

Chapter 1 : Credit Portfolio Management, Measuring, Modeling - Starweaver

Building upon the seminal work established in the first best selling edition, this fully revised multi-author reference collection brings you up-to date with a complete and cohesive examination on the latest techniques for credit risk assessment and management.

The secret to better credit-risk management: Chief among those lessons learned is the need to strengthen the management of credit risk as economic conditions fluctuate. Not only were the analytic models employed by banks ill-prepared for the depth and length of the recession, bank executives were caught off guard by their inability to do more to manage through the onslaught of consumer defaults. The good news is that these hard times spurred analytic innovation and produced useful data to strengthen risk management going forward. Our post-crisis research has revealed three important lessons regarding credit risk that can be instructive for banks everywhere: Rapid and significant changes in economic and market forces can render traditional risk-management approaches less reliable. Credit providers need better economic forecasting relative to risk management for loan origination and portfolio management. Economically Calibrated Risk Models Risk models that are used to originate loans or make credit decisions on existing customers need to take an economically sensitive approach that offers the guidance and insight banks require for effective risk management. Such an approach will enable models to provide decision makers with more reliable and actionable information. Empirical evidence shows that default rates can shift substantially even when credit scores stay the same see Figure 1. By , a 2 percent default rate was associated with a score of about as rapidly worsening economic conditions and the impact of prior weak underwriting standards affected loan performance. Although most banks already incorporate some type of economic forecasting into their policies, our research and experience indicates a substantial portion of this input is static and may not provide useful guidance for risk managers. As a result, there is a tendency to over-correct and miss key revenue opportunities, or under-correct and retain more portfolio risk than desired. Fortunately, progress in predictive analytics over the past three years now allows forecasting based on a more empirical foundation that is far more adept at managing risk in a dynamic environment. Such forecasts can augment existing credit-risk predictions in two ways: They can improve predictions for payment performance. These improved predictions can be incorporated into individual lending decisions, and they can be used at the aggregate level to predict portfolio performance. They can be used to predict the migration of assets between tranches of risk grades. When used in conjunction with aggregate portfolio default probabilities, this can form the basis of forecasting risk-weighted assets for the purpose of Basel capital calculations and other types of regulatory compliance. Risk Shifts as Economy Shifts During economic downturns, many lower-risk consumers may refinance their debt obligations, leaving their previous lenders with portfolios full of riskier consumers. Other borrowers who were lower-risk in the past may reach their breaking points through job loss or increased payment requirements. And higher-risk consumers may get stretched further, resulting in more frequent and severe delinquencies and defaults. Economically calibrated analytics give lenders a way to understand the complex dynamics at work during unstable economic times. The resulting models provide an additional dimension to risk prediction that enables lenders to: Grow portfolios in a less risky and more sustainable manner by identifying more profitable customers and extending more appropriate offers. Limit losses by tightening credit policies sooner and targeting appropriate customer segments more precisely for early-stage collections. Prepare for the future with improvements in long-term strategy and stress testing. Achieve compliance with capital regulations more efficiently. Improved accuracy in reserving will also reduce the cost of capital. At the simplest level, next-generation analytics provides lenders with an understanding of how the future risk level associated with a given credit score will change under current and projected economic conditions. These sophisticated analytic models are able to derive the relationship between historical changes in economic conditions and the default rates at different score ranges i. Using this derived relationship, lenders can input current and anticipated economic conditions into their models to project the expected odds-to-score outcome under those conditions. They can model their portfolio performance under a variety of scenarios utilizing

economic indicators such as the unemployment rate, key interest rates, Gross Domestic Product GDP, housing price changes and many others variables. These models can be constructed regionally or locally to account for the fact that economic conditions may not be homogenous across an entire country. The odds-to-score relationship can be studied at an overall portfolio level or it can be scrutinized more finely for key customer segments that may behave differently under varying economic conditions. And, it can be applied to a variety of score types, such as origination scores, behavior scores, broad-based bureau scores like the FICO Score and Basel II risk metrics. An economically calibrated behavior score could be used in place of, or along with, the traditional behavior score across the full range of account-management actions. Significant Value Add for Compliance In addition to operational risk management, the incorporation of economic factors into portfolio performance modeling can be valuable for regulatory compliance. When lenders set aside provisions and capital reserves, it is important that they understand the risks in their portfolios under stressed economic conditions because that is when the reserves are likely to be needed most. Thus, lenders can more accurately calculate forward-looking, long-term PD estimates to meet regulatory requirements and calculate capital reserves in a more efficient and reliable manner. This can help banks free up more capital for lending and credit without taking on unreasonable risk. Approach Already Bearing Fruit We recently applied our economically calibrated risk-management methodology to the portfolio of a top U. We compared the actual bad rate in the portfolio to predictions from both the traditional historical odds approach as well as the economically calibrated methodology. In a second example, European lender Raiffeisen Bank International RBI is using an economically calibrated risk-management technique to complement its more traditional credit scoring information. This provides the bank with a forward-looking element to its credit scoring following concerns about the creditworthiness of some of the central and eastern European countries in which the bank operates. RBI is using this new approach on its credit card, personal loan and mortgage portfolios to build future economic expectations into credit risk analysis. Regulatory compliance was the initial driver of this move, but RBI quickly realized the new approach could help it achieve stability in the overall capital requirements for its retail business segment. Each market the bank serves faces different economic prospects, and calibrating risk strategies for each market can help the bank grow during good and bad economic periods. In another real-world case, a U. An analysis of its data conducted with the new methodology found that the predicted bad rate for its portfolio rose more than basis points compared to predictions based on a more traditional approach. The new approach would have decreased the amount of credit extended to a larger portion of the portfolio and not decreased credit to those less sensitive to the downturn. The lender would have realized millions of dollars in yearly loss savings. For the same U. Prioritizing accounts by risk, the strategy would have targeted 41 percent of the population for more aggressive treatment in April. In other words, the economically adjusted scores improved the identification of accounts that should have received more aggressive treatment in anticipation of the economic downturn. Using this strategy, the lender would have been ahead of its competition in collecting on the same limited dollars. FICO calculated this figure using the number of actual bad accounts that would have received accelerated treatment, the average account balance, and industry roll rates. This underscores the aggregate benefits of economically calibrated risk management when used across a customer lifecycle. And, the benefits are scalable for larger portfolios. These are just a few examples among many worldwide that illustrate the value of economically calibrated analytics for risk management. In fact, one of the largest financial institutions in South Korea recently adopted this same approach to help it derive forward-looking estimates on the probability of default in its consumer finance portfolio. The lender will be using these predictions to continuously adjust its operational decisions depending on anticipated economic conditions. Now is the Time to Act Smart lenders are reevaluating their risk-management practices now when economic conditions are somewhat calm and there is no immediate crisis that requires their full attention. A reevaluation of risk-management practices can enable measured growth while simultaneously preparing a lender for the next recession. The use of forward-looking analytic tools will become the risk-management best practice of tomorrow. With improved risk predictions that are better aligned to current and future economic conditions, lenders can more quickly adjust to dynamic market conditions and steer their portfolios through uncertain times. To read more commentary from Dr. Jennings and

other FICO banking experts, visit <http://>

Chapter 2 : The Fed - Supervisory Policy and Guidance Topics - Credit Risk Management

The outputs of these models also play increasingly important roles in banks' risk management and performance measurement processes, including performance-based compensation, customer profitability analysis, risk-based pricing and, to a lesser (but growing) degree, active portfolio management and capital structure decisions.

Chapter 3 : Credit Risk Modeling | Moody's Analytics

Featuring contributions from leading international academics and practitioners, Credit Risk: Models, Derivatives, and Management illustrates how a risk management system can be implemented through an understanding of portfolio credit risks, a set of suitable models, and the derivation of reliable empirical results.

Chapter 4 : Credit Risk Modelling: Current Practices and Applications

Evaluating Credit Risk Models Abstract Over the past decade, commercial banks have devoted many resources to developing internal models to better quantify their financial risks and assign economic capital.

Chapter 5 : Credit Risk: Models, Derivatives, and Management - Google Books

This hands-on-course with real-life credit data will teach you how to model credit risk by using logistic regression and decision trees in R. Modeling credit risk for both personal and company loans is of major importance for banks.

Chapter 6 : We Help to Improve Credit Risk Management in Banks - Piotr Rudnicki Consulting

Credit risk management is the practice of mitigating losses by understanding the adequacy of a bank's capital and loan loss reserves at any given time - a process that has long been a challenge for financial institutions.

Chapter 7 : The secret to better credit-risk management: economically calibrated models | Analytics Magaz

Our credit risk models are built with a wide range of applications in mind, including loan origination, risk ratings, credit loss reserving, stress testing, risk-based pricing, portfolio monitoring, and early warnings.

Chapter 8 : Credit risk management: What it is and why it matters | SAS

- minimum risk management policies should be considered - clearly defined policy for model documentation - clearly defined policy for an adequate archiving and maintenance of the information, access permission, etc.

Chapter 9 : Credit Risk: Models, Derivatives, and Management - CRC Press Book

In the rst chapter, we provide an up-to-date review of credit risk models and demonstrate their close connection to survival analysis. The rst statistical problem considered is the development of adaptive smooth-.