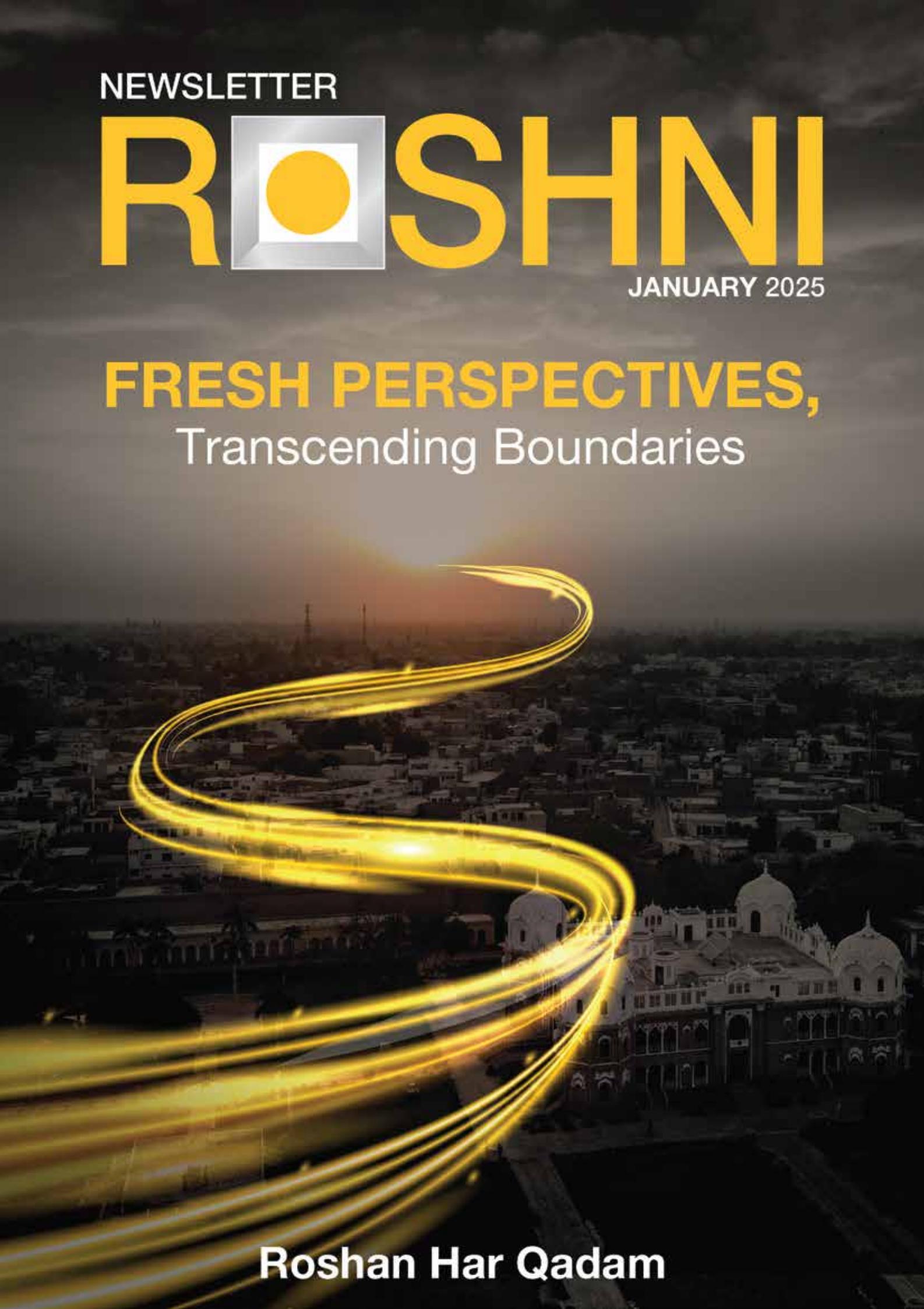


NEWSLETTER



JANUARY 2025

FRESH PERSPECTIVES, Transcending Boundaries

A black and white aerial photograph of a city at sunset. The sky is filled with warm, orange and yellow hues. A prominent feature is a bright, glowing yellow swoosh that starts from the bottom left and curves upwards and to the right, appearing to be a light trail from a moving vehicle. The city below consists of numerous buildings, some with domes, and a road network. The overall composition suggests a sense of motion and modernity against a traditional backdrop.

Roshan Har Qadam

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Muhammad Merajuddin Ahmed
Head of HR, Legal & General Services



Dr. Sanya Shahid
Head of Marketing, Communications
& Brand Management

MARKETING TEAM



Omer Saghir
Marketing Manager



Mehwish Zahra
Corporate Communications
Manager



Saddam Hussain
Marketing Services Manager



Anosha Anas
Assistant Digital Marketing
Manager



Sana Asim
Assistant Marketing Manager



Zubair Hussain Khowaja
Graphic Designer



Areeba Rashid
Corporate Communications
Officer



Hasan Raza
Marketing Officer



Anusha Ahuja
Marketing Officer



Kainat Sikandar
Marketing Officer

FOLLOW US ON SOCIAL MEDIA



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Followers
SoneriBankPK



7,765
Followers
SoneriBankpk



126k
Followers
soneribankltd



18.8k
Followers
soneribankltd



1025
Followers
soneribankltd



1.47k
Followers
SoneriBankOfficial

SONERI MUSTAQEEM



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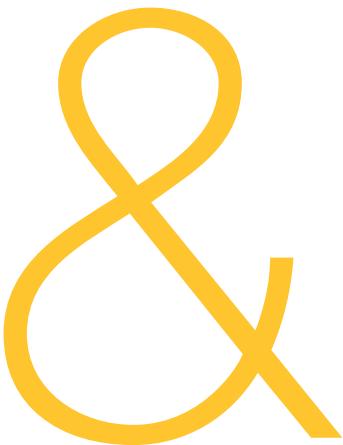


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CAMPAIGN LAUNCHES



MARKETING DEPARTMENT INITIATIVES

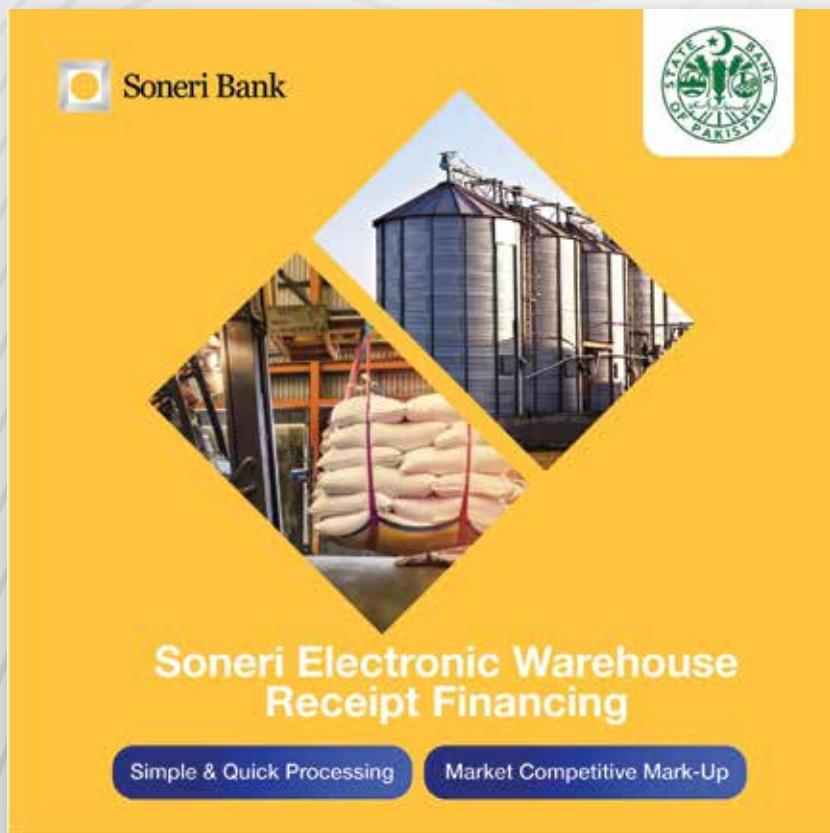
Awareness Campaign

Electronic Warehouse Receipt Financing (EWRF)

In compliance with the State Bank of Pakistan's directives to promote Electronic Warehouse Receipt Financing (EWRF), Soneri Bank successfully executed a comprehensive awareness campaign across radio and digital platforms. This initiative targeted farmers across the eight districts with accredited storage facilities, facilitating access to secure and convenient agricultural credit.

The radio campaign, which aired on leading stations, effectively reached rural communities and highlighted the benefits of EWRF – offering farmers improved liquidity while ensuring safe storage for their agricultural produce. Simultaneously, digital outreach on social media platforms engaged a broader audience by providing essential information on eligibility criteria and the application process.

Through this initiative, Soneri Bank reinforced its commitment to supporting Pakistan's agricultural sector by promoting innovative financial solutions and ensuring farmers have access to secure credit facilities.



Soneri Bank

Soneri Ikhtiar Account

SONERI IKHTIAR ACCOUNT
CURRENT ACCOUNT FOR EVERYONE

• Free PayPak Debit Card*
 • Free 1st Cheque Book (10 Leaves)
 • Free Subsequent Cheque Book*
 • Free Banker's Cheque Issuance*
 • Free Internet Banking, Mobile Banking, and E-statements.
 • Free ATM Cash Withdrawal Coverage - Soneri Tahaffuz**
 • Free Worldwide Accidental Insurance Coverage**

Free online branch banking services now available for everyone
 Soneri Car Financing Facility at fixed rate of 14% and quick approval in 24 hours
 *On maintaining monthly average balance of PKR 25,000/-
 **Terms & Conditions apply

Get your Soneri Platinum Debit Card today and enjoy privilege services and exciting discounts**

Scan for further details

Roshni Har Qadari

Soneri Ikhtiar Account Rerun Campaign

Continuing its commitment to financial empowerment, Soneri Bank successfully conducted the Ikhtiar Account Campaign 2025 across radio and social media platforms, enhancing brand visibility and encouraging account openings.

The radio campaign ran from January 22nd to February 5th, 2025, on prominent stations including Mera FM 107.4, FM 106.2, and FM 103, ensuring widespread audience engagement. Complementing this, the campaign was also promoted across Facebook, Instagram, LinkedIn, and Twitter, effectively reaching diverse customer segments and reinforcing the Ikhtiar Account's value proposition.

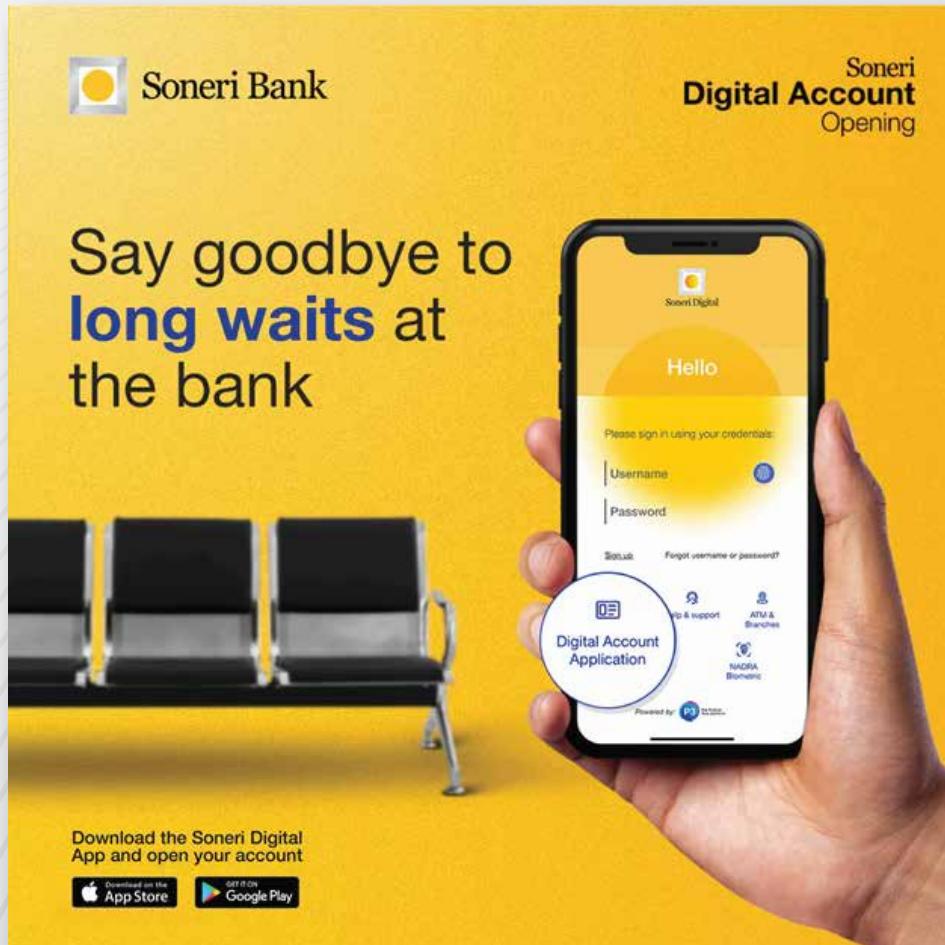
Through this integrated approach, Soneri Bank strengthened its position as a forward-thinking financial institution dedicated to delivering accessible and customer-centric banking solutions while fostering financial inclusion across Pakistan.

10th Annual Deaf Reach Golf Tournament Sponsorship

Soneri Bank proudly sponsored the 10th Annual Deaf Reach Charity Golf Tournament held on Sunday, January 12, 2025. This event supports Deaf Reach's vital work in providing academic and vocational training to the deaf community across Pakistan, empowering them to achieve success. Soneri Bank's sponsorship included prominent logo placement on the event's media wall, stage backdrop, and designated hole banners, reinforcing the Bank's support for inclusivity and community development.



Soneri Digital Account Promotion On Social Media



The social media campaign highlighted the features and benefits of the Soneri Digital Account and emphasized the convenience and efficiency of digital banking. Content focused on instant account opening and secure transactions, demonstrating the ease of managing finances anytime, anywhere. Positive audience response and increasing engagement validate Soneri Bank's commitment to enhancing the digital banking experience.

Promotion Of Soneri Youngster Minor Savings Account

Soneri Bank's focus on financial literacy for young savers continued in January with content promoting the Soneri Youngster Minor Savings Account. Engaging social media posts, including saving tips and interactive challenges, encouraged parents and children to prioritize financial planning for the future. This initiative fostered valuable conversations within the community and promoted the importance of early financial education.



"Win Big"

Giveaway Campaign For New Year 2025



Soneri Bank's "Win Big" giveaway significantly boosted its social media presence in January. The opportunity to win an LED TV and smartwatches resonated strongly with the target audience, resulting in substantial growth in followers and engagement across all platforms, including Facebook, Instagram, LinkedIn, and TikTok. This successful campaign underscores Soneri Bank's ability to connect with its customers through engaging and innovative initiatives.

COMMERCIAL & RETAIL BANKING



GROUP UPDATES

Branch Network Expansion

Soneri Bank continues to expand its footprint across Pakistan, with a total of 544 branches nationwide.



TOTAL BRANCHES: 544



TOTAL CITIES: 226

As of 31st January, 2024

Strengthening Our Customer Base

Soneri **YOUNGSTERS** MINOR SAVINGS ACCOUNT

Start Savings Early!

Mithi Branch

This branch has demonstrated exceptional performance in opening Soneri Youngsters Accounts, empowering the youth to take charge of their financial future.



Soneri
Ladies First
ACCOUNT

Daharki Branch

This branch has demonstrated exceptional performance in opening Soneri Ladies First Accounts, empowering women to take control of their finances.

Top ADC Performing Branches



SMS Alerts

Mehrabpur Branch

The Mehrabpur Branch has achieved remarkable success in driving SMS Banking conversions. Their efforts have made banking more accessible and convenient for customers on the go.



E Statements

Main Branch, Karachi

The Main Branch, Karachi has been recognized for outstanding work in promoting and facilitating the adoption of e-statements. This eco-friendly initiative provides customers with secure and convenient access to their account information while supporting sustainability efforts.

Master Debit Card

Sumayar Nagar Branch

The Sumayar Nagar Branch has also demonstrated exceptional performance in promoting Master debit card, further reinforcing Soneri Bank's commitment to digital and sustainable banking practices.



Top ADC Performing Branches



PayPak PayPak

Korangi Industrial Area Branch

The Korangi Industrial Area branch has achieved remarkable success in driving Paypak card growth. Their efforts have made banking more accessible and convenient for customers on the go.



Internet Banking

Sheikho Sugar Mill Branch

The Sheikho Sugar Mill Branch, has demonstrated outstanding performance in internet banking. Their commitment to excellence and customer service has significantly enhanced online transactions.

Dormancy Re - Activations

IB DHA Phase 6, Lahore

Soneri Bank recognizes IB DHA Phase 6, Lahore as the Top Performing Branch for the month of January. The team's unwavering commitment to delivering exceptional service, prioritizing customer satisfaction, and achieving outstanding performance has set a benchmark of excellence for all.



Top 5 Performing Branches

Business Performance Scorecard

The following are the top 5 performing branches based on the latest business performance evaluation. These branches demonstrated commendable effort serving as an inspiration for continuous improvement.

BRANCH NAME	REGION
Manawala Branch	Central-I
Sheikho Sugar Mill Branch	Central-II
NLI Market Branch	North
Sirki Road Branch	South-I
Matyari Branch	South-II
IB DHA Phase 6, Lahore	Islamic Banking (Central-I)



Sheikho Sugar Mills Branch



Matyari Branch



NLI Market Branch



Manawala Branch



IB DHA Phase 6, Lahore



Sirki Road Branch

NTB Accounts

BRANCH NAME
FIEDMC (Sahianwala) Branch, Faisalabad
Korangi Industrial Area Branch Karachi
Clifton Branch Karachi
Mehrabpur Branch



Korangi Industrial Area Branch Karachi



FIEDMC Branch, Faisalabad



Mehrabpur Branch

SCHOOL BANKING UNIT

The formation of a School Banking Unit presents a unique opportunity to expand Soneri Bank's reach and enhance customer relationships. By engaging with educational institutions, the Bank can:

- Capture a New Market: Cultivate relationships with Schools, Colleges, and Universities.
- Expand Customer Base: Open accounts for students, teachers, and the school itself.
- Enhance Financial Inclusion: Offer convenient salary account solutions for teachers.
- Streamline School Operations: Provide efficient cash management services for fee collection and salary disbursement.
- Expand Customer Portfolio: Market various banking products to parents of students.
- Leverage Network: Capitalize on opportunities within multi-campus institutions.

By actively engaging with the education sector, the School Banking Unit can contribute significantly to the Bank's growth and strengthen its position in the market.

ROADSHOW HIGHLIGHTS

National College of Business Administration & Economics (NCBA & E) was visited by Mohsin Shahid - Area Sales Manager Gulberg Lahore

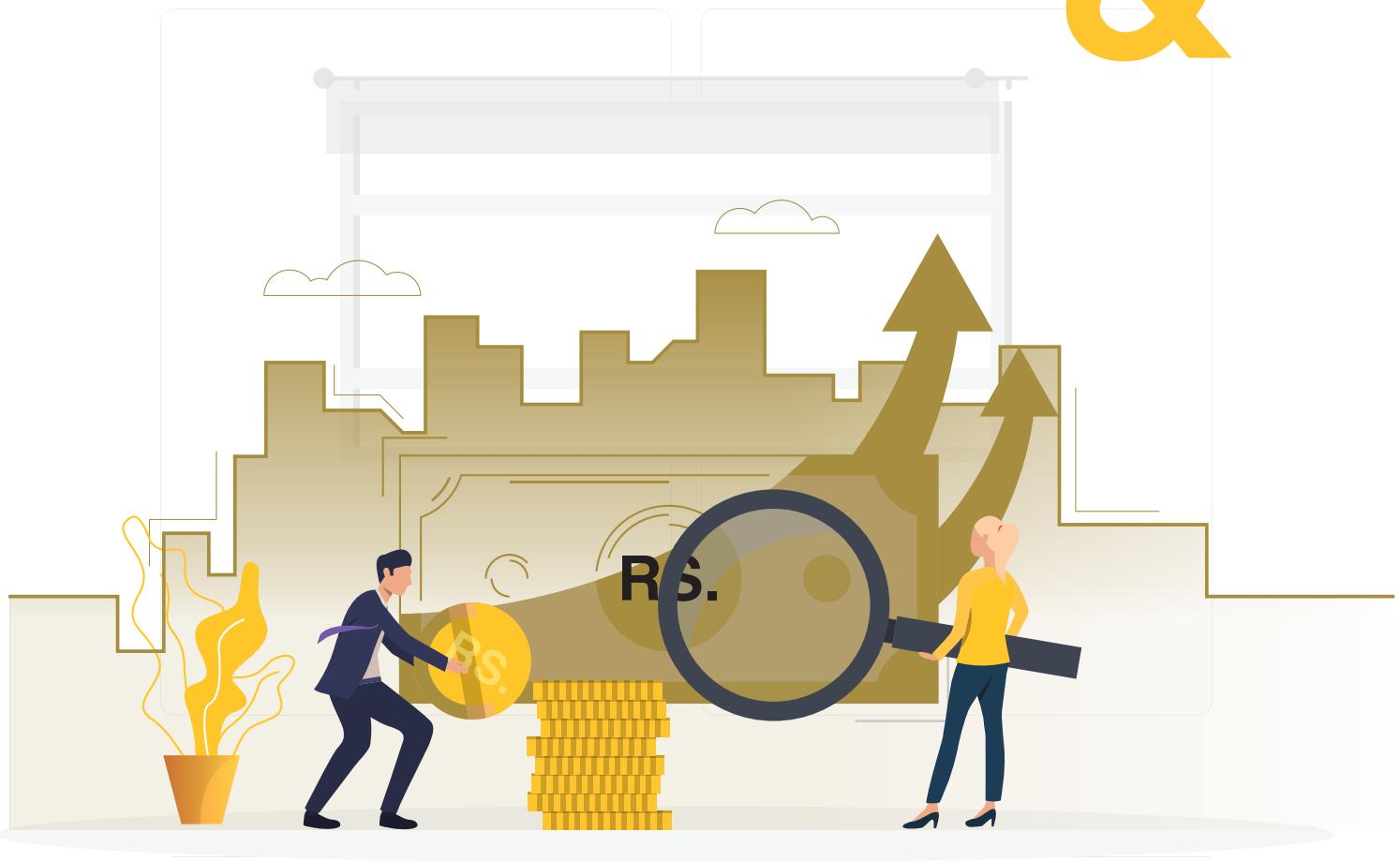


ROADSHOW HIGHLIGHTS

Soneri Bank CMH Road, Muzaffarabad-AJK Branch, organized an engaging banking workshop for the students of Air Foundation School System, Muzaffarabad-AJK Campus



WEALTH MANAGEMENT &



CONSUMER BANKING INITIATIVES

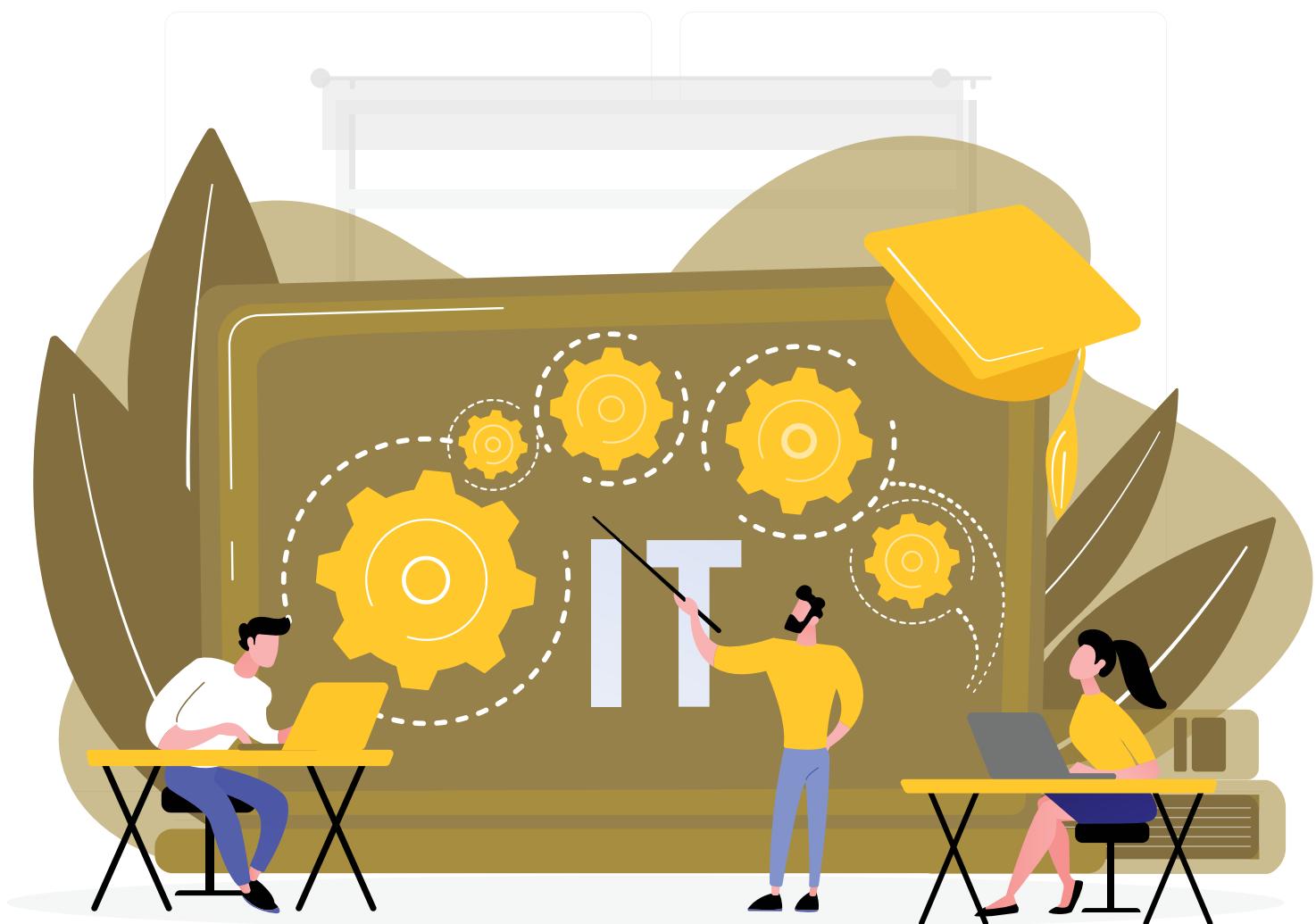
Soneri Bank's Strategic Business Alliance with Ghandhara Automobiles Limited



Soneri Bank Limited is pleased to announce the signing of a Memorandum of Understanding (MoU) with Ghandhara Automobiles Limited, marking the beginning of a strategic business alliance aimed at providing exclusive offers on car financing for our valued customers. Through this collaboration, Soneri Bank will offer special discounts on pricing, as well as reductions in various fees and charges for car financing, specifically for the newly launched JACT9 Hunter. Additionally, customers will benefit from exclusive discounts and services provided by Ghandhara Automobiles Limited.

This partnership represents Soneri Bank's commitment to enhancing customer experiences by providing attractive financial solutions and added value through strategic collaborations. We look forward to the positive impact this alliance will have on our customers and the continued success of our mutual endeavors.

INFORMATION TECHNOLOGY



DEPARTMENT
INITIATIVES

Soneri Bank Enhances Banking Services at Aga Khan University Hospital by Upgrading ATMs



Soneri Bank has upgraded its ATM services at the prestigious Aga Khan University Hospital, replacing older NCR ATMs with the latest, advanced models. These new ATMs, strategically located for high visibility and accessibility, are designed to provide enhanced convenience for patients, visitors, and staff. The user-friendly, touch-based interface simplifies banking transactions, while advanced security features ensure safe and secure usage. This upgrade underscores Soneri Bank's commitment to delivering innovative and high-quality banking solutions to its valued customers.

SHARIAH COMPLIANCE



DEPARTMENT
INITIATIVES

Soneri Bank Enhances Islamic Banking Expertise Through Comprehensive Training Program

Soneri Bank has significantly advanced its Islamic banking knowledge and compliance capabilities through a comprehensive training program. This initiative, part of the bank's regularly scheduled training approved by the Shariah Board and Management, was implemented under the direction of the Deputy CEO to prepare all conventional staff for transformation. Senior Shariah Scholar, Mr. Maaz played a key role in developing and delivering this six-month, daily Zoom-based program, demonstrating exceptional commitment by managing this substantial undertaking alongside his regular responsibilities. Participants included Area Managers, Branch Managers, and Operations Managers. His efforts have demonstrably increased trained staff from 11% to 65%, a significant achievement recognized by the State Bank of Pakistan.

This program equipped team members with in-depth knowledge of Islamic banking principles, Shariah-compliant financial practices and products, and industry best practices. Over the past year, more than 50% of Soneri Bank staff have successfully completed this training, enhancing their expertise to serve customers with confidence and excellence within Shariah guidelines.

This initiative reflects Soneri Bank's ongoing commitment to professional development and ethical banking practices. Soneri bank will continue to expand its training programs to ensure its team remains well-versed in Islamic banking principles. Soneri Bank commends the participants for their dedication to learning and contributing to a stronger, more knowledgeable workforce aligned with the values of Islamic finance.

LEARNING & DEVELOPMENT INITIATIVES



Soneri Enable

Learning Management System (LMS) Initiatives

Theme of the Month on Account Opening Guidelines

As part of the ongoing commitment to fostering a culture of continuous learning and regulatory compliance, the Learning and Development Division proudly launched the Theme of the Month Quiz initiative in January 2025. The focus for this month was Account Opening Guidelines, emphasizing the importance of adhering to policies and procedures while ensuring superior customer service.

Physical Training Initiatives

The Learning and Development Division kicked off the New Year with a series of impactful training programs across multiple cities, empowering employees with essential skills and knowledge to excel in their roles.

Below are the details of the programs conducted in January:

Certified Account Opening Officer Program (Hyderabad & Peshawar)

Duration: 5 Days

This program was designed to enhance participants' understanding of account opening policies and procedures, ensuring adherence to regulatory and institutional standards. It covered critical aspects such as:

- Documentation requirements and verification processes
- KYC (Know Your Customer) guidelines and risk profiling
- Regulatory compliance in line with SBP regulations
- Best practices for error-free account opening to improve customer experience

The hands-on approach helped participants strengthen their ability to handle real-world scenarios effectively

Compliance Certification Program (Lahore, Islamabad, Peshawar)

Duration: 2 Days

This certification program aimed to equip participants with the skills needed to identify and mitigate risks related to Anti-Money Laundering (AML), Counter Financing of Terrorism (CFT), Counter Proliferation Financing (CPF), and Trade-Based Money Laundering (TBML). Key areas included:

- Practical strategies to identify suspicious activities
- Risk mitigation measures for branch-level operations
- Understanding the impact of regulatory breaches on organizational reputation
- Developing compliance-centric decision-making skills

Interactive case studies and group discussions ensured participants were fully engaged, helping them translate learning into actionable insights for their day-to-day roles

New Hire Orientation Program (Nationwide)

Duration: 5 Days

Audience: New employees across all business divisions

This comprehensive program welcomed new hires into the organization by equipping them with foundational knowledge and skills for their career journey. Key modules included:

- Service Quality Excellence: Understanding customer needs, effective communication, and delivering exceptional service
- AML/CFT Awareness: Introduction to regulatory obligations and the importance of preventing financial crimes
- Fraud Prevention: Identifying red flags and understanding internal controls to prevent fraudulent activities
- HR Operations: Policies, employee benefits, and performance management systems
- Islamic Banking Fundamentals: Principles of Shariah-compliant banking and how they differ from conventional banking

Participants appreciated the engaging mix of lectures, case studies, and interactive exercises, which created a solid foundation for success in their new roles.

Certification on Cross-Border Trade, Transport Industry Practices, and Transit Trade Systems

Duration: 3 Days

Audience: Branch Trade Staff, Operation Trade Staff, and Branch Managers

This specialized program focused on the complexities of cross-border trade and transit systems, enabling participants to manage trade operations effectively. Key learning outcomes included:

- Understanding international trade regulations and agreements
- Best practices for managing trade documentation and compliance
- Insights into the transit trade system and its relevance to the transport industry
- Managing risks associated with cross-border transactions

The program's interactive sessions provided participants with practical tools to streamline trade processes, enhance customer satisfaction, and minimize operational risks.

Through these programs, the Learning and Development Division demonstrated its commitment to fostering a culture of continuous learning and professional growth within the organization. These initiatives not only enhanced technical and operational capabilities but also instilled confidence in employees to excel in their respective roles.

GREEN BANKING INITIATIVES





Soneri Bank Explores the Future of ESG at "ESG—The Way Forward" Session

Soneri Bank hosted a session on "ESG—The Way Forward," focusing on the increasing importance of Environmental, Social, and Governance factors in the banking sector. The session covered the State Bank of Pakistan guidelines on green banking, the critical role of ESG in sustainability, the UNDP's Sustainable Development Goals, and ESG monitoring, reporting standards, and KPIs. The objective was to enhance understanding of ESG principles and clarify departmental roles in achieving sustainable targets, reinforcing Soneri Bank's commitment to environmentally and socially responsible operations.





Soneri Bank Honors Women's Leadership at the Women's Leader Summit



Soneri Bank proudly participated in the 14th International Women Leaders' Summit. Senior female representatives from Soneri bank actively engaged in discussions and celebrated women's leadership, further demonstrating Soneri Bank's commitment to empowering women in the professional sphere.

EMPLOYEE CORNER



STAR OF THE MONTH

PRODUCT AND PROCEDURES TEAM / OPERATIONS

Driving Operational Excellence in Centralized Account Opening

Nad e Ali, Head of Centralized Account Opening, took an initiative to improve operational efficiency and customer experience. By establishing real-time communication channels, he facilitated collaboration between operations and branch teams, enabling efficient resolution of account opening discrepancies and same-day account activation. His leadership has resulted in a significant reduction in the discrepancy ratio, down to 19% as of February 11, 2025. Mr. Ali's innovative approach has significantly enhanced operational efficiency and customer service.



Nad e Ali
Head of Centralized Account Services Unit

STAR PERFORMER

Driving Excellence in Green Banking and Operational Risk Management

Sidra Afroz has consistently demonstrated exceptional dedication and innovation, significantly contributing to the department's success. Her key achievements include:

- **Green Banking Advancement:** Sidra coordinated Green Banking Unit activities, ensuring timely execution of projects and accurate data reporting to senior management, the Board, and the State Bank of Pakistan, including successful implementation of mandatory SBP reporting without delays.
- **Environmental & Social Due Diligence:** Sidra conducted ESDD for over 50 financing proposals, ensuring compliance with E&S guidelines and mitigating reputational risks. She also developed sector-specific checklists and guidelines to streamline risk assessments for high-impact industries.
- **Operational Risk Management Enhancement:** Sidra improved the operational risk assessment process, enhancing risk visibility and reducing control gaps. She proactively escalated high-risk operational issues and effectively coordinated the implementation of mitigation plans, ensuring timely completion.



Sidra Afroz
Risk Analyst

Pakistan's Banking Industry

Navigating the Challenges of Import Payments and Balancing Trade Flows

Pakistan's Banking Sector: Navigating Trade Dynamics and Fostering Growth

Pakistan's banking sector is currently managing the complexities of evolving trade dynamics, specifically in relation to import payments. This situation is influenced by a confluence of factors, including increased import demands and the need to maintain a balanced trade flow. This article aims to provide a neutral overview of the current landscape and explore potential avenues for sustainable growth.

Managing Import Payments: A Focus on Stability

In recent years, Pakistan's economy has faced various challenges, prompting the implementation of measures to stabilize foreign exchange reserves and manage trade deficits. These measures have required the banking industry to adapt and prioritize import payments in alignment with available inflows.

Balancing Trade: A Collaborative Effort

Maintaining a healthy balance between imports and exports is a key objective for Pakistan's banking sector. The country's trade deficit, while a persistent factor, is being addressed through various strategies. Notably, in January 2025, Pakistan's trade deficit reached \$2.3 billion, with exports at \$3.0 billion and imports at \$5.3 billion. For the seven months of FY2025, the trade deficit stood at \$13.5 billion.

TRADE BALANCE									
(USD mn)	Jan-25	Jan-24	YoY	Dec-24	MoM	7M FY25	7M FY24	YoY	
Exports	2,953	2,792	6%	2,911	1%	19,584	17,777	10%	
Imports	5,273	4,756	11%	5,358	-2%	33,079	30,893	7%	
Trade Balance	2,320	1,964	18%	2,447	-5%	13,495	13,116	-2.9%	

Disclaimer: The views and opinions expressed in these articles are solely those of the authors and do not necessarily reflect the official policy or position of Soneri Bank.

Enhancing Inflows: A Pathway to Progress

The banking industry is actively working to enhance inflows, particularly through exports and remittances. Promoting exports and attracting foreign investment are crucial strategies to bolster foreign exchange reserves. Additionally, facilitating home remittances, a significant source of foreign exchange, is a key area of focus.

Leveraging Technology: A Catalyst for Efficiency

Technology plays a vital role in optimizing trade finance and enhancing the efficiency of import and export payments. Digital payment systems, mobile banking, and online platforms offer valuable tools for streamlining these processes. Furthermore, technology contributes to mitigating risks associated with fraud and money laundering.

Conclusion

Pakistan's banking sector is navigating the complexities of trade dynamics with a focus on stability and growth. By prioritizing the enhancement of inflows, particularly through exports and remittances, and by leveraging technological advancements, the sector is well-positioned to address current challenges and foster a sustainable economic environment.

PAKISTAN ECONOMIC SCREENER

Indicators		7MFY25	7MFY24	Change
Exports goods	\$ (Mn)	19,551	17,777	9.90%
Imports goods	\$ (Mn)	33,039	30,893	6.90%
Remittance	\$ (Mn)	20,849	15,833	31.7%
FDI	\$ (Mn)	1,524	976	56.1%
Current Account	\$ (Mn)	682	-1,801	-
Tax Collection	Rs. (Bn)	6,497	5,143	26.3%
Inflation	%	6.5%	28.7%	-



References:

1. State Bank of Pakistan. (Foreign Exchange Manual)
2. Pakistan Bureau of Statistics. (Trade Statistics)
3. World Bank. (Pakistan Overview)

Akbar Zaidi
Dealer Sales – Treasury

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STRATEGY PYRAMID AND VISION 2027

Strategy Pyramid, originally shared by Wendy McGuinness (2011) outlines 9 essential elements of successful strategy and execution. These elements are organized into 3 core categories:

Purpose + Strategy + Execution = Perfect foundation for success.

A – PURPOSE – Broad Foundation

- **Mission** - Defines the company core purpose, answering questions such as: Why do we exist? and What is our main reason for being in business?
- **Values** - Establish the principles and beliefs that guide decision making, shape organizational culture by aligning with ethical standards and desired behaviors.
- **Vision** - Creates a compelling image of the company's desired future. It answers where do we aim to be in the years ahead.

B-STRATEGY – Middle Layer

- **Strategic intent** - Specifies the organization's top goals and objective. Lays out the desired outcomes and how to achieve them.
- **Drivers** - Highlight the key factors driving success, such as market expansion, innovation, cost efficiency, or customer satisfaction.
- **Enablers** - Focus on the tools, resources, and capabilities required to implement the strategy. Includes technology, skilled personnel, and financial assets

C – EXECUTION – Focused Peak

- **Targets and initiatives** - Defines actionable steps and measurable targets aligned with the strategic objective to drive progress.
- **Performance indicators** - Establish KPIs to monitor progress and measure the impact of strategic efforts. Many companies fail to implement the appropriate KPIs to ensure that the right things are being measured in order to meet strategy. KPI's need to be developed carefully, consistently across the organization.

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- **Strategy map** - Provide a clear visual representation of the strategy to ensure organization alignment and clarity.

This framework helps leaders:

- Define their organization's purpose
- Craft a focused strategy
- Execute it with precision

Each pillar is equally vital, neglecting one can jeopardize the organization objective. Understanding the "why" and the "how" help us execute our plans successfully. In my experience growing companies who succeed in execution are the ones who had absolute clarity on their purpose from day one. Their values weren't just wall decoration, they were the filters through which every strategic decision passed.

This framework serves as a roadmap for organizations aiming to enhance their strategy and execution. To succeed in execution, it is essential to clearly define what you are going to execute. When your purpose aligns with your action, it leads to great results. Great strategy execution isn't just about having a plan, it is about aligning every aspect of your organization with that plan. Focus and alignment make all the difference.

A clear purpose is the foundation of any successful strategy. When leaders align their mission, values, and vision, they empower their team to execute with confidence and clarity. The difference between success and failure is often in execution. The strategy pyramid makes sure you're aligned from start to finish.

Clear goals and objective, actionable plans, right resources and measurable KPIs are game changers and essential for turning strategy into tangible results. The balance between purpose, strategy, and execution is the key to long term success. A clear mission, backed by actionable goals and the right resources, make all the difference. Moreover, fostering a culture of open communication and collaboration across all levels of the organization can significantly enhance the alignment and execution of strategy.

For example, you want to become number one brand in your category, that is

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your goal or purpose. Then you will come up with how you will achieve this goal, that is your strategy and focus on things like positioning and differentiation. Execution will now be you breaking this down into actionable steps with clear timelines and measureable milestone.

Success of any strategy ultimately depends on the CEO's commitment to the strategy, as well as the skill of the management responsible for execution. Strategy execution is the art of turning strategic plans into tangible outcomes. It is all about translating a vision into actionable steps and aligning resources to drive success. Effective strategy execution involves:

- Defining clear objectives
- Developing a roadmap
- Ensuring communication and understanding across all levels
- Allocating resources effectively
- Monitoring progress and making necessary adjustment along the way

STRATEGY EXECUTION MINDSET

Principle 1	Just do it	Focus on action, rather than on endless deliberation. Emphasis on doing, not over thinking, align your action with your goals.
Principle 2	Perfect is the enemy of good	Good is good enough. Don't keep on refining, improving, testing or analyzing. Perfection is a trap. Move forward, even if things aren't flawless.
Principle 3	Make Hard Choices	You can't do it all. Prioritize what truly measures.
Principle 4	Stay Flexible	Adopt and try new approaches.
Principle 5	Embrace Failure	Be open to trial and error. Learn from mistakes and keep moving forward.
Principle 6	Stay Humble	Leaders don't have all the answers. Listen others, might have better insight.
Principle 7	Collaborates, don't dictate	Engage everyone in the process. Ownership drive success.
Principle 8	Persist by pulling out	Know when to stop something and move on. This is not failure or giving up.
Principle 9	The power of simplicity	Strategy is complex. But specially strategy execution need not be complex
Principle 10	We're in this together	Enforcing a strategy top-down is a recipe for failure. Involve and engage people across the organization.

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VISION 2027

In 2024, Soneri Bank's management announced its vision of 2027, which includes:-

- Expansion of Branch Network to 1,000 Branches.
- Surpass deposit of Rs. 1 Trillion.
- Achieve a market share of 3%.
- Capture Trade Business of Rs. 2 Trillion.
- Reduce infection ratio below 3%.
- Achieve growth of 25% in Current Deposits.

To achieve the above targets, first of all, there must be an independent steering committee consisting of 05 senior members (other than Finance & Business), within the strategic financial planning, execution and monitoring wing.

The functions of the steering committee includes:

- This wing must be independent from the Finance & Business, report directly to the CEO & Deputy CEO and present an independent overview on monthly basis with root cause analysis and identified the gaps against the set milestones to achieve the 2027 targets.
- Independent trade Hubs in each region to be established, while in business areas minimum 02 Hubs, like in South - I, one Hub cover the areas of old city, Jodia Bazar and adjacent surrounding while other in Koarangi Industrial Area. Likewise other Hubs in Faisalabad, Sialkot and Lahore. All the trade businesses should be routed through these Hubs to CTO. This will facilitate smooth and speedy execution of transactions with customer satisfaction as well.
- Business targets, profitability, branch expansion, loss making branches, trade targets, administrative expenses and other cost benefit analyses either prepared by Finance Division or Business, must be revisit by this wing and present the progress report on quarterly basis with shortfall, root cause analysis and suggestive guidelines to fill-in these gaps.

- This wing must also be responsible for analysis and monitoring of Loss Making Branch without involvement of business. Special attention to be given on loss making branches having consecutive three years with root cause analysis, performance of other banks in the same vicinity and gaps which SNBL is not providing and suggestive guidelines to fill-in these gaps. We must prepare a road map either to close the long outstanding branches continuously making losses, relocate its position or merged the same into other branch but we must take hard and serious steps for the same.
- This wing also involves continuous process reengineering in the light of changes in the modern banking environment. Ensure availability of appropriate resources and its effective allocation, Allocated budget, monitoring progress and making necessary adjustments.

Execution, Execution and Execution is the only solution.

The goals have been set, now we have to maintain the flying height and monitor our speed. We collectively, staff and management must strive to achieve the above targets. We have to make all our efforts with all zeal & zest.



Syed Muhammad Fahim
Head, RAR
Internal Audit Division

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