Bank Management And Financial Services 9th Edition

OpRisk Awards 2020 Book of the Year Winner! The Authoritative Guide to the Best Practices in Operational Risk Management Operational Risk Management offers a comprehensive guide that contains a review of the most up-to-date and effective operational risk management practices in the financial services industry. The book provides an essential overview of the current methods and best practices applied in financial companies and also contains advanced tools and techniques developed by the most mature firms in the field. The author explores the range of operational risks such as information security, fraud or reputation damage and details how to put in place an effective program based on the four main risk management activities: risk identification, risk assessment, risk mitigation and risk monitoring. The book also examines some specific types of operational risks that rank high on many firms' risk registers. Drawing on the author's extensive experience working with and advising financial companies, Operational Risk Management is written both for those new to the discipline and for experienced operational risk managers who want to strengthen and consolidate their knowledge.

Electronic Financial Services provides an extensive overview of technology management and information communications technologies (ICT) in the financial services. Chapters cover E-banking, E-insurance, E-stock trading and E-fundraising and use examples of state-of-the-art information systems that are supporting the Internet operations of many financial service institutions. Jargon is not avoided, but is explained thoroughly Includes studies of e-finance systems in use by the major financial services in the world Small case studies are included, plus questions for discussion are given at chapter ends

This brief book provides a comprehensive, practical introduction to bank management, emphasizing risk management. It examines current banking practices that control different kinds of risk. It explores the management of bank lending, securities, capital, liabilities, and liquidity; and discusses regulation, competition, policy, and internal bank management. This book is very current and covers the latest banking developments, including new product and service offerings and the changing role of banks in the financial system.

Financial services refer to the economic services delivered by the finance industry across multiple businesses and organizations like banks, insurance companies, stock brokerages, etc. In banks, besides the primary functionalities of storing, lending and borrowing money, financial services also include making investments across many industries and companies, capital generation, insurance facilitation and fund transfer. This book presents the key concepts and theories essential to the field of bank management and financial services. Constant effort has been made to make the

understanding of the difficult concepts as easy and informative as possible. Banking professionals, financial advisors, experts and students alike will be benefited by an in-depth study of this book.

Never before has risk management been so important. Now in its third edition, this seminal work by Joël Bessis has been comprehensively revised and updated to take into account the changing face of risk management. Fully restructured, featuring new material and discussions on new financial products, derivatives, Basel II, credit models based on time intensity models, implementing risk systems and intensity models of default, it also includes a section on Subprime that discusses the crisis mechanisms and makes numerous references throughout to the recent stressed financial conditions. The book postulates that risk management practices and techniques remain of major importance, if implemented in a sound economic way with proper governance. Risk Management in Banking, Third Edition considers all aspects of risk management emphasizing the need to understand conceptual and implementation issues of risk management and examining the latest techniques and practical issues, including: Asset-Liability Management Risk regulations and accounting standards Market risk models Credit risk models Dependencies modeling Credit portfolio models Capital Allocation Risk-adjusted performance Credit portfolio management Building on the considerable success of this classic work, the third edition is an indispensable text for MBA students, practitioners in banking and financial services, bank regulators and auditors alike.

Written for professionals in financial services with responsibility for IT and risk management, Dimitris Chorafas surveys the methodology required and IT systems and structures to support it according to Basel II. The book is consistent with the risk management certification process of GARP, as well as the accounting rules of IFRS, based on research the author conducted with IASB. The author provices an in-depth discussion of the types of risk, stress analysis and the use of scenarios, mathematical models, and IT systems and infrastructure requirements. * Written in clear, straightforward style for financial industry executives to provide necessary information for risk control decisionmaking * Consistent with GARP, IFRS and IASB risk management processes and procedures * Explains stress testing and its place in risk control The world of retail banking is changing. While previously a purely money-making entity, the industry has brought social responsibility onto its agenda, and the ground rules for success have altered. Traditional convictions, rules and values that have influenced all banking business in the past are brought into question by this shift, and banks are adopting bold strategies in order to win out over competitors. Taking both multidisciplinary and holistic approaches, Retail Banking is a comprehensive analysis of how traditional retail banks can meet the challenges of the emerging competitive landscape. It outlines the importance of considering the traditional fundamentals of banking and fitting them into the modern times, where technology is pervasive and developments in the macro and micro scenarios have changed the landscape of the

industry. It highlights that modern retail banking is a conscious step away from the past, and suggests that for banks to succeed in this field, they must step away from ad-hoc initiatives and instead encourage loyalty and a life-long confidence in each of their customers. This book will be of interest to those with in interest in retail banking, bank management, business models and strategies and financial services.

Ideas on how to reform the financial services industry, from experts on the inside In the wake of the financial crisis of 2008 the practices of the entire global financial services industry have been called into question. From the government, to the media, to the general public, everyone is re-thinking the way forward for the financial sector, but the stakes are high. Should negative trends in the industry continue and financial innovations allow fallout from the next crisis to grow exponentially, the endgame could be the sort of mutually assured destruction that topples entire economies. Charting the way forward for financial services reform requires a fundamental reappraisal of how things are done in order to avert disaster in the near future, and Banks at Risk: Global Best Practices in an Age of Turbulence explores what the future holds, by talking to experts in the know. Compiling the insights of ten key figures in the financial services industry—regulators, commercial bankers, risk managers, and infrastructure specialists—who look at both strategic and operational issues in their assessments of how to clean up the industry and move towards a system of properly-managed risk, the book explores exactly what we need to do to prevent another crisis. Sharing their thoughts for the first time are Liu Mingkang, the Chairman of the China Banking Regulatory Commission; Eric Rosengren, President of the Federal Reserve Bank of Boston; Joel Werkama, Assistant Vice President of the Federal Reserve Bank of Boston; Jane Diplock, former chairperson of the International Organization of Securities Commissions and the former head of New Zealand's securities commission; Jose Maria Roldan, head of the banking supervision at the Bank of Spain; Jesus Saurina, Director of the Financial Stability Department at the Bank of Spain; Dick Kovacevich, former chairman and CEO of Wells Fargo Bank; Mike Smith, CEO of ANZ Group and former head of HSBC's Asia Pacific operations; Shan Weijian, Chairman and CEO of Pacific Alliance Group and former senior partner of TPG Capital; Rob Close, former CEO of CLS Group; Tham Ming Soong, Chief Risk Officer at the United Overseas Bank in Singapore; and Tsuyoshi Oyama, former head of the risk assessment division in the international affairs division of the Bank of Japan. Takes a unique look at the problems with the financial services industry and what can be done to fix them Brings together ideas for reform from numerous internationally respected figures working in the industry, many of them writing about their solutions for the first time Offers a remarkable insight into how to build a more sustainable future Eminently thought provoking, Banks at Risk presents real solutions to reforming the financial services industry, from the men and women who know it best.

Interest in Financial Services Marketing has grown hugely over the last few decades, particularly since the financial crisis, which scarred the industry and its relationship with customers. It reflects the importance of the financial services industry to the economies of every nation and the realisation that the consumption and marketing of financial services differs from that of tangible goods and indeed many other intangible services. This book is therefore a timely and much needed comprehensive compendium

that reflects the development and maturation of the research domain, and pulls together, in a single volume, the current state of thinking and debate. The events associated with the financial crisis have highlighted that there is a need for banks and other financial institutions to understand how to rebuild trust and confidence, improve relationships and derive value from the marketing process. Edited by an international team of experts, this book will provide the latest thinking on how to manage such challenges and will be vital reading for students and lecturers in financial services marketing, policy makers and practitioners. Seminar paper from the year 2009 in the subject Business economics - Investment and Finance, grade: 55%, Nottingham Trent University, language: English, comment: Includes a great list of references, abstract: This report critically evaluates Deutsche Banks' (DB) international strategy and business environment, concentrating on DB's universal bank strategy inside the European region. DB's international business environment is analysed through the application of PEST Analysis and Porters 5 Forces frameworks. Analysis of DB's international strategy includes evaluation of DB's strategic positioning and orientation, entry strategy and finally measuring strategic performance. The latter is achieved by applying the Balance Scorecard Concept together with the features of SWOT Analysis, finally resulting in several recommendations for improvement of DB's international operations. The applied business theories and concepts are critically examined in the course of their adoption. The major finding of the report is that although the highly competitive industrial environment and global financial crisis, DB's strategic management has: achieved good results in positioning DB as a leader in universal banking in Europe as well as around the world; low efficiency and low profitability relative to its main competitors; suffered high share value losses due to the financial crisis as well as its own failures in risk management, but remained stable and credible backed by its strong global franchise. Given that, DB has a strong potential to learn from the crisis, improve its former failures and come out stronger from this crisis.

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A new era of global banking and insurance is emerging, with leading banks eager to serve international markets. This book explores the issues that arise for banks in their strategic choices as they move into these new international markets. Building an International Financial Services Firm challenges conventional assumptions from the international management literature on topics such as the limits of globalization, the importance of cultural and institutional distance, the nature of economies of scale and scope, the existence of first mover advantages, the logic behind the global value chain configuration, the speed and timing of market entry, as well as organizational architecture. It focuses on fundamental strategic decisions such as when, where, and how to enter foreign markets and how to design the organizational architecture of the multinational financial services firm. Using simple theoretical frameworks illustrated by case examples, this book provides a thorough guide to the challenges of the international market for financial services firms, both for those working in the financial services industry, and researchers studying the area.

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Closely examine the impact of today's changing, competitive environment on commercial banks and banking services, as well as the entire financial services industry, with Koch/MacDonald's BANK MANAGEMENT, 7E. This new edition reflects the latest changes and developments, from complete regulatory updates to details of the many programs evolving amidst today's financial crises. Whether your students are practicing or future professionals, they will gain a better understanding of the risks associated with loans and securities, the process of securitization, excessive leverage and inadequate liquidity. Core business models demonstrate value core operating earnings versus trading as well as price- and volume-driven profits. The book provides a framework for developing effective strategies that ensure a proper balance between management's profit targets and allowable risk taking. The book's unique approach to understanding commercial bank management from a decision-making perspective presents actual bank managers making strong financial decisions. Your students clearly see how decisions in one area affect performance and opportunities in other areas. Students gain a solid foundation in the key issues confronting managers today as they become familiar with basic financial models used to formulate decisions and better understand the strengths and weaknesses of data analysis. With the help of this latest edition, students develop the logical thought processes needed to achieve strong financial and management results. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Financial authorities face a number of key challenges, including maintaining financial stability; ensuring long-term finance for stable economic growth; promoting greater access to financial services for both households and small and medium-sized enterprises (SMEs); and fostering a competitive financial industry. Access to finance for SMEs is particularly important, given their large shares in economic activity and employment in Asian economies. Striking the appropriate balance in achieving these objectives through financial supervision and regulation is an important policy issue for financial regulators. This book is the record of a joint conference in 2014 organized by the Asian Development Bank Institute; Financial Services Agency, Japan; and International Monetary Fund Regional Office for Asia and the Pacific on the topic of financial system stability, regulation, and financial inclusion. Participants included noted scholars, policymakers, and financial industrial participants from Asia. ADB Institute The ADB Institute, located in Tokyo, is the think tank of the Asian Development Bank. Its mission is to identify effective development strategies and improve development management in ADB's developing member countries. Financial Services Agency, Japan The Financial Services Agency, Japan is responsible for ensuring the stability of Japan's financial system, the protection of depositors, insurance policyholders and securities investors, and smooth finance through such measures as planning and policymaking. International Monetary Fund Regional Office for Asia and the Pacific The International Monetary Fund Regional Coffice for Asia and the Pacific contributes to economic surveillance and research, leads the IMF's involvement in regional cooperation, manages regional capacity building programs, and promotes the understanding and two-way dialogue of the IMF in the region.

Bank Management & Financial ServicesIrwin Professional Pub

Bachelor Thesis from the year 2006 in the subject Business economics - Investment and Finance, grade: gut bis sehr gut, University of Zurich (Institut für schweizerisches Bankwesen), course: Semester Paper, 50 entries in the bibliography, language: English, abstract: During the

past few years China has attracted investment by foreign multinational companies. With its entry into the World Trade Organization (WTO) on 11 December 2001, China promised to further open up its market to foreign goods and services, and to welcome foreign investment in the following five years in previously restricted sectors such as banking and financial services. However, China's cash management environment still provides many impositions and obstacles to challenge corporate treasurers. Moreover, unwritten local customs and practices, coupled with the lack of written regulations, do not ease situation. And making this even more complex is the fact that the regulations are changing all the time. Therefore, "many companies [...] still find it challenging to implement comprehensive cash management arrangements." 10ften complex regulations, foreign exchange (FX) controls, unique operating conditions, and developing clearing and banking infrastructures complicate the implementation of cash management techniques widely used elsewhere in the world. Hence, this paper introduces the reader to the complex requirements, impositions and obstacles of cash management in China. In this paper the author focuses on two cash management instruments, netting and cash pooling, and presents the associated dilemmas. Furthermore, the author highlightsentrusted loansas an alternative solution. In the course of the paper it becomes clear that implementing cash management instruments requires testing the boundaries of regulation and technology. Meanwhile, but still limited to a few selected MNCs domiciled in certain areas, pilot programs arise relaxing FX restrictions and allowingcash poolingas well asnetting. However, despite China's fast evolving banking and cash management environment, some techniques, e.g.netting, are basically prohibited or at least prevented by extensive FX authority regulations. While some of the cash trap situations can be avoided through proper documentation and careful planning regarding capital structure, others can be handled by implementing particular solutions. The latter holds forcash pooling. Besides processing notional pooling to avoid a prohibited intercompany loan creation, entrusted loanscan reduce the operational activity burden on a company's treasurer.

Fundamentals of Global Operations Management, 2nd Edition provides an overview of the fundamentals of the operations functions and is suitable for people working in any organization in the financial markets. Key issues affecting the industry are covered, such as operational risk management, traditional and new market environments, mergers and alliances, and integration across clearing and settlement. It also looks at how globalisation is presenting new challenges in operations and the new regulatory environment. David Loader takes the reader through the many issues that are important in a management or supervisory role in a practical rather than theoretical way. The new edition features updated regulations and examples.

The authors present a comprehensive and timely discussion of economic capital and financial risk management for financial services firms and conglomerates. Topics covered include: the different types of risks that firms collect; risk governance issues; how stress testing can be used to measure risk; the provision of a clear and precise definition of economic capital; the different types of capital that are eligible to back regulatory capital, and; the development of models that can be used to estimate a firm's economic capital requirements. A unique feature of the book is that, for the first time, the economic capital requirements of financial services firms across the entire risk spectrum, from the short end to the long end, are considered in one book. The authors develop models to estimate the economic capital requirements of banks, asset management firms, life and non-life insurance firms, pension funds, and the financial services conglomerates that comprise these firms. Economic capital is compared to regulatory capital and regulatory capital arbitrage is discussed. The diversification benefit present in financial services conglomerates is quantified and the practical management of this diversification benefit is dealt with. The authors give new insights into capital management and performance measurement for financial services conglomerates and provide detailed descriptions of the main financial services firm regulatory capital changes that are ongoing at the time of writing. This superb and original book charts new ground in

the practical application of economic capital for financial services firms and conglomerates. It is required reading for all capital allocation and risk professionals.

Bank Management and Financial Services is designed to help students master established management principles and to confront the perplexing issues of risk, regulation, technology, and competition that bankers and other financial-service managers see as their greatest challenges for the future. The seventh edition is the most up-to-date discussion of the newest banking and financial-services laws and regulations currently available, encompassing provisions of the new federal consumer bankruptcy rules (the first major changes in the U.S. bankruptcy code in nearly 30 years) as well as the newest rules concerning electronic banking, customer privacy, and the first major reforms in the FDIC insurance system in more than a quarter of a century. Bank Management and Financial Services also remains the most readable and engaging text on the market, with a plethora of real-world examples and information.

Lessons from the leading financial consulting firm What is good financial service? Being knowledgeable. Keeping in touch. Knowing your client's needs. For the past twenty-five years, senior executives of professional financial services firms have relied on the experience of Greenwich Associates in establishing their strategy to attract and keep a committed client base-the core of financial services consulting. Based on work they have done at virtually all of the world's leading professional financial services organization, this book shares the techniques developed and lessons learned in the Greenwich Associates' proprietary research and experience consulting for over a quarter of a century.

Technology. Deregulation. Privatisation. Globalisation. No financial service business is immune to these forces, as they feed on each other in a whirlwind of change. These changes will require a revolution in the way all organizations are managed, demanding: New competitive strategies Alliances and mergers Business intelligence Risk management Quick responses Driving strategic change in financial services outlines the important trends and political decisions which have transformed the financial services industry. It examines how organizations are responding to the new industry models by implementing new strategies, new structures and new management systems. Five senior executives describe how they have each helped to create and implement a

practical vision for their organizations.

This book is intended to lay out, in a clear and intuitive as well as comprehensive way, what we know - or think we know - about mergers and acquisitions in the financial services sector. It evaluates their underlying drivers, factual evidence as to whether or not the basic economic concepts and strategic precepts are correct. It looks closely at the managerial dimensions in terms of the efficacy of merger implementation, notably the merger integration process. The focus is on enhancing shareholder value creation and the execution of strategies for the successful management of mergers. It also has a strong public-policy component in this "special" industry where successes can pay dividends and failures can cause serious problems that reach well beyond the financial services industry itself. The financial services sector is about halfway through one of the most dramatic periods of restructuring ever undergone by a major global industry. The impact of the restructuring has carried well beyond shareholders of the firms and involved into the domain of regulation and public policy as well as global competitive performance and economic growth. Financial services are a center of gravity of economic restructuring activity. MandA transactions in the financial sector comprise a surprisingly large share of the value of merger activity worldwide - including only deals valued in excess of \$100 million, during the period 1985-2000 there were approximately 233,700 MandA transactions worldwide in all industries, for a total volume of \$15.8 trillion. Of this total, there were 166,200 mergers in the financial services industry (49.7%), valued at \$8.5 trillion. (54%). In all of restructuring frenzy, the financial sector has probably had far more than its share of strategic transactions that have failed or performed far below potential because of mistakes in basic strategy or mistakes in post-merger integration. It has also had its share of rousing successes. This book considers the key managerial issues, focusing on MandA transactions as a key tool of business strategy - "doing the right thing" to augment shareholder value. But in addition, the degree of integration required and the historic development of integration capabilities on the part of the acquiring firm, disruptions in human resources and firm leadership, cultural issues, timeliness of decision-making and interface management have co-equal importance - "doing it right." The MznLnx Exam Prep series is designed to help you pass your exams. Editors at MznLnx review your textbooks and then prepare these practice exams to help you master the textbook material. Unlike study guides, workbooks, and practice tests provided by the texbook publisher and textbook authors, MznLnx gives you all of the material in each chapter in exam form, not just samples, so you can be sure to nail your exam.

It is not uncommon to meet professionals in financial services who have only a vague idea of what their colleagues actually do. The root cause is specialization and the subsequent development of jargon that makes communication between common specialists faster and more precise but is virtually impenetrable to everybody else. The Bank Analyst's Handbook provides a modern introduction to financial markets and intermediation. Individual subject areas are covered in a thorough but clear and succinct manner. The breadth of the author's experience as a sell-side bank analyst is

exploited to good effect to pull together these threads and create a coherent framework for the analysis of financial markets, whether these are in advanced economies or developing markets. The Handbook is well-written and highly accessible. It builds on orthodox financial theory (with all of its flaws and controversies) but also highlights many of the real problems involved with translating such theory into practice. It can be appreciated at many different levels and this explains its wide target readership. The Bank Analyst's Handbook: Bridges the gap between the more superficial introductory books and specialist works Covers all the important functions and subjects related to the financial services industry Provides a comprehensive overview for financial services professionals, business school students, consultants, accountants, auditors and legal practitioners, analysts and fund-managers and corporate managers. "An excellent guide for any professionals who are coming into the banking industry. Extremely well-written, covering clearly and lucidly a range of topics which many bankers themselves don't understand. I will make this book mandatory reading - no, make that studying - for anybody I hire to work as a financial sector consultant." —Chris Matten, Executive Director, PricewaterhouseCoopers "A great insight into the often murky and impenetrable world of banking... compulsory reading for analysts and investors alike." —Hugh Young, Managing Director, Aberdeen Asset Management Asia Ltd Saunders and Cornett's Financial Institutions Management: A Risk Management Approach provides an innovative approach that focuses on managing return and risk in modern financial institutions. The central theme is that the risks faced by financial institutions managers and the methods and markets through which these risks are managed are becoming increasingly similar whether an institution is chartered as a commercial bank, a savings bank, an investment bank, or an insurance company. Although the traditional nature of each sector's product activity is analyzed, a greater emphasis is placed on new areas of activities such as asset securitization, off-balance-sheet banking, and international banking.

The tools and information that build effective compliance programs Enterprise Compliance Risk Management: An Essential Toolkit for Banks and Financial Services is a comprehensive narrative on managing compliance and compliance risk that enables value creation for financial services firms. Compliance risk management, a young, evolving yet intricate discipline, is occupying center stage owing to the interplay between the ever increasing complexity of financial services and the environmental effort to rein it in. The book examines the various facets of this layered and nuanced subject. Enterprise Compliance Risk Management elevates the context of compliance from its current reactive stance to how a proactive strategy can create a clear differentiator in a largely undifferentiated market and become a powerful competitive weapon for organizations. It presents a strong case as to why it makes immense business sense to weave active compliance into business model and strategy through an objective view of the cost benefit analysis. Written

from a real-world perspective, the book moves the conversation from mere evangelizing to the operationalizing a positive and active compliance management program in financial services. The book is relevant to the different stakeholders of the compliance universe - financial services firms, regulators, industry bodies, consultants, customers and compliance professionals owing to its coverage of the varied aspects of compliance. Enterprise Compliance Risk Management includes a direct examination of compliance risk, including identification, measurement, mitigation, monitoring, remediation, and regulatory dialogue. With unique hands-on tools including processes, templates, checklists, models, formats and scorecards, the book provides the essential toolkit required by the practitioners to jumpstart their compliance initiatives. Financial services professionals seeking a handle on this vital and growing discipline can find the information they need in Enterprise Compliance Risk Management. Enterprise Compliance Risk Management: An Essential Toolkit for Banks and Financial Services is a comprehensive narrative on managing compliance and compliance risk that enables value creation for financial services firms. Compliance risk management, a young, evolving yet intricate discipline, is occupying center stage owing to the interplay between the ever increasing complexity of financial services and the environmental effort to rein it in. The book examines the various facets of this layered and nuanced subject. Enterprise Compliance Risk Management elevates the context of compliance from its current reactive stance to how a proactive strategy can create a clear differentiator in a largely undifferentiated market and become a powerful competitive weapon for organizations. It presents a strong case as to why it makes immense business sense to weave active compliance into business model and strategy through an objective view of the cost benefit analysis. Written from a realworld perspective, the book moves the conversation from mere evangelizing to the operationalizing a positive and active compliance management program in financial services. The book is relevant to the different stakeholders of the compliance universe - financial services firms, regulators, industry bodies, consultants, customers and compliance professionals owing to its coverage of the varied aspects of compliance. Enterprise Compliance Risk Management includes a direct examination of compliance risk, including identification, measurement, mitigation, monitoring, remediation, and regulatory dialogue. With unique hands-on tools including processes, templates, checklists, models, formats and scorecards, the book provides the essential toolkit required by the practitioners to jumpstart their compliance initiatives. Financial services professionals seeking a handle on this vital and growing discipline can find the information they need in Enterprise Compliance Risk Management.

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There are no clear-cut lines of demarcation between marketing and core financial services functions. Marketing permeates virtually all financial services activities and possibilities. It influences and is influenced by across-the-board demands of contemporary financial services. It wields immense influence on and in determining overall performance of financial institutions. Mostly the influence is positive - as in attracting, satisfying, and retaining a large pool of profitable accounts. That way, gain from marketing is optimized at the least possible risk and cost. The contrary is instructive. Marketing, on occasion, skews a financial institution's approach to risk management. Incidentally, marketing could be a safe haven for financial services risks. Yet a financial institution would be in a mess if it doesn't have effective marketing programmes. This is the paradox that I explore - discussing, in doing so, how to optimize marketing while taming its excess. The unpalatable truth and irony is that the excess is shrouded in subtlety. Marketing of financial services presents both challenges and opportunities to financial institutions and their customers. The provision of financial services itself is a highly respected profession - ideally associated with discipline, integrity, and sobriety. Not only is the industry highly specialized, the markets it serves are also distinctive. Service standard that customers expect is high. Customer tastes and preferences show marked sophistication in some ways. On occasion, high levels of human and material resources are required to effectively serve customer needs. Thus, marketing officers must possess particular attributes to be able to do their work well. In dealing with customers, they must be tolerant, and yet firm on policy issues and as a matter of principle. Most financial institutions clearly define their visions in ways that hinge success on certain core purposes and values to which every employee must adhere. Such institutions tend to have zero tolerance for deviation from, or compromise on, the core purposes and values. Most of the attributes which marketing officers must possess derive largely from the core values. Some of the values require them to be professional, committed, and empathic in dealing with customers. Of course, integrity of the employees should not be called into question. In practice, though, there are no uniform values or attributes which employees in different financial institutions must adopt for marketing or other activities. Foregoing attributes are some of the cherished success requirements for financial services marketing. Success in this context is all about ability to optimize gains from target marketing at the least possible risk and cost to the financial institution. The usual starting point for risk mitigation in financial services marketing is encapsulated in the famous Know Your Customer (KYC) concept. Risks in financial services marketing are real. Managing the risks demands a radical approach, zero tolerance for deviation from - or compromise on - risk management rules, and proven integrity of the marketing employees.

This comprehensive review of China's critically important subsectors covers banking, securities, and insurance, and

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includes those area's development, changing regulatory environments, competitive landscapes, key statistical data, and major players. Enhancing the depth of the guide are a set of special reports that address a range of hot topics: restructuring of the state-owned banks, organization of stock markets, and market potential of the insurance industry. With the most updated data and comprehensive information, this reference to China's financial services industry offers a wealth of information about these drastically changing subsectors.

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