



Professional 2 Strategy & Leadership - Case Study for 2020 Examinations

The case study for the 2020 P2 Strategy & Leadership examinations will focus on the 'Retail Banking' sector in Ireland. Retail banking may also be called 'Consumer Banking', and involves services provided by a bank to the general public rather than to businesses. Typical retail banking services include current accounts, savings accounts, credit cards, personal loans and mortgages. The retail banking sector in Ireland has recovered from the financial crisis that started in 2008 but still faces significant challenges. The case studies may deal with Irish retail banks or foreign banks that have an Irish retail banking subsidiary. The banks may also provide banking services in addition to retail banking, for example: corporate banking or investment banking.

To effectively prepare for Question 1 on the P2 Strategy & Leadership examination, students should complete research and analyses of both the retail banking sector and the external macro-environment in advance of the examination. The research should enable students to focus during the exam on addressing the specifics of the case study, but in the context of the bank's operating environment. There are many potential sources of information including business electronic databases, quality newspapers, the websites of existing competitors in the sector and relevant industry associations.

The case study presented on the exam paper will provide relevant information on a fictional retail bank. This may include, for example, an outline of how the bank has developed, including the role of key management; information on a corporate parent; the decisions facing the bank; current strategies; performance data; customer information; etc.

The main case study requirements are likely to expect students to:

- a)** Critically analyse the strategic position of the firm using appropriate analytical models;
- b)** Assess the key issues facing the firm and evaluate the firm's options to address such issues;
and
- c)** Make recommendations to ensure the best way forward for the firm.