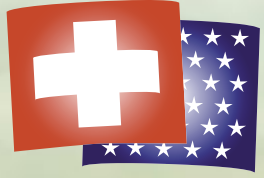


THE ART OF BANKING



ROBERT KENNEDY COLLEGE

SWISS QUALITY EDUCATION

A PARTNER COLLEGE OF THE



PRIFYSGOL
CYMRU
UNIVERSITY
OF WALES

21-23 JUNE 2006
IN ZÜRICH

AT ROBERT KENNEDY
COLLEGE TECHNOPARK
CAMPUS IN ZÜRICH

COURSE LEADER:

Professor David Costa

SPECIAL GUESTS:

Berti Bos

General Manager
ING Direct Austria

Cary Adams
Managing Director

Lloyds TSB
International
Private Banking





THE ART OF BANKING

The *Art of Banking* is an exclusive executive education program offered by the Robert Kennedy College in Zurich Switzerland that is designed to teach bank executives how to succeed in the highly competitive financial marketplace. It will be held in the unique surroundings of Zürich between the 21 and 23 June 2006.

The banking industry faces an era of change. New technologies, new regulations, new customer expectations, and the decreased importance of geography in competition all affect the fortunes of each institution. This program is designed to meet the continuing education needs of banking executives to keep pace with that change, both its risks and its possibilities.

After the program, you will increase the level of your knowledge in different areas of bank management to include leadership, competitive assessment, decision making, and execution. Class leaders will discuss best practices for both traditional services and new services such as ebusiness. After completing the Art of Banking you might decide to progress with the University of Wales Post Graduate Certificate in Advanced Banking Management which can be undertaken by the means of online/distance learning studies.

The *Art of Banking* further develops Sun Tzu's proven ideas on how to win and uses case examples from Harvard Business School to illustrate these ideas in the banking arena. Like Sun Tzu's famous book, *Art of War*, the teaching of the *Art of Banking* will help you win day-to-day battles for business waged between you and your competitors.

This program has a limited number of places. To attend, please contact us at Telephone +41 44 308.3908 or email banking@wales.college.ch

The *Art of Banking* is designed around six strategic principles, derived from Sun Tzu's *Art of War*, that winning strategists have used to succeed in business. Each master class in the program focuses on one of these principles while it describes very practical keys to banking success. Topics include:

1. Winning Strategies in Banking
2. Leadership in Banking
3. Taking Advantage of Strengths and Weaknesses
4. The Power of Influence
5. eBusiness, Online Banking: Past, Present and Future of Banking in the New Economy
6. Innovation and Expansion: New Horizons in Banking

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WHO SHOULD ATTEND?

This course is relevant to investment and commercial bankers as well as executives in other institutions, such as insurance companies, that sell investment-related products. Corporate titles typical of the class include:

- Chief Financial Officer
- Finance Director
- Chief Treasury Officer
- Financial Controller
- Chief Accountant
- Corporate Treasury Officer
- Senior Executive Financial Institutions Group
- Head of Capital Markets
- Head of Capital Strategy & Planning
- Hedge Fund Manager
- Chief Economist
- Head of Risk Management
- Compliance Officer
- Banking Regulator

The following is a description of each master class held in the program:



MASTER CLASS 1

WINNING STRATEGIES IN BANKING

Therefore the skillful leader subdues the enemy's troops without any fighting; he captures their cities without laying siege to them; he overthrows their kingdom without lengthy operations in the field.

With his forces intact he will dispute the mastery of the Empire, and thus, without losing a man, his triumph will be complete. This is the method of attacking by stratagem. Sun Tzu

In a banking environment where the differences between competing institutions are not always obvious, the importance of strategy, both its planning and its execution, is critical to winning. Winning strategies succeed at creating the intended results of the practitioner despite the actions and counteractions of competitors. They take into account competitors that appear from a number of angles, to include direct, substitute, new entry, economic, complementary, and customer. The ultimate goal in strategy is to win with both the objective and your resources intact. In highly competitive environments, this is a difficult goal to achieve. In this class, you will learn how to see the entire competitive environment, and the entire range of strategic possibilities, whereby you have the opportunity to make better decisions faster and with a greater degree of flexibility than your competitors.

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Class leaders will focus on the strategic principle of winning whole described by Sun Tzu. In the highly competitive environment Sun Tzu knew, during the time of warring Chinese states, if one state depleted its resources so much that it could not defeat another state, a third state was likely to step in and conquer both. This class will present several Harvard Business School case studies, to include „*The Blue Ocean Strategy*“. You will learn how to plan your strategy to win in a competitive environment where competing interests of other people work against your plans.

MASTER CLASS 2 LEADERSHIP IN BANKING

Thus it is that in war the victorious strategist only seeks battle after the victory has been won, whereas he who is destined to defeat first fights and afterwards looks for victory. Sun Tzu

A leader serves his people best when he positions them where they can best employ their talents to meet the bank's objectives. If the leader does his or her job proficiently, then winning is already assured before employees execute their tasks.

Bank leaders must have a thorough understanding of their institution's objectives, its strengths and weaknesses, and have the talent to know where to step in and where to step back while employees execute day-to-day bank operations. During the execution of operations, leadership skills determine whether a bank will or will not receive the highest return possible on the talent of its employees, and what level of talent will seek to work for that bank.

This class will integrate several Harvard Business School case studies to include „*Developing Leaders: How Winning Companies Keep On Winning*,“ „*The Credit Suisse Group: Harvard Business School Case Study*,“ and „*When Failure Isn't an Option*.“ You will learn how to better understand your team members and how to successfully use your leadership skills to foster outstanding team performance. This class will focus on the strategic principle from Sun Tzu that a leader must position his forces to their point of best advantage, and then allow his charges the opportunity to do their job to win.



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MASTER CLASS 3 TAKING ADVANTAGE OF STRENGTHS AND WEAKNESSES

If you know the enemy and know yourself, you need not fear the result of a hundred battles. Sun Tzu

The banking profession is one of the most competitive professions in business. In the environment this competitiveness creates, bank managers often fail to fully appreciate the strengths and weaknesses of both their organization and the organizations of competitors. This can cause bank managers to execute strategies that do not take full account of the likely reaction from competitors.

The importance of strengths and weaknesses in competition is easy to understand but hard to use in practice. It is hard to use in practice because a strength or weakness is always relative. A capability that you consider your strongest point only serves as strength if it is also stronger than a competitor's capability.

To develop the idea of strengths and weaknesses, this master class will include both a discussion of what strengths and weaknesses really mean, plus an afternoon workshop for assessing your organization's strengths and weaknesses as they relate to your competitors. Various case studies will be used during this class to include *Interest Rate Regulation and Competition in the Banking Industry in Hong Kong* and *Citibank Argentina*.

MASTER CLASS 4 THE POWER OF INFLUENCE

*All warfare is based on deception.
(Business Conversion: All business is based on influence.)*

When Sun Tzu wrote about deception in war, he described how to cause other people to take action that they might not take without outside influence. While it is never a good idea to deceive customers, it is a good idea to influence them to take action that is in both their interest and your own. This creates the win-win agreement that is a cornerstone of business success.

For your bank to succeed, it must create a perception of itself that its desired customers want to see. Typically strategies to build influence involve advertising such ideals as strength, foresight, and success. Bank employees must also present the right image to allow customers and prospective customers to perceive the company values that the bank wants and expects customers to see.

This class will focus on the Sun Tzu principle that it is more effective to get others do what you would like them to do on their own accord than to use force to achieve your objectives. Class leaders will present several case studies, to include „**What It Really Means to Manage: Exercising Power and Influence**“ and “*Customer Profitability and Customer Relationship Management at RBC Financial Group* „that show the power of advertisement in banking and person to person contact.

MASTER CLASS 5

EBUSINESS, ONLINE BANKING: PAST, PRESENT AND FUTURE OF BANKING IN THE NEW ECONOMY

Hence in the wise leader's plans, considerations of advantage and of disadvantage will be blended together. Sun Tzu

Online and electronic banking presents a unique opportunity for financial institutions to reduce costs and optimize their operations. It follows a progression of evolution, in business and elsewhere, that the most competitive organizations learn how to attain the highest return with the least amount of effort.

However, many banks find, and will continue to find, that direct person-to-person contact offers benefits that exceed the higher costs of such contact. This means, based on the positioning of the bank in the market, that bank leaders need to find the right balance between online/electronic banking and the person-to-person direct contact. Only in the most extreme positioning of low cost, do-it-yourself, and high end consultative banking will just one or the other service suffice.

Based on the positioning of your bank, class leaders will discuss which services can be automated and which should have human interaction. It will walk you through the past, present, and future of electronic banking with a number of Harvard Business



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School case studies to include *Ing Direct Online Banking*, *FleetBoston Financial: Online Banking*, and *Japan Net Bank: Japan's First Internet-Only Bank*. This class is based on the Sun Tzu principle that winning organizations tend to evolve an ever more refined balance of efficiency and effectiveness.

class will focus on the strategic principle from Sun Tzu that a leader must position his forces to their point of best advantage, and then allow his charges the opportunity to do their job to win.

MASTER CLASS 6

INNOVATION AND EXPANSION: NEW HORIZONS IN BANKING

Whoever is first in the field and awaits the coming of the enemy, will be fresh for the fight; whoever is second in the field and has to hasten to battle will arrive exhausted.

Therefore the clever combatant imposes his will on the enemy, but does not allow the enemy's will to be imposed on him. Sun Tzu

Winning in banking does not necessarily mean doing everything perfectly. It does mean doing everything important a little better, faster, or cheaper than competitors, or operating in a way or place that competitors do not yet operate.

Being first to leverage an idea or a position often presents a unique advantage for a bank, and is critical for owning the initiative. It also entails risk. This class will discuss how banks can take smart risks to advance their businesses by expanding their scope of possibilities for innovation, and will also discuss the effective use of business intelligence. It will include discussion of first mover advantages and new product advantages, plus show the rising use of intellectual property protection vehicles, such as patents, that are more traditionally the domain of research-based organizations.

The focus of this class is the Sun Tzu principle that owning the initiative creates advantages. It will include case studies to include *American Express and "Bank of America: retail banking innovation"*.

ABOUT THE COURSE LEADER

PROFESSOR DAVID COSTA is one of the founders of Robert Kennedy College and Dean of Faculty.

In his capacity as Dean, Professor Costa oversees the faculty review process and several of the academic programmes of the college.

Dean Costa is a Fellow of the Wharton School, University of Pennsylvania.

After graduating with a degree in Jewish Studies Dean Costa read law at the School of Law of the University of Northumbria, Newcastle.

He has complemented his legal studies with the Advanced Project Management Program, Stanford University, from which he has graduated with the widely respected title of Stanford Certified Project Manager.

He then expanded his knowledge of business through the Entrepreneurship Development Programme of the Sloan School of Management, Massachusetts Institute of Technology.

Professor Costa's fields of interest are e-commerce, relationship marketing and high-tech entrepreneurship. He maintains his interest and knowledge of legal matters and he is a member of the Honourable Society of the Middle Temple.

SPECIAL GUESTS

BERTIL BOS - General Management ING Direct Austria

Bertil Bos is General Manager of the Austrian branch of ING Direct. Austria is the latest of 9 countries where ING Direct is executing its strategy. Prior to this he spent 3 years in Frankfurt where he held the position of VP Risk Management at the largest ING Direct subsidiary. From 1999 to 2002 Bertil helped in starting up ING Direct Spain in Madrid in the job of the Market Risk Manager. In 1998 Bertil started his career with ING Group with several short term assignments.

Bertil holds an MBA (with Distinction) from INSEAD and holds a degree in Industrial Engineering from the University of Twente in The Netherlands.

Bertil is married and lives with his wife and 2 sons in Vienna.

CARY ADAMS Managing Director
Lloyds TSB International Private Banking



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REGISTRATION FORM

PRINT THIS FORM AND FAX IT DULY SIGNED TO 41 1 308.3512

THE ART OF BANKING

21 - 23 JUNE 2006
ZÜRICH SWITZERLAND

Sign and fax this form to **+41 1 308 35.12**
For more information contact Prof.David Costa on **+41 1 308.3908**

Name: _____ Job Position: _____

Company: _____

Address: _____

City: _____ Country: _____

Telephone: _____ Fax: _____

Email: _____ Signature _____

COURSE FEE 4000 CHF (Swiss Francs) Material Included - 2 Delegates 7500 CHF (Swiss Francs)
ACCOMODATION: 65/120 CHF per night (reservation form will be sent with the admission confirmation)

Payment by Credit Card:

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Beneficiary Name: Robert Kennedy College & Co. - Sierre - Switzerland
Beneficiary Bank: Banque Raiffeisen de Sierre et Région - Sierre - Switzerland
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INFORMATION: For prior discussion on academic aspects of the course, applicants are invited to contact Prof. David Costa, Dean of Robert Kennedy College on: Tel: +41 1 308 3908 or Fax: +41 1 308 3512

CANCELLATIONS: All registrations carry a 15% liability immediately a completed registration form has been received by the RKC office. To obtain an 85% refund, cancellations must be received by mail or fax 60 days prior to the course start date. Substitutions are welcome at any time. This registration form is a binding contract for the tuition fees amount.

INDEMNITY: Should for any reason outside the control of RKC, the venue or speakers change, or the event be cancelled due to acts of terrorism, extreme weather conditions or industrial action, RKC shall endeavour to re-schedule but the client hereby indemnifies and holds RKC harmless from and against any and all costs, damages and expenses, including attorneys fees, which are incurred by the client.

The construction, validity and performance of this Agreement shall be governed in all respects by the laws of the Canton of Zurich, Switzerland the exclusive jurisdiction of whose Courts the Parties hereby agree to submit.