

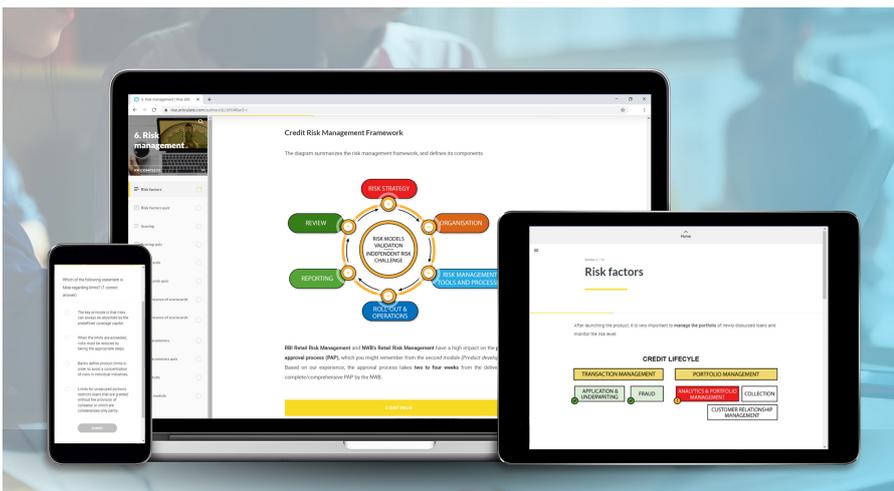


## RETAIL LENDING ACADEMY

### INTRODUCTION

The Retail Lending Academy is the foundation of Retail Product Management with its 18 modules. The Lending Academy is a highly user-friendly and easy-to-master learning material. The Retail Lending Academy offers a wide range of knowledge and ensures that the participants will have the same language and understanding of Product management. The Retail Lending Academy is a **self-learning tool for Product Managers, which allows participants to learn at their own pace.**

Product management is an important function in a commercial bank. This organisational function is strategically driving the development of the product portfolio of the organisation. This is one of the reasons why it can be mentioned as the cradle of organization's development.



Product management combines the **objective of maximizing sales revenues, market share, and profit margins.** The product management is an active part of the initiation of a new product concept through to the readiness and commercial launch of new products.

Product management drives the business case and justification to start new product development and has an active role throughout the steps and or stages to develop, test and launch a new product. Product management is also involved in product change and lifecycle decisions and planning. After the course participants get the certificate as Certified Retail Lending Expert.



## COURSE STRUCTURE

The Lending Academy is a self-learning tool for Product Managers, which allows participants to learn at their own pace. The applied training techniques in the Lending Academy will be the combination of the following

- online material,
- case studies and
- tests and exams.

Each module consists of **several chapters** and at the end of each chapter you will find at least three multiple choice questions (or other types of review activities, such as a sorting/selection task). These questions and review tools will ensure that the learners are immediately given a feedback how to master the chapter.

## CONTENT OF LENDING ACADEMY



## LEARNING DURATION

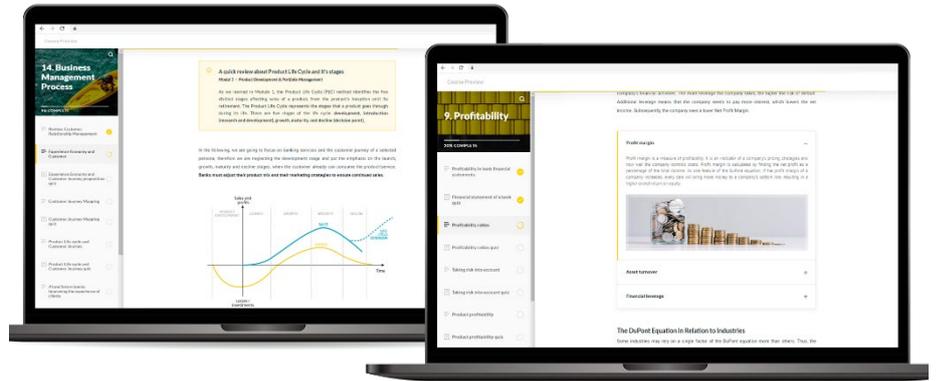
The Retail Lending Academy consists of **18 modules** and according our experience the following period is required to acquire knowledge:

Modules	Hours	Modules	Hours
1. Introduction to Product Development	1,5	10. Pricing	4
2. Product Development Process	6	11. Marketing	4
3. Testing your Product - Piloting	2	12. CRM Campaigns	3
4. Product Launch	2	13. Customer segmentation	2,5
5. Underwriting	4	14. Business Management Process	2,5
6. Risk Management	4	15. Sales	4
7. Collection	4	16. Product management	4
8. Retail provisioning	4	17. New to bank customers	4
9. Profitability	4	18. Operations	2,5

**Total length of the 18 modules: 62 hours**

## EXAM

Exams are organized online through the learning management platform from ITCB. The exam consists of 60 test questions. **Passing the exam requires at least 60 percent.** ITCB informs the student about the exam result by e-mail within 10 working days.



## DETAILED CONTENT

	<h3>Module 1: Introduction to Product Development</h3>		<h3>Module 2: Product Development Process</h3>
<ul style="list-style-type: none"> <li>• From cradle to grave...</li> <li>• Why do we develop?</li> <li>• The life cycle of a financial product</li> <li>• Phases of the life cycle</li> <li>• New growth strategy</li> <li>• Strategies of product development</li> <li>• Product development process</li> </ul>		<ul style="list-style-type: none"> <li>• Stages of offer/product development process</li> <li>• Value Proposition</li> <li>• Data gathering</li> <li>• Product design</li> <li>• Monitoring</li> <li>• Capacity planning</li> </ul>	
	<h3>Module 3: Testing your Product - Piloting</h3>		<h3>Module 4: Product Launch</h3>
<ul style="list-style-type: none"> <li>• Methods for product testing</li> <li>• Costs of piloting</li> <li>• Benefits of piloting</li> <li>• Designing and conducting a pilot</li> <li>• Evaluation and decision making</li> </ul>		<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Marketing strategy</li> <li>• Implementation plan</li> <li>• Launching the product</li> <li>• Product definition document</li> </ul>	
	<h3>Module 5: Underwriting</h3>		<h3>Module 6: Risk Management</h3>
<ul style="list-style-type: none"> <li>• Principles of underwriting</li> <li>• Processing</li> <li>• Verification and Underwriting</li> <li>• Fraud</li> </ul>		<ul style="list-style-type: none"> <li>• Risk factors</li> <li>• Scoring</li> <li>• Scorecards</li> <li>• Performance of scorecards</li> <li>• Risk parameters</li> </ul>	



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### Module 7: Collection

- Collection stages - Pre and Early Collection
- Collection stages - Late Collection
- Collection stages - Recovery collection



### Module 8: Retail provisioning

- Principles of provisioning
- Loans as financial instruments
- Stages of loans
- Accounting aspects



### Module 9: Profitability

- Profitability in bank financial statements
- Profitability ratios
- Taking risk into account
- Product profitability



### Module 10: Pricing

- Pricing Models
- Pricing elasticity
- Fund Transfer Pricing
- Risk Based Pricing



### Module 11: Marketing

- Marketing tools and market research
- Product and Price
- Place
- Promotion



### Module 12: CRM Campaigns

- CRM in banking: main factors and trends
- Main CRM processes and techniques
- CRM systems



### Module 13: Customer segmentation

- Customer segmentation: definition and objectives
- Main aspects of customer segmentation: methods and variables
- Behavioural segmentation



### Module 14: Business Management Process

- Experience Economy and Customer Experience
- Customer Journey Mapping
- Product Life cycle and Customer Journey
- AI and future banks: Improving the experience of clients



### Module 15: Sales

- KPIs - Measures that matter
- Sales enablement tools
- Sales Training - Knowledge-creation
- Incentive scheme



### Module 16: Product Management

- Product Management
- Retention
- Cross-sell, Top-up
- Refinancing



### Module 17: New to bank customers

- Acquisition
- Customer Acquisition Process
- Customer Acquisition Cost



### Module 18: Operations

- KPI's linked to process
- Process designing