

Supporting a Sustainable Future for FDI Subsidiaries in Ireland

Impacts of the IMI and IDA Ireland Leading with Strategic Intent programme

Since its inception in 2019, the Leading with Strategic Intent programme, designed in association with IDA Ireland, has enabled the senior leadership teams of 25 companies to build on their successes to date and lay the groundwork for future inward investment and sustainable growth.

25
companies

Representing
15,000
employees in Ireland

750
hours of mentoring

257,394
directly employed in IDA
client companies

“ In my time working with MNC subsidiaries in Ireland, those that drive innovative strategies, operational excellence and who particularly nurture talent and cultural diversity benefit through being competitive, resilient and capable to deliver consistent added value to their parent. At its core, this programme provides a proven framework which will enable the leadership teams within Irish subsidiaries to capitalise on their full potential and enhance their value to the corporate entity.”

Michael Lohan, Head of Life Sciences, Transformation & Talent, IDA Ireland

Pillars for Growth

The IDA has identified five key areas of focus as their client companies look to the future — Growth, Transformation, Regions, Sustainability and Impact. Through the Leading with Strategic Intent programme, participating companies will practice the key values of the pillars for growth.



Levers of Future Success

Several indicators of success were identified by participant companies, and with the help of their mentors they were able to use these levers to formulate their strategic blueprints, their action plans for the medium-term which will drive real change for them at a local and global level.

Strategic Choices

The programme empowered companies to identify key growth areas and create tangible plans to build on. This led to a renewed focus on innovation, pushing different agendas and establishing centres of excellence at their Irish operations. Following participation in the programme, one company identified 26 areas of potential opportunity, 3 of which were highlighted as the top priorities and are actively progressing.

Value Proposition

Participating companies worked in their strategic blueprints to communicate how their subsidiary adds value. One organisation pinpointed Ireland's highly technical talent base as a differentiator for its global organisation, while another identified Ireland as a hub for scaling up their service teams, with an eye on expanding its offering globally.

2026 Vision

Each participant organisation outlined their vision within their blueprint and some statistics that emerged were:
an increase in headcount of over 300%,
becoming carbon neutral by 2030
and achieving 50% of sales from mainland Europe.

Talent Edge

Talent was identified as an essential lever for success. In some cases upskilling was sufficient, while in others a workforce transformation was envisaged. Most participant companies were undertaking future skills assessments, embracing a collaborative approach to recruitment and utilising apprenticeship schemes. A remote working strategy was also identified as a crucial part in finding the best talent for the organisation.

Stakeholder Management

Managing expectations of stakeholders was pinpointed as pivotal in the strategic planning process, to ensure buy-in at a local and global level. Aligning the strategic blueprints with overall global planning is critical. The formal stakeholder mapping process will include all primary contacts. Organisations have recognised and prioritised cultural mapping and diversity and inclusion training.

What our Participants Say

“ A really positive experience. The mentor played a key part. We benefited greatly from being brought together as a group in these organised settings, which gave us a chance to put our thinking caps on. The structure was key, and allowed us to create a strategic roadmap to build upon.”

Roger Clancy, Vice President Operations & General Manager, Telus International

“ The programme has helped us shift our thinking about the business — we're now looking at what might be important 3, 5 or 7 years down the line. A number of new teams have already bubbled up because of it. It was also excellent to have such a diversity of companies and participants to learn from.”

Maria Quirke, Head of HR, Sanmina

“ The modules came at the right time and it helped us get to where we needed to go with our strategy.”

Brian Padden, VP Information Security Europe and OT, McKesson

“ The programme was really excellent. The guidance, mentorship and tools all helped us to carve out time to understand the business, to take time in 2021 to analyse it and make plans for our future growth and stability. It has given us the confidence to get out there and strategise for 2025 and beyond.”

Shauna Crossan, HR Manager, Fort Wayne Metals