


Swiss Bank Executives' Training Program 2022 – 2024



Swiss Finance Institute
Swiss BET Program
www.swissbetprogram.com

In cooperation with:

 Schweizerische Eidgenossenschaft
Confédération suisse
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Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO



Swiss Bank Executives' Training Program (Swiss BET Program)

The Swiss Bank Executives' Training Program (Swiss BET Program) is a top-notch 18-month executive education program designed for senior Vietnamese bank executives. The training curriculum is organized around 13 thematic modules covering key topics related to bank management, banking strategy and operational concepts as well as regulatory matters. It provides a comprehensive overview of international practices relevant for bankers in an emerging market setting.

This executive training program is provided by the **Swiss State Secretariat for Economic Affairs (SECO)**, in partnership with the **State Bank of Vietnam (SBV)**. It is part of the economic development cooperation program of Switzerland for Vietnam. The training will be delivered by the **Swiss Finance Institute (SFI)**.

The program will have two parallel cohorts which are simultaneously run, one in the North and another one in the South. The duration of each of the modules will be three days (alternating between Mon-Wed and Fri-Sun). It is estimated that each cohort will have 35-40 participants. Some sessions will be held as joint North-South sessions (possibly in Da Nang) in order to provide networking opportunities for participants of both locations.

The main objectives of the training program can be summarized as follows:

- Enable participants to access essential bank management concepts and methods applied by major successful Swiss and global banks;
- Enable participants to develop systems and processes to more effectively manage risks and implement supervisory regulations of the State Bank of Vietnam;
- Strengthen banking sector performance in Vietnam by enhancing the management capacity of bank executives;
- Improve the soundness, stability and resilience of the Vietnamese banking sector.

Methodology, Pedagogical Approach, Teaching Faculty

State-of-the-art program content

The individual program modules are based on relevant banking and finance topics and will be delivered via classroom lectures, case discussions, group work, e-learning, a course project, and other suitable pedagogical approaches. The focus is on practicability rather than in-depth theory; the approach is "hands on".

Skilled experienced lecturers

The module leaders are experienced academics or executives with strong relations to Switzerland and/or the Swiss financial center. All have broad experience in their fields, proven teaching skills, and the willingness and desire to share their knowledge and contribute to the Swiss BET Program. Additional lecturers may support module leaders via video-based lectures.

E-learning component

A separate e-learning component will be accessible to participants via the program website. It will allow participants to prepare for individual modules and become familiar with fundamental banking and finance topics relevant for the program and their professional development.

Course project

During the program all participants will work on a specific project within their bank, with guidance from faculty. The project will be related to their current or future professional environment. The main findings will be shared with the class and summarized in a written report.



Program Outline

The content of the Swiss BET Program consists of five different blocks, each containing different topical modules, as follows:

I. Management and strategy

1. Leadership, human resources, talent development
2. Strategic bank management
3. Bank governance, compliance

II. Finance and regulation

4. Corporate finance, risk and return
5. Risk management
6. Asset and liability management, treasury operations
7. BIS regulations, Basel frameworks

III. Banking topics

8. Credit analysis and risk pricing
9. Marketing, fee-based products and services
10. Fintech and non-bank competition
11. Corporate and retail lending

IV. Operational aspects

12. Banking simulation, strategic decision-making in a competitive environment

V. Swiss banking immersion

13. In-depth exposure to relevant banking topics from a Swiss perspective

The 15-20 top-performing program graduates will be invited to Switzerland for this additional Swiss module.

Cross-cutting topics

Besides these general banking areas, cross-cutting topics such as ESG finance, climate risk or developments in Fintech and digital banking will be discussed across various program modules.

Target Audience

The program is targeted at senior executives in Vietnamese banks, with responsibility for multiple business lines or a significant single business line, integrated services to clients or an individual operational support area, and for executives expected to move into any of the above positions.

One of the program's goals is to increase the percentage of female bank executives in Vietnam. Therefore women are especially encouraged to apply.

The participants will be selected on the basis of their current or foreseen leadership roles and thus their potential to influence management practice in their institutions. Relevant eligibility criteria are:

- Currently working at executive or deputy executive level in the head office or large branches of a Vietnamese bank; expected to have a senior management career path.
- Dynamic, motivated, talented professional with strong analytical, interpersonal, social and communication skills.
- Committed to fully and actively engage in the entire training course; supported by the employer.
- Participants are expected to have a good passive and active working knowledge of English.

Language

The program is conducted in English. Dependent on participants' language proficiency, translation into Vietnamese may be provided.

Schedule

The program is expected to start in Fall 2022 and will end in Spring 2024. The schedule is subject to change.

Program Fee

The program is largely funded by SECO. The program fee covers part of the local expenses.

The overall program fee is \$4'000 per participant. If two or more participants are from the same bank, the program fee is reduced to \$3'000 per participant.

The program fee includes tuition, course materials, lunches and refreshments during the coffee breaks and official events. The costs of dinners, hotel accommodation, and travel expenses for modules 1-12 are not covered by the program. All costs for the Swiss module 13 (travel, lodging, meals, etc.) will be covered by the program.

Certificate

SFI awards a certificate to those who complete the program. These participants are entitled to register as members of the Swiss BET Program Alumni Association.

Application

Applicants should send their complete application based on the guidelines that can be found online: www.swissbetprogram.com

The application deadline is April 30th, 2022.

Disclaimer

All information within this brochure is correct at the time of publication. However, SFI reserves the right to make subsequent changes to it, and content / training may be modified, supplemented, postponed, withheld or withdrawn.

Detailed Module Description

Following is a more detailed description of the program blocks and modules. Module contents and sequence are preliminary and subject to modifications.

Block I: Management and strategy

The first course block addresses fundamental concepts in the areas of leadership, strategy, governance, and compliance in banking.

Module 1

Leadership, human resources, talent development

Participants will be exposed to human resources management and leadership topics. The focus will be on leadership roles and skills, building and motivating teams, diversity management, talent development, competency frameworks, performance management, and succession planning.

Module 2

Strategic bank management

Participants will discuss strategic tools and frameworks and learn how to implement strategy. International and regional banks' strategic models will be discussed based on cases and real examples. A special focus will be on technology developments and their impact on bank strategy.

Module 3

Bank governance, compliance

Participants will understand the importance of governance and compliance for banks. The focus of the module will be on international and Vietnamese bank governance frameworks, global compliance standards, and current best practice in areas like "know your customer (KYC)" and "anti-money-laundering (AML)".

Block II: Finance and regulation

The second course block addresses important risk and return concepts from different angles: Corporate finance and economic capital management, risk management in banking, asset-and-liability-management, and BIS regulations and their impact on bank strategy.

Module 4

Corporate finance, risk and return

Participants will discuss risk-return techniques in a banking context and then focus on bank valuation and value-creating activities: Strategic investment decisions, economic vs. regulatory capital management, value-based management, and mergers and acquisitions activities.

Module 5

Risk management

Participants will be exposed to relevant risk management frameworks. Besides the classic banking risk areas (market, credit, operational risk) a special focus will be on emerging technology risks and their management, digital and internet risks, reputational risk, and the interaction of risk management and bank strategy.

Module 6

Asset and liability management, treasury operations

Participants will learn to effectively manage a bank balance sheet. The discussion will center around liquidity, interest rate, market and foreign exchange risk identification, measurement and management, asset and liability committee (ALCO) structures, treasury operations, and the use of information technology in asset and liability management.

Module 7

BIS regulations, Basel frameworks

Participants will understand the current situation with respect to the BIS regulations for banks. The focus of the module will be on Basel II (international implementation experience) and Basel III (key features and challenges), including the current situation and plans for further implementation of the Basel frameworks in Vietnam.

Block III: Banking topics

The third course block addresses relevant banking topics in the areas of credit risk analysis and pricing, bank marketing strategies, developments in Fintech, and current strategies in corporate and retail lending.

Module 8**Credit analysis and risk pricing**

Participants will learn about credit analysis, credit scoring models, and the pricing of credit risk, including its impact on bank strategy and loan portfolios. Furthermore, a special focus will be on green credits, sustainability and climate risks, as well as recent credit risk-related developments in Fintech, big data and artificial intelligence.

Module 9**Marketing, fee-based products and services**

Participants will discuss key features, risks, and trends in fee-based products and services for retail and corporate clients. Topics like market segmentation, customer targeting, sales channels, and finding new customers will be addressed. Special emphasis will be given to finding new customer segments by banking the unbanked.

Module 10**Fintech and non-bank competition**

Participants will be exposed to the current Fintech landscape and trends, from a global as well as an ASEAN perspective. The focus will be on cooperation vs. competition models, threats and opportunities from digital banks, digital currencies, payment systems, and regulatory issues related to Fintech.

Module 11**Corporate and retail lending**

Participants will learn about fundamental issues in corporate and retail lending. The focus will be on lending products and their features, loan portfolio management, trade finance including factoring, and supply chain financing.

Block IV: Operational aspects

This block focuses on the application of concepts, tools, and frameworks discussed during the program. Participants will apply, analyze and share existing knowledge as well as knowledge newly acquired in the program in a holistic way.

Module 12**Banking simulation, strategic decision-making in a competitive environment**

Team-based computer simulation of a bank's financial statements over several phases in a competitive, market-based environment. Participants will discuss and work together in teams and decide about strategic parameters for their banks. A team's success with their own bank is shown in benchmarking with the other teams' banks and the market.

Block V: Swiss banking immersion

The 15-20 top-performing program graduates will be invited to Switzerland for an additional Swiss banking immersion module.

Module 13**Swiss module**

During this one-week module participants will gain a deeper understanding of the Swiss financial center, its banking system, regulatory environment, and competitive positioning. The focus will be on topical lectures as well as expert talks with SECO management, Swiss bankers, regulators, academics, and central bank representatives.

More detailed information about the program and the application process can be found at:

www.swissbetprogram.com

Swiss Finance Institute

The Swiss Finance Institute (SFI) is the national center for fundamental research, doctoral training, knowledge exchange, and continuing education in the fields of banking and finance. SFI's mission is to grow knowledge capital for the Swiss financial marketplace. Created in 2006 as a public-private partnership, SFI is a common initiative of the Swiss finance industry, leading Swiss universities, and the Swiss Confederation.



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