

## V. STRATEGIC DIRECTION OF SEACEN

### Motivation

Since its establishment in 1982, SEACEN had undergone significant changes in its membership and activities. The membership has grown from eight member central banks to nineteen members stretching across the Asia-Pacific region. The increasing number of members at different stages of economic development and with different needs, together with the changing regional and global environment, has presented several challenges to SEACEN as it performs its functions and continues to serve its member central banks and the region.

To address these challenges, several reviews had been conducted on SEACEN's operations, performance and direction. The most significant review was conducted in 2001. The outcomes of this strategic review were discussed at the 20th SEACEN BOG Meeting in Singapore in June 2001, resulting in, among others, major changes in direction and focus of SEACEN activities. The BOG decided that training should be the principal activity of SEACEN, and should focus on areas that have practical applications in central banking, i.e., Monetary Policy Management, Supervision and Payment and Settlement Systems. For research, SEACEN should act as network provider or clearing house, rather than originator of research.

To reflect the above SEACEN BOG policy, the vision and mission statements were formulated to provide overall guidance for the future direction of SEACEN. The BOG at its 24th Meeting on 2 June 2005 in Nadi, Fiji approved the vision, mission, shared values and key performance indicators. The Vision Statement was that SEACEN will be the premier training centre for central banks in the Asia-Pacific region. The Mission Statement declared that as a provider of excellent training, SEACEN is committed to provide (i) comprehensive and high quality training for central bankers to develop their skills, knowledge and expertise in the conduct of central banking, and (ii) high quality research on issues of regional importance to central banks which are of relevance to training activities.

The SEACEN BOG at its 25th Meeting in Brunei Darussalam in 2006 approved the Implementation of Strategic Direction of SEACEN, which outlined the implementation plan including the Five-Year Plan (FYP) to conduct activities as identified in the Strategic Direction. As the implementation of the strategic direction is a dynamic process that requires constant reviews and adjustments, the BOG empowered the EXCO to conduct a review of the implementation plan annually and report the results to the BOG.

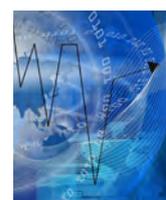
### Vision, Mission and Value Propositions

The vision and mission in the Strategic Business Plan of FY2011/12 to FY2013 have driven the strategic direction of SEACEN through its learning programs, research activities and collaborative forums, to achieve the value propositions for key stakeholders. The Strategy Map (see Appendix 7) was developed to encapsulate SEACEN's vision and mission, supported by value propositions, critical internal processes, learning and growth and financial management. SEACEN's vision, mission and value propositions are as follows:

#### Vision

SEACEN as the Regional Learning Hub<sup>5/</sup> for Central Banks in the Asia-Pacific Region.

5/ Learning hub comprises (i) Being a center for information sharing; (ii) providing and implementing relevant research; and (iii) transmitting knowledge through courses, workshops and seminars.



## Mission

SEACEN's mission is to:

- Build capacity in central banking; and
- Foster networking and collaboration, through
  - ❑ Learning solutions aimed at strengthening central banking knowledge and skills; and
  - ❑ Networking and collaboration platforms to deliberate on issues and challenges on central banking; and build regional views.

## Value Propositions

To achieve its vision and mission, SEACEN has four value propositions for its key stakeholders

- Promote Thought Leadership;
- Build Regional Views;
- Share Knowledge and Expertise; and,
- Be a Center of Excellence in Central Bank Learning.

These value propositions will be achieved via *promoting* and *facilitating* the creation of innovative, provocative and seminal knowledge, ideas and regional perspectives by renowned experts through SEACEN programs. This sharing of knowledge and expertise will drive SEACEN forward as a Centre of Excellence in Central Bank Learning.

In view of the increasing importance of the region in the global economy, SEACEN aims to provide conducive platforms for members to share knowledge and experience in the regional context, as well as to build regional views on current and emerging issues, challenges and development in central banking. SEACEN also intends to be the gateway for thought leadership in central banking in the region. With all these in place, the brand positioning of SEACEN as the learning hub for central banks in the region is envisaged to meet the learning and business needs of member banks as well as to attract other central banks in and beyond the region to participate through SEACEN's collaborative learning platforms.

## Profit and People Propositions<sup>6/</sup>

Going forward, in the forthcoming new 3-Year SBP (2015-2017), SEACEN will adopt two strategy propositions of Profit and People Propositions, for a better support and alignment of the above-mentioned four value propositions:

- Profit Proposition - effective financial management that enables SEACEN to provide expanded high-quality services to stakeholders.
- People Proposition - effective talent management that enables the people working for, or with SEACEN to execute the strategy optimally.

The value, profit and people propositions essentially set out the content of the strategy - what SEACEN offers to stakeholders and how they will benefit from those offerings. It is also crucial to attract talent with a robust talent management framework and competitive performance-based remuneration scheme, all of which determines the quality of strategy execution. With these strategy propositions of value, profit and people in place, it is envisaged that SEACEN will be able to offer a leap in value to stakeholders, benefit stakeholders with improved quality of service and provide conditions for attracting and retaining talents to be inspired to execute the strategy, while still maintaining responsible financial management.

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6/ Refer to Summary of Harvard Business Review on, "How Strategy Shapes Structure," by W. Chan Kim and Renée Mauborgne, September 2009.

