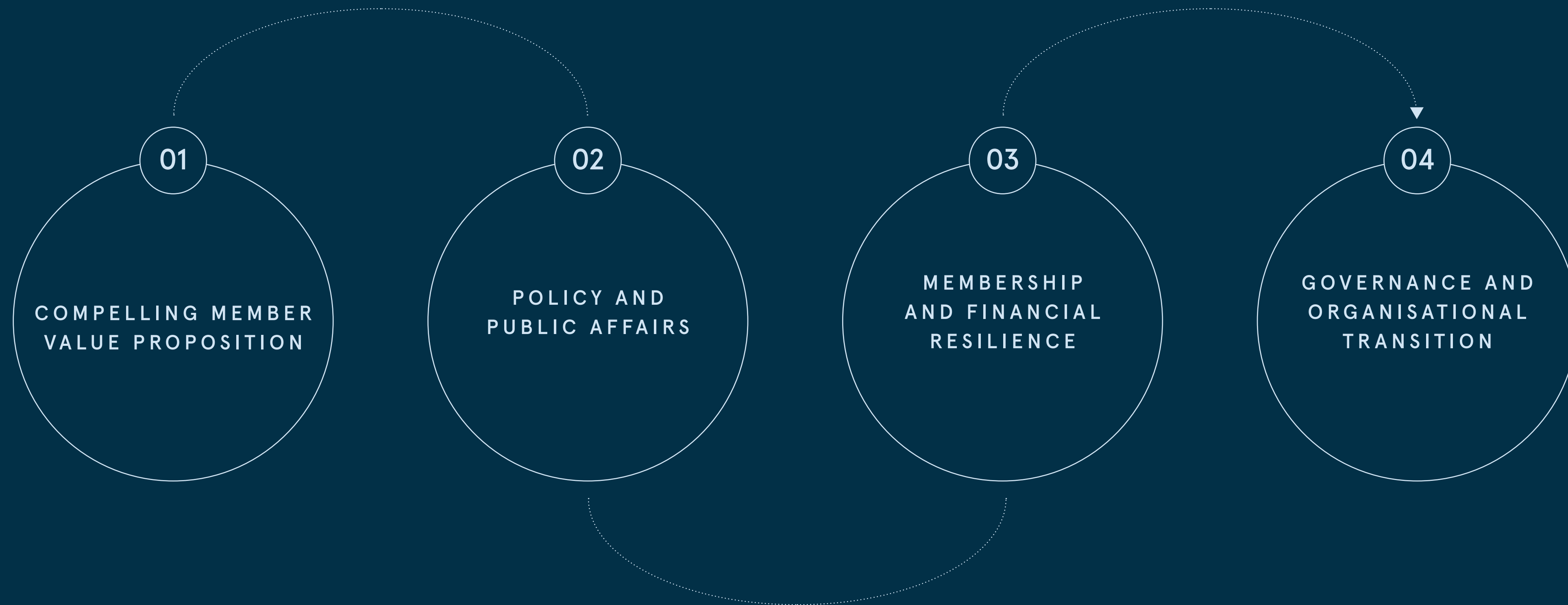
‘**Unlocking impact**’ is about re-orientating Iapi into a more outward facing professional membership organisation. This means giving a coherent voice to its members around policy and regulatory decision making, delivering a range of valuable member services, and ensuring that, as a trade association we have the resilience to represent an industry that is changing substantially. Following a detailed process of strategic planning and consultation we have published Unlocking Impact which will support the delivery of Iapi’s vision to be the trusted and guiding force behind our members businesses. This three year strategy marks the beginning of a journey of change for Iapi which will strengthen our organisation, enabling it to be a credible, impactful and respected business representative organisation delivering best in class member services.



Four strategic priorities



Our strategy is structured around four strategic priorities which underpin the delivery of our purpose and vision.



01 – Compelling member value proposition

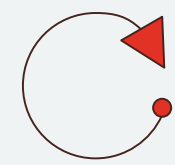
Key objective:

To deliver engaging, relevant and valued professional member services.

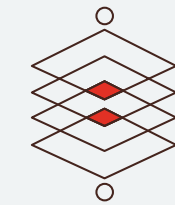
Success statement:

We are regarded as an exemplar trade association by the industry and stakeholders, always working and delivering for our members, while also positively influencing their operating environment.

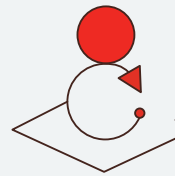
Actions:



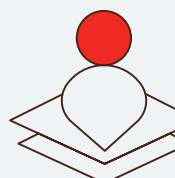
Change Iapi's name, rebrand enhance member and stakeholder communications.



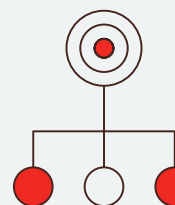
Generate evidence and data on the value of the industry to the Irish economy.



Develop, articulate and embed a refreshed member value proposition.

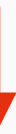


Determine membership criteria and subscription model to embrace an expanded membership.



Deliver a new organisational structure and implement a transition plan to enhance member services.

02 — Policy and public affairs



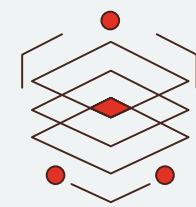
Key objective:

To engage, lobby and influence external stakeholders for impact.

Success statement:

Policy makers and regulators engage with us as a trusted and informed business representative on sector specific and wider business issues.

Actions:



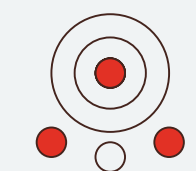
Establish a new structure and organisational support to deliver policy, regulatory and public affairs services.



Develop a vision for the industry and a public affairs campaign setting out priorities.



Map external stakeholders and deliver a communications and engagement plan.



Identify platforms for engagement and build a profile on relevant sectoral issues.

03 — Membership and financial resilience

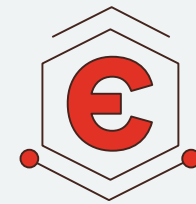
Key objective:

To broaden the membership base and deliver greater financial resilience.

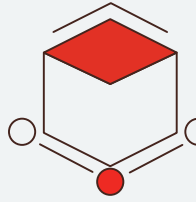
Success statement:

We are a representative body with a scaled and broad membership base as well as a strengthened membership and sponsorship income.

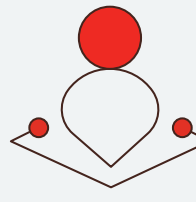
Actions:



Develop annual investment forecast for the life of the strategy.



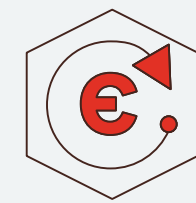
Create a commercial plan and develop a touch-points plan.



Acquire new members with targeted marketing campaigns and referral programmes.



Develop a sponsorship programme to support commercial planning and targets.



Modernise financial processes and procedures to include relevant reporting, systems and security.

04 — Governance and organisational transition

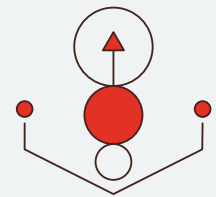
Key objective:

To deliver a fit for purpose organisation appropriately resourced and structured.

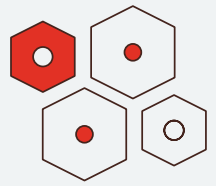
Success statement:

We are a well governed organisation and has invested strategically in its people to deliver impact for members.

Actions:



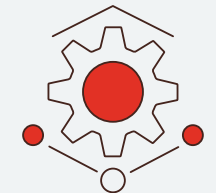
Conduct a baseline assessment for strategic KPIs.



Establish quarterly reviews of strategy implementation and create new board sub groups.



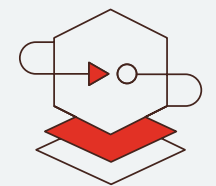
Review and update Articles of Association in line with the changes to name and governance processes.



Establish board training and effectiveness development and appropriate director and chair board induction processes.



Manage employee transition in respect of revised services and structure.

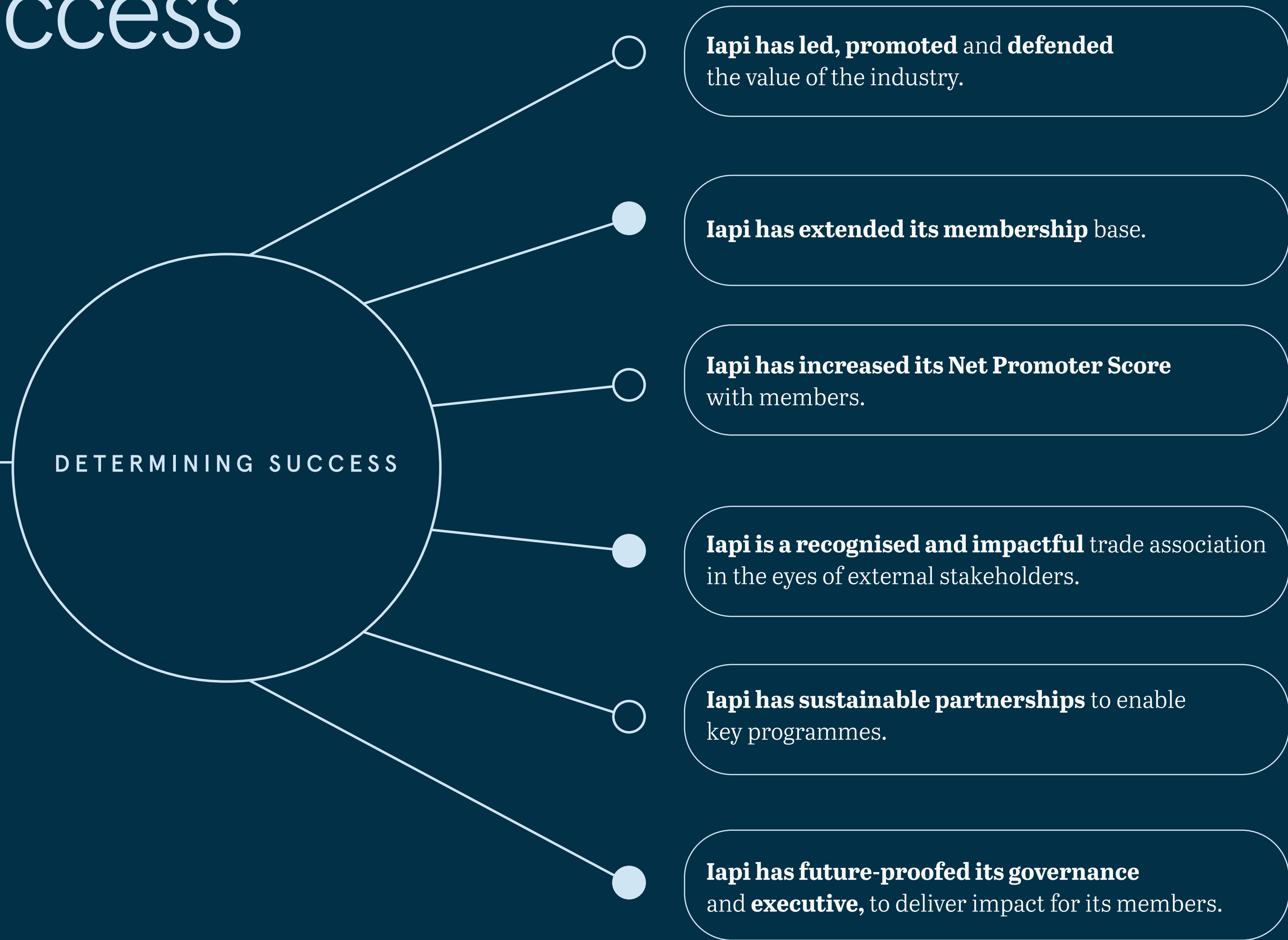


Invest in organisational capabilities ensuring appropriate investment in employee developmental initiatives.

Unlocking Impact — determining success



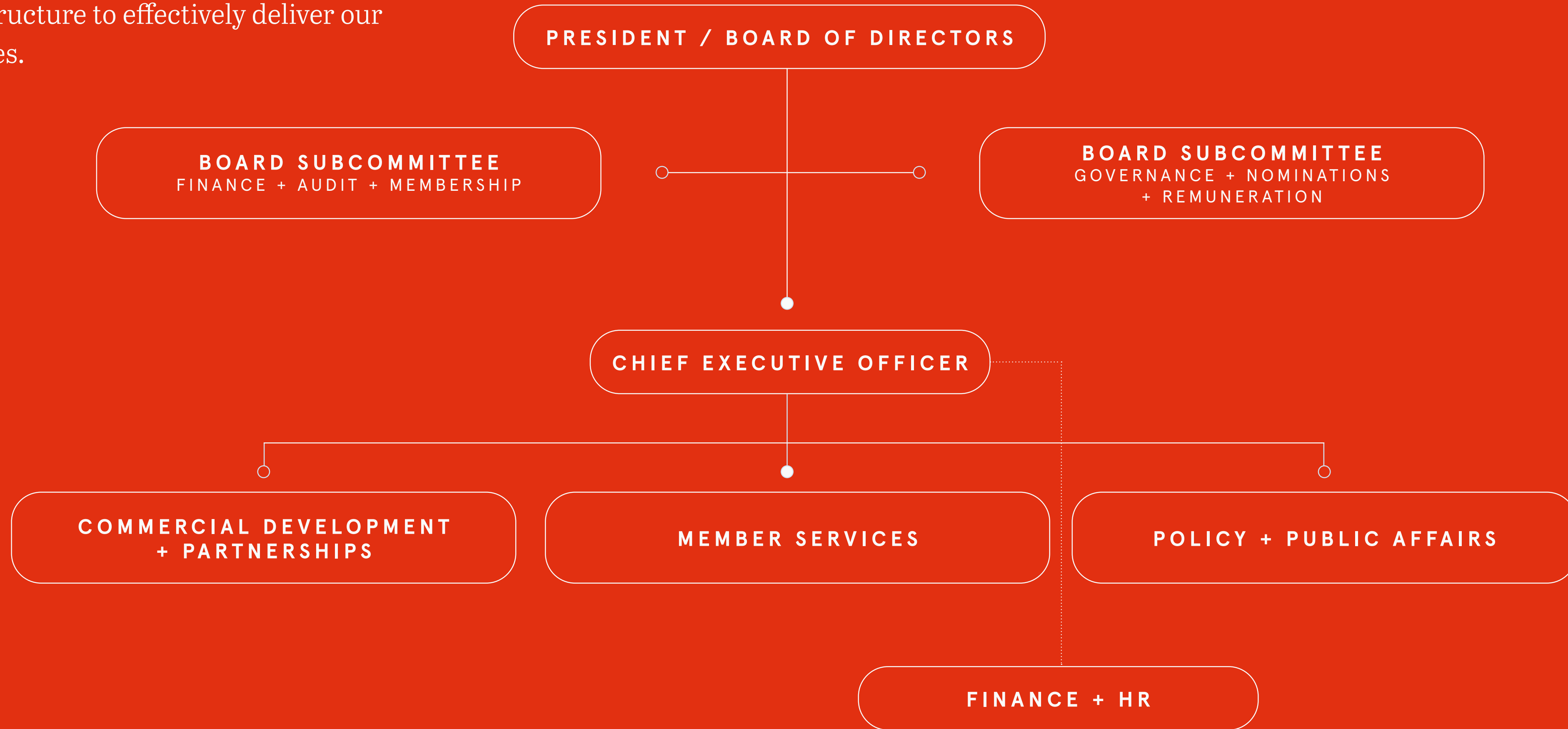
Iapi will use the following six strategic key performance indicators to help chart its progress and assess its success.



iapi's future structure



We will strengthen our service delivery, administration and governance by evolving our organisational structure to effectively deliver our strategic priorities.



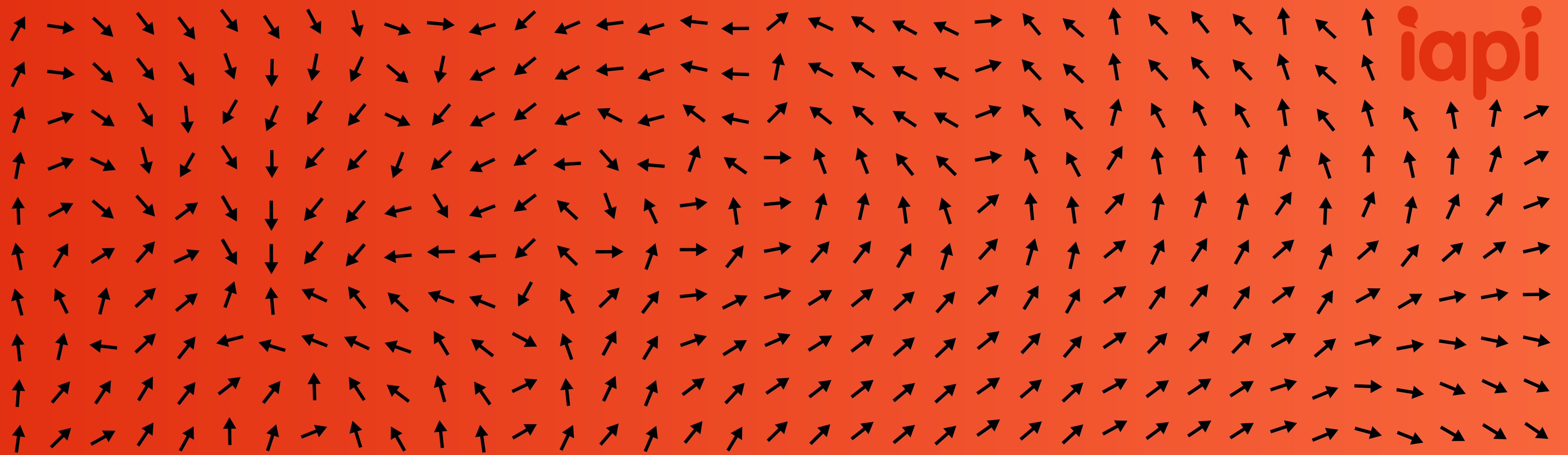
Unlocking impact — managing the strategic journey



The implementation of this strategy will have the flexibility to recognise adjustments in focus and responses to externalities over the three-year time horizon. The Board and CEO will create a future focused annual strategic road map and will introduce 90-day implementation sprints for the executive team to oversee its delivery. The strategic outcomes and KPIs will be mapped against the implementation plan, monitored and reported at Board meetings. Iapi will use its current financial reserves to invest in this transformation with an annual investment underpinning the strategy. The Iapi Board will play a strategic oversight role and will report on strategic progress at the AGM and in the annual report.

The Iapi Board and CEO are committed to delivering on its promise to ensure the organisation remains relevant and valued by its members.





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