

Branding Beyond Logo and Colors: Case Study of FITC's Evidence Based Transformation

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EXECUTIVE SUMMARY

This case study presents FITC's evidence based application of ISPI's 10 Standards of Performance Improvement and theoretical insights from the author's doctoral dissertation to preposition a special purpose not for profit professional services organization in Africa. It describes the FITC mandate, FITC's trajectory and impact on identified stakeholders; reviews the various initiatives taken by FITC from May 2009 to May 2014, with a highlight of results attained. Thus, enabling the reader draw personal connections with interventions articulated in the organization. Consultants, Practitioners and Academics in the field of Performance Improvement, as well as those aspiring to these roles, would find this case study interesting.

ORGANIZATION BACKGROUND

The organization is Nigeria's FITC, otherwise known as the Financial Institutions Training Center, located within the Sub Saharan African region. The case study aligns with three critical organizational events. The first was the organization's maturity phase in view of the year 2009 being its 28th year of existence. The second was the creation of a 2009-2014 strategy plan. The third was change in the organization's

three permanent board roles by default and design – chairman, vice chairman, and the start of a five year contract employment of a new chief executive and managing director, the author of this chapter.

A close look at the updates to the mission and vision statements as well as core values as applicable to FITC as at close of 2008 and 2009 in Table 1 presents a high level perspectives.

FITC from Inception to 1990

FITC [also known as the Financial Institutions Training Center], was established in 1981 as a special purpose professional service organization. The decision to establish FITC was informed by a recommendation of the 1976 Okigbo Committee, a special committee established by the then Federal Government of Nigeria in 1976. The committee was to review the Nigerian Financial System, in search of a way to make the Nigerian Financial Services Sector emerge as a major driver of economic development for Nigeria. There was an acute shortage of managerial capability in the financial services sector at the time given dominance of the sector by foreign financial institutions, while citizens of Nigeria performed peripheral than core management and functional roles. The aspiration of the Federal Government, as indicated in the Pious Okigbo Committee’s terms of reference, was that an institution be created to cater for the human capacity needs of the financial services sector in the short, medium and long term. As such, the committee’s recommendation, as relevant to the creation of FITC, was that the Central Bank of Nigeria (CBN) should take initiative

Table 1. Broad Corporate Direction Setting Variables

Corporate Variable	As at December 31, 2008	From December 31, 2009 - 2014
Mission Statement	“To be a provider of world class human capital development and advisory services to discerning clients, thereby adding value to their businesses”	“To provide best in class service quality and value to our stakeholders”
Vision Statement	“To be a Centre of excellence and the reference point in all matters relating to the acquisition, management and development of human capital needed to propel the Nigerian Financial System on a path to sustainable growth”	“To be the preferred provider of training, consulting and research services to the Financial Services Sector in West Africa by 2016”
Core values	<ul style="list-style-type: none">● Professionalism● Transparency/Accountability● High ethical standard● Service quality● Teamwork	Acronym [A-S-T--E-P] <ul style="list-style-type: none">● Accountability● Service● Teamwork● Ethics● Professionalism

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