



# Strategic Plan

---

2026 - 2029



# Foreword

This year Animation Ireland celebrates 10 years since its incorporation in 2015 as the organisation representing and advocating for the animation industry. Next year, in 2026, we will celebrate the 20th anniversary of the association when it first started out by forming an industry group to work together as a community, in order to highlight our talent and sow the seeds of many subsequent successes.

More than ever, this is a time to both promote our past achievements and strengthen our foundations in order to better support our members into the future. With that in mind, I am proud to present our new strategic plan, designed to position Ireland as a global leader in the animation industry. Our plan builds upon our creative heritage as storytellers, leverages Ireland's excellence in animation while it also embraces innovation and opportunities in a rapidly evolving marketplace.

Our vision is to strengthen Ireland as a powerhouse of animation content creation and development, by ensuring Animation Ireland is the principal voice of our vibrant, diverse industry, representing and advocating for continued support and development of the industry at national level on behalf of our membership while enhancing our international ties.

I look forward to the work ahead with you, and to hearing from you, as we navigate the next chapter and find opportunities to create more successes together.

*I would like to sincerely thank Animation Ireland's volunteer Board of Directors, supported by our sub-committees, and our dedicated staff, Ronan, Delphine and Róisín for working tirelessly together in the creation of this document.*

*Thanks also to Karan Thompson Consulting Limited who helped us develop and evolve this strategic plan.*

**Moe Honan**

Chair Animation Ireland

# Introduction

---

Animation Ireland is the representative body for the animation industry on the island of Ireland, encompassing forty-seven leading studios that employ over 2,500 full-time professionals. Our members are at the forefront of global animation, producing award-winning content that reaches diverse audiences in over 180 countries. From animated films and television series to innovative digital content, our studios are recognised as world leaders, creating high-value employment and driving significant investment across all regions of Ireland.

## *What We Do*

Animation Ireland represents the excellence of Ireland's animation content creation and production to both national and international audiences. We position animation as an essential component of Ireland's creative and screen industries, providing a cohesive voice for our studios and advocating for government, policy makers, and stakeholders to support the continued development of a world-class animation industry.

We build strong partnerships to drive innovation, address shared industry challenges, and enhance the competency of our sector through targeted programmes and initiatives in collaboration with education and training partners. By providing vital information and support to our member studios, we enable them to thrive in the competitive global marketplace.

## *Our Impact*

The Irish animation industry has been a cornerstone of Ireland's digital and creative economy, significantly contributing to the country's digital and green economies. Animation plays a pivotal role in enhancing Ireland's global competitiveness and in projecting Ireland's cultural and creative "soft power" on the world stage.

Ireland is one of the best places in Europe and the World to produce animation. Ireland has one of the best Tax Credits in Europe, with up to 32% tax credit available on eligible Irish expenditure. The Irish passion for storytelling and the arts has created a culture perfectly suited for world class animation studios to thrive upon.



# Vision

Maintaining Ireland as a **global** centre of excellence in animation.

# Mission

**Supporting and advocating** for the continued development of Ireland's animation industry.

# Values

*Our work is underpinned by our core values of:*

**Collaboration, Excellence, Inclusivity,  
Innovation, Transparency**

## ***We do this by:***

- Representing Ireland's excellence in animation content creation and production to national and international audiences
- Positioning animation as a vital component of Ireland's creative and screen industries
- Presenting a cohesive voice for Ireland's animation studios
- Advocating Government's, policy makers' and stakeholders' support for the continuous development and growth of a sustainable world-class animation industry. Developing strong partnerships to drive innovation and deliver solutions to shared industry challenges
- Building competency in the industry through the development of programmes and initiatives with education and training partners.
- Providing information and support to member studios in order to perform successfully in the global animation marketplace.

# Strategic Goals

01

## Animation Industry Continued Development

---

**Goal :** *Be the principal voice for Irish animation*

## Be the principal voice for Irish animation

### Objective

### Actions

**1.1 Present a cohesive voice for the animation sector to influence Government Departments and policies, public and private funders and stakeholders**

**1.1.1** Communicate vision and mission of Animation Ireland to funding partners and industry

**1.1.2** Develop strategic alliances and create pathways for the industry's growth and sustainability. Influence effective reform of Government policy to support Ireland's animation industry

**1.1.3** Highlight industrial challenges to relevant agencies and organisations

**1.1.4** Maintain and develop strategic relationships with key stakeholders, Bank and financial institutions

**1.1.5** Enhance representation for the animation industry on all relevant boards and organisations

**1.2 Continue to represent and promote the excellence of the Irish animation industry internationally**

**1.2.1** Lobbying and representing the value of the sector

**1.2.2** Advocating Governments, policy makers and stakeholders continuous support for the development and growth of a sustainable world-class animation industry

**1.3 Highlight the value of the sector to the Irish creative industries and to the Irish economy**

**1.3.1** Communications and brand promotion to stakeholders

# Strategic Goals

02

## Environmental, Social, and Corporate Governance (ESG)

---

**Goal :** *Continuously review and ensure that Animation Ireland's business model is sustainable and fit for purpose*



## Continuously review and ensure that Animation Ireland's business model is sustainable and fit for purpose

### Objective

2.1 Work with board to clarify thinking around Animation Ireland's business model and capacity to deliver on strategic objectives

### Actions

2.1.1 Consider opportunity for Animation Ireland as potential industry resource organisation

2.1.2 Consider opportunity for Animation Ireland as potential industry resource organisation

2.1.3 Discuss and determine Animation Ireland board position re organisational business model as a membership organisation or as a resource for the industry

2.1.4 Audit resource needs against current levels, to support company's strategic ambition

2.1.5 Develop an implementation plan for what can be effectively achieved by the Animation Ireland executive team

2.1.6 Seek increases from funding partners to support expansion of Animation Ireland's team in order to ensure the advancement of the animation industry through implementation of this Strategic Plan

2.1.7 Develop succession planning and capacity building to ensure leadership continuity, and effective implementation of strategic objectives

2.1.8 Assess board sub-committee structure and cohere for efficiency and management

2.1.9 Create opportunities for competency development of core staff (CPD)

## Objective

## Actions

2.2 Maintain excellence in finance, governance and company management

2.2.1 Ensure prudent financial controls are in place to safeguard financial stability

2.2.2 Reduce reliance on single funding partner

2.2.3 Better understand opportunities for funding nationally and at EU level

2.2.4 Conduct regular research to inform the drafting and updating of comprehensive policies to align with industry best practices and evolving regulatory standards. This will be achieved with the support and expertise of our designated sub-committees, advisory panel and industry stakeholders

2.3 Seek opportunities for Animation Ireland inclusion as partners in EU policy development

2.3.1 Remain an active member of Animation in Europe to support and effect European animation industry policy reforms

2.3.2 Keep strong relationships with Creative Europe Media Desk and European representative bodies, such as Media, Eurimages, Animation in Europe, CEPI, Horizon

2.4 Position Animation Ireland as an organisation which embraces equality, diversity and inclusion

2.4.1 Ensure inclusivity is referenced as key objective at Board level

2.4.2 Finalise Equality, Diversity and Inclusion policy and narrative

2.4.3 Audit inclusiveness in current activities, programmes and review existing policies and measure outcomes over the course of the strategy period

2.4.4 Remain informed and updated with practices by attending the relevant industry trainings and workshops

2.5 Promote a culture of sustainability and social responsibility awareness and best practice across our membership

2.5.1 Assist members understand how to incorporate green policies within their studios

2.5.2 Provide guidance and frameworks for implementing eco-friendly, carbon-reduction policies

# Artificial Intelligence Statement

Animation Ireland is dedicated to promoting technology use in a manner that puts human creativity front and centre of the animation process.

Animation Ireland has established a working group to develop a framework of ethical principles and guidance to assist members to adhere to international standards and regulatory requirements.

*This policy can now be found at the link below.*

Animation Ireland recommends that Artificial Intelligence systems are developed and deployed under a robust framework of ethical principles, including **sustainability, transparency, fairness, accountability, and data privacy.**

Animation Ireland will continuously engage with stakeholders to refine our principles and guidance and welcomes constructive feedback to drive continuous improvement.

<https://animationireland.com/animation-ireland-artificial-intelligence-policy/>

# Strategic Goals

03

## Research and Competency Development

---

**Goal :** *Lead competency development and research to foster excellence, innovation, job sustainability and growth in Ireland's animation industry*

## Lead competency development and research to foster excellence, innovation, job sustainability and growth in Ireland's animation industry

### Objective

### Actions

3.1 Lead and support research for the development of the industry in line with international best practice

3.1.1 Identify best practice counterpart models for analysis and shared learning

3.1.2 Work with education partners to support research into industry development and growth potential

3.1.3 Ensure academic research aligns with the practical demands of the animation industry

1.2 Work with strategic partners to design and develop core competencies for sustainable sectoral development as they relate to industry need

3.2.1 Position industry needs for talent development in the industry to related educational and resource development organisations

3.2.2 Carry out an industry skills audit of membership competencies and gap analysis to identify industry needs and competency development

3.2.3 Foster strong collaborations between relevant academic institutions and industry stakeholders, establishing partnerships that encourage the exchange of knowledge, resources and talent

3.2.4 Enhance Animation Ireland's relationship with NTAA and Screen Ireland, seeking to develop new programmes which support career development in the industry and advance opportunities for new programme development to support needs of the industry

## Objective

## Actions

3.3 Inform our membership of current best practices and upcoming changes to legislation that will require compliance and changes to practice

3.3.1 Develop collaboration and shared learning opportunities between members and the International animation industry

3.3.2 Developing strong partnerships to drive innovation and deliver solutions to shared industry challenges

3.3.3 Explore development of education and training programmes in partnership with strategic partners

3.4 Encourage the development of Animation Hubs/Clusters nationwide

3.5 Work with members to understand industry needs in relation to sectoral competency gaps and job creation.

3.5.1 Align recommendations with the Programme for Government's commitment to balanced regional development and the Regional Action for Jobs Strategies, as well as the National Smart Specialisation Strategy for Innovation 2022-2027

3.5.2 Continued work with the National Talent Academies and the Education and Industry subcommittee to ensure viable resolutions are made for these issues

# Strategic Goals

04

## Awareness, Visibility and Communications

---

**Goal :**     *Develop and present a coherent brand for  
the animation industry*

## Develop and present a coherent brand for the animation industry

### Objective

### Actions

4.1 Complete Animation Ireland brand review process and disseminate to core audiences

4.1.1 Develop an achievable marketing implementation plan (channel strategy) for Animation Ireland visibility to core audiences

4.1.2 Review and refine Animation Ireland website to reflect new brand proposition and strategic ambition

4.1.3 Develop a narrative which delivers a better understanding of animation as a multigenerational medium

4.1.4 Restructuring PR strategy with subcommittee

4.1.5 Connect and engage Ireland's animation industry through keynote addresses at relevant international symposia and industry forums

4.1.6 Continue to attend markets and festivals worldwide showcasing Ireland as a global centre of excellence in animation while establishing relationships with international industry

4.1.7 Host and be present on panels and at industry conferences showing knowledge and experience of industry practice

4.2 Celebrate excellence and showcase the value of the Irish animation industry

4.2.1 Drive awareness and connectivity of the Irish Animation Awards across creative industries



# Strategic Goals

05

## Membership

---

**Goal :**

*Maintain and evolve transparent  
and effective two way communication  
with members*

## Maintain and evolve transparent and effective two way communication with members

### Objective

### Actions

5.1 Ensure the value of Animation Ireland is understood by members

5.1.1 Communicate to members the vision and mission of Animation Ireland following the strategic development process

5.1.2 Communicate the value of the animation industry as a driver of economic growth in the creative industry to key stakeholders

5.1.3 Provide leadership in thinking around development of the industry

5.1.4 Develop international industry symposium presenting Ireland's screen animation industry as a driver of innovation and economic growth

5.1.5 Engagement of membership to ensure awareness about training opportunities to support sustainable job creation

5.1.6 Listen to members' issues and concerns and act accordingly and appropriately

5.2 Maintain industry knowledge within the organisation to deliver for members on key areas of concern to them

5.2.1 Establishing and continuing active research with experts in specific areas ie. Green Screening, OhLaLa, etc

5.2.2 Continuing to be present at industry markets, allowing smaller studios a space to host meetings

5.2.3 Communicate success stories of members as key players in the growth of Ireland's animation industry

5.2.4 Share successes in Irish animation industry via inclusion in relevant international symposia and industry forums

5.2.5 Engage with other stakeholders to keep up to date with industry best practice.

5.2.6 Attend relevant courses and industry CPD events

## Objective

## Actions

5.3 Ensure regular communication and meetings with membership to understand and reflect their ongoing needs and share learning

1.3.1 Present clear and timely information for the industry re: legislative requirements and legislative change (e.g. ALBERT etc.)

# Guided By

## Collaboration, Excellence, Inclusivity, Innovation and Transparency

### **Collaboration**

We seek to build partnerships and collaborations with key regional, national and international industry players, to collegially nurture and sustain Ireland's existing animation ecosystem.

### **Excellence**

We strive for excellence in all that we do, aiming consistently to meet the highest standards in representing and advocating for our members, and the development of Ireland's animation industry.

### **Inclusivity**

We promote inclusivity, equality and diversity, encouraging inclusive practice in the way we work and across our membership.

### **Innovation**

We drive industry innovation by engaging with international models of best practice, developing research and insights to deliver and ensure the sustainability of the industry.

### **Transparency**

We strive to effectively communicate the work of our members, to inform and educate Government, regional, national and international stakeholders and audiences, of the value of Ireland's animation industry.



# Strategic Pillars

*Our strategy is framed by four pillars  
which support our development focus*

Animation Industry Development through:

## **Governance**

Adhering to best practice in compliance  
and regulation in all we do.

## **Education and Skills**

Research, Competency Development in conjunction  
with our stakeholders and education & training partners.

## **Transparency**

Awareness, Visibility and Communications  
with all of industry.

## **Leadership**

Identifying opportunities and threats to our members'  
interests and acting according to their best interests.