

# **2018 International Talent Development Program**

## **(ITDP)**

**Fostering future team leaders of relationship managers in  
the overseas banking area**

***Proposal for Partner Invitation***

**Supervisor: Financial Supervisory Commission**

**Organizer: Bankers Association of the R.O.C**

**Executive Unit: Taiwan Academy of Banking and Finance**

**2018.05.31~11.29**

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# **2018 International Talent Development Program**

## Partner Invitation

### *Section 1: General Information*

#### **A. Background**

International Talent Development Program (ITDP) is a training initiative mandated by **Financial Supervisory Commission (FSC, the highest Financial Authority in Taiwan)** to bolster Taiwan's **competitive strengths in global banking**. The ITDP is committed to driving business innovations in Taiwan's banking community. With series of training workshops combined with overseas study tour visit and the team-based project report at the end of the program, ITDP aims to provide forward-looking perspectives for the community's high potentials in a way that gear their learning process toward being innovative & effective to embrace the opportunities and manage challenges of the changing landscape in global banking business.

Over the past nine years since it's commencement in 2009, the influence of ITDP are expanding rapidly while the more and more it's graduates were empowered to take administrative responsibilities in banks and become the major force nudging Taiwan's banking industry toward internationally competitive.

#### **B. Objectives**

The 2018 ITDP is designed to **enhance mid-level management at corporate banking business/ international banking business/ overseas banking business which is primarily made up by team leaders of relationship managers, and are charged with important responsibilities to convert banks' business strategy to actionable roadmaps**. Participants of 2018 ITDP are expected to learn **how to catch**

**up with Asia's business opportunities emerging from the growth of intra-regional trade & economic developments across this area and tackle the special challenges presented by the management of markets, risks, performance, regulatory compliance and system in the process of reinforcing the breath & depth of their banks' footprints in Asia.**

**Deploying case-driven / thought-provoking training approaches (to be supplemented with various pre-course / in-course / post-course learning activities (such as pre-readings, group discussions & presentation, post learning assessment)) to structure series of learning sessions developed to reflect the unique opportunities and challenges faced by bankers in ASEAN, the program is expected to help trainees to acquire key knowledge, problem-solving & innovative skills to make success in the following areas:**

**(1) Developing Banking Business in Asia:**

- Creating new business models to harness the new wave of payment digitalization.
- Modernizing IT infrastructure to achieve greater efficiency & quality in banking.
- Designing customized financial solutions to support international trades & other types of cross-border business expansion for the clients.

**(2) Managing Performance and Risks of Cross-border Banking Business:**

- Factoring robust considerations about risks into the process of business decisions.
- Driving sustainable business growth by the sound performance management system linked to long-term business strategy.

**(3) Developing Successful Business Relationships with People from Different Cultures:**

- Understanding international etiquettes and their implications in maintaining client & partner relationships in the context of international business.
- Mastering communication skills for management of overseas team and negotiation skills to achieve win-win results for parties involved in the communications.

### **C. Supervisor**

Financial Supervisory Commission

### **D. Honorable Program Director**

Mr. Wellington L. Koo, Chairman, Financial Supervisory Commission

### **E. Organizer**

Bankers Association of the R.O.C

### **F. Executive Unit**

Taiwan Academy of Banking and Finance

### **G. Target Participants**

The number of participants is **capped at 35 persons** to allow for **group-based training approaches**. The delegates of this program are comprised of senior banking regulators and high-potential bankers with the following qualifications:

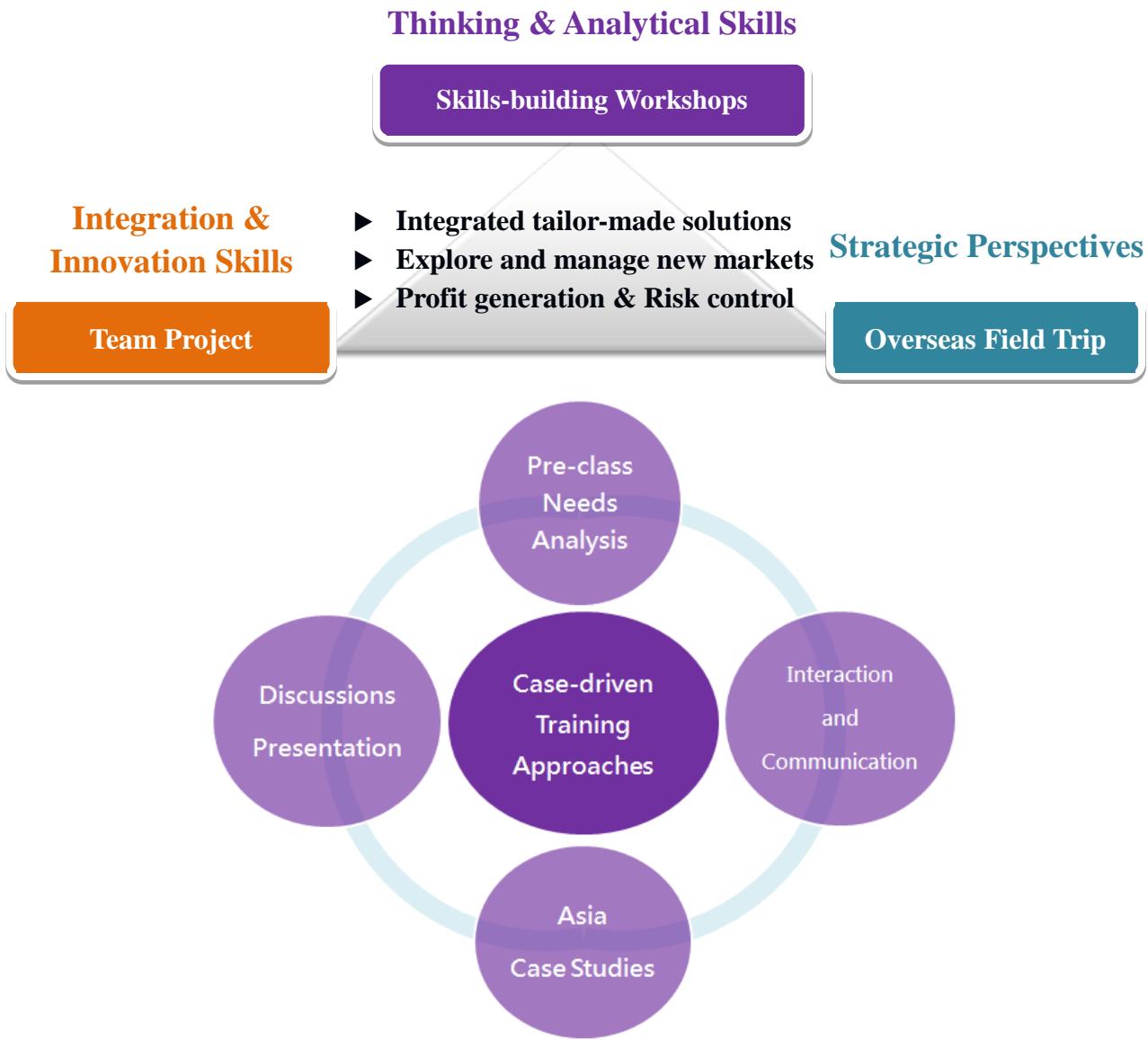
- (1) Having 6~8 years of experiences in international business planning/operation area**
- (2) Being familiar with corporate banking financial products, and aspire to learn how to provide integrated financial solutions for MNC clients in Asia through tailor-made combinations of different products**
- (3) Being ambitious to play critical roles in their banks' regional expansion in Asia**

### **H. Venue**

Taiwan Academy of Banking and Finance  
(No. 62, Sec. 3, Roosevelt Road, Taipei 100, Taiwan, R.O.C)

## I. Program Structure

Diversified learning activities are organized to refresh participants' professional competencies in a broad spectrum:



## J. Structure of Skills-building Workshops

Skills-building workshops in the 2018 ITDP are comprised of five modules:

- **Module A: Regulatory Compliance (法令規範)**

- **Module B: International View (國際視野)**
- **Module C: Strategic Management Methodology (策略管理)**
- **Module D: Business Development (業務發展)**
- **Module E: Developing Successful Business Relationships from Different Cultures (團隊溝通)**

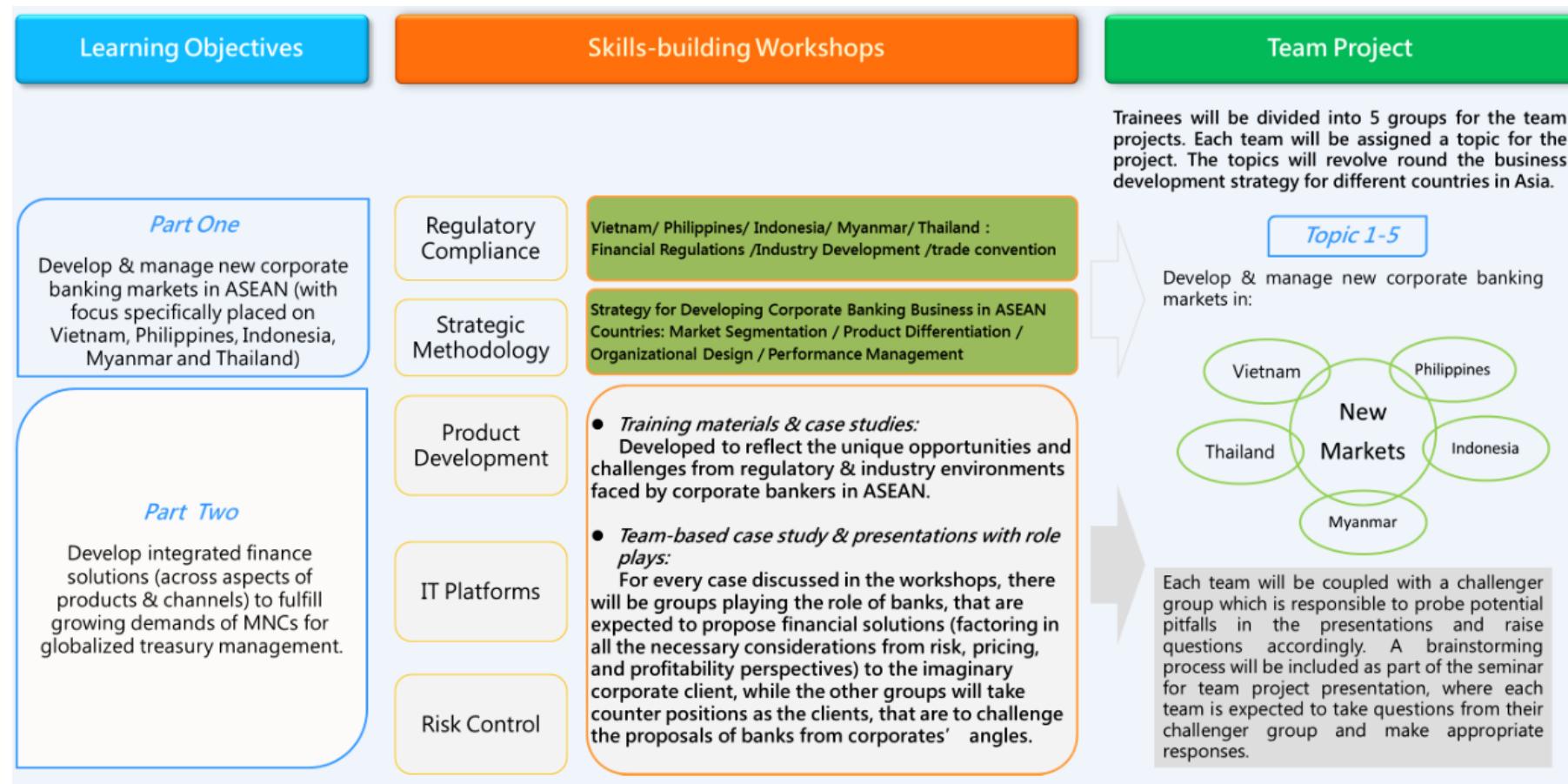
## **K. The Objective-oriented Approach to Integrate Curriculum Planning for Skills-building Workshops and Team Project Presentations**

The core value of 2018 ITDP is founded on objective-centric curriculum design that connects skills-building workshops with team project (at final term). Through the integrated training process, the 2018 ITDP targets to equip bankers with the abilities to give clear strategic view & business solutions to:

- Develop & manage new banking business markets in ASEAN (with focus specifically placed on Vietnam, Philippines, Indonesia, Myanmar and Thailand).
- Develop integrated finance solutions (across aspects of products & channels) to fulfill growing demands of MNCs for globalized treasury management.

The skills-building workshops, which serves as the building blocks in this program, are expected to prepare participants with solid analytical methodology (addressing the focal issues as mentioned above) that will then be adopted by participants as the backbone to develop their team projects at final term.

The following figure gives a succinct depiction about how do the workshops and team project relate to each other. .  
 (Please be advised that only the core part of all the ITDP workshops is selected for the figure. Please refer to Section Two of this proposal for the complete list of workshops encompassed in the 2018 ITDP.)



## **L. Purpose of Inviting Overseas Partners**

To source high quality training experts, ITDP seeks to establish partnerships with leading international financial training consultancies or multinational banks specialized in the areas covered in Module A, Module B, Module C, Module D, or Module E in the program and are capable to provide supports for the following issues:

- **Instructor recruitments**
- **Course design, course delivery, and other training-related logistics supports**

In connecting with the professional networks of financial training, ITDP looks to continuously strengthen the quality it's committed to deliver to the participants.

## ***Section 2: List of Workshops and Requirements for Training Execution***

### **M. Time Table of Workshops**

Please be advised that all the workshops are open to external partners expect those marked in grey areas.

Module A: Regulatory Compliance (法令規範)		
1	6/8 09:00-17:00 (7 hours)	A1 越南金融法規與產業環境 The financial regulations and industry environments in Vietnam
2	7/2 09:00-17:00 (7 hours)	A2 菲律賓金融法規與產業環境 The financial regulations and industry environments in Philippines
3	7/26 09:00-17:00 (7 hours)	A3 印尼金融法規與產業環境 The financial regulations and industry environments in Indonesia
4	7/27 09:00-17:00 (7 hours)	A4 緬甸金融法規與產業環境 The financial regulations and industry environments in Myanmar
5	6/7 09:00-17:00 (7 hours)	A5 泰國金融法規與產業環境 The financial regulations and industry environments in Thailand

Module B: International View (國際視野)		
6	6/11 13:00-17:00 (4 hours)	B1 東南亞政經論壇 Forum on political and finance in East South Asia
7	10/19 (09:00-17:00) (7 hours)	B2 國際政經情勢分析與研究 Research and analysis of international political economy
8	9/4 (09:00-17:00) (7 hours)	B3 國際法令遵循與反洗錢實務做法 International practice on regulatory compliance and anti-money laundering
Module C: Strategic Management Methodology (策略管理)		
9	6/27-6/28 (09:00-17:00 for each day) (14 hours)	C1 業務創新藍海策略 Business strategic innovation & blue ocean strategy
10	7/7 (09:00-17:00) (7 hours)	C2 市場進入模式評估、營運籌設與授信管理 Market entry modes evaluation, business operation and credit management in Asia
11	8/2-8/3 (09:00-17:00 for each day) (14 hours)	C3 海外營運經營實務管理 Practice on operational management of overseas business
12	9/17 (09:00-17:00) (7 hours)	C4 銀行資產負債管理 Asset and liability management in banks
Module D: Business Development (業務發展)		
13	8/9-8/10 (09:00-17:00 for each day) (14 hours)	D1 亞洲市場專案融資案例研討 International project finance: case studies and applications in Asia
14	9/3 09:00-17:00 (7 hours)	D2 亞洲市場國際併購、私募與參股案例研討 International merger & acquisition, private equity investment and equity participation: case studies and applications in Asia
Module E: Developing Successful Business Relationships from Different Cultures (團隊溝通)		
15	7/17-7/18 (10:00-18:00、 08:30-16:30) (14 hours)	E1 領導與團隊建立技巧 Leadership and team building skills and techniques

16	9/21 (09:00-17:00) (7 hours)	E2 亞洲國家風俗文化特性探討與跨文化溝通 Explore the characteristics of custom culture & connect with culture in Asia
<b>Overseas Study Tour Visit / Group Presentation</b>		
17	6/1 (9:00-13:00)	Orientation Program 開班典禮
18	8/24 (13:30-17:00)	Group Presentation (Mid-term) 期中簡報
19	9/30-10/6	Overseas Study Tour Visit in Vietnam 海外考察活動（越南）
20	11/9 (13:00-17:30)	Group Presentation (Final-term) 期末簡報
21	11/29 (16:00-17:30)	Certification & Award Ceremony 結業典禮

## **N. Training methodology**

1. It's expected that **lecturing serves as the primary mode of instructions in class (accounting for at least 60% of the entire class hours)**, and are appropriately blended with other interactive approaches which cater to different learning objectives and are effective to improve trainees' learning incentives and achievements. The training methods adopted in the workshops shall include (but are not limited to) the following categories:

- (1) **Pre-readings** provided before class to ensure the trainees are well equipped with prerequisite knowledge.
- (2) **Lectures** (with PowerPoint slides) delivered in a highly organized and vigorous manner.
- (3) **Team-based case study assignments**, designed to enhance trainees' analytical skills and innovative capabilities, shall be fulfilled with a series of systematically coordinated hands-on learning activities containing computer simulations, group discussions, short presentations, etc., to be wrapped with insightful comments from the instructor.

## **2. Standards for course workbooks**

- (1) **Lecture slides:** All the perspectives presented in the lectures should be analytically illustrated with persuasive evidence from concrete practical experiences, which are to be supported by persuasive quantitative and / or qualitative evidence from reliable sources dated after **2016**.
- (2) Instructional materials of case study:
  - (a) **Instructional materials of case study should contain sufficient background information** (both qualitative and quantitative) by which rigorous inferences and analysis can be performed to formulate a solid basis for professional

discretion. It's expected the instructional materials should be those dated after **2016** to be relevant.

- (b) **Materials drawn from the real cases in the ASEAN areas are required.**

## **O. Requirements for Instructor Qualifications**

The qualifications of the instructors should satisfy the following conditions:

### **1. Professional experiences:**

The instructor should have **more than 20 years** of working experiences with top ranked multinational banks in the areas closely related to the workshop subjects, which includes at least **10 years of practices in the ASEAN markets.**

### **2. Training Experiences**

- (1) The instructors shall have training experiences in professional areas directly related to the required workshop topics, and have been accredited as one of the most authoritative trainers in the subject areas.
- (2) The instructor should have more than 10 years of training experiences for top-ranked multinational banking institutions.
- (3) The instructor should be able to manage the particular learning styles of the trainees from the Eastern culture.

### **3. Behavioral Attributes**

The instructor should:

- (1) Be highly enthusiastic about course design & delivery.
- (2) Be capable of catching up with and respond to the dynamics of participants' learning demands.
- (3) Show great ambitions for outstanding training performance.

### **4. Language**

English or Mandarin

### ***Section 3: Partner's Scope of Work and Evaluation of Training***

#### ***Performance***

##### **P. Scope of work**

1. Recommending qualified instructors for workshops encompassed in the program.
2. Developing detailed course agenda which is expected to specify the following details:
  - (1) Learning topics, outlines, and detailed time allocation
  - (2) Topics of team-based interactive learning activities
3. **Designing 20 scenario oriented multiple-choice or true-false questions as the content of post-class test to be performed at the end of selective workshops. The requirements are only applicable to Workshop C3, D1.**
4. Providing soft copies of pre-reading materials for prerequisite knowledge enhancement, with clear instructions on their relations to the course and how to make good use of it to achieve optimal learning outcomes.
5. Providing soft copies of all the other course materials (including but not limited to lecture slides and case studies) for TABF to make printings.
6. Maintain effective communications with the instructor to ensure the timeliness and quality of all the required works achieve the anticipated level.

##### **Q. Evaluation criteria for training performance**

The instructors' performance will be analyzed based on the evaluations completed by the trainees at the end of each workshop. The evaluation measures the extent of the instructor's proficiency (with 5-points Likert scale) in the following areas:

1. Quality of course content, assessed by the extent of structural integrity, concreteness, solidity, appropriateness of knowledge

- depth, and its usefulness in driving trainees' professional achievements in their workplace.
2. Quality of instructions, assessed by the effectiveness of lectures and interactive learning activities with regard to driving learning incentives, improving trainees' comprehension levels in the domain field, and encouraging their innovative thinking.
  3. Quality of teaching materials, assessed by their readability, and the efficacy in optimizing learning efficiency.

An overall rating will also be generated by the weighted average of the score of each separate item.

#### ***Section 4: Proposal Requirements for the Potential Partners***

The proposals from the potential partners are expected to contain the following details about the recommended instructors and training investments:

##### **R. Instructor's details:** Name / Nationality / Language / Institution /

Position / Years of practical experiences with banks/ Years of training experiences.

##### **S. Instructor's past career highlights in the field related to the topics of the workshop:**

- (a) Titles of institutions and positions, as well as number of years in each position.
- (b) Major achievements related to the subject workshops

##### **T. Instructor's training experiences:**

- (a) Number of years of training experiences related to the workshop topics, and major institutional clients covered.
- (b) Topics, formats, target audience and outlines of the past training events. Complete course agenda provided along with a short clip of class video and sample of lecture slides are preferred.

## **U. Supporting evidence for the instructor's training performance**

Course evaluation from the past participants, preferred to encompass both quantitative and qualitative assessment.

## **V. Expected workshop investments.**

1. Instructing fee per day (inclusive of 20% withholding tax for the R.O.C. government, but exclusive of travel costs.)
2. Approximate costs of air tickets. (Accommodations will be directly arranged by TABF.)

### ***Section 5: Evaluation and Award Schedule***

It's expected that the potential partners interested in the program submit the proposals by **Friday, 16 March, 2018** for TABF to undertake evaluation procedures. The outcomes of evaluations will be determined on both of the quality and pricing. TABF will revert with a formal notice to the participating groups after final decisions are achieved.

### ***Section 6: Team Members of the Executive Committee at TABF***

- ▶ Dr. Hank C.C. HUANG, President of TABF
- ▶ Dr. Yang-Cheng Lu, Executive Vice President of TABF
- ▶ Dr. Chia-Wei Wang, Director of Overseas Business Institute of TABF
- ▶ Ms. Ti-Chen Chen, Deputy Director of Overseas Business Institute of TABF
- ▶ Ms. Abby Chang, Overseas Business Institute of TABF
- ▶ Ms. Ping-Chen Lin, Overseas Business Institute of TABF
- ▶ Ms. Marcellina Huang, Overseas Business Institute of TABF
- ▶ Ms. Claire Lee, Overseas Business Institute of TABF
- ▶ Ms. Angie Tsai, Overseas Business Institute of TABF

### ***Section 7 : Primary Contact***

- ▶ Ms. Angie Tsai, Overseas Business Institute of TABF

Tel: 886-2-3365-3529

Email: angie@tabf.org.tw

## **Appendix: Introduction of Financial Supervisory Commission, and TABF**

### ► **Website of Financial Supervisory Commission**

(Chinese edition) <http://www.fsc.gov.tw/ch/>

(English edition) <http://www.fsc.gov.tw/en/index.jsp>

### ► **Website of TABF:**

(Chinese edition) <http://www.tabf.org.tw/tw/>

(English edition) <http://www.tabf.org.tw/English/>

## **Appendix: Suggested course outlines for selective workshops**

### ► **Module A: Regulatory Compliance in Vietnam/ Philippines/ Indonesia/ Myanmar/ Thailand (法令規範-越南、菲律賓、印尼、緬甸及泰國) :**

- Overview of financial system, financial supervisory framework, foreign access specification, labor regulations and financial crime (金融體系概覽、金融監理制度、各國准入、勞工法規與金融犯罪介紹)
- Establishing communication with financial supervisory agencies (如何與金融監理機構建立良好溝通渠道)
- Economic overview and latest developments of industry environment (經濟環境以及在地與外資企業之產業環境概觀)
- Latest regulations for foreign banking institutions: market expansion and business management (外資金融服務業務設點營運相關規範)
- Latest regulations for capital controls (外匯制度與相關法令規範)
- Latest developments and future outlook of FinTech (金融科技發展現況與未來展望)