



THE

INTERNATIONAL

BRIDGING THE BCC WORLD

NUMBER 22

FEBRUARY-MARCH 1984



Dear Colleague



These few lines I am writing to you are related to 'GIVING'. Truly speaking, it is in 'GIVING' that one discovers himself and his relationship with his Creator. We were all born out of the instinct of 'GIVING' and we all possess a strong inescapable instinct to GIVE. BCC was born with the full realisation of the purpose for which it came into being; it was the spirit of 'GIVING' which was to shape itself into what we are today.

Truths in whatever shades and shapes they appear all converge in a single infinite truth and at the same time each one of them is truth in totality. Like any truth, the truth of 'GIVING' is infinite in its scope, its power and its purpose and so is the soul of BCC.

As you know, the exercise of 'GIVING' was introduced by us during 1982 to blaze the hidden fire in our instincts to GIVE and then to experience our souls which collectively became the soul of BCC. Each person GIVES according to his own sentiments, his own urges and his own light. Some people GIVE as in 'GIVING' they find the healing of their soul and the purification of their spirit. Some GIVE when they hear the irresistible melody and pathos in the music of 'GIVING'. Some others GIVE when their hearts moan and cry to GIVE and they cannot help but to GIVE. Yet some others GIVE when their urge to GIVE bursts out into blustering flames and they have no way to extinguish these flames but by 'GIVING'. A few GIVE when they discover a semblance of godliness in them and divinity in 'GIVING'. Some more GIVE when they feel that 'GIVING' is the sweetest form



of getting. Many GIVE when the chemistry of 'GIVING', i.e. humility, love, thanks and God's pleasure, is distilled in the chemistry of their tears. Very few are fortunate to GIVE when after digging deep into the enormous rubble heap of taking they find a few shining gems of 'GIVING'.

On this occasion my very sincere request to you is that please GIVE when you have captured the heart of 'GIVING'. When during the next few days you receive and then GIVE three per cent of your annual salary, please GIVE with it something of yourself; a part of your feelings, a part of your heart, some of your love, all of your humility and your grateful thanks.

As for me, I have little to GIVE except to pray to my God to GIVE you all and the best and a touch of His silent and invisible 'GIVING'.

I will be so happy to hear from you.

As ever I am yours,

Alpha Hasanah

This is the first issue of *The BCC International* for 1984. It precedes the annual management conference to be held in Vienna in February. An article on Vienna gives a brief historical background to the city that has been a centre of action and genius for many centuries.

'Classical Spirit Continuum' is an attempt to understand the heart of human genius as it expresses itself in different forms throughout the ages. It is possible to see in real management the latest such expression.

The article on Hong Kong represents the mood of BCC at the start of '84. The Hong Kong operation is merging with the rest of BCC in name and in spirit with a visible expression supporting the firm foundation already established within the invisible. The newly-named BCC Hong Kong is a truly international bank.

Country profiles of Barbados and the Maldives chart the progress of our bank in two countries relatively new to the BCC network. Mr J.M.G. Adams, Prime Minister of Barbados, says that the extension of BCC's activities 'represents an expression of faith in the economic future of our island'.

BCC's corporate philosophy continues to evolve. 'Humility' is a statement of profound significance about the nature of BCC.

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CLASSICAL SPIRIT CONTINUUM

Energy, which is the essence of action, can demonstrate itself through two channels, the visible and the invisible. This phrase can also mean that energy can demonstrate itself through thought and through feelings. Energy, therefore, can be at work in both a visible and an invisible sense. If we agree that the spirit of man has attempted to achieve excellence since the beginning of time, we must assume that any classical demonstration in the field of art is an expression of that spirit of excellence. In architectural terms the pyramids, Persepolis and the Parthenon are ancient examples of the desire for the spirit of man to express itself in visible, tangible and durable terms. That same spirit is at work, therefore, when that spirit expresses itself in classical art forms of all types. Painters, sculptors from the Renaissance period such as Michelangelo and Leonardo, the 15th century artistic expressions that come from Venice, the poetry of the metaphysicals such as William Blake and William Wordsworth, are the same energy and the same spirit at work in pursuit of excellence and self expression.

If all the foregoing is true, then perhaps it can be said that that same spirit was at work in Vienna in the 18th century when Haydn, Mozart and Beethoven seemed to

interlock in a musical trinity to express man's feelings and aspirations in a classical musical style. Is it, therefore, possible to draw a parallel between the spirit of creation that was behind the energy that produced the pyramids and the energy that went into producing Beethoven's choral symphony? I believe there is, and I feel that this could be called the classical spirit continuum.

This desire by man to express himself has not always been for good. Alexander's and Napoleon's military genius was part of that same spiritual continuum, but clearly not its totality. However, it would seem that the genius that was in them at times expressed itself in the desire for excellence in the management and control of men in the field of war.

In this shocking 20th century, we have seen once again that spirit at work in the genius of Einstein, T.S. Eliot and, more recently, in a new body of men involved in research into biochemistry and neurosurgery. It is rare, however, that this spirit has ever manifested itself in the field of politics.

If there is indeed a classical spirit continuum, it has always appeared in the field that man most needs to express himself, the Renaissance being a classical example of man's need to rise out of the dark ages.

At this moment in our history, never has the need been greater for the

classical spirit to express itself in the field of human management. Overpopulation, inequality, poor distribution, climatic changes and a feeling of hopelessness pervade society in this high technological, heavily nuclear oppressed global society. Is it possible that this desire, almost passion, for expression which is appearing within the framework of real management at BCC and, we discover, elsewhere, has something within its essence that reflects the continuum? Is it possible that we are seeing the classical spirit re-awakening, exercising its energy through action of thought and action through the feelings that will bring about a more cohesive world society and one which will bring about a restructuring of man's attitude to work, his attitude to rewards for work and his attitude towards his fellow men?

Real management, enlightened management, should be seen in this context, with the power that is interfusion being its instrument and humility its home.

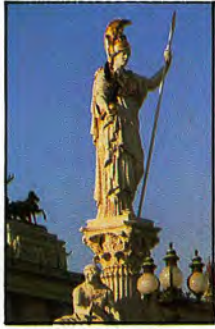
Had this article been written by a BCC family member of the Third World, similar examples from Eastern cultures would indicate the same continuum. If someone wishes to submit an article of similar length from an Eastern viewpoint, it would be much appreciated.

VIENNA

AND THE IDEA OF THE CITY

A PERSONAL VIEW BY ANTHONY FREEMANTLE





IN late February, BCC managers from around the world will be meeting for the Annual Management Conference. This year's conference will take place in Vienna, Austria. In order for all the BCC family members to be able to feel that they are also in Vienna, at least in spirit, we include in this issue of *The BCC International* an historical appreciation of the city of Vienna — a city which has been a centre of action and genius for many centuries. In a brief pre-conference article a BCC International contributor has allowed his thoughts and feelings to flow in an attempt to capture the spirit of Vienna.



Side altar at Stams Abbey church

Civilization may be defined as the nurture and practice of those arts which allow and encourage men to live together harmoniously in cities. That great historical miscellany of human wisdom and folly, the Shorter Oxford Dictionary, tells us that 'civil', 'civilization' and 'city' are descended from two connected Latin words:

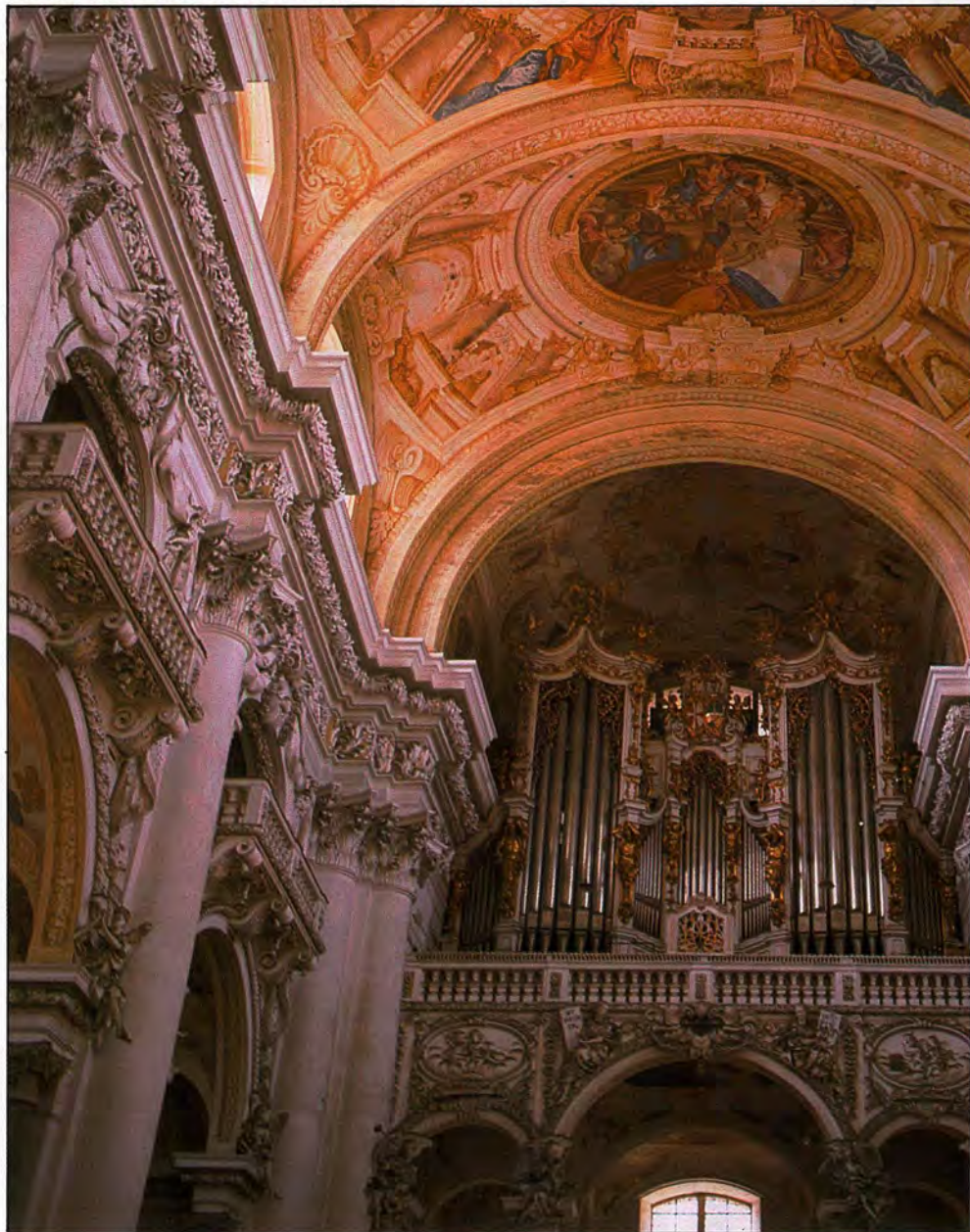
civilis — *civil*: of, or belonging to, citizens; of the nature of a citizen
civitas — *city*: the condition of (being) a citizen

Cities tell us much, but not everything, about the structure and processes of the human mind; indeed they constitute models in space and time of some aspects of it. This is not a new thought, for one of the noblest ideas in European culture comes to us from the Hellenic-Christian world of St Augustine who thought continuously of the 'Civitas Dei' — the city of God. He conceived of the divine order in terms of the human city and he believed the human city should aspire to the condition of the divine order, within the limitations of our human weakness and frailty. Thus the ideal city would be a great demonstration of the union of the visible and the invisible.

But cities are secular as well as sacred and one of the great secular cities of Europe is Vienna, where BCC is to hold its management conference in February. Now Vienna is the supreme symbol and emblem of that

old dynastic Europe which perished utterly in the convulsions and destruction of the First World War. If

Baroque style: organ and nave ceiling of St Florian's Abbey



Stairs and courtyard of the Schönbrunn Palace

you would understand something of the nature and spirit of European civilization, then Vienna is an important historical fact which must be taken into account. More than any other city in the modern world, it is the creation of a single dynasty — the Habsburgs. The first Habsburg to rule in Vienna arrived in 1282; the last, the young emperor Karl, departed in 1918. Astonishingly, his wife, the Empress Zita, is still alive — a living link with the 13th century.

Throughout their six centuries of unbroken rule (which at various times extended over Spain, Italy, the Netherlands and parts of Germany), the Habsburgs never ceased to think of their Empire as a vast private estate. As late as 1914, the aged Emperor Franz-Joseph urged his soldiers to be 'a patriot for Me'. No talk of the fatherland for him. He was defending



Street scene in Vienna



his inherited property. And that is one reason why the old Europe destroyed itself; put roughly, its rulers had an imperfect idea of civility, of the idea of being a citizen. They failed to bring harmony to urban man.

This is something on which we in BCC would do well to meditate, since the task of achieving this harmony cannot, of its nature, ever be completed, for it must be maintained, minute by minute, hour by hour, day by day, week by week, month by month and year by year. We are united in the common pursuit of what is disclosed by the idea of civility, both in our internal and external relations.

That is why the meeting in Vienna has great symbolic importance for us all, because the ancient Austrian capital is also the capital of the Baroque. This strange word (and nobody is sure of its precise origin: it may derive from the Portuguese "barroco" — a large irregular pearl) is applied to a period of history, a style of architecture and an epoch in the development of Catholic Europe. It is the product of the vigorous religious revival of the 17th century which sought to bring a troubled secular world back to the truths of divine civility — to create, in fact, on earth St Augustine's 'Civitas Dei'. Thus the churches, palaces and monuments of the Viennese Baroque constitute a symbolic ordering of what is mortal

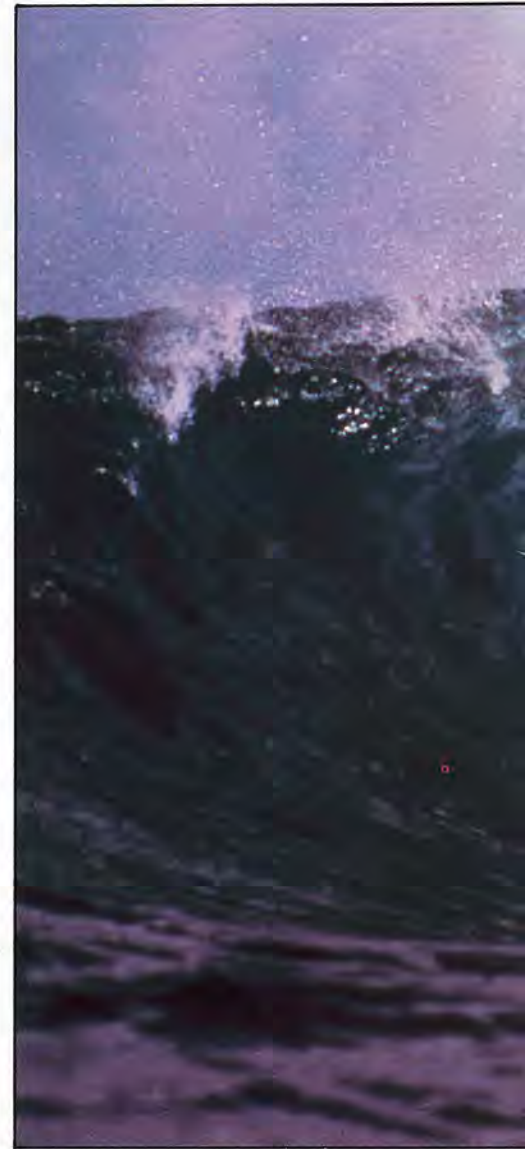
(for even marble will perish one day) in terms of what is immortal.

If you look at the principles that underlie the planning of a baroque church in its groundplan and elevation — the relation of straight line to curve, of circle to oval and rectangle, of longitudinal to transverse axis, of the various parts to one another — you will see that they unite to produce effects of beauty and harmony which you may feel, even though analysis may be difficult.

Standing in one of these churches, we may look up at one of the great visionary ceiling frescoes and see the heavens thronging with figures of angels and saints and martyrs, rank on rank, far up into the height where amid a radiant storm of light the Godhead is enthroned and we realise that what is here intended is a physical representation of the union of the visible and the invisible — to return to a point we made earlier — a union of worlds in which heaven and earth are brought together in a rich pageantry of colour and symbol, of worship and communion. It is to be noted that a festival upon which baroque catholicism laid much stress was the Feast of All Souls.

We can all recognize, amidst the splendour of Baroque's dazzling light, a humility and piety in face of the Divine that, of itself, compels a loving admiration and contemplation of which brings solace and refreshment.

THE POWER FLOWS



In the previous issue of The BCC International, an article entitled 'The power you are' recorded a series of meetings between the President and BCC officers from around the world. 'The power flows' synthesizes the responses to those historic meetings.

'I had never before realised that I am a power and now I feel I can know my power which is bestowed on me by the powers of my branch who have given me the opportunity to manage their powers.'

K.V. Aiyappan — BCC Hong Kong

'... a feeling that every human being, wherever he is placed, has a purpose in life and that is to serve humanity.'

Amin M. Jindani — BCC Kenya

'Our energies were flowing, interfusing and we were experiencing a feeling, removing barriers, bringing us closer to unity and in this unity a power of enlightenment was emerging, conveying that these spirits in their changing forms are ever-lasting.'

H. Din — Leadenhall Street, London

'Through humility we are transcending into a higher state of being.'

Masood Ariff — BCC Slough, UK

'The interfusion and feelings of 9000 BCC powers can bring unlimited success to our organization. We should experience our energy psyche in its

purity, in its nature of dynamic silence by removing all negative values. Feelings are a very strong power and the flow of this power is creativity.'

Jamshed Ali — BCC Douala, Cameroon

'The most astonishing thing has happened. I am aware of a new quality in me that I was not aware of before. It is the power in me. This is my real self. And the feeling of this power is also a power.'

Nadeem Rahman — BCC Dakar, Senegal

'A thin ray of light entered me and lit me up from within. It happened so calmly, softly and gently that I hardly felt it until it enlightened me and shed light on my understanding of humility and interfusion. This was a physical happening, in my body and in my soul. I can hardly express, even today, what it was and how it happened.'

Muhammad Nasim Khan — BCC Karachi, Pakistan

'The meetings built within me the will, flow and desire to seek out the

unknown and unseen opportunities for the family to which I belong — the BCC family.'

W. J. Lobo — BCC Amman, Jordan

'Work is truly a prayer to the Lord and is absolutely unconditional.'

K. J. Kamath — Head office, BCC Hong Kong

'It was an experience to be cherished and remembered. I was face to face with my own destiny and my own conscience.'

Khalil A. Zobairi — BCC Colombo, Sri Lanka

'It is becoming clearer to me that without the discovery of the total being of myself I will not be able to realize the full potential of life. To find reality, to find God, will require me to go beyond thought and discover its source. This became clear for me in our recent meetings.'

Z.A.H. Kasim — Leadenhall Street, London

'It was a time when I passed from ignorance to knowledge on very



fundamental issues — a time which began in wonder and ended in understanding. I was enriched with knowledge after the meticulous analysis of words and phrases like vision, destiny, journey, totality, real management and humility — all part of my vocabulary before, but which have now become impregnated in my conscious mind with the full richness of their meaning. As I left I felt fully aware of my destiny, my purpose — a better human being, a better manager.’
K. Iqbal Jafferi — BCC Muscat, Oman

‘I found the face-to-face meeting with my colleagues a heart-to-heart meeting.’
Abu Ahmad — BCC Manama, Bahrain

‘Our recent meetings have further ignited the spark of desire in me which was lit six years ago when I was born in BCC. They have unleashed a thirst in me, an insatiable desire for profit which is the lifeblood of our bank.’

Faisal Basheer — BCC Frankfurt, W. Germany

‘The atmosphere was so friendly and relaxing that it presented a picture of a united family working together for one purpose. I could feel the flow of love. It was constant and reciprocal.’
S.N. Haider — BCC Oxford Circus, London

‘I was sitting in a room with my colleagues. The atmosphere was so close and so frank. We were talking about submission to God, service to humanity and humility. I can still hear their voices from the beat of my heart.’
Waheed Haider Shaikh — BCC Dubai, UAE

‘The meetings have left a unique feeling in my total being. It was the feeling of love in its purest form. It was the feeling of warmth and sincerity at its richest level. It was the feeling of humility in its highest form. Above all, it was the moment of merger and oneness of my entire being (psychic and

physical) with BCC.’
Hassan Parvez — BCC Montreal, Canada

‘I have realized that no one family member can achieve totality on his own. We need each other in order to create the whole. When we accept this, the future success of BCC is assured.’
N.A. Wood — BCC Liverpool, UK

‘I saw humility and desire and came close to understanding the human soul or psyche.’
Ronen N. Pawar — BCC Mombasa, Kenya

‘I now feel that through understanding the dynamics of creation, life and existence, we can prosper, flourish and achieve our purpose.’
J.M. Patel — BCC Handsworth, UK

‘We know that work sustains life and enhances the quality of life. Our desire and our will is to serve humanity and to submit to God.’
Raihan N. Mahmud — BCC Commercial Road, London

BCC ENTERS THE CAPITAL MARKETS

First issue of floating rate notes

THE BCC Group has ended the year on a highly successful note. During the year officers from the Merchant Banking Services Division, with the help of many senior colleagues in Central Support Organization, co-ordinated the first issue by BCC of floating rate notes which are listed on the Luxembourg Stock Exchange. This represents an important step in BCC's evolution. By guaranteeing payment of the interest and the principal when the notes mature in 1990, the BCC Group has raised \$50 million in the capital markets for a period of seven years.

This is important for BCC in two ways. The successful issue of the notes means that BCC has tapped a new source of funds. This is BCC's first mobilisation of funds from the capital markets. But, more important than the initial sum itself, the success of the issue favourably reflects the standing and reputation of BCC in the international financial community. The speed with which the notes were underwritten and the excellent initial response to the issue are good indications that BCC is perceived as a quality bank.



(from left) Sohail Kizilbash, Shahid Jamil, Jeffrey Chowdhry

The issue was co-ordinated by Shahid Jamil, assisted by Sohail Kizilbash and Jeffrey Chowdhry. In order to make a public issue, such as this, a bank must comply with stringent requirements. It must publish a prospectus in which is presented a complete statement of its history and its operations. The BCC prospectus lists its shareholders, subsidiaries and affiliates and includes its audited

financial information for the past five years. Once the decision to make a public issue had been taken by the President, Mr Agha Hasan Abedi, the prospectus was produced in just three months.

Mr Jamil is generous in his praise for his colleagues, both within the Merchant Banking Division and in other divisions, particularly International Division and Group Accounts. He says: "We could never have published the first prospectus in so short a time without the help of all members of our family. The success of this first public issue is another success for the BCC family."

Approaches

Before the decision to go ahead was taken by the President, two banks had discussed tapping the capital market with BCC. Bank of America has known BCC since its inception in 1972. London and Continental Bankers have also got to know BCC well, especially over the past three years. Both banks had, at different times, discussed the possibility of lead-managing such a venture for BCC. When it seemed that the timing was appropriate for launching a Floating Rate Note Issue, it was decided to bring both these banks together to lead-manage our first public issue. The two lead managers agreed jointly to lead manage the \$50 million Floating Rate Note Issue for BCC. The lead managers then began working with BCC executives on the substantial legal documentation required for such an issue.

After completion of the necessary preparations and formalities, the lead managers approached international investment banking institutions in London on Thursday 10 November 1983 to join the co-management group. In the first instance 14 banks were invited by the lead managers and asked if they would like to join as co-managers to underwrite this FRN issue. To the delight of BCC officers and executives, all but one agreed to take part. The one bank that declined

was itself launching its own Floating Rate Note Issue on the same day.

By the following day two more institutions had asked to join in, bringing the total number of co-managers to 15. The co-management group was assembled by the lead managers in one day. They are all leading participants in the London financial market and their geographical spread overlaps with BCC's branch network. Mr Jamil says: "Our lead managers and co-managers are an excellent group of banks and financial institutions. We could not have hoped for a better beginning."

On 22 November representatives of all the banks involved gathered at Leadenhall Street for the signing of the Subscription Agreement. This document binds the issuer, the guarantor and the managers.

There was an atmosphere of celebration at the signing. Michael Wellman, Executive Director of Bank of America International, spoke of his happiness at the success of the issue, and said "The management group was made up of prominent and illustrious names." Agha Hasan Abedi, President of BCC, thanked the co-managers very sincerely for their confidence in BCC. He said that "the strength and security of the Group have always been important factors in BCC's rapid growth. Progress, stability and the highest standards of banking are the hallmarks of BCC and the signing of the agreement was a vote of confidence in BCC." In his speech, Michael Gibbs, Deputy Managing Director, London and Continental Bankers, said that it was likely that other banks would adopt BCC's long standing policy of concentrating on short term trade lending, since it had proved to be a great success.

BCC's first issue of floating notes was an historic event. It has opened a new source of funds for the Group. Its success is further recognition by the financial community that BCC has achieved a good measure of acceptability in the international world of banking.

*These securities having been sold
this announcement appears as a matter of record only.*



U.S. \$50,000,000

BCCI FINANCE N.V.

(Incorporated with limited liability in the Netherlands Antilles)

Guaranteed Floating Rate Notes due 1990

Guaranteed as to payment of principal and interest by

BCCI HOLDINGS (LUXEMBOURG) S.A.

Bank of America International Limited

London & Continental Bankers Limited

Abu Dhabi Investment Company

Arab Banking Corporation (ABC)

Bank of China

Banque Arabe et Internationale d'Investissement (B.A.I.I.)

Banque Nationale de Paris

**Bayerische Vereinsbank
Aktiengesellschaft**

Credit Suisse First Boston Limited

First Chicago Limited

Kidder, Peabody International Limited

Kuwait International Investment Co. s.a.k.

**Lehman Brothers Kuhn Loeb
International, Inc.**

Merrill Lynch Capital Markets

**Orion Royal Bank
Limited**

**Prudential-Bache
Securities**

Sanwa Bank (Underwriters) Limited

December 1983



國際商業信貸銀行



BCC HONG KONG

A new name for new times

ON 1 November 1983 the Hong Kong Metropolitan Bank became Bank of Credit and Commerce Hong Kong. The bank has been part of the BCC network since 1979 and the change of name does not imply any change in ownership or management structure. It is rather a recognition of the growing importance of Hong Kong to the BCC group as a whole.

Henry Wat, vice chairman of BCC Hong Kong, says: "The change of name will enhance our customers' awareness of our relationship with the global BCC organization. Since 1979 the growth and presence of our bank has greatly accelerated. It has reached a point where its activities have outgrown the image of a local bank." In Hong Kong's highly competitive financial circles, the 'new' BCC Hong Kong will get a boost by being also seen as part of an expanding international network. The change of name will help in marketing the bank's services to clients who trade all around the world.

The change of name was accompanied by a well-orchestrated advertising campaign. All clients of the bank were informed of the change and reassured that it would only be to their advantage. All existing business would be carried on efficiently, without any administrative upheavals for clients.

Fifteen daily newspapers carried large advertisements, as did the main monthly financial publications in the region. At the same time, a 35-second television advertisement was shown on all three major channels.

But the most important part of the campaign was the role played by family members in the 23 branches in Hong Kong and the agency in San Francisco. BCC's unique style of banking allowed family members to put across to customers the reasons for the change of name in a very personal manner. This personalized service and attention to the needs of clients are major reasons for the success of the group wherever it operates.

On the following page Kezia Loong, assistant manager in the Personnel and Training Department, gives her

view of the interfusion of Hong Kong into the totality of BCC's global operation.

Commercial centre

Hong Kong has been a major commercial centre in East Asia since the mid-19th century. With few natural resources of its own, it has built its prosperity through confidence, versatility and hard work. It is now a city of international stature comparable to Paris or Los Angeles. It is the world's number one garment exporter, number three container port, number three financial centre, and is the 17th largest trading unit in the world.

Hong Kong had a difficult year in 1982, when the worldwide recession caused problems. But by mid-1983 Hong Kong's manufacturing industry was showing signs of a major recovery. The textile industry has now restructured itself to deal with competition from newer manufacturing centres such as Korea, the Philippines and China. The industry survived the rush of competition by upgrading the quality of its product. Clothes from Hong Kong can now be found in the very best shops in New York, London and Paris.

As a result, clothing manufacturers are taking on new employees and staffing levels now reach 350,000 people in 13,000 plants. This makes clothing by far the largest source of employment in Hong Kong.

The electronics sector accounts for 10% of domestic exports, but it is facing fierce competition and will need to be flexible in the coming years if it is to hold on to its market share. There are calls for government intervention. But these are likely to fall on deaf ears in view of the government's policy of detachment from business affairs.

China is rapidly developing its offshore oil industry and this will have massive implications for the business world. As the centre of the region's capital markets, Hong Kong is likely to play an important role in helping to raise the finance.

China

Hong Kong's involvement in China's oil industry might well provide a key to the future of the colony. There is already a growing interdependence between Hong Kong and China. There is a well established and mutually beneficial trading relationship. Hong Kong is an important centre for re-exporting Chinese manufactured goods and in 1982 Hong Kong was China's third largest trading partner. It buys much of its food and water from China and some experts consider that China is the largest external capital investor in Hong Kong.

The future of this relationship is uncertain. On 1 July 1997 Britain's 99-year lease over much of the territory expires, and China is unlikely to renew it. The Chinese want Hong Kong to be administratively autonomous under Chinese sovereignty and are pledged to maintain its capitalist system.

However the problems of sovereignty and administration are resolved, the question is casting a long shadow over much of Hong Kong's business life. It has recently caused wide fluctuations in property values and equities.

Hong Kong remains an energetic and flexible commercial centre with a strong instinct for survival. Last year's budget forecast of a 4% growth in Gross Domestic Product in real terms was outstripped by performance. One result of the uncertainty about the colony's future has been a shift in investment from property into manufacturing. As property prices have fallen, rents have come down, bringing down overheads and making Hong Kong's products more competitive internationally.

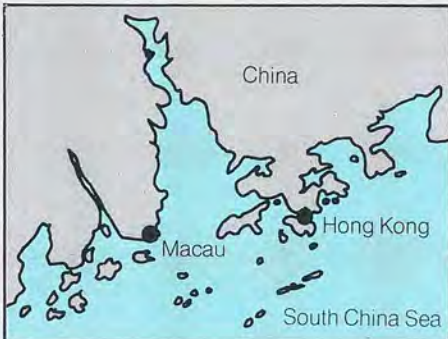
Both Britain and China are pledged to preserve Hong Kong's stability and prosperity. This is likely to mean safeguarding Hong Kong's trading capabilities. The newly-named BCC Hong Kong will play a significant role in the future development of Hong Kong and of the worldwide BCC family.

Background Information

Time	8 hours ahead of GMT (summertime, 9 hours ahead)
Population	4.7 million
Languages	English and Chinese
Religion	Mainly Buddhist
Currency	Hong Kong dollar (HK \$) = 100 cents
Exchange rate	HK \$7.77 = US \$1.00

Economy. Structure: an industrial economy, with manufacturing using nearly one third of the labour force, and supplying about one fifth of GDP. Tourism and finance are important.

Main industries: clothing, electrical machinery. **Main exports** (and share of total): clothing (28%), electrical machinery (12%), textile yarns and fabrics (9%). **Main imports:** textile yarns and fabrics, food, electrical machinery, chemicals. **Main trading partners** (and share of total): exports — United States (27%), West Germany (9%), United Kingdom (8%), Japan (7%). Imports — Japan (23%), China (18%), United States (12%).



HONG KONG METROPOLITAN BANK HAS BECOME

BANK OF CREDIT AND COMMERCE

A member of BCC GROUP with over 350 offices in 65 countries
 Total Assets US\$ 9,650,000,000
 Capital Fund US\$ 640,000,000
(figures as at December 31, 1982)

國際商業信貸銀行 **BANK OF CREDIT AND COMMERCE**
 HONG KONG LIMITED
 Head Office: Admiralty Centre, Tower 1, 100 Queen's Road Central, Hong Kong
 21 local branches and 1 overseas agency in San Francisco, U.S.A.

THE EVOLUTION OF BCC HONG KONG

A personal view by Mrs Kezia Loong, assistant manager, Personnel and Training Department

Hong Kong Metropolitan Bank was a local bank staffed with 150 local Chinese who were traditional and conservative. Business was confined to a small clientele. It was quiet and undisturbed. It seemed the world would go on in this way forever until one day in 1979 the bank was bought by BCC.

"Who are these outsiders? How will this change of ownership affect us? Are they taking over our jobs?" These were the questions in the minds of the locals at the time of the takeover.

Blessedly, the outsiders were humane, humble and thoughtful, besides being banking professionals. They wanted to impress, not to impose; to convince, not to force; to participate, not to rule. With these beliefs and convictions, the process of interfusion began to take place. It was a gradual, natural and steady movement.

Expatriate officers who transferred to Hong Kong, determined to convert Metrobank into an international, dynamic bank, worked hand-in-hand with locals in a spirit of teamwork. They took the initiative to infiltrate into the local group. Metrobank was revitalized. Opportunities opened to every one of the staff. Through BCC, the locals gained international exposure and knowledge of new technology. These outsiders' positive, candid, unselfish attitude steadily touched the hearts of the Chinese, who became enlightened, convinced of the sincerity of the BCC concept, and, very naturally, accepted their style.

However, this was not entirely a smooth process. There were occasions of misunderstandings and conflicts. The rapid expansion of Metrobank's network, the need to adapt to new systems and the continuous inflow of new staff did not always help the

situation. But all these hurdles provided opportunities for people to gain a better understanding of each other and bring them closer together. Conflicts were ironed out. People learned to share and to respect each other. Energy mixed and flowed. The invisible wall was slowly removed.

Interfusion in Metrobank was helped by BCC's humane approach to staff management, with the emphasis not only on the material needs of the staff, but the moral needs as well. This was achieved by sharing human values, discovering individuals' potential and conducting various development programmes.

The interfusion of people in mind and soul is an on-going process that requires conscientious effort.

The essence of the BCC concept — humility, service to humanity, joint personality, integration — wove Metrobank into the very fabric of BCC.

MANAGEMENT SERVICES DIVISION



Delegates at the first ever MSD conference

Interfusion, interdependence and interrelationship

The Management Services Division held its first ever global conference last December. Delegates from MSD centres around the world assembled in London for the one day conference. They heard Mr Pesi Shorab describe the invisible support that the division gives to the bank as a whole. He said: "This support gives the front line an opportunity to go out and get the business that is so vital to all of us."

The division was set up largely as a result of the vision and courage of Mr Allaudin Shaik. As a result of his efforts and those of many other family members, BCC is the only bank that is globally and totally automated on one common banking package. Many banks have tried to do this, but BCC is

the only one to achieve it.

This vision has become a reality with only 250 family members working in MSD out of a total strength of 9,000 people worldwide. This ratio compares very favourably with other banks. "All that has been achieved," Mr Shorab said, "has been possible only through the extreme effort and creativity of all members of MSD."

Mr Agha Hasan Abedi, President of BCC, spoke of the great importance of MSD. The conference, he felt, was a golden opportunity to realize certain fundamental truths about the overall operation of the bank. In 1984 many policies dear to BCC would become an integral part of the process of management, he said. Mr Abedi summed up the main aspects of BCC's endeavour as:

— a concept and a philosophy of management. This was the culture and ethos that has been created in 65

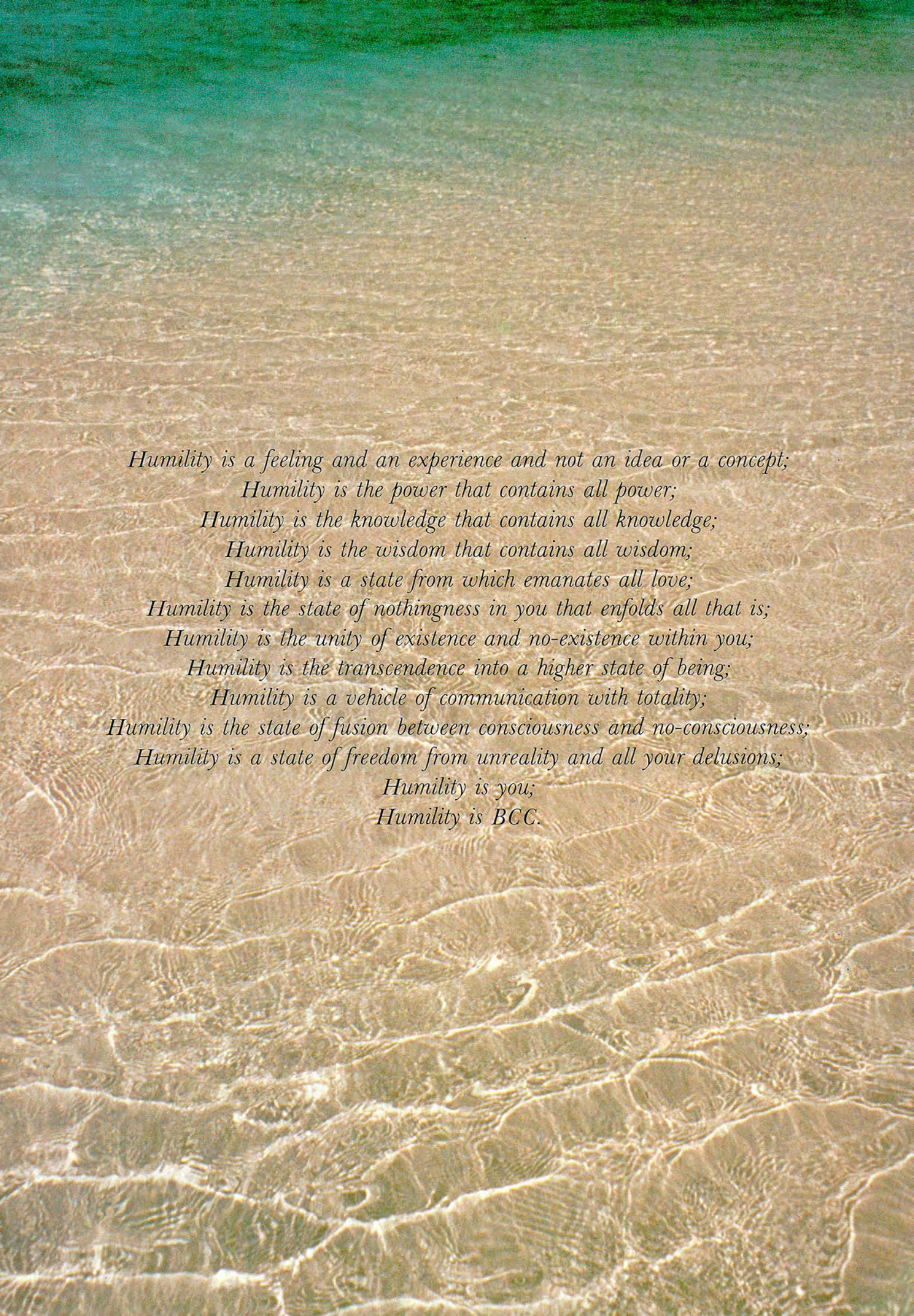
countries

— the integration, interfusion and interrelationship between the parts and the totality (i.e. between the divisions and departments and the group as a whole)

— the personality of each member of the BCC family, and with reference to MSD the personality of each technician within the division

— the contribution of each family member to the growth, progress and success of the organization.

Each member of MSD, Mr Abedi said, should call himself an artist. The division has created something of great value and beauty. The integration and interfusion of MSD and the rest of the bank is extending this still further. Interdependence and interfusion are universal truths and the realization of these truths is growing all the time, both within MSD and in the rest of the bank.



*Humility is a feeling and an experience and not an idea or a concept;
Humility is the power that contains all power;
Humility is the knowledge that contains all knowledge;
Humility is the wisdom that contains all wisdom;
Humility is a state from which emanates all love;
Humility is the state of nothingness in you that enfolds all that is;
Humility is the unity of existence and no-existence within you;
Humility is the transcendence into a higher state of being;
Humility is a vehicle of communication with totality;
Humility is the state of fusion between consciousness and no-consciousness;
Humility is a state of freedom from unreality and all your delusions;
Humility is you;
Humility is BCC.*

HUMILITY

BCC is an aspiration. What we are attempting has never been done before. As we succeed and grow in our material and moral dimensions we would have caused changes for the good of mankind on a scale that few of us, even within the House of BCC, can easily contemplate. We are working to serve wherever it is possible, but particularly in the Third World. We have thus assumed a great responsibility. The Third World is struggling to improve the condition of life for a vast majority of the underprivileged and to play a more active role on the world stage. It cannot do this from a position of dependence on the industrialized countries or with help from them alone. BCC will someday become a strong vehicle of economic co-operation between the Third World countries.

From both a material and a moral point of view, BCC was born at the right time. It seems that we were right in our analysis of the visible and invisible forces at play. So much has gone in our favour since we began that we might wonder if there is an unseen hand guiding the destiny of our organization. We can only pray that we might be allowed to continue to contribute, in whatever way we can, to the improvement of the quality of life wherever it is needed.

We shall retain nature's support if we remain true to the spirit of BCC. We align ourselves with the laws of nature — the laws of interdependence, interrelationship, interfusion — the greatest of all the laws of nature; that is, 'Giving'. And our spirit can be summed up in one word — Humility. For all our aspirations and our grand plans, we know in our hearts that we are only an instrument carrying out an invisible plan. If we ever assumed that we were individually responsible for our phenomenal growth or success, it would be a sure sign that we had strayed from the true spirit of BCC. We would have lost our humility. There could be no greater loss.

Humility is so sweet. It is not, as some people have thought, the

surrender of a weak person to a stronger person. In its purest form, it is the direct experience of universal values, the universal power, the universal beauty, the universal spirit. The boundaries of the individual self fall away and the soul is left to marvel at the immensity of the realm it inhabits. It is inevitable that an experience of this nature should affect every part of our lives. We begin to see that real strength and real virtue come from living that supreme quality of life, that reality, that truth.

Merge with totality

In a very natural way, our personal desires and needs merge with the environment, the local and limited environment and the total and eternal environment. The element of struggle disappears from life and we feel increasingly comfortable with our surroundings. We allow ourselves to flow with the laws of nature. The growth and evolution of the environment become our growth and evolution. This brings a spontaneous increase in our caring for others. We recognize our common source, and the shared reality of our existence.

Through humility we are open to change, which is the process of life itself. If we tried to protect our egos with rigid boundaries, we could never be in tune with evolution. It is only by riding on the wings of change and evolution, welcoming its every move and seeing the opportunities it presents, that we can fulfil our aspirations.

Every change creates a vacuum and an opportunity. Through humility we have the flexibility to move into that vacuum and take full advantage of whatever situations occur.

Humility inhabits our feelings. From here it spreads out to our totality. We sometimes consider that the intellect is the dominant faculty, but in fact it only responds to our feelings — our psyche. The intellect justifies what the feelings decide. Our wisdom lives in our feelings. Therefore, it is the quality of our feelings that matters most, and

the greatest quality in our feelings is humility. If we have a feeling to do something, the intellect can find a way to justify it. Intellect, at best, is that which processes, articulates and translates our feelings, our instincts, our psyche. In BCC, therefore, there is much more emphasis (premium) on the quality of feeling, and the quality of spirit, with their due balance with intellect.

Major purpose

Our feelings and our Major Purpose are one. Our intellect and our vision flow from the fusion of our feelings and the Major Purpose. Our directions come from the depths of our soul, which is enhanced with our Major Purpose. We do not depend only on our intellect without knowing and feeling its origin, which surely is our soul, and ideally when it fuses with the cosmic 'soul'.

The future is unknown. No amount of analysis of the present can reveal it to us in its fullness. The only possible way to plan for the future is to merge with the flow of events, to be one with the process of evolution, to become a part of and interfuse with the cosmic wisdom, to keep ourselves flexible at all times, and to remain alert to the possibilities that come in the process of change, and none of this happens without humility. If our hearts are pure, we will see the opportunities and be able to mobilise our resources accordingly.

Humility is the key to freedom.

In humility, we feel that submission, or, in other words, giving ourselves with total love to God, is man's highest aspiration. Purity, Faith, Devotion and Love were all born in humility at the same moment. Humility opens the door to a life that is a life in its highest form.

And, because it sets us in harmony with nature and totality, and, above all, nearer to God, humility allows us to face the future with a quiet and serene confidence and move in love towards our destiny.



L to R: The Rt Hon. J.M.G. Adams, Philip King, Patrick Lynch, A.R. Sakhia, Shabbar Jawaid, Barbados manager, S.M. Shafi, general manager.

BARBADOS

An integral part
of a regional market place

“The opening of this branch by BCC represents an expression of faith in the economic future of our island.”

The Rt. Hon. J.M.G. Adams, Prime Minister and Minister of Finance and Planning.

On 11 November 1983, BCC formally inaugurated a new branch in Bridgetown, capital of Barbados.

The opening was attended by Mr J.M.G. Adams, Prime Minister of Barbados, and leading members of the business and diplomatic communities. In his inaugural speech, Mr S.M. Shafi,

BCC's regional general manager, described Barbados as an integral part of an increasingly dynamic market place, that of the Caribbean. He said: “The world is in a state of economic and commercial flux with trade and business seeking out new centres of activity. Our function has been to act

as a bridge between the developing and the developed worlds. We utilize developing world resources — human, material and financial — to establish new patterns of trade. We hope to bring a new focus of attention to Barbados and the Caribbean. You have made us feel at home here and we will do our best to serve you.”

Mr Adams, in his reply to Mr Shafi, said that the government will do everything it can to maintain a competitive atmosphere for local manufacturers.

The Barbados government is confident that the recession that halted several years of steady growth is now ending. The indications suggest that this optimism is well founded. Barbados has maintained an export drive over the last few years and, as a result, has established itself in important markets in the Caribbean and beyond.

The island has strong links with the United States. A third of its trade is



BCC Barbados manager and colleagues with visiting executives.



L to R: J. Hillbery, A Awan, P Lynch, M. Junarkar, S. Wafai, Dr Courtney Blackman (Governor of the Central Bank of Barbados), A. R. Sakhia, The Hon. J.M.G. Adams (Prime Minister of Barbados), S.M. Shafi, S. Jawaid, M.U. Rahman, S.M. Akhtar, A. Qureshi, P. King.

Industrial Development Corporation was set up in 1956, its job was to diversify the economy, to set up manufacturing industries and to attract foreign investment. Today the IDC has nine industrial parks throughout the island and rents factory space to over 200 manufacturing plants. Their combined exports each year exceed \$250 million.

At the same time, the Institute of Management and Productivity was established to provide the managerial skills on which the industrial expansion depended. A modern polytechnic trains workers in the use of the latest technology.

Much of the economic growth in Barbados has come from exports, since its tiny population of 250,000 is hardly sufficient to sustain growth on its own. Even the wider market of the Caribbean has only 6 million people. Barbados was therefore forced to adopt a broad outlook and to search out markets on a global basis.

The IDC has now identified four industries which, it believes, offer the best scope for continuing Barbados' expansion. They are electronics, specialized medical supplies and equipment, and clothing. There is a tendency to encourage the development of specialized products for the world market, rather than producing goods primarily for the Caribbean market.

Living standards

After three decades of continuous effort, living standards in Barbados are among the highest in the Third World, with a per capita income of \$7,200 p.a. Tourism has long been an important part of the economy. In the late 70s, the number of holiday makers increased by 60% a year to reach 370,000 in 1979. The last few years have seen that number drop away. But, with a big increase last year in the

number of visitors, the industry is now gearing itself for renewed expansion.

The new Heywoods holiday complex in the northwest of the island, costing Bds \$64 million, is a sign of confidence in the future.

Agriculture is going through a period of change. With sugar no longer occupying the dominant position it once held in the economy, new crops have been introduced. On the whole, these have thrived in the fertile soil. Where previously many vegetables were imported, they are now grown locally, saving much needed foreign exchange.

The manager of the new BCC branch is Mr Shabbar Jawaid. There are nine Barbadians working with him. This number is expected to increase next year. BCC will quickly become an integral part of the island's life. As each new country joins the BCC network, the culture, character and energy psyche of the whole group is enhanced. The youthful and enterprising spirit which is so characteristic of Barbados is adding a new dimension to BCC's corporate spirit. BCC is becoming more universal each day.

Background information

Time	4 hours behind GMT
Main city	Bridgetown
Population	250,000
Language	English
Religion	Anglican
Currency	Barbados dollar (Bds \$) = 100 cents
Exchange rate	Bds \$ 2.01 = US \$1.00

Economy. Structure: Tourism and sugar are the most important features of the economy. Crude oil and gas have been found and the fields are being developed. **Main industries:** tourism, clothing, petroleum products. **Main crops:** sugar, tomatoes. **Main exports** (and share of total): sugar (26%), clothing (19%), petroleum products (13%). **Main imports:** food (19%), crude oil and products (13%), chemicals (9%). **Main trading partners** (and share of total): Exports — United States (26%), United Kingdom (18%). Imports — United States (26%), United Kingdom (12%).



with the US. Its currency is tied to the US dollar and a high proportion of its foreign investment comes from that source. Barbados also has substantial exports to the rest of the Caribbean and to the EEC. It now stands to gain from the beginnings of the upturn in economic activity in these countries.

Tradition

The island has a long democratic tradition. The House of Assembly was constituted in 1639 and is the third oldest democracy in the world. Barbados is a stable country, both politically and economically, and remains attractive to investors.

For over two hundred years, the economy was largely dependent on sugar. In the past three decades there has been a successful attempt to reduce dependence on this one crop. The changeover has been orderly but its effect has been dramatic. When the

THE DYNAMICS OF MARKETING

The power of being present in
sixty-five countries

As BCC enters its 12th year, the unique style of its marketing is spreading throughout all parts of the worldwide organization. Officers in CSO and the regions are beginning to understand and experience real management.

BCC's worldwide network spans an ever-increasing number of countries. The total is now 65. With this expansion, a key question is how to build up a marketing management that is equal to the opportunities and possibilities that are available. BCC has extraordinary goals that go much further than those of any other commercial organization. To achieve these goals, we have to be



extraordinary people both in terms of human qualities and professional abilities. We need to develop an extraordinary energy psyche and we need to develop a marketing management ability far beyond any current practice.

This will call for entirely new concepts, a new quality of energy psyche and a new quality of power. At the heart of BCC, we have developed the concepts of interdependence, inter-relationship and interfusion.

Traditional banking practices are being reshaped in the light of the evolution of our culture. Interfusion is taking the place of ordinary communication. The support an officer in one

department gives an officer in another department is now the interfusion of two energy psyches. As this interfusion takes place throughout BCC, we are starting to merge with the totality of energy that is available.

Although we remain parts or individuals, we are blessed with the ability to relate to the totality of cosmic energy psyche. The corporate identity of BCC is nothing less than this.

We have a natural desire to merge with totality, with God Himself and with all creation. We would like to be completely identified with everything that exists and everything that is happening — with all power and all energy — and to live in the interfusion of this power.

We have chosen to relate ourselves to totality. But we could equally well have chosen to relate to one part of totality — to the opportunities and possibilities of a particular market place — and make that our goal. The degree of success we achieve depends on the scope and the size of the opportunities that we choose to explore. It also depends on the development of our energy psyche. In our marketing management therefore we emphasize the discovery, realization, development, experience and utilization of our energy psyche. Only through the all enabling power of energy psyche can we relate to totality. And by relating to totality, we automatically relate to all parts. In this way we feel at home in all situations and with whatever changes take place in us or in our environment.

We relate to totality through total devotion to God and through pure love for Him, through humility and through surrender to His will.

In other words, we interfuse our all enabling energy psyche with the cosmic energy psyche or the totality of power. Every member of the BCC family should experience this power. It is invisible but present everywhere. We are power, purpose, humility and love and we live in the sea of power, purpose, humility and love in their dynamic state.

The flow of this power is the creativity that is opening up new possibilities for us all over the world. By feeling and experiencing our power, BCC management interfuses with localized market places, with our global market and with the market place of totality, which is the home of the unknown, the unseen and the intangible.

BCC is transcending all boundaries

to reach a state of humility. This is leading us to a fascinating experience of totality. It has a charm all of its own. It is a state within each of us that embraces the unity of being with the unity of no-being. It is the height of innocence and love.

Humility brings with it respect for our colleagues. People are not happy if they are constrained to do something. But if an action springs from a full and free heart, it is done with energy and enthusiasm and brings fulfilment. This is one reason why the regions in BCC are encouraged to enjoy a degree of autonomy. This needs to be balanced by the concept of joint personality through real management. This is the interfusion of energy psyche between the branches and the regions, within the regions themselves, between the regions and CSO and amongst individual members of the family at all levels.

Decentralization depends on the extent to which interfusion and joint personality are working realities. The creation of 'fiefdoms' will nullify this concept. There will always be a need for some degree of control, responsibility and accountability, in order to safeguard the security of our bank.

The balance in an organization between parts and totality is a delicate one. No organization can remain only as a collection of parts, nor can it function purely as a totality. Any tendency to live as independent units, whether they are branches, regions or CSO, ignores this truth. It would be contrary to our desire and our great thirst for reality. This desire is our power and an important part of our ability to succeed.

How can one unit of ego exist by itself as an isolated part? Does it not have to exist as part of a total ego, an organizational ego? Can any part exist outside totality, or does a part naturally have to exist within totality? Can totality be totality without all the parts? Can the parts exist without becoming totality? Can parts and totality exist without each other, or is there a natural bond between the two?

BCC management has been attempting to define a single common denominator in the energy psyche of all members of our family. This common denominator would ensure the unity of our organization and create a common identity on a global basis.

As our vision of the future emerges, we are more convinced than ever that humility is the way.



MALDIVES



JUST OVER a year ago, BCC started operations in the Republic of the Maldives. F.R. Faridi was appointed manager of the new branch in Male', the capital city. Mr Faridi came to the Maldives with an impressive track record. He had previously been manager of Sohar branch in Oman, where he had been awarded a prize under a three-year plan for increasing deposits and profits.

The Maldives are a group of some 1,200 islands situated 400 miles southwest of Sri Lanka. Two hundred of the islands are inhabited by a population of just 200,000.

Mr Faridi and his colleagues fixed ambitious targets for the first year of operation. At the time these targets were considered by many to be excessive, given the limited sources and opportunities in so small a country. Within nine months, the targets for the year had been passed. Khalil Zobairi, from BCC Sri Lanka, believes that this success came through his colleagues' dedication, loyalty and interfusion with the BCC corporate philosophy.

The Maldives were known to Arab traders from a very early date. By the mid-12th century, the Islamic faith

and way of life had been adopted. Except for a brief interlude in the 16th century, the Maldives remained free of foreign domination, although there was an alliance with the British in the 19th century. After a spate of internal upheavals, the Maldives became a sovereign state in 1965. Today the country is non-aligned and enjoys strong links with Saudi Arabia and Kuwait. The style and structure of the government emphasize national unity and development.

The economy of the Maldives has made considerable progress in recent years. The gross domestic product has been rising steadily and during the past few years an annual growth rate of 12% a year has been achieved. This has been done largely through developing the fishing industry and tourism. Public sector investment in the infrastructure has also been increased. As a result, the airport can now handle wide-bodied planes.

Fishing remains the central economic activity of the islands. It continues to play an important social role, although tourism now generates almost twice the foreign exchange earnings of fishing. Just under half the work force is engaged in fishing one way or another.

Apart from the two garment factories in Gan, employment outside of the Male' region is almost exclusively in fishing.

The Maldives rank among the world's most tourist oriented economies. This is hardly surprising, as almost all of the 1,200 islands are ideally suited to fit any tourist brochure cliché from 'lost paradise' to 'tropical sun drenched beaches'. The industry began in 1972 with a single resort hotel. Since then, the resorts have expanded and the government has become actively involved, planning and developing facilities for accommodation and transport. In 1983 some 75,000 people visited the islands and brought more than \$20 million to the country in foreign exchange.

Another important source of foreign exchange earnings is the government-owned shipping line. It is run as an independent profit-making enterprise. Its routes cover the Far East, the east coast of Africa and the Middle East. There are plans to extend these routes in the next few years to cover Europe and the United States. The ships carry bulky commodities such as timber, grains, coal, fertilizers, cement and construction materials.



BCC's home in the Maldives

Background information

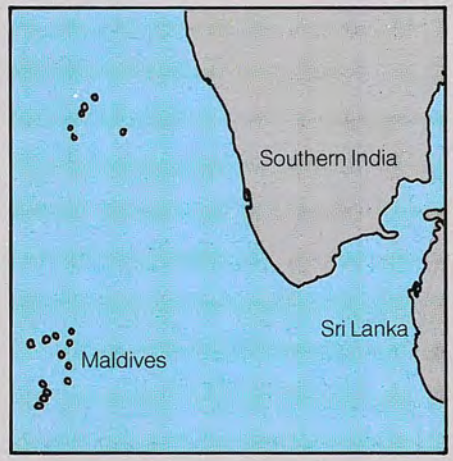
Time	5 hours ahead of GMT
Main cities	Male', Gan
Population	200,000
Language	Dhivehi
Religion	Islam
Currency	Maldivian Rufiyaa (Rf)
Exchange rate	RF 7.05 = US \$1 (M) RF 3.93 = US \$1 (O)

Economy. Structure: The Maldives are a small and open island economy based mainly on fishing, tourism and shipping. **Main industries:** modern industry is restricted to a few consumer products, a fish cannery and two garment factories. **Main crops:** agriculture plays a minor role in the economy, accounting for about 10% of GDP. **Main exports:** fish, garments and ambergris. **Main imports:** basic food items and other consumer goods account for about two thirds of imports. **Main trading partners:** Exports — Japan, Sri Lanka, Singapore, US, Thailand. Imports — Singapore, Sri Lanka, India, Japan and Hong Kong.



BCC is quickly emerging as the leading commercial bank in the Maldives. In a very short time, BCC has positioned itself in the mainstream of the country's economic life, despite competition from the four banks that were already established before BCC came along. This achievement is a testimony to the quality of energy psyche of all BCC family members in the Maldives.

*Family Members of BCC Male':
Sitting — Left to Right
Mrs Ranjini Nandagopal, Miss Wadeefa Adam, M.T. Sariffo'deen, K.R. Faridi, Mrs Zunaira Hameez, Mrs Arifa Mohamed.
Standing — Left to Right
Adam Naseem, Mrs Aseefa Ibrahim, Ahmed Waheed, Tehsin H. Jawaid, Shamshad Alam, Sami Ahmed, Abdul Shakoor, Mauroof Hassan.*



1984 - THE YEAR OF MARKETING

Marketing is an essential part of any organization. It has a fascination all of its own. The true significance of marketing for us emerges when we see its relationship with BCC. In this relationship, our vision for the future of BCC becomes clear. In marketing, our feelings find a natural channel through which to express themselves.

As parts within the totality of BCC, we start from a position of helplessness. The process of marketing is born in humility. But, as we come to see its importance, the true dimensions of marketing are revealed to us. We have always had a vision and a realization of this. Whatever we are now, and whatever we become in the future, is the result of marketing. The more we realize this, the more intense our desire becomes. Whenever we feel an intense compulsion to create extraordinary results, then we are feeling the power and the dynamics of marketing.

We can ask ourselves: how great is that compulsion and that commitment, and how great is the intensity of our feelings? How much do we want to achieve extraordinary results? How strong is the spirit of marketing in our family of 9,000 people? We want to be a family of good human beings, good bankers and good marketing people with a quality spirit. We want to cover everything that happens in our markets and we want to achieve excellence in our profession. There is only one requirement for this — to acquire an intensity of feeling. We want to live and breathe marketing.

We have reached a point in the evolution of BCC where substantial profits will come only through marketing. We are now achieving this quality of marketing, not through planning and strategy, but through a change in the hearts of our family. Marketing is becoming an integral part of the feelings, the spirit and the psyche of all of us.

In our eagerness to achieve extraordinary results, we can sometimes forget that our own point of view is not always the best. We should be generous

with others and always look for the best in them. In marketing, it is important to interfuse our own point of view with other people's. Unless we feel very strongly, and with good reason, that the course of action we are proposing is entirely correct, we should always allow the point of view of others to prevail. This has unlimited merit and value. It brings freshness and variety into a situation. A good manager will just offer an idea or make a suggestion and leave others to pick it up.

Our personalities are growing through marketing. It charms and fascinates us. It is so enriching. Through marketing we meet all sorts of people. Marketing brings us the chance to win the most precious thing in life — the hearts of the people we meet. We can win their good feelings and their love. We can exchange with them our feelings about the value of life. Each time this delicate process happens, it adds to our personality. The fullness of life comes from marketing. We have all heard stories of how the fullness of life unfolds through marketing.

The task of managers is to make all members of our family feel the importance and the necessity of marketing. We should give 10% of our time to plans, policies and problems. We should give the rest of our time to human beings. Building up human resources takes a lot of time and effort. It is always worth it.

COMMUNICATION

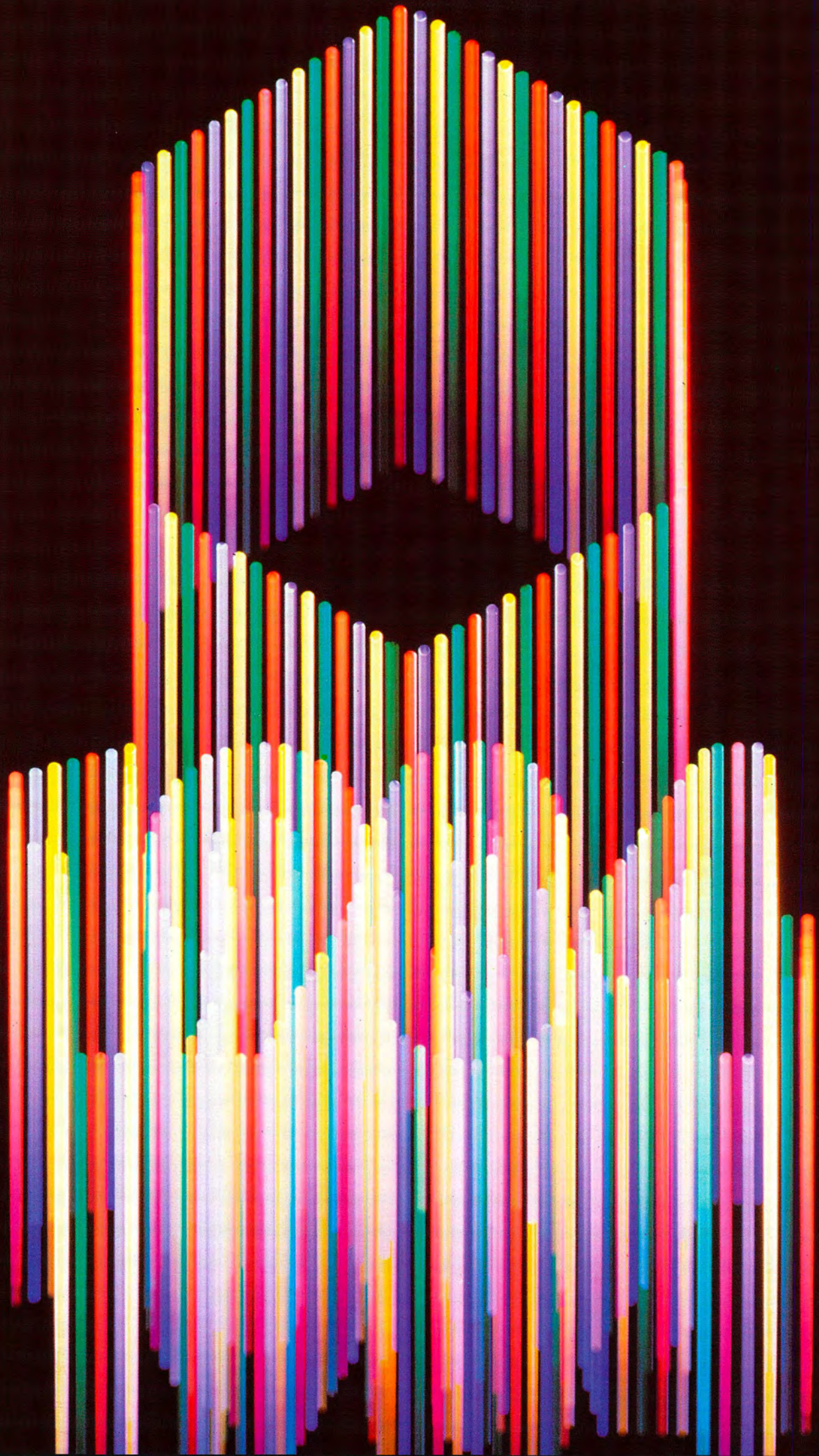
Clarity of vision

Precision in articulation

Lucidity of expression

Quality and volume of feeling

*Flow and fusion of feelings with
the feelings of others*



Inspired to act in '83

Laying the foundation for '84

As BCC's vision unfolds, each year is a testament to the energy and the interfusion of our family. We reproduce here minutes of profit committee meetings from around the world, together with the most inspiring minutes from earlier meetings in '83. They show how the achievements of '83 laid the foundation for the success of '84.

Abu Dhabi, Main Emirates profit committee

It was felt generally that persistent emphasis on quality of service has contributed positively and efforts in that direction should continue and be furthered for achieving excellence.

Jordan profit committee

We should commit ourselves minute by minute to achieving the desired projections. We should be guided by our feelings and figures will automatically emerge. We should all analyse our weakness and our strength. Let us eliminate our weakness and work with our strength. Potentials are unlimited; each one of us has unlimited power and potential.

There is much more unknown and unseen than what is known or visible to us. Let us travel in the unknown; let

us make efforts to translate the unknown into the known and in this process how much we shall gain and achieve shall depend on our quality and the quality of our energy.

San Francisco profit committee

We will make 1984 a year of marketing. Every officer will meet at least one or two potential clients a day. Small banks will likewise be contacted in order to obtain their L/C business. Senior officers will take time daily and help in training younger members of our agency to become better bankers and with it contribute to the ever growing need for quality human resources of our bank.

Pakistan, Rawalpindi Branch profit committee

The chairman began with a request to all members to pause for a few seconds and try to fathom the tremendous resources of energy and determination that are lying latent in each one of us. Our objective in these meetings was to find a creative channel for the productive outflow of these collective energies and will. Once we are able to appreciate our

own individual and joint qualities and bring these into action, the only result must be success. Stumbling blocks, reverses, hindrances, difficulties are there not to impede our progress but to give us the pleasure of overcoming them in our march forward towards the direction we have set for ourselves. We have to convince ourselves and our team mates of our own strength.

Abu Dhabi, Sea View Branch profit committee

Success should not be put off if it could be achieved now, for in success there is no ultimate or bounds. Today's success is tomorrow's base.

In order to have an edge over competitors, we need quality service. Quality service definitely has a positive effect on the public image of the bank and in time would make BCC and quality synonymous.

Canada, Calgary profit committee

We have been able to achieve the results through the application of the power of positive thinking. Admittedly it is not a new idea, but it has motivated individuals to achieve extraordinary goals.

In Calgary we have thought

positively. Together we said 'We can do it' and then set out to prove it. The spirit of co-operation grew. The belief in the talents and drive of each individual family member was fostered through our concept of real management and joint concept personality.

For us the grey clouds began to drift away in the face of our determination - difficulty became less of an insurmountable obstacle. Yes sir, we have seen the power of positive thinking and the magic of believing in ourselves and in those who have guided us much closer to our objectives.

London, Marble Arch Branch profit committee

Humility is all important, since from humility flows the will to improve and the will to give and serve.

With regard to the tangible, we would have to attract more self-financing business, either from new customers or by taking more of the business from those existing who are not doing all their business through us.

Zambia, Lusaka Branch profit committee

The chairman stressed that whatever success has been achieved has come because all family members have joined hands, not only in Lusaka but in Kabwe, Ndola and Kitwe as well. The chairman thanked the Almighty for His blessings.

It was agreed that at least one member of the family who is not a

member of the profit committee should be invited to every meeting, so that everyone is allowed to contribute to the profitability of the bank.

Sharjah Main Branch profit committee

In order to provide a continuous stimulus to action and achievement, members of the branch profit committee have undertaken the following:

- Reinforce the procedures and controls to check leakage of income.
- Concerted efforts are being made to encourage teachers at the Ministry of Education to open individual savings accounts. Employees of the Ministries of Health and Defence are also being approached.

Korea profit committee

BCC team in Korea reiterated its commitment to make 1983 another landmark on our road to destiny. Our concerted attempt will be to maximise growth opportunities for the BCC group globally, which of course will encompass our goals set locally through intense application, greater involvement at all levels, innovative marketing for more of existing and of new quality profitable business.

London, Queensway Branch profit committee

Our bank is not a bank but a desire; a desire meaning totality where we do not look to a goal, but to things bigger and bigger; a desire to succeed beyond

normal expectations of success, this desire is a power, a power to be used as a force. If every BCC man and woman has this realisation, their total understanding of, and commitment to, desire will enable us to use this as power to propel us to serve God and humanity with true compassion.

Pakistan, Karachi Branch profit committee

Don't quit your job when you quit your desk. Carry not the routine but the wider issue of your job along with you. Pool your energies and utilize opportunities individually and collectively. It would transform you from a routine specialist into a creative specialist.

Toronto Branch profit committee

Personal attention and service make the difference; otherwise banking is a homogeneous industry. Attitude, availability and service make the most important difference to the client.

BCC (Emirates), Abu Dhabi City Centre Branch profit committee

The concept of management and the process of decision making emerge, based on interdependence, interrelationship and understanding. The BCC art of management is viewed as a flowing of ideas from different directions, resulting in a positive action.

AROUND THE BCC WORLD



A year of success

Members of the board of BCC Cameroon held a meeting in London last November. This meeting marked the end of the first full year of operations in Cameroon. It also gave visiting board members the opportunity to meet with executives at CSO as well as to visit the academy and branches in London.

The board members expressed satisfaction with the fact that BCC Cameroon has already shown a profit at this early stage of its development. The photograph shows board members of BCC Cameroon with CSO executives.

From left: M. Noorani, S.M. Iqbal, E. Tanjong, M. Nuckchady, I. Ahmed, S.A. Kizilbash, M. Din, L.C. Nyassa, J. Kanga Zamb, N. Litumbe, A. Anis, I. Rizvi, M. Murali.

Hong Kong trainee officers

These are the 1983 trainee officers in Hong Kong, photographed in the recently opened BCC House.

From left to right: Stephen Hui, Alexis Wong, Vicky Lim, Janet Ng, Andus Li, Lo See See, Mikulash Sipahimalani, William Kong, Ivy Pang, Rosanna Ho, Angelea Shum, Helen Tam, Victor Kwok, Alain Wan, Irving Law.



Graduate trainee officers

This group of graduate trainee officers is currently on a one-year programme at the London academy.

Front row — Sitting (L to R): Padmanbha Mishra, Raymond O'Connell, Miss Heather Robinson, Nadeem Farooqi, Miss Jacqueline Joyce, Miss Nusrat Alam, Iram Rizvi, Anatul Fateh. Middle row — Standing (L to R): Kaukab Burney, George Cone, Syed Mehdi Meerza, Syed Mamun Quader, Alejandro Lopez, Rizwan Ahmed, Mathew Buckley, Mark Kane, Andre Noor, Peter Wallis. Back row — Standing (L to R): Sanjaya Mehra, Iain Barbour, Kenneth Fonderson, Adil Khan, Michael Cross, Mohsen Hafeez, Peter Soulsby, Jean-Paul Nedelec, Ravinder Misri.



New branch in Jamaica

BCC has opened its second branch in Jamaica. It is located in King Street, Kingston. The first branch was launched 18 months ago by Prime Minister and Minister of Finance Edward Seaga. "This expansion of activities is evidence of BCC's confidence in the future of Jamaica," said Mr Masihur Rahman at the opening. Mr Seaga congratulated BCC on establishing a second branch.

From left: Mr M. Rahman, Mr A.R. Sakhia, Mr Edward Seaga.



UAE National Day

This is the head office of BCC Emirates decorated for UAE's national day on 2 December last year. The photograph was taken by Abdul Karim Ismail of the Foreign Exchange Reconciliation Department of BCCI SA.



Expansion in Kenya

BCC has opened its fifth branch in Kenya, at Eldoret, northwest of Nairobi. The new branch has got off to a very good start. One of the first customers was Mr Henry Kosgey, Kenya's minister of transport and communications.

Training in Sudan

Officers of BCC Sudan have attended the first seminar on credit analysis techniques to be held in Sudan. The seminar was part of a drive to ensure professional excellence in all aspects of the bank's activities. The concluding seminar was attended by senior executives of the Central Bank of Sudan.

Sitting (L to R): S.A. Naqvi, Miss Elsa Ghebey, Mohammed Haj Ahmed (Bank of Sudan), Muslim Khan, Dr Babiker Mohyeldin (Bank of Sudan), D.H. Choudhury. Standing: R.N. Shah, Ibrahim Osman, Mr Shams, El Hadi Abdalla, Mohammed Abdel Wahab El Khalifa, Mehdi Naqvi. Standing, 2nd row (L to R): Mohammed Abdalla Ombabi, Nabil El Hakim, Abdul Hafeez Syed, Ismail El Fil.





BCC House in Sydney



Australian opening

BCC's representative office in Australia, which has been operational for several months, has been officially opened. At the opening ceremony were Louis Saubolle (left) from BCC Hong Kong, Cliff Twitchin (centre) from CSO and Brian Mulligan, BCC's representative in Australia.



Monte Carlo visit

On 6 December M. Colonge, Director of Banque de France in Nice, visited BCC's branch in Monte Carlo. M. Colonge looks after the activities of banks in Southern France, including Monaco.

Cairo course

These are the members of the most recent graduate training course held at the Regional Training and Development centre in Cairo.

Left to right — 1st row: Mr Kazim Hasan, Mr Abbas Nawab, Mr Sadiq Ali, Mr Bakhtiar Khawaja, Mr Abu Bakr, Mr Jaffer Ali. 2nd row: Miss Liala, Miss Neamat, Miss Eman, Mr M.H.M. Burney, Mr Moustafa, Mr Emad. 3rd row: Mr Farid, Mr Alaa, Mr Amr Sayed, Mr Mamdouh, Mr Essam, Mr Atef. 4th row: Mr Yehya, Mr Sameer, Mr Gemal, Mr S. Atta, Miss Monal, Mr Sherif. 5th row: Mr Yousuf, Mr Shahid, Mr Amr Haleem, Mr Hatem, Mr Sallah, Mr Adham. Last row: Mr Amgadsaad, Mr Kamel.



PERFORMERS '83'

Their success is nothing other than an expression of their humility.



Sirajuddaula Andrabi
BCC (EM) H.O.



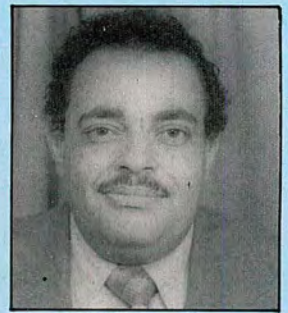
Miss O. K. Joo
Seoul, Korea



B.U. Ngwogu
Apapa, Nigeria



Hasan Hussein Abu El-Saud
Orabi Square, Cairo



Ibrahim Osman Hassan
Omdurman, Sudan



Tajammul H. Khan
Freetown, Sierra Leone



B. George
Apapa, Nigeria



Miss Sung Jin, Kim
Seoul, Korea



S. Adib Haider
UAE, Sharjah



Zafar H. Jafri
S.A. Main, Abu Dhabi



A. Chukwunyere
Apapa, Nigeria



Moazzam Mirza
Freetown, Sierra Leone



Mr Franklin
Rawalpindi, Pakistan



Y. Niimi
Central Marketing, UK



Miss You Jung, Lee
Seoul, Korea

Correction

On page 16 of the last issue of *The BCC International*, a line of type was omitted. The sentence in which this occurred should read:

'This power, which is the result of the interfusion of an infinite number of streams within us, becomes our energy psyche.'

