

Strategic Plan

2025 – 2028



**Cork
Chamber**
Advancing business together



Contents

Foreword	04
About Cork Chamber	06
Vision	10
Purpose	10
Values	11
Strategic Actions	12
– Securing Cork’s Future	14
– The Voice of Business in Cork	16
– Enhance Member Services, Engagement and Support	18
– Global Engagement	20
– Optimise Communications	22
– Our People	24
– Finance and Governance	26

Foreword

As Cork Chamber embarks on its next chapter, this 2025-2028 Strategic Plan marks a pivotal moment to reimagine and reaffirm our role in shaping a vibrant, sustainable and ambitious Cork. With over two centuries of service, we remain steadfast in our purpose to unite, represent and support the diverse businesses and communities across Cork City and County.

This strategy reflects the culmination of a comprehensive consultation with our board, members, stakeholders and team, and we are proud to present this forward-looking vision that champions innovation, sustainability and inclusivity.

This plan underscores our commitment to creating an ecosystem where businesses of all sizes thrive in a dynamic and collaborative environment. Guided by our core values we aim to push boundaries, drive impactful change and position Cork as a leading global region for business, talent and collaboration.

It focuses on addressing the most pressing challenges and seizing opportunities to amplify Cork's potential. Whether advancing

sustainability through strengthened ESG integration, supporting SMEs, enhancing member services, utilising new technologies or driving Cork's international connectivity, our actions are designed to empower businesses while fostering a resilient and inclusive community.

As we look to the future, this strategy solidifies Cork Chamber's role as Ireland's most active regional advocacy group, a pioneer in sustainability and a hub of connectivity for global business engagement. We invite all our members, partners and stakeholders to join us in this ambitious journey as we work collectively to ensure Cork's future as a thriving and welcoming region.

Together, we will continue to champion Cork and make meaningful contributions to our region's economy, society and environment.



About Cork Chamber



History

Cork Chamber has been a **champion for the business community** and a strong advocate for the economic development of the Cork region for **over 200 years**.



Definition

Chambers of Commerce act as a focal point for the business community. Cork Chamber is a **not-for-profit** membership-led organisation, existing to serve our members through excellence in service provisions and **thought leadership**.



Board & Governance

Cork Chamber is governed by a board comprising of **representatives** who are our members. The President of Cork Chamber is the Chairperson of the board.



Team

Cork Chamber activity is driven by a **professional team** with a broad skillset, delivering services across training and development, promotion and communications, trade and export development, international relations, advocacy, sustainability, governance and finance.

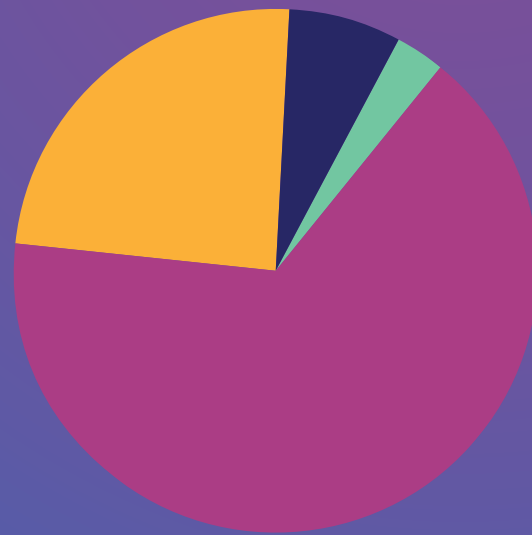
Membership

Cork Chamber has approximately **1,200 members** together employing **130,000+ people** throughout the city, metropolitan area, county and further afield.



Breakdown

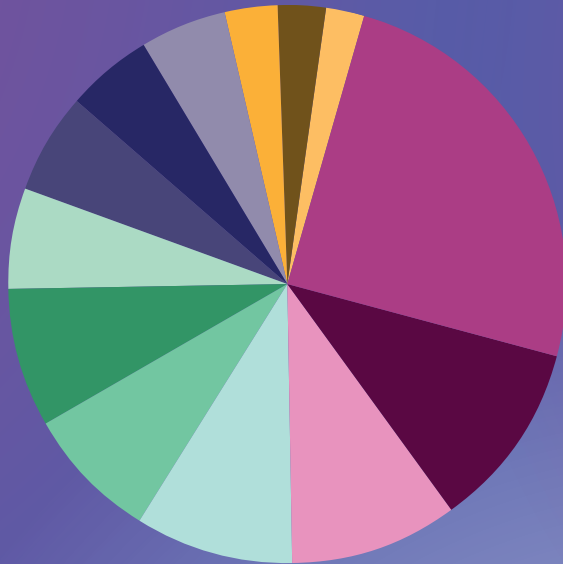
- 57% ≤ 10 employees
- 21% 11 to 50 employees
- 12% 51 to 250 employees
- 10% 250+ employees



Locations

- 66% Cork City
- 24% Cork County
- 7% Dublin
- 3% Other

Member Categories



- 25% Professional Services & Consulting
- 11% Education, Government & Representative Bodies
- 10% Financial Services
- 9% Industry, Manufacturing & Agrifood
- 8% Construction & Engineering
- 8% ICT, Digital Services & Communications
- 6% Charities, NFP & Community
- 6% Hospitality & Food & Drinks Services
- 5% Logistics, Transport & Motor
- 5% Tourism, Arts & Culture
- 3% Healthcare, Health & Safety & Medical Supplies
- 3% Utilities, Energy & Renewables
- 2% Retail

Our Memberships/Affiliations





Vision

To lead a transforming and ambitious Cork City and County



Purpose

To unite, represent and support our members and community

Values

Member Centric

RELATIONSHIP FOCUSED

Our members are our motivation. Working together we support a successful and inclusive membership who drive a thriving Cork.

Dynamic

CHANGE MAKERS

Dynamism is about constant innovation, progress, agility and momentum. We work on the understanding that the way we do things today will not be the way we do things tomorrow.

Inspiring

RESPECTED THOUGHT LEADERS

We work not only to support, but also to provoke and inspire more ambitious, braver decisions that can positively impact business. Together we push the issues that make us competitive.

Responsible

SUSTAINABLE, INCLUSIVE, DIVERSE

We believe in the power of sustainability, inclusivity, equality, diversity and belonging for the greater good. We do the right things for the right reasons. For members, the community and future generations, we are here for the long run and the big picture.

Purposeful

FORWARD THINKERS

For over 200 years the Chamber has stood with members and championed Cork. We work with passion and purpose to achieve economic, social and environmental resilience. We make our contribution count.



Strategic Actions

Our vision and purpose guide daily activities and strategic decision-making at Cork Chamber as we strive to embody our values in all our work. Our strategic actions are designed to meet the needs of all our members.

- Securing Cork's Future
- The Voice of Business in Cork
- Enhance Member Services, Engagement and Support
- Global Engagement
- Optimise Communications
- Our People
- Finance and Governance

Securing Cork's Future

Cork Chamber is deeply committed to sustainability, embedding it within all our activities and initiatives.

We have formally pledged to uphold five Sustainable Development Goals (SDGs) and our efforts have been recognised by the Government with our appointment as an SDG Champion for 2024–2025. Cork Chamber will continue to strengthen this commitment by further integrating the SDGs across our work with businesses, charities and not-for-profits. We are dedicated to enhancing our sustainability offerings for our members and the broader community.



We will:

- 1 Develop Cork Chamber as a Sustainability Hub
- 2 Create a Cork Chamber Sustainability Strategy to further embed Environment, Social and Governance (ESG) principles throughout our work
- 3 Enhance our Sustainability Committee to shape our impactful sustainability agenda
- 4 Further develop the impact of a successful Sustainable Cork Programme
- 5 Champion and elevate Diversity, Equity, Inclusion and Belonging efforts across our members, our team and the wider community
- 6 Drive an impactful Cork Offshore Renewables Industry Forum and REEValue Programme



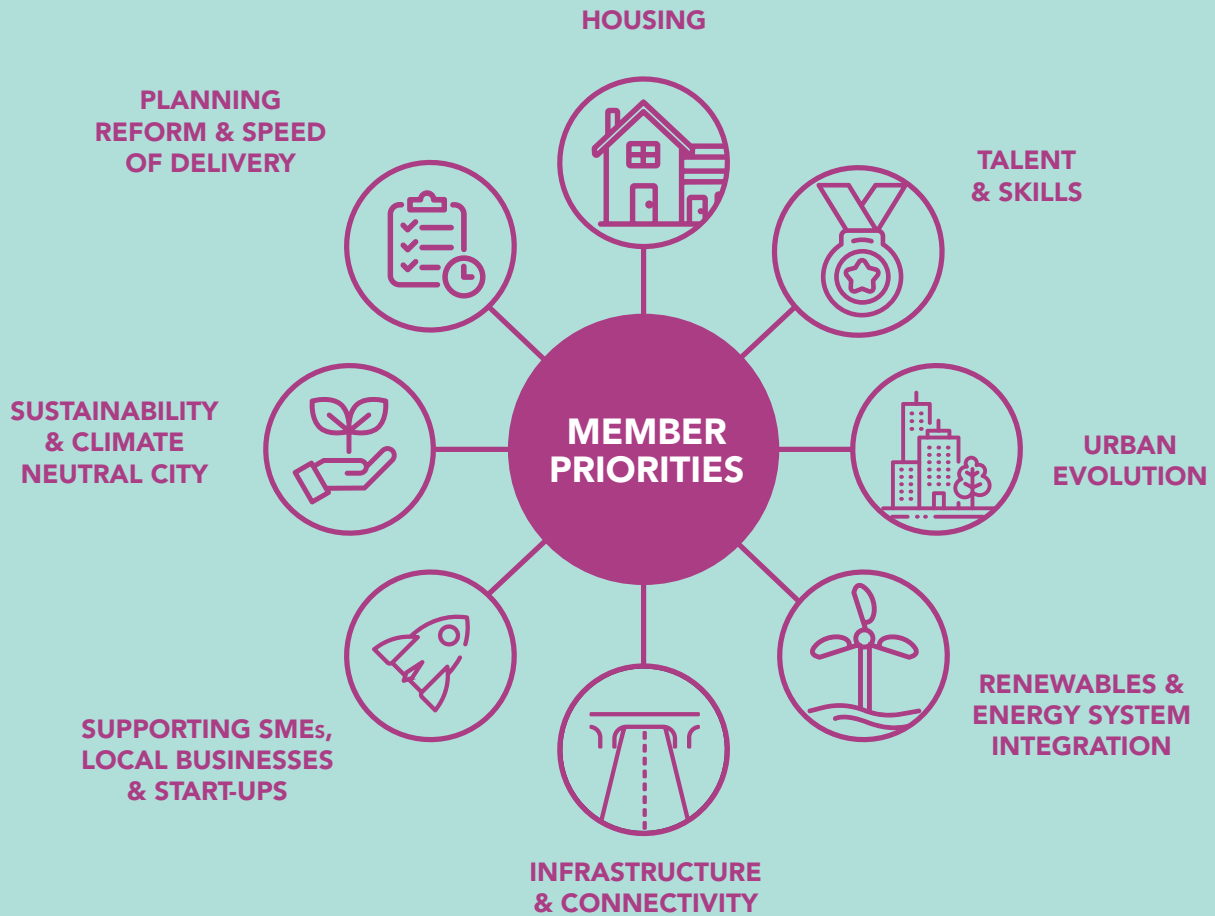
The Voice of Business in Cork

Cork Chamber is the voice of business in Cork and Ireland's most active regional advocacy group.

Our advocacy priorities are driven by the needs of our members. Through our partner and member engagement, we hold a unique understanding of the economic and social needs of businesses in Cork. We engage positively, collaboratively and proactively on business issues such as connectivity, talent and skills, energy, to create an ecosystem where all businesses can thrive.

We will:

- 1 Continue to be the most active regional lobby group in Ireland
- 2 Strengthen our public affairs member interactions by setting up an SME forum
- 3 Communicate with members to inform them of relevant and critical updates and progress made on public affairs priorities
- 4 Continuously work with our partners, members and Board of Directors to identify the key business priorities for Cork on which to focus our advocacy agenda
- 5 Proactively and collaboratively engage with all key stakeholders across central and local government, regional bodies, state agencies and decision makers



Enhance Membership Development, Engagement and Support

With members as our motivation, we are dedicated to the growth and success of our vibrant business community.

We work to empower, connect and support an inclusive membership that drives a thriving Cork. Our member centric approach to our services and activities allows us to optimise our members' business success.





We will:

- 1 Nurture and build on the vibrancy and diversity of our cross-sectoral member community across Cork City and County working closely with our membership committee
- 2 Ensure the membership offering remains relevant through increased segmentation and provision of dynamic events, supports and training opportunities dependent on members' evolving needs
- 3 Future proof Cork Chamber by deepening engagement with NextGen leaders across the membership base
- 4 Analyse member patterns and trends on an ongoing basis to evolve supports and services by industry with a particular focus on SMEs
- 5 Provide enhanced promotional opportunities across digital platforms and communications channels enabling members to achieve greater visibility and reach a targeted audience



Global Engagement

Cork Chamber connects Cork internationally and promotes the city and county for investment, collaboration, talent and trade.

Through our international Chamber connections, business networks and international programmes, we help SMEs to grow globally and collaborate with businesses across Europe and beyond.



We will:

- 1 Build deeper connections with Chambers of Commerce in strategically targeted regions around the world
- 2 Help SMEs to grow and collaborate internationally through our international network and programmes
- 3 Identify additional internationally funded initiatives that align with Chamber priorities
- 4 Promote Cork City and County as a premier destination for investment, talent, trade and collaboration.
- 5 Grow the work of the Cork Financial Services Forum and build on Cork's reputation as a European hub for international financial services



Optimise Communications

Effective communication and the utilisation of technology are vital to delivering value to members.

By leveraging digital tools, we will enhance engagement, personalise outreach and improve efficiency to better support our members' needs. Cork Chamber's reputation amongst the media is strong; we will continue to work with them to deliver our message on behalf of our members.

We will:

- 1 Leverage technology and digital tools to create a better understanding of members' communication preferences
- 2 Enhance our communications output through the use of AI and digitalisation
- 3 Implement tailored communication strategies to address diverse member needs, focusing on the balance between content relevance and frequency
- 4 Heighten the Cork Chamber website user experience
- 5 Deepen strong media relations, maintain the reputation of Cork Chamber among media network
- 6 Execute our external communications to ensure coherent and consistent messaging



Our People

Our people are the heart of Cork Chamber. We are committed to creating a supportive, dynamic and inclusive workplace that empowers each individual to reach their full potential.

Through a commitment to continuous development, meaningful engagement and a strong culture of wellbeing, we strive to maintain an exceptional team that is resilient, motivated and equipped to excel.





Chamber
Care
feel great, be great

We will:

- 1 Advance the ChamberCare Employee Wellbeing Programme to meet the evolving needs of a diverse team
- 2 Prioritise team development through continuous learning and upskilling opportunities
- 3 Strengthen employee engagement and growth through initiatives that support a sense of belonging, diversity, equity and inclusion
- 4 Embed and live by our core values, ensuring they guide our actions, decisions and interactions at every level
- 5 Promote a culture of cross-team collaboration and mutual respect, encouraging open communication and knowledge sharing across all departments
- 6 Position Cork Chamber as an employer of choice by developing and implementing a strong employer value proposition to attract, retain and develop top talent

Finance & Governance

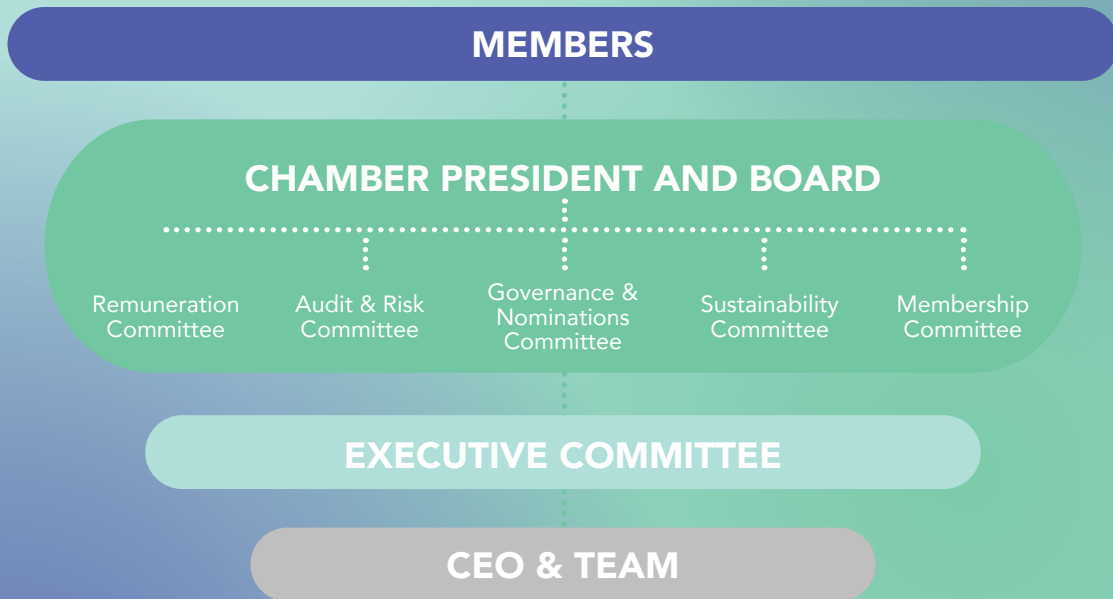
Effective governance is essential to achieve our mission.

By adopting best practices, enhancing board diversity and ensuring comprehensive compliance, we strengthen accountability and inclusivity. Optimised financial stewardship, structured reporting and sustainable revenue growth enabling us to serve our members effectively and deliver lasting community impact.

We will:

- 1 Lead in adopting and implementing best-in-class governance practices
- 2 Ensure structured reporting on strategic plan progress to the board
- 3 Enhance the diversity of our board to reflect our membership, to foster inclusive representation to better serve and advocate for all members
- 4 Prioritise comprehensive compliance in Health & Safety, HR, Technology and GDPR across the organisation
- 5 Optimise financial performance and reporting
- 6 Drive financial sustainability by enhancing revenue streams and optimising resources

Cork Chamber Governance Structure





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Chamber**
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We are Cork.

CorkChamber.ie

