



STRATEGY



Strategic plan 2019-2023





A high-performing and innovative
central bank and a force for change
at the service of the country.



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Ensure monetary and financial stability for the benefit of employment and sustainable and inclusive growth

Strategic guideline 2

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Governor's foreword



*A*s the Bank is gearing up to celebrate its 60th anniversary, we are launching our 6th strategic plan. This 2019-2023 plan has been developed based on a broader and deeper participatory approach, after holding numerous meetings and debates and conducting two extensive surveys.

The objectives and work areas of this plan were defined by capitalizing on the achievements made and the lessons withdrawn from an unbiased assessment of the previous plan, while considering the international and national evolutions. At the external level, deep-seated changes are looming, with the rise of populism and protectionism, the increasingly tangible impact of climate change and the implications of a digital revolution entailing both opportunities and risks. At the domestic level, the economic and social performance, which was below the increasingly high and urgent expectations, challenges the development model of our country.

Aware of the scale and complexity of these developments, we chose, for the first time, a five-year periodicity for this plan. Such a timeline requires us, now more than ever, to regularly evaluate achievements and to make the necessary adjustments, where required.

Ultimately, Bank Al-Maghrib's 2019-2023 strategic plan adopted two fundamental guidelines:

1. Ensuring monetary and financial stability for the benefit of employment and sustainable and inclusive growth;
2. Continuing the Bank's transformation in order to foster creativity and the culture of innovation in the digital era.

More concretely, we will continue the implementation of the exchange rate regime reform initiated at early 2018, with a daily monitoring of developments on the foreign exchange market, to provide support to the banking operators and system and offer targeted and adapted communication for each stakeholder.

Governor's foreword



We will ensure that the transition to each new phase is made at the most appropriate time, which requires constant vigilance and rigorous periodic evaluations. In this way, we can continue to ensure the best conditions for the success of this major reform for our country.

At the same time, we will develop monetary policy to ensure its compatibility with the gradual liberalization of the exchange rate regime and the opening up of the country. This requires a careful and gradual adaptation of our analysis and forecasting tools. At the appropriate stage of this transition, we will set up an inflation targeting framework, a first draft of which has already been developed and is being currently finalized by our teams.

Besides, we will ensure that the financial system remains stable and resilient. We will continue to put our regulatory and supervisory frameworks in line with international standards, while minimizing the impacts and costs for each actor and service. We will also continue supporting the expansion beyond the national borders of our banking system with a view to taking advantage of the growing opportunities offered while controlling the risks incurred.

We have just finalized the development of the National Financial Inclusion Strategy. We will focus in the coming months and years, together with stakeholders, on its implementation to achieve its objectives, particularly the reduction of disparities for the benefit of young people, women and rural populations. We will also ensure the development of payment systems and means while strengthening their security and resilience in accordance with the best international standards in this field.

Our objective is to continue to ensure an adequate financing for the economy and to facilitate access to credit for the most vulnerable segments, especially VSMEs, to strengthen consumer protection and to contribute to the development of green and participative finance.

As the public policies and choices are called into question and considering a call from the highest authority in the State for an overhaul of our country's development model, there will be increasing demand for the Bank's expertise. This requires the strengthening of our capacity to analyze and produce high-quality studies and research in order to help inform public decision-making in the economic and financial fields.

In this regard, we will strengthen our openness to the national and international academic world and we will continue, at the same time, expanding our partnerships and cooperation with central banks and regional and international institutions.

As regards Dar As-Sikkah, we will capitalize on the investments and modernization efforts made in recent years to consolidate its position in the international banknote printing market and the national secure documents market.

All these challenges require exemplary internal governance, efficiency and effectiveness. By developing a roadmap for our digital strategy, we are preparing to adapt our functions to the implications of this technological revolution and to take advantage of the opportunities it offers to redesign our operational processes. Moreover, we are seeking to play a unifying role in this area within our national ecosystem.

I have no doubt about our ability to achieve the goals set in this new plan, because I know that we can count on the human capital of our institution which has already shown unlimited dedication and self-sacrifice in the face of the challenges we are meeting. It goes without saying that we will always value this capital and ensure the best living and working conditions for it.

Based on these observations, I am convinced that, together, we will make our institution a high-performing and innovative central bank that is also a force for change at the service of the emergence of the country, to which we are, and we will always, remain proud to belong.







The 2019-2023
strategic
plan in brief



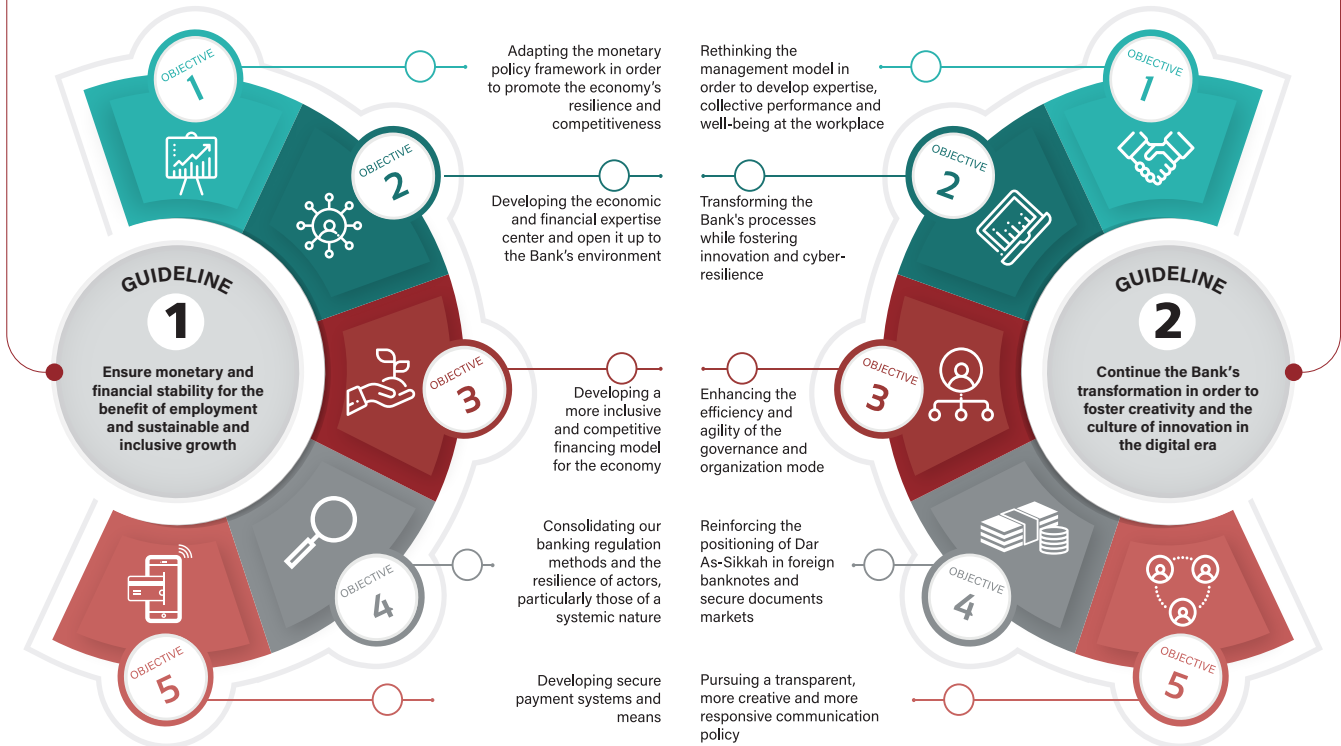
The adjacent diagram provides a brief overview of Bank Al-Maghrib's 2019-2023 strategic plan, particularly:

- Its vision;
- its guidelines;
- its strategic objectives.

In addition to being a communication tool about the strategy, this diagram will be used throughout the five-year cycle to monitor its implementation.

VISION

A high-performing and innovative central bank and a force for change at the service of the country



Price stability
Supervision of the banking system
Monitoring of money market,
systems and means of payment
Foreign exchange reserves management
Issuing coins and banknotes
Financial stability
Financial inclusion

75.25

-12.14

55.01



Strategic guidelines and objectives

Strategic guideline 1

Ensure monetary and financial stability for the benefit of employment and sustainable and inclusive growth

Since the financial crisis of 2008, central banks have been working on several fronts, with most of them going beyond the very perimeters of their mandates. In view of the narrowing margins of the other policies, especially the fiscal one, expectations were very high, leading them to use unconventional instruments, some of which have never been tested before.

In a national context of weak economic performance, the Bank is called upon to contribute far beyond its traditional intervention scope. Given the questioning of public policies and the development model as a whole, its views and proposals regarding economic and social issues are widely awaited for and followed.

As a monetary authority, Bank Al-Maghrib will continue to make all possible contributions to serve the country, preserving price stability and ensuring financial stability and financial inclusion. In this regard, it will carry on the process of gradual liberalization of the exchange rate regime and the adjustment of its monetary policy. It will also continue to align the banking sector with international standards and to consolidate its supervisory and control mechanisms, as well as strengthen the performance and security of payment systems and means.

In an environment where central banks are being challenged by the development of crypto-assets, the Bank will also monitor related issues and discuss with other regulators their impact on the national financial system in terms of risk and regulation.

Since the economy financing is at the heart of national concerns, the Bank intends to step up efforts in order to contribute to its improvement.

In this regard, in addition to setting up an appropriate governance framework, it plans to actively participate in the implementation of the national financial inclusion strategy and to consolidate its presence in the different regions of the Kingdom, particularly in economic education.

Bank Al-Maghrib will also strive to reinforce its economic and financial expertise center in preparation for the changes and the impacts of developments in its environment, to better understand them and better inform decision-making. It will also redesign its statistical and data system to make it richer, more reliable and more accessible so as to support its functions and ecosystem.





Strategic objective 1

Adapting the monetary policy framework in order to promote resilience and competitiveness of the economy

Over the next five years, the Bank will continue to contribute to the country's economic development in the framework of its expanded missions, striving for greater efficiency and performance in achieving them.

It will continue the process of the exchange rate regime liberalization, the first phase of which was initiated in January 2018 and consisted in widening the fluctuation band of the dirham. It is rolled out under favorable conditions today, with the economic operators taking ownership of the reform and amid an increasingly deeper market. The Bank will continue to refine the scenarios of this transition, taking into account changes in the national and international environment. It will ensure the strengthening of the exchange market monitoring framework and the implementation of measures to develop it. In particular, it will improve its supervision to ensure sound price formation mechanisms, and will promote the development of hedging instruments, in particular through the introduction of a reference monetary curve.

The Bank will also enrich the macro-prudential supervisory framework by incorporating new risk indicators related to this reform. In terms of communication, it will resolutely take awareness-raising and support actions for the benefit of operators and stakeholders.



Studies will also be conducted to understand the development and implications of other public policies interacting with the exchange rate reform, notably the fiscal one, the liberalization of financial transactions and policies aimed at improving productivity and the economy's diversification. All in all, the transition to the other phases of this reform will be gradual, orderly and timely.

Bank Al-Maghrib will continue to refine and adapt its monetary policy framework to the strategic, analytical and operational plans, as well as its communication around its missions and decisions. It will conduct studies on the implications of this transition for the national economy, in general, and for monetary policy, in particular. In addition to updating works on the exchange rate alignment and the impact of liberalization on competitiveness, these studies will focus on improving the understanding of the exchange rate channel and analyzing changes in the behavior of economic units.

Once the liberalization process has reached a sufficiently advanced stage, the monetary policy peg would change, which implies for Bank Al-Maghrib the adoption of inflation targeting as a new monetary policy strategy. To prepare for this process, it will continue to refine the parameters underlying this strategy, by defining the nature of the inflation target, the terms of its peg, its horizon, as well as its updating rules

As regards the monetary policy analysis and forecasting framework, following its reform in 2016, which resulted in the development of policy projection and analysis models to support the transition to a flexible exchange rate and inflation targeting regime, the Bank will strive to improve all of its components. It will introduce the necessary adjustments to take into account the structural transformations of the national economy, and will enrich it with satellite models that will allow a better sectoral understanding of the real and monetary spheres.

With regard to communication, in 2016 the Bank reviewed its monetary policy report and press release so that they better reflect the framework of its analyses and the bases of its decisions. With inflation targeting, it intends to simplify, streamline and develop the forward-looking approach of this communication, just as it will build on the multiple possibilities offered by technological innovations in terms of media and channels.



Strategic objective 2

Developing the economic and financial expertise center and opening it up to the Bank's environment

Central banks often represent centers of expertise and excellence in the fields of economics and finance and they are even leaders in scientific production in some countries.

As regards the Bank, its annual report has always been a reference in the analysis of the country's economic and social situation and its presentation by the Governor to the highest authority of the State and the recommendations he formulates constitute an annual event that sparks off considerable public debate.

To give more depth to its reflections and to establish them on sound scientific grounds, the Bank set up a research structure that developed relationships with academic circles and published several research papers, some of which have been issued in scientific journals. In addition, it organized numerous academic and scientific events.

Today, more than ever, at a time where public policies and the development model in its entirety are being challenged, the Bank seeks to increase its analysis and study capacity and to run an ambitious research program that would better meet the expectations. To this end, it intends to strengthen its human capital and to restructure its research and studies in order to ensure greater synergies and a better performance.





It will also ensure the expansion of its partnerships with institutions and bodies acting as «think-tanks» and will continue to strengthen its relations with national and international academia.

Given the importance of data in the realization of its missions and the development of its expertise center, the statistical system of the Bank will make a qualitative leap. Capitalizing on the progress made under previous plans and making use of the opportunities offered by the digital revolution, the Bank plans to exploit the wealth of information stored in its databases and to expand the scope of its data collection.

It will revamp all its data collection, processing and dissemination processes and enhance synergies between the various entities involved. The aim is to enrich its information system and improve the quality and reliability of data produced and its accessibility for both its functions and external users, especially public and private decision-makers and academic researchers.

As regards cooperation with its partners, Bank Al-Maghrib will maintain efforts aiming to strengthen ties with the communities of central banks, regulators and international bodies. It will also strive to increase its presence within international bodies and the development of partnerships that promote the exchange of expertise.



Strategic objective 3

Developing a more inclusive and competitive financing model for the economy

Financing the economy is a central issue from the point of view of monetary policy, financial stability and financial inclusion. As a result, related issues require more dialogue and coordination among stakeholders.

In this regard, the Bank will strive to set up an appropriate entity for sharing information and ideas on conditions that could improve the financing of the economy, particularly its underserved segments. It will also draw on the contributions of the regional committees of VSMEs and the professional associations of the banking sector, whose functioning needs to be improved for more efficiency and effectiveness.

In order to further develop financial information, it will contribute to the establishment of a legal and regulatory framework for Credit Bureau, mainly to allow the integration of non-financial data.

Bank Al-Maghrib will actively contribute to the roll-out of the national financial inclusion strategy. In this context, and to support VSMEs, it will accelerate the operational launch of the VSMEs Observatory, which is expected to play a major role in understanding the national productive fabric and producing analyses that would be useful for the formulation of adapted supportive policies. In the same vein, it will study new financial support measures for this category of businesses.



Bank Al-Maghrib will continue to strengthen banking competition and to promote the opening up of the market to non-banking institutions, such as those specialized in payments. In the same vein, it plans to implement a support policy for FinTech in order to enable these businesses to benefit from the advantages of new technologies, improve the supply of financial services and accelerate financial inclusion.

In parallel, the Bank will carry out extensive studies on the pricing of banking and payment services and will strive to enhance their transparency and comparability. It will also make an initial assessment of the banking mobility system set up in 2017 and will evaluate the relevance of increasing its effectiveness, including on a legal basis.

As part of the commitments made by the financial sector to align with the challenges of sustainable development, Bank Al-Maghrib will ensure the promotion of a regular dialogue with all stakeholders through the promotion of a green and environment-friendly finance.



Strategic objective 4

Consolidating our banking regulation methods and the resilience of actors, particularly systemically important ones

After a period of sustained international development and market consolidation at the national level, the Moroccan banking landscape is experiencing new transformation dynamics induced by the emergence of participatory finance, digital challenges, as well as the intensification of competition and growing concerns about the climate. At the same time, banks' activity and profitability are affected by the fallout from an unfavorable economic climate and by major financial reforms requiring the consolidation of their financial base and the capacity to rapidly adapt at the technical, human and operational levels.

In response to these challenges, Bank Al-Maghrib will act resolutely on a number of fronts, focusing on the regulatory and supervisory frameworks, as well as on governance, strategy and the instruments of the macro-prudential policy.

In addition to completing the transposition of the prudential rules of the Basel Committee, the Bank will finalize the establishment of the framework for participatory finance and supervise the future players in the banking and para-banking market. With the arrival of new players, with different business models, such as FinTech, it will focus on introducing a more agile and adapted regulation, as well as a framework adapted to the risks they incur for customer protection, financial integrity and operational resilience, including on the cyber level.





To succeed in these reforms, Bank Al-Maghrib will act internally in order to strengthen its adoption process of regulations. To this end, it will set up a dedicated monitoring function, and will strengthen its capacities, particularly through the use of external expertise. It will create more synergies with participants in the process and other regulators. It will also develop relationships with international and regional standardization bodies, as well as conduct consultations with the relevant public and private stakeholders.

In terms of oversight and supervision, the Bank will adapt its procedures to the specificities of the various taxable persons. To ensure the continued effectiveness and proportionality of these mechanisms, it will review in particular its approaches, methods, organization and means. In addition to continuing to monitor its traditional risk sources, it will develop its oversight models to cover new and emerging risks, particularly those related to the digital world. It will also ensure that new players have management frameworks that enable them to anticipate, understand and respond to risks arising from their activities. Finally, it will set up a mechanism for monitoring the developments in the financial services market and its impact on established banks and non-bank players.

In order to strengthen the resilience of financial institutions, Bank Al-Maghrib will implement adjustment measures for their balance sheets, related to the completion of the transposition of credit risk standards, as well as to the new prudential reforms of the Basel Committee. It will also ensure the consolidation of its cross-border supervisory framework, by strengthening its capacity for risk monitoring and evaluation and intensifying cooperation with regulators in host countries and other regional bodies.

In the same vein, it will contribute to the finalization of the legal banking resolution framework, including its cross-border dimension. It will also set up an operational mechanism for the compensation of depositors in line with the best standards. Finally, it will participate in the finalization of the regulatory and supervisory framework governing financial conglomerates, through the development of tools for monitoring and analyzing specific risks.

In parallel, Bank Al-Maghrib will launch new projects to establish the governance of macro-prudential policy. Likewise, it will formalize its strategic framework, objectives and instruments and will reinforce related communication actions. From an analytical point of view, it will improve its ability to conduct macro-stress tests, strengthen the monitoring and evaluation of systemic risks emanating from financial conglomerates and contribute to the development of a regulatory and analytical framework dedicated to emerging risks emanating from technological innovations, green finance and cyber threats.

As part of efforts to implement macro-prudential instruments, the Bank had focused its work on counter-cyclical capital buffers and the capital surcharge applicable to systemic banks. In the coming years, it will study issues related to the establishment of a legal basis for instruments aiming to incur real-estate and household risks.





Strategic objective 5

Developing secure payment systems and means



Bank Al-Maghrib has worked in recent years to create a secure and efficient payments market. It participated notably in the establishment of the Moroccan Gross Settlement System, the creation of the Group for a Moroccan Interbank Clearing System (GSIMT) and the establishment of the Electronic Payment Switch. These actions have led to the emergence of the market infrastructures necessary for maintaining financial stability and developing financial inclusion.

As part of the new strategic plan, the Bank will continue to strengthen the resilience of existing systems through oversight missions aimed at ensuring infrastructure compliance with the highest standards. It will participate in the development of the financial market by creating the future Central Counterparty Clearing House. In the same vein, it will support the GSIMT, on both the technical and operational aspects, in order to implement the «instant transfer» as a new lever for the dematerialization of financial flows.

In parallel, Bank Al-Maghrib will strive to strengthen the legal framework by enacting a specific law dedicated to the supervision of financial market infrastructures and payment means issuers. In line with relevant international standards, this text will further strengthen and clarify the supervisory arrangements for taxable persons.



The Bank will continue to promote the use of electronic payment means to turn them into effective levers for financial inclusion and the reduction of cash in circulation. In addition to strengthening the legal framework and the security standards governing them, it will intensify communication and awareness-raising actions on the use of digital financial services, especially mobile payment launched around the end of 2018. It will also conduct studies and surveys, especially on the payment habits of the population.

At the fiduciary level, as part of its strategy initiated in 2017 and aimed at entrusting agencies with special missions, the Bank will carry out a major program aimed at improving the efficiency of the Cash Cycle Management. In order to optimize currency flows and reduce associated costs, it will centralize cash movements in eight fiduciary zones. In order to have a centralized and real-time view of these flows, it will strive to implement an integrated information system, which includes in particular a warehouse management application, a centralized management solution for treasury supply, as well as a system for identifying and tracking fund movements.

In line with these developments, the Bank will review the regulatory framework governing cash processing and recycling and strengthen the supervision of private sorting centers. In parallel, it will explore innovative solutions so as to improve the quality and security of banknotes, as well as the rolling out of several awareness-raising campaigns about counterfeiting. Similarly, it will undertake studies and surveys about the quality of banknotes in circulation.

Strategic guideline 2

Continue the Bank's transformation in order to foster creativity and the culture of innovation in the digital era

The challenges facing the Bank over the next five years are not only external. They are also internal and concern our Institution as a business. The new statutes of Bank Al-Maghrib, which provide for new prerogatives and responsibilities for the Bank, as well as lessons learned from reviewing the previous plan, call for the upgrading of our governance and management patterns, the adaptation of communication and transparency mechanisms and the strengthening of risk management.

Changes in the national and international environments, changes in society and generational diversity also call for the adaptation of the Bank's capacities and resources. Against this background, the Bank made it a priority to adapt its managerial model, with the aim of developing expertise, collective performance and workplace well-being. In particular, new recruitment, career-management and skill-development procedures will have to be implemented.

Internal challenges also include the need to align processes, work methods and the information system with the Bank's digital ambition. To this end, business processes will need to undergo a broad transformation in order to enhance their effectiveness and efficiency. New technologies will particularly be used to serve data management so that it best supports the development of "core" functions. The various digital projects that will be implemented by the Bank will require adapted governance, simplified and agile working methods, as well as a cultural change that will foster innovation and experimentation.



In parallel, technological facilities and infrastructures will be upgraded with the reinforcement of their cyber-resilience.

For the next few years, the Bank is also determined to turn Dar As-Sikkah into a major subcontractor in the international banknote printing market and a key player in the other segments of the commercial market with high added value, such as secure documents.





Strategic objective 1

Rethinking the management model in order to develop expertise, collective performance and well-being at the workplace

To cope with changes in the national and international environment, Bank Al-Maghrib will increase the specialization of its activities, with the emergence of new professions and expertise. It will also experience a greater generational diversity in the coming years, inducing different expectations among employees, particularly with regard to management methods, working methods and work-life balance.

In light of these developments, the Bank intends to rethink its management model in order to develop expertise, collective performance and well-being at the workplace.

Accordingly, the management mode of employees in the «expertise» category will evolve towards new practices allowing closer monitoring and training arrangements that would support the development of their activities. The Bank will also strengthen its employer brand and the means to attract the best talent.

The Bank will favor an HR management that will live up to the different expectations, will consolidate the collective sentiment and preserve the knowledge gained over time.



To carry out these projects, it will implement several actions aimed mainly at pooling staff contributions according to a mission-based approach, developing online training content that can be used on demand, intensifying managers' feedback and developing the «Employee Experience».

To improve well-being at the workplace, the Bank will capitalize on the sense of belonging reaffirmed by staff and will develop new initiatives in this regard. To this end, it will promote a benevolent management, that would be attentive to and concerned about the performance and professional development of employees and will continue to work to establish a modern and friendly working environment. Moreover, and for a better work-life balance, the Bank will examine the conditions for introducing more flexible working arrangements. Finally, it intends to step up actions in order to strengthen the transversality and professional gender equality by setting it up as a principle that would guide its policies.





Strategic objective 2

Transforming the Bank's processes while fostering innovation and cyber- resilience

As part of its previous strategic plan, Bank Al-Maghrib had included among its objectives the need to adapt to changes imposed by the digital revolution both internally and in the banking sector. The progress made in this regard has made it possible to establish the prerequisites for the Bank's digital ambition.

In this regard, it intends to further simplify and transform its processes, taking advantage of the opportunities offered by the digital world. For «support» functions, the objective is to automate manual low added-value but resource-intensive activities, as part of an overall re-engineering that can improve their efficiency. This reengineering process will also concern data collection and reliability, which are essential to its functions and underly even its policy decisions.

The use of the latest technology in carrying out its basic missions will enhance the Bank's ability to process and to analyze an increasing volume of data originating from its ecosystem, primarily the financial actors. Big data and artificial intelligence will facilitate the use of data and will allow staff to focus their know-how on core business activities.



To better understand and accelerate the use of these technologies, the Bank will set up a dedicated «Digital Lab», which it aims to open up to the FinTech ecosystem. Its mission will be to familiarize functions with the new practices and technologies and foster the emergence of innovative ideas that will add value to its missions.

To support and succeed in these transformations, the Bank will step up its efforts so that its information system can support the advanced automation of processes and the integration of new technologies. It will review its architecture, adopting a «product» orientation and segmentation by «micro-services», with the participation of new players, including start-ups. In so doing, it will strengthen its development capacity in various areas, especially Open Source, and will strive to control the risk of dependence on major software companies.

In terms of security and cyber-resilience, the Bank will ensure that its preventive, detective and reactive systems allow for continuously coping with increasingly growing and sophisticated cyber-threats. In this regard, it will continue to readjust its cyber-risk management frameworks within a collaborative approach involving competent in-house expertise as well as the other regulators and main players in its ecosystem. It will also launch its Computer Emergency Response Center, which will enable it to integrate the international competent communities of experts and enhance its cyber-resilience.

Bank Al-Maghrib will also define its policy on the use of cloud computing, which will help speed up the innovation and experimentation processes. It will also acquire a new Datacenter that will further enhance the productivity and performance of its services.





Strategic objective 3

Enhancing the efficiency and agility of the governance and organization mode

Due to the deep and rapid changes in its external environment, the expansion of its missions, as well as the scope of the projects it plans to run in the coming years, Bank Al –Maghrib’s governance, organization and risk-management will have to be adapted to ensure more efficiency and agility.

In this context, the Bank will focus on the rapid implementation of the new legal provisions of its founding text, particularly those affecting its governance. In particular, it will strive to strengthen the framework for the exercise of missions and activities shared with the State or other regulators. Similarly, it will focus on reviewing and clarifying the composition and functioning modes of its governance bodies so as to adapt them to its new Statutes and ensure greater optimization and efficiency.

The Bank will have a more appropriate organization, which will allow more synergies in the execution of its activities as well as in the implementation of its new strategic objectives. In this respect, it will make the necessary changes, in particular by simplifying processes, and will adjust its performance-piloting and measurement systems to its new five-year management cycle.





To carry out its projects, specifically the digital ones, it will favor an «agile» operating mode, more in line with the relevant good practices and based on the increased involvement and accountability of employees, as well as on the notion of «Test-and-learn». «

To ensure the upstream control of risks induced by these changes, while using the opportunities offered by digital innovations, the Bank will make its audit and risk management activities more agile and efficient. In particular, it will develop new control approaches based on predictive analysis models and establish a better link between the three control lines of the internal control system and the other management systems.

At the same time, the Bank will deepen its institutional relationships. It will formalize its relations with national institutions through dedicated charters and conventions and will develop new ones, including at the international level. It also intends to create Bank Al-Maghrib Foundation, which will operate in the economic and financial, artistic and cultural and societal and environmental fields, thus giving a new impetus to its commitment towards the civil society.





Strategic objective 4

Reinforcing the positioning of Dar As-Sikkah on foreign banknotes and securing the documents markets

With the modernization and strengthening of the capacity of its production tool and the enhancement of its skills, Dar As-Sikkah has, since 2014, positioned itself as a trusted player in the international banknote production market. At the national level, it is the privileged partner of many ministries and public institutions which use its services for the production of their secure documents.

To ensure a better profitability of its industrial and commercial activities, the Bank's efforts over the past three years have focused on the establishment of prerequisites for the transformation of Dar As-Sikkah into a profitable center able to operate efficiently.

For the next five years, the Bank aims to strengthen Dar As-Sikkah's position in foreign banknote and secure documents' production markets, both domestically and internationally. With this in mind, it intends to implement a positioning strategy aimed at diversifying international customers in the outsourcing market for foreign banknotes, taking into account the identified risks and the targeted financial profitability.





It will also develop a new activity dedicated to the design, production and personalization of secure identity and utility cards on polymer and plastic and expand its international service offer to security, design and prepress activities.

These projects will be accompanied by a digital transformation of Dar As-Sikkah's activities, services and products. They will also be supported by underlying measures targeting the enhancement of its organizational and functional skills, particularly with regard to industrial IT systems, marketing, communication and Research & Development.

Additional educational and informational materials will also be developed, including new training approaches for journalists, a blog dedicated to the Bank and thematic meetings with the different audiences.

In turn, the general public will benefit from a reactive and creative communication, through the use of a new approach allowing for instant answers to questions, as well as through the organization of open days at the different sites of the bank.

In terms of proactive communication, Bank Al-Maghrib will adopt an influence-based communication, which will be rolled out with regard to several targets. Specific content will thus be developed based on the results of the listening devices designed for this purpose, including ad hoc surveys on social networks about the Bank's missions and a satisfaction barometer about the communication tools used.





BANK AL-MAGRIB

DIAGNOSTIC & BENCHMARK

DYNAMISATION de l'écosystème FINTECH

#PRIORISER



La transformation digitale mobilise et fédère l'ensemble de l'organisation

ÉVOLUTION du cadre RÉGLEMENTAIRE



assouplir le cadre réglementaire

OUVRIR
LE CHAMP DES POSSIBLES

AUTOMATISATION

CB as a SERVICE

DIGITAL au service des CORE CAPABILITIES

Le digital crée du **DYNAMISME**



MIX TEAM

2016

10 persons

#change the mind

#LONG TERM PERSPECTIVE



Finir les tentatives inutiles
ANALYSE VS SUPPORT

COMMENCER là où LES EFFECTIFS MOBILISÉS SONT LES + Lourds



PRATIQUER le PARTAGE DES BASES de DONNÉES

DÉFINIR la STRATÉGIE de partage

VOUS AVEZ DEVOIR PARTAGER

le RISQUE que tous traitent pas la même MANIÈRE

OPTIMISER les traitements de la DATA POUR SE FORTIFIER SUR L'AVANCE

#S'OUVRIR
#RESSOURCES
#FAIRE

Round TABLES

6 RAPID # PROTOTYPING
#FEEDBACK

basculer vers une nouvelle façon de travailler

OPTIMISATION VS TRANSFORMATION

aujourd'hui, la BC est dans un chaos POSITIF

la technologie change mon mode disruptif

our **SUCCESS** BANKING SUPERVISION



REGULATIONS CONSUMER LOAN

PAYMENT PROTECTION INSURANCE





Résultat du brainstorming réalisé par les équipes de Bank Al-Maghrib pendant le «Digital Bootcamp», organisé les 8 et 9 novembre 2018, au Spielfeld de Berlin.

