

ABS | Executive Education

THE NEW BANKING MODEL AND THE GROWTH IMPERATIVE

16 AICB
CPD HOURS

BY DR MASSIMO MASSA

ROTHSCHILD CHAIRED PROFESSOR OF BANKING AND PROFESSOR OF FINANCE, INSEAD

Dr. Massimo Massa is an internationally well regarded authority in value creation and behavioural finance, and has been quoted in numerous major business publications and professional journals. He has been a consultant on strategic issues related to governance and corporate financial and growth strategies, and has previously worked at the Bank of Italy. He is the Rothschild Chaired Professor of Banking and Professor of Finance at INSEAD, one of the world's leading business schools.

DAY 1

Morning Session

THE NEW BANKING MODEL: THE CONCEPT OF VALUE CREATION IN BANKING & GROWTH IMPERATIVE

The programme will begin with understanding the “new business model” and its new sources of competition. To understand what it means to create value and develop a framework that helps to think critically, and to lay out how to move forward and cope with these new trends, turning them into opportunities and sources of competitive advantage. We start by defining value creation in banking, how to operationalize it and distinguish between value creation, profitability, growth, sustainability and market shares.

Participants will learn how to identify the key financial issues that banks face in growing and dealing with competition and strategic fundamentals, and provide them with a set of tools that allow them (1) to screen alternative bank strategies, (2) to evaluate and reassess the overall organizational structure of bank, and (3) to develop a global strategic view of value creation within the banking industry. We will evaluate the new trends in the modes and geography of growth, as well as the sources of economies of scale and scope, and the strategic options available to banks. Participants will understand the form of growth chosen, prospective sources of value creation and destruction, prospective risk profile, and trade-off between an overriding concern for growth and preoccupation with long-term value creation and risk control. Linkages across the key risk domains will also be discussed.

Afternoon Session

FROM OLD TO NEW CUSTOMERS: FINTECH: FRIEND OR FOE?

This session will focus on customers, with first analyzing the types of customers and demands, and the main strategies to cater to them in an effective and value creating way. We will look at customer relationship and investigate what it entails in terms of market segmentation, customer selection and customer retention. Identify key opportunities in the future and how to effectively employ new investment techniques that help deal with even more demanding and sophisticated customers. We will consider the link between value creation for the customer and value creation for the bank, operationalize the role of client-centricity, and define the path from relationship manager to trusted advisor.

Participants will then learn how to use a behavioural framework to deal with customer biases that affect demand of services, and address them in a way that maximizes customer satisfaction and portfolio wealth. We will consider two types of customers, the sophisticated ones and the unsophisticated ones, and see how to identify the main biases that affect them, their implications for the quality of services that banks can offer and how to “tailor” the package offered as a function of such biases. The session will end with focus on a major structural break in the industry: FinTech. We will look at how it can be both a threat and a source of opportunities. We will develop a framework that helps to think critically and to lay out how to move forward and cope with these new trends, turning them into opportunities and sources of competitive advantage.

DAY 2

Morning Session

BANKERS AND BEHAVIOUR

This session will focus on the factors conducive to high performance teamwork within a relationship managerial team. We will lay out a framework for teamwork that structures the various elements that lead a group of individuals to become a high performance team. We will look into whether group judgments are better than individual judgments in terms of minimizing cognitive biases, if it is true for all types of group judgments or only for those which follow a specific process, and what the characteristics are of such a process. There will be a group exercise in class to provide a basis to discuss some of these issues of group judgments versus individual judgments.

Afternoon Session

CREATING NEW BANKERS

This session will provide participants a leadership toolkit, Fair Process Leadership (FPL), to help learn how to manage in turbulent environments. Emphasis will be on the importance of contexts, and recognizing the changes in contexts that owners and their collaborators face. We will highlight the role that fairness holds in this regard, leading us to the notion of “fair process leadership,” or more briefly “fair ownership”. This session will also focus on building positive relationships between owners, and their executives; followed by a simulation involving a growth decision in a bank.

TRAINING METHODOLOGY

The programme will be a blend of lectures, case discussions and in-class development of practical illustrations to allow for a hands-on experience with the concepts studied and deep learning.

PARTICIPANT PROFILE

- Bankers in corporate, private, investment and retail banking
- Senior bank strategists and strategic advisors
- Banking supervisors and regulators
- Bank consultants

ABOUT THE TRAINER



DR. MASSIMO MASSA

Rothschild Chaired Professor of Banking and Professor of Finance, INSEAD

Dr. Massimo Massa teaches International Finance, Corporate Finance, Asset Management, Behavioural Finance and Governance in the MBA, EMBA, PhD and Executive programmes at INSEAD. He is also Programme Director of the Advanced Asset Management programme, Interalpha Banking programme and the Master of Finance. He co-directs the programme on Value Creation for Owners and Directors, and has directed several programmes for corporations and banks, including ABN Amro, Societe Generale, FinecoBank, Technip, Mubadala and Bertelsmann. He also co-directs the Hoffman Fund for research in ownership and family firms at INSEAD.

Dr. Massa has also been a consultant with several companies on strategic issues related to governance and corporate financial and growth strategies. He previously worked at the Bank of Italy in the Banking Division (1989-1992) and in the Research Department (Monetary and Financial Markets Division) (1993-1997), participating in the day-to-day running of monetary policy and on the analysis of the financial markets.

Dr. Massa's research has been quoted and discussed in major magazines and newspapers (The Economist, Business Week, New York Times, Wall Street Journal), as well as professional journals (Creditflux, Journal of Trading) and forums (Harvard Law Forum, Notre Dame Law Forum). His research interests include asset management, corporate finance, behavioural finance and financial intermediation; with his current research focusing on the link between corporate financial strategies, governance and type of ownership and how this affects value creation and growth in corporations. He also studies the strategies of asset managers and banks and their synergies. His articles have been published in all the top academic journals such as Review of Financial Studies, Journal of Finance, Journal of Financial Economics, Journal of Business, Journal of Financial and Quantitative Analysis, Journal of Financial Markets, Journal of Banking and Finance, Management Science, Journal of Monetary Economics and European Journal of Financial Management. Dr. Massa is also Associate Editor of the Journal of Empirical Finance and the Review of Finance.

He graduated summa cum laude from the Department of Economics at the LUISS University of Rome, Italy. He obtained an MBA from the Yale School of Management and an MA and a PhD in Financial Economics from Yale University. He is a CPA and Auditor.

PROGRAMME DETAILS

Date : 2 – 3 May 2018
Time : 9:00 am – 6:00 pm
Venue : Asian Banking School

PROGRAMME FEE*

MYR
8,000

The cost of the programme includes lunch and other refreshments, as well as programme materials for one participant.

To register for this programme, please visit the Executive Education page on our website at www.asianbankingschool.com/our-programmes/executive-education

ABOUT THE SCHOOL

At the Asian Banking School, we understand how impactful knowledge can be in transforming individuals, organisations and societies. By leveraging on the power of experience of senior industry practitioners as well as world-renowned academics from leading business schools in the world to deliver our programmes, we provide a learning environment for participants to gain real world knowledge to enhance their professional lives and make changes that matter in their organisations.

Through its sector-leading customised and open enrolment Executive Education programmes that are designed to be relevant, intensive and challenging, the School equips banks and its leaders with the right knowledge to take them up and move them forward. It also provides the opportunity for executives to share their experiences in a structured and intellectually stimulating environment, to learn from each other and ask the hard-hitting questions in a safe environment separate from their workplace.

The School develops and delivers relevant, practical and innovative learning development programmes for bankers at all levels through its suite of Executive Education, Public, In-House and Graduate Training Programmes, as well as its Professional Qualifications-related training workshops. It also provides a broad spectrum of consultancy services that are tailor-made to meet organizational needs and strategic objectives, and can range from a long term comprehensive education pathway programme to a short up-skilling class.

For training enquiries, please contact:

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