

### **Insights from Program on Effective Change Management, its Impact on Performance & Future of Banking in Changing Marketplace**



L-R: S S Mundra, Deputy Governor, Reserve Bank of India, Arundhati Bhattacharya, Chairman, State Bank of India and Rana Kapoor, Managing Director and Chief Executive Officer, Yes Bank

CAFRAL conducted a unique learning program for banks on a contemporary topic of **Effective Change Management, its Impact on Performance & Future of Banking in Changing Marketplace** on July 29-30, 2015 at Mumbai. The objective of the two-day program was to understand the change management programs being implemented by various banks in terms of the strategy, goals, implementation, assessment and learnings and to encourage formulating future change strategy by focusing on challenges of digitisation, financial inclusion and big data analytics to ensure sustainability and optimum outcome.

The program was broadly divided into two parts. The first consisted of presentations and experiences shared by eminent bankers and practitioners including Arundhati Bhattacharya, Chairman of State Bank of India, M D Mallya, former Chairman and Managing Director (CMD) of Bank of Baroda, K R Kamath, former CMD of Punjab National Bank, Rana Kapoor, MD & CEO of Yes Bank, T K Srirang, Senior General Manager & Head of HR, ICICI Bank, Sanjay Mallik, General Manager, IndusInd Bank, Rajiv Saxena, General Manager, Bank of India, and Saurabh Tripathi, Partner & Director, Boston Consulting Group focusing on different philosophies of change management guiding the strategies and implementation techniques used by respective banks. It led to invaluable learning from various bank's approaches to change management, their responses to disruptive challenges of democratisation and digitisation, which was focused in the second part of the program. Sessions on reshaping and redesigning banking business with opportunities created by digitisation, big data analytics and financial inclusion delivered by A P Hota, MD & CEO, NPCI, Rajesh Bansal, GM, RBI with UIDAI, Naveen Surya, MD, Itz Cash Card & Chairman IMAI, Nath Parameshwaran, Director, Paypal, Shrikanth Rajagopalan, Head of Strategy & Products (India), Amazon Payments, Kaushik Gopalakrishna, Tata Consultancy Services (TCS) formed insightful reflections of leveraging on new opportunities. A session based on ideas from cross-section of customers including farmers club member and urban students served as a platform for discussion on how the banking industry would be reshaping leveraging the disruptive forces unleashed by digital technologies, regulation, regional economics and competition and offer a future of banking in changing marketplace.

[View Photos from the Program](#)

## Highlights from Program on Asset Liability Management and Foreign Exchange Risk



L-R: Dr. Prachi Deuskar, Smita Aggarwal, Dr. Marti Subrahmanyam, G Gopalakrishna, N S Venkatesh, R Ramachandran

The **Program on Asset Liability Management and Foreign Exchange Risk** was delivered by Professor Marti G Subrahmanyam, Professor of Finance, Economics and International Business in the Stern School of Business, New York University on July 16-17, 2015 at Chennai. It focused on discussions around two real-life banking case studies from India specifically developed for the program. The objective of this uniquely designed program was to provide the senior bankers conceptual clarity and application thereof on complex issues involving forex hedging, cost-benefit analysis of issuance of infrastructure bonds, and interest rate risk management. The participants received the program with great enthusiasm.

One of them commented *“Thanks to CAFRAL team for planning the session to be quite practical in terms of working out the actual numbers.”*

Another participant comment was *“Two very important topics which need clarity at senior level got addressed.”*

[View Photos from the Program](#)

## **“Banks should focus more on Capacity Building” says R Gandhi**



L-R: M V Tanksale, G Gopalakrishna, R Gandhi

L-R: Shyam Srinivasan, R Bhaskaran, Ravi Sangvai

CAFRAL had organised the **Roundtable on Capacity Building in Banks** on June 18, 2015 for discussing and formulating strategy to streamline and implement the key aspects of the recommendations of the [Report of the Committee on Capacity Building in Banks and non-Banks](#) constituted by the Reserve Bank of India under chairmanship of G Gopalakrishna, former Executive Director, RBI and Director, CAFRAL. The HR heads and representatives of public, private and foreign banks along with SIDBI and Moody’s actively participated in the deliberations.

R Gandhi, Deputy Governor, Reserve Bank, was the keynote speaker and in his opening remarks appreciated

CAFRAL's initiative of holding the roundtable. He further added that the issues and challenges in implementing these recommendations should be the major focus area for discussions, at a time when RBI as a regulator is engaged in consultation with the stakeholders on the aspects of implementation of the various recommendations of the Committee. The feedback from the deliberations would serve as a good input for policy formulation for implementation. Besides the DG, the speakers at the roundtable included the Members of the Committee - M V Tanksale, N S Viswanathan, Shyam Srinivasan, Dr. Achintan Bhattacharya, and R Bhaskaran.

[Read Keynote Address by R Gandhi, DG, RBI](#)  
[View Photos from the Roundtable](#)

## Upcoming Programs

### FSI-SEANZA Regional Seminar on the Regulation and Supervision of Systemically Important Banks

August 25-27, 2015 - Mumbai

The problems experienced by a number of large banks significantly exacerbated the recent financial crisis and contributed to the weakening of the global economy. As a result, one of the objectives of the post-crisis regulatory reform agenda has been to minimise the negative externalities arising from the failure of such "too-big-to-fail", or systemically important, banks (SIBs). A range of measures have been introduced with this objective in mind, and efforts are under way in many jurisdictions to incorporate these measures into domestic guidance and day-to-day supervisory practices.

In the light of these developments, the Financial Stability Institute (FSI) and the South East Asia, New Zealand and Australia (SEANZA) Forum of Banking Supervisors are organising a seminar on the regulation and supervision of SIBs that will provide a forum for banking supervisors to discuss and exchange views on this important topic. The program is being hosted by CAFRAL on behalf of Reserve Bank of India.

### Financial Inclusion: New Opportunities for the Financial Sector

September 2, 2015 - Mumbai

In India we have seen exclusion from financial services in terms of income (lower income households do not get fair opportunity to avail financial products), geography (parts of India like North-East, Eastern states, rural areas have seen much lower access than other affluent parts of the country), and vocation (small farmers, self-employed individuals and small enterprises find it difficult to establish their credentials to avail of financial services). The objective of the conference is to share and ideate on the new emerging opportunities to reach out to hitherto excluded segments with innovations in access, awareness and product design. Regulation has been playing an encouraging role by a slew of initiatives to improve the eco-system for universal inclusion. How can all this be translated into action with measurable impact, how can technology be leveraged to make it sustainable for banks and convenient for customers, how mutually beneficial partnerships can be forged between various existing and new players in the eco-system, and what parameters of measurement should be used by regulator and policy makers?

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### CAFRAL-ICAI Workshop on Forensic Audit, Cyber Security and Digital Forensics

September 22-23, 2015 - Mumbai

Considering increasing incidents of NPA's, frauds and cybercrimes in the banks, capacity building for knowledge and skills for forensic audit, cyber security and digital forensics is inevitable. The broad objectives of the workshop would cover strengthening the capabilities in forensic audit, understanding use of forensic tools and building cyber security and digital forensic investigative skills. The program aims at developing insights in emerging trends in cyber security management in the banks and strategising to manage fraud risks.

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