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# Reputational Risk Management in Financial Institutions

*By Thomas Kaiser, Petra Merl*



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With the increase of regulatory scrutiny in this area (for example in the form of the Internal Capital Adequacy Assessment Process), the demand for a practical guide to the potential pitfalls of managing this very capricious and hard-to-quantify risk has increased. High profile events such as the London whale at JP Morgan and LIBOR rigging at RBS have led to greater scrutiny imposed on the reputation of banks and financial institutions. In Hong Kong the regulation of reputational risk has already been introduced, with the Hong Kong Monetary Authority issuing guidance in 2008 in the form of the HKMA Supervisory Policy Manual. Just recently in July 2014 the European Banking Authority issued their draft guidelines CP 14 on the supervisory review and evaluation process which asks for an explicit risk management process for reputational risk, linked to the operational risk management process.

Reputational Risk Management in Financial Institutions provides illustrative case studies, tracing the history of this risk type, demonstrates best practice methodologies and processes for managing it, examines the changing regulation requirements and compliance issues, and discusses what the future holds for reputational risk in banks and financial institutions.



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## **Reputational Risk Management in Financial Institutions** By Thomas Kaiser, Petra Merl Bibliography

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## **Editorial Review**

### **Review**

Reputational risk in financial institutions is the most comprehensive book in this new and challenging risk branch. Whereas market, credit and operational risks usually cause a direct, somewhat easily quantifiable hit in the balance sheet, offering a headline to news outlets, reputational risk most of the time is a consequence of those hits in the public perception and in several occasions can have a much longer and slowly felt impact. For this reason very few authors dared to tackle the subject. This book provides the reader with not just examples of how some large financial institutions manage this risk, but also delivers an overview of methodologies used to better assess reputational risk levels. --Prof. Dr. Marcelo Cruz, New York University Stern School of Business

Although it is a key issue in many financial institutions, reputation risk remains something of a mystery. This book provides an important step forward in helping to shed light on this much misunderstood and often mismanaged concept. It is essential reading for risk managers and executives alike. --Dr Simon Ashby, FIOR, Chairman of the Institute of Operational Risk

### **About the Author**

Thomas Kaiser has been working in the risk management profession for more than 15 years. Through membership in several international and German banking organizations, he has been closely involved in the creation of the operational risk rules of the Basel II accord and their interpretation. Thomas is a director with the financial risk management practice at KPMG, and is responsible for operational and reputational risk management consulting projects across the globe. Together with Petra Merl, he has started a regular exchange of reputational risk management professionals of major German banks and insurance companies. Thomas is also honorary professor at Goethe University in Frankfurt, teaching risk management at graduate and executive level. He holds a master degree in business administration from Saarbrücken University and a PhD in financial econometrics from Tübingen University. Thomas is a professional member of the Institute of Operational risk and member of its German chapter's inner circle.

Petra Merl has been working in the risk management profession for more than 15 years. Her career includes various roles in Risk Control, most of which were focused on counterparty and market risk control. She worked for Commerzbank AG and was Head of Market Risk in HypoVereinsbank AG, Milan. She joined the OpRisk community 3 years ago and has implemented the Reputational Risk Framework in HypoVereinsbank AG in 2012. Petra is a First Vice President with HypoVereinsbank AG, and is responsible for Operational and Reputational Risk Control in Unicredit Bank AG and has functional authority over all divisional Operational Risk Managers in the AMA Subgroup. Here responsibility encompasses governance, qualitative and quantitative aspects of those risk types. Together with Prof. Thomas Kaiser, she has started a regular exchange of reputational risk management professionals of major German banks and insurance companies, which also resulted in publications and conference presentations. Petra holds a Diploma in Mathematics and Business Administration from University of Regensburg. She is a professional member of the Institute of Operational risk and member of its German chapter's inner circle. Petra is a Subject Matter Expert in the PRIMIA's advisory group for Reputational Risk.

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**Wayne McKnight:**

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