



THE  
**INTERNATIONAL**

BRIDGING THE BCC WORLD

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*The Dynamics of*  
BCC ON SIX CONTINENTS

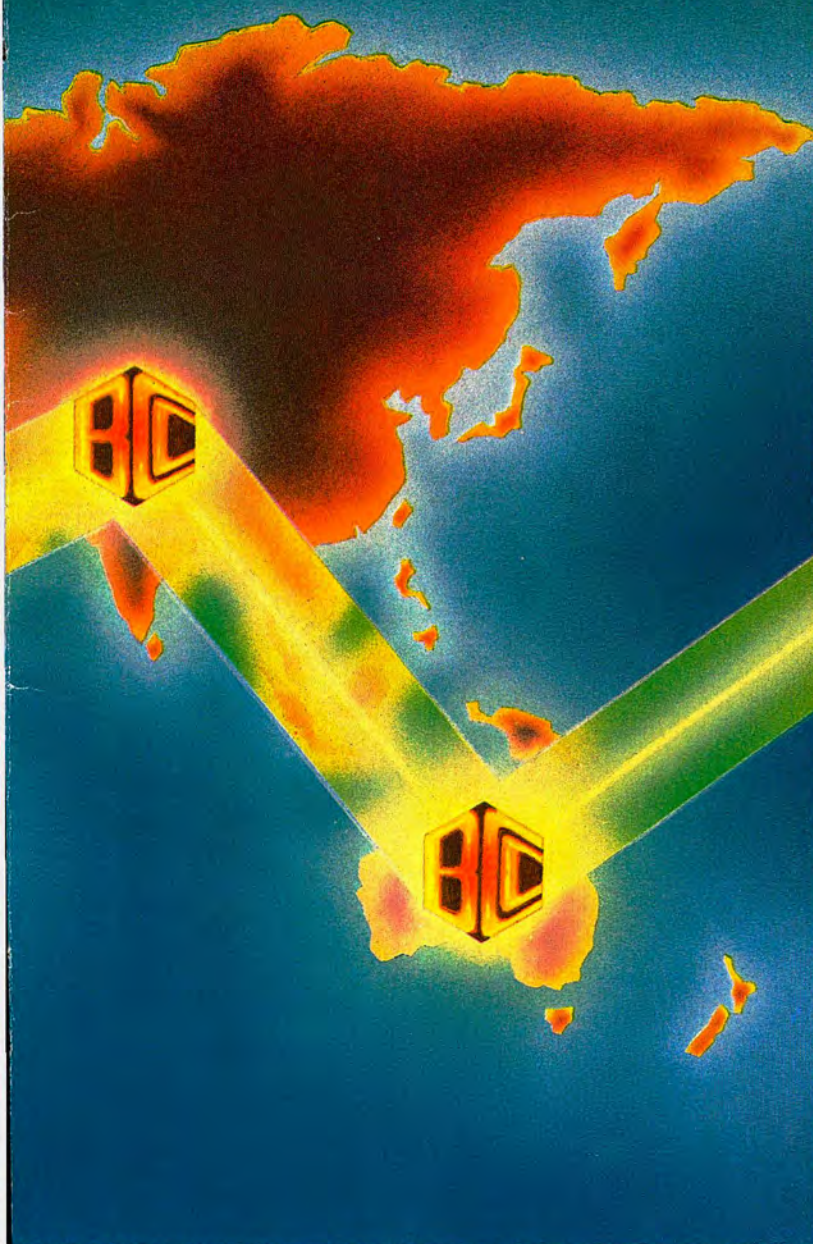




# BRIDGING THE BCC WORLD



## Evolution MENTS



The first article in this issue of *The BCC International* is '83' — the year of experience and feelings'. This is the latest expression of our corporate culture.

We also record the link between travellers cheques and free accident cover that is set to boost sales to new levels.

Two more countries are joining the BCC network — Australia and Brazil — and we provide background features on them. Both are countries with enormous potential and BCC is delighted to be able to help realise that potential. The new office in Sydney is significant, too, because Australasia is the sixth continent to host a BCC presence.

We continue our exploration of the technology of the invisible with two articles. 'The power and the dynamics' examines the quality of life in enlightenment, while 'Enlightenment and the technology of the invisible' places the new technology in an historical perspective.

This issue of *The BCC International* introduces a new feature that we hope will appear regularly. This is a selection of minutes from profit committee meetings from around the world. The new feature is called 'An inspiration to action in real management'.

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*Abu Dhabi: '...BCC (Emirates) has come into being as a result of the overall dynamics of the region.'*



*Abu Dhabi management conference. From left: Bashir A. Tahir, general manager, BCC (Emirates), Ashraf Nawabi, general manager, Middle East region, Agha Hasan Abedi, Zafar Iqbal Chowdhry, managing director, BCC (Emirates).*





# the year of experience and feelings

Abu Dhabi management conference,  
24 March 1983

The BCC culture is constantly being enriched by the experience of our management conferences. The Abu Dhabi conference continued the impetus set up by the conferences held earlier this year in Athens and London. It centred on a series of interconnected themes that are currently generating a lively interest among BCC managers. These are the themes of 'home', 'change', 'dynamics' and 'merger'.

The theme of 'home' refers to the environment with which we choose to identify. At one level, we find our identity from the physical environment we live in. The houses, apartments and



Saleem Siddiqi, chairman of the central profit committee, welcomes Agha Hasan Abedi.

offices in which we spend so much time seep into our characters. It is easy to accept their physical limitations and say: 'I am the person who lives in this house and who works in this office.' We tend to allow the boundaries of the tangible world to become the boundaries of our personalities.

To live solely at this level is a tragedy. Human beings have the ability to experience a much broader reality. The full

**'I live in the marketplace of totality. That is my experience.'**

potential of man's environment is the eternal, unbounded reality of God's love. Whatever fulfilment we can find in the tangible world pales beside the fulfilment that comes with experience of the intangible.

The BCC culture and way of life encourages us to identify with an unlimited environment. That is why Agha Hasan Abedi opened the conference with the

**'In every breath there is giving and taking. How can we avoid it in management?'**

words: 'I welcome you to the house and home of God's mercy.' That is the real extent of our environment. We can relate to it through our feelings, through a realisation or through whatever practice we might adopt. Even a fleeting experience of that fullness of life breaks the bonds of the tangible world and gives us a nobler and broader identity.

Everything is held in the fold of totality. Once we come to live that reality, we feel at home with everything. We are at home with truth itself. Any judgement or decision taken at that level is an expression of totality. Its roots go deep into absolute truth.

Growing into the House of God is a subjective, personal experience, but our progress can sometimes be gauged by the ease we feel in everyday life. As we iden-

tify more and more with the invisible home of natural law, so the laws of nature lend increasing support to our daily activities.

Change is an essential part of the tangible world. From the movement of atoms and molecules to shifting galaxies, nothing is static. In human terms, too, all is flux. Change is not random. It is an expression of God's purpose in the world. As a situation evolves, a new order emerges. Order comes out of the process of change and, by capturing the heart of change, we can have some influence on the new order that is emerging in the world.

At a relative level, change relates one part to another. In its ultimate form, change becomes constant, no longer relative but almost absolute. It ensures the continuity of life and existence.

If we can relate to change in its totality, which becomes evolution, we would see the vastness of God's purpose. We would consciously fulfil our role in that grand design. The more closely we are associated with change, the more we would be able to achieve.

**'Change is nothing but purpose.'**

Dynamics is the power generating change. It cannot be seen, only felt. Each activity and each situation has its own dynamics. The branches, affiliates, regions and BCC as a whole all have their own dynamics that relate to a larger scale of dynamics. The interactions of members of our family within BCC and with our clients also have their own dynamics. It is not enough to see a situation in its static form. Only if we experience something in the context of its evolution can we take full advantage of the possibilities that might arise. This can be done when the individual merges his own evolution with the evolution of his environment.

We cannot know all the details of everything that is going on around us. But if we are spontaneously in tune with the dynamics of the marketplace, we will do the right thing at the right time. It is the responsibility of managers to feel the dynamics of their branches, their region and their markets. They can then provide a direction within the flow of evolution.

The Abu Dhabi conference was important because it brought home the need for direct, personal experience of the topics under discussion. As one delegate said: "'83" is the year of our feelings. It is the year of going through an experience.' The experience is allowing all of us in BCC to find a home in the infinity of God's mercy.



# A world first

## BCC travellers cheques provide free accident cover

ON 1 May a new scheme came into effect that gives BCC a clear advantage over our rivals in the highly competitive and lucrative travellers cheques market. Anyone between the ages of 14 and 75 who buys our travellers cheques is now automatically insured for up to \$275,000 against any accident that results in the loss of a limb or an eye, or in death.

The insurance is absolutely free. There is no extra charge to our customers, apart from the 1% commission that is standard to all travellers cheques.

This linking of travellers cheques and accident cover is the first scheme of its kind anywhere in the world. No other bank or financial institution has had the vision or the courage to attempt to redefine the market in this way. But in BCC we do not accept the limitations that others might take for granted. We are aware of change as an expression of life itself. We can merge with change and help guide it into new, productive channels.

Any market for a product or a service is created by the laws of supply and demand. These are not static, but are constantly evolving. By introducing the new scheme linking travellers cheques with free accident cover, BCC is opening up the market and displaying highly innovative marketing skills.

### BCC culture

The way the scheme evolved is a perfect example of the BCC culture. When travellers cheques were first introduced in BCC in 1981, we knew we were entering a difficult market dominated by a small number of well established banks. To make an impact on the market, we had to offer a service and a product that others could not match. Every detail of the travellers cheques campaign had to be as perfect as humanly possible. This was achieved through the dedication and commitment of everyone involved.

The launch of travellers cheques in both sterling and dollars has been a spectacular success. There is evidence that our competitors are seriously worried by the inroads we have made into their market shares.

When the campaign was getting under way early last year, many suggestions came in to CSO about ways of boosting sales. As always, the advice and recommendations from all over the BCC world were extremely valuable. The joint per-

sonality, which is such an important part of BCC, comes out of this constant merging of our thoughts and feelings.

One of the ideas was a suggestion to link travellers cheques with some form of accident cover. Initially, only the customer's actual period of transit from one place to another would be covered. But the idea was bold enough to warrant serious consideration.

Many different options were discussed. Exactly what form of insurance could be offered? Could the scheme be expanded to cover a longer period? Would it be cost effective? Once a possible outline had emerged, an insurance company, Credit and Commerce Insurance (Saudi) Ltd, was brought into the discussion. At first its reaction was guarded and, in retrospect, it is not difficult to see why. A great deal of research was needed to find out how to assess the risk. Gradually the insurance company was won over and it was able to take the scheme to Lloyds of London for reinsurance.

### Secrecy

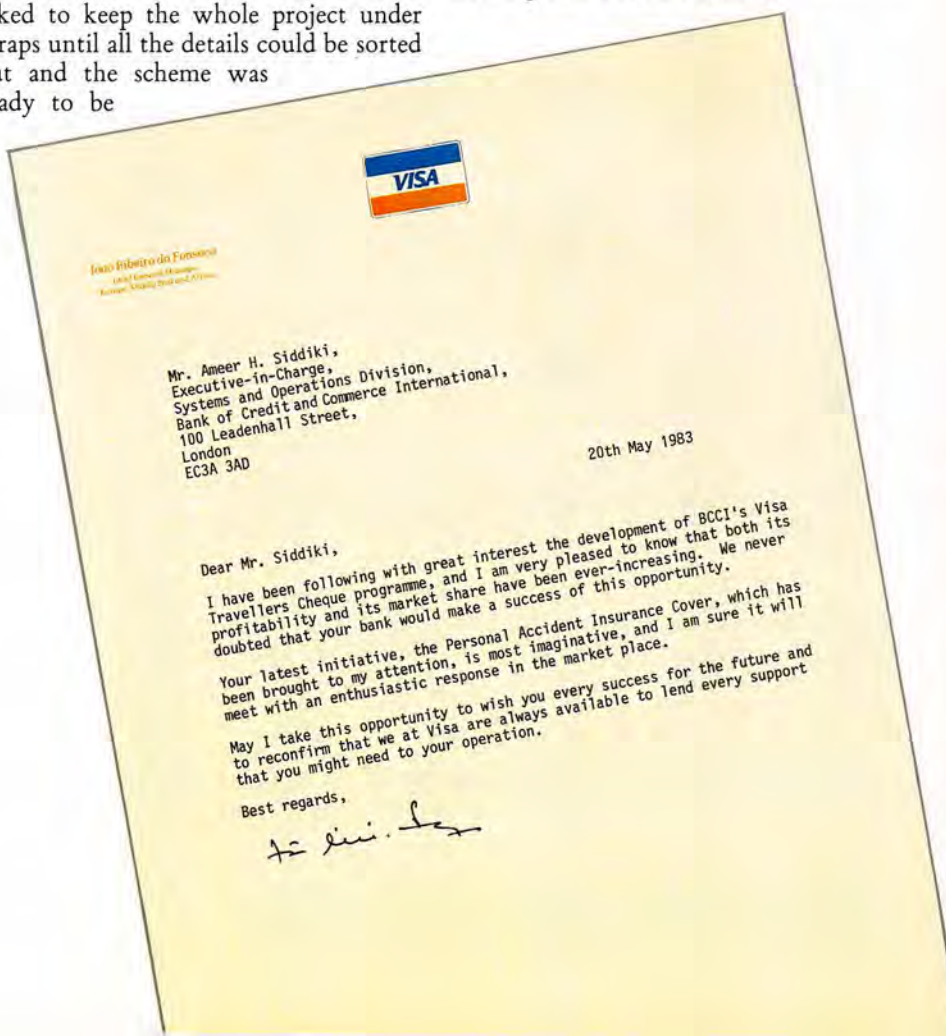
By this time, a fair number of people knew about the scheme and there was a very real danger that a competitor might get to hear of it. Those involved were asked to keep the whole project under wraps until all the details could be sorted out and the scheme was ready to be

marketed.

When the Athens conference took place in early March, the Systems and Operations Department was almost ready for the launch and Mr Ameer Siddiki hinted that something very big and important was about to break. It would, he said, astound the world by its scope and daring. And when the scheme was announced on 1 May, it did just that.

The reaction within BCC was immediate. From all parts of the world came a flood of congratulations, enquiries and ideas for further expanding the scheme. Everyone was saying that BCC will soon become a market leader because we have two clear advantages over our rivals: the undisputed quality of our service and the new offer of free accident cover. Service is based on an abstract ethos, while accident cover is very much a tangible benefit. The alliance of moral and material benefits is an unbeatable combination.

BCC travellers cheques got off to an auspicious start. In eight months of full operation last year, the sales level created a world record. Now, with the added advantage of the new scheme, there is nothing that we can't achieve.





BCC TC's now come gift wrapped in an insurance cover. This is BCC's unique scheme for you introduced for the first time in the world.

The cover is available automatically to the purchasers between the ages of 14 and 75 who buy BCC US\$ or £ Stg TCs on or after May 1, 1983. No additional form filling. No additional charges.

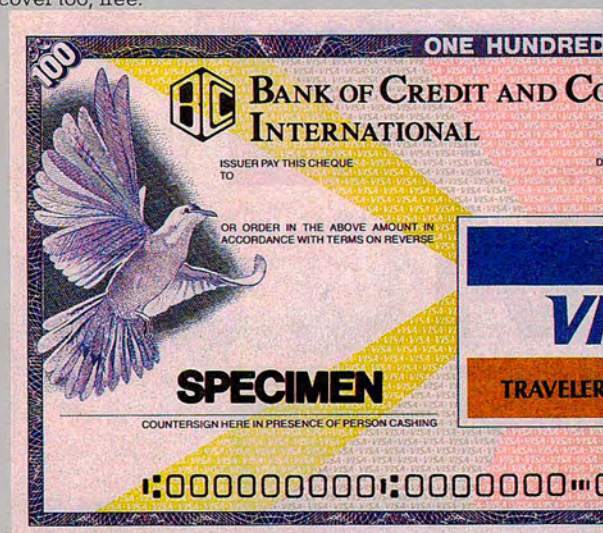
The claim is payable in US Dollars as under if the purchaser unfortunately loses a limb or an eye or dies in any accident:

If the loss is within 31 days from the date of purchase of BCC TC's: 10 times of the TCs purchased with a minimum per capita of US\$25,000 and a maximum per capita of US\$275,000.

The cover does not end there. If the loss is within a further period of 334 days: 10 times of the TCs uncashed from the original purchase of BCC TC's with a maximum per capita of US\$275,000.

It is a 24 hours personal accident insurance cover and starts from the time BCC TCs are purchased.

Carry BCC VISA Travellers Cheques – the unique international currency with a difference. They are acceptable around the world, amount refunded if lost and you get an accident insurance cover too, free.



**And Now A Free  
Accident Insurance Cover Up to**

**US\$ 275,000**

**When you buy BCC VISA Travellers Cheques.  
the TCs which are welcome and acceptable  
around the world in 160 countries**

BCC GROUP HAS OFFICES IN 61 COUNTRIES  
CAPITAL FUND US\$640 MILLION. ASSETS US\$9,650 MILLION



**BANK OF CREDIT AND COMMERCE  
INTERNATIONAL**



# BCC — the largest foreign

ON 25 February 1978, yet another step forward was taken: the opening of Pakistan's first BCC branch, in Karachi. Although we were not strangers to this part of the world, the presence of leading local and foreign banks was quite a challenge.

Our conviction, dedication and, above all, the motivation to serve humanity went beyond material gain, and enlightened the spirit of each individual of the BCC family. As a result, we emerged as a distinguished organisation trying to develop an environment and culture where we might not only satisfy our basic needs, but attain our major objective — submission to God and service to humanity.

In the relatively short period of just under five years, tremendous progress has been achieved. With branches now also in Lahore and Rawalpindi, we have emerged as the leading foreign bank in the country. In terms of assets, deposits and profits, we are in fact the largest foreign bank.

Our branch is involved mainly in short-term lending — primarily trade financing. A fair share of the country's rice, cotton, carpets and textile business is being routed through us. As for imports, petroleum is a major item; others include iron and steel, chemicals and polyester yarn.

In accord with our overall growth trend, the rise of BCC in Pakistan has surpassed the expectations of many people. The road to success has

not been easy. There are many operational and functional constraints, such as credit ceilings and exchange control rules and regulations. The banking sector, too, is very competitive. The major constraint so far, however, has been that of space, which has hindered expansion of business volume in Karachi.

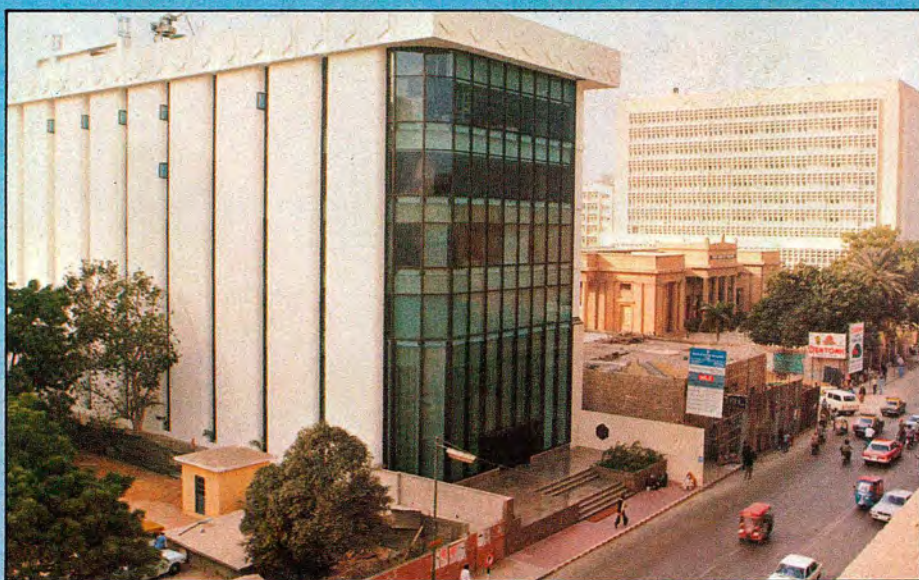
## BCC House

The physical obstacles have now been overcome. We recently moved into our imposing new premises — BCC House, in the heart of the financial centre of Karachi. The building comprises five floors and houses Karachi Branch, the

Regional Office and the audit department. The layout is in keeping with the BCC open-plan style.

The building's façade is unique in the city of Karachi: glass windows and polished granite flooring and walls are being seen for the first time here. The spacious and comfortable offices convey an air of elegance, and have inspired all our staff members to improve further the prompt and personalised service that characterises the BCC style, and to achieve the objectives which will be a source of business growth.

With the availability of on-line computerised services, we are now poised to



*BCC House in the heart of Karachi's financial district.*





# bank in Pakistan

achieve greater success in offering our clients the best and most efficient service. The bringing together of Karachi Branch and the Regional Office has also substantially diminished certain impediments, and augmented our cohesive and joint efforts towards the co-ordination of talent; the encouragement of development of personnel; the assurance of the highest standards of service, and, thus, the achievement of maximum profit.

The success of the bank in Pakistan is a reflection of the tremendous growth of BCC all over the world. This phenomenon underlines the fact that we are different from all other banks, because of the distinct philosophy and policies that we are pursuing collectively as an organisation. It is the conscious application of these ideals in our business dealings that characterises us. Our future success will depend on the extent to which we can reinforce and strengthen these ideals.

## Integral

We are an integral part of the BCC cosmic phenomenon. In God's grand design there is a role for each one of us. We need to recognise this role, which is ordained for us but not predetermined. Our contribution towards the fulfilment of God's purpose depends on the extent of our individual and collective efforts and actions. To the degree that we merge into God's will, we accomplish the purpose of our existence and give meaning to creation.



Polished granite floors keep the inside elegant and cool.

It is through joint wisdom that we move closer towards perceiving truth. It is through joint vision that we endeavour to recognise the Absolute. And it is through humility that we comprehend our significance in the universal scheme. And it is faith that must be the anchor of our soul in this tremendous phenomenon of change.

We realise that each individual of our family is a reservoir of boundless energy. There are unexplored depths in each of us. We need only to tap the multifarious dimensions of our innate powers and to awaken our inner selves. We are striving to discover our potentialities and to unleash the creative forces inside us: to free ourselves from self imposed constraints and inhibitions and allow ourselves to traverse the unknown. The confluence of the best in each one of us can form an overpowering force, enabling us to move confidently and boldly into the realms of the undiscovered and the impossible.

## The bond of love unseen

*This is an original message which came from my inner self after I had infused into my soul the philosophy of BCC. When my soul merged with this beautiful philosophy, I was enfolded in bliss. The words of the poem came to me from heaven. I have written them down faithfully and would like to share my feelings with all family members throughout the world.*

*Amongst the meadows and the seas  
Never wholly I have been at ease;*

*Behind my mind I am urged,  
To reveal the message unsearched;*

*In giving, my true self lies . . .  
To my very utter surprise;*

*It is humility which has been  
The bond of love unseen;*

*I keep myself under surveillance . . .  
For I am in pursuit of excellence;*

*To love, to create, and to hate vanity;  
I have longed to serve humanity;*

*Submission to God is what I need,  
For I feel I was born to lead;*

*God bless the tie that binds —  
The hearts of BCC minds;*

*I pray we reach our goals,  
May God bless our happy souls.*



**ROHAIL AAMIR MINAAZ**  
Xth Batch Trainee, Karachi  
11 January, 1983, said at dusk



# BRAZIL

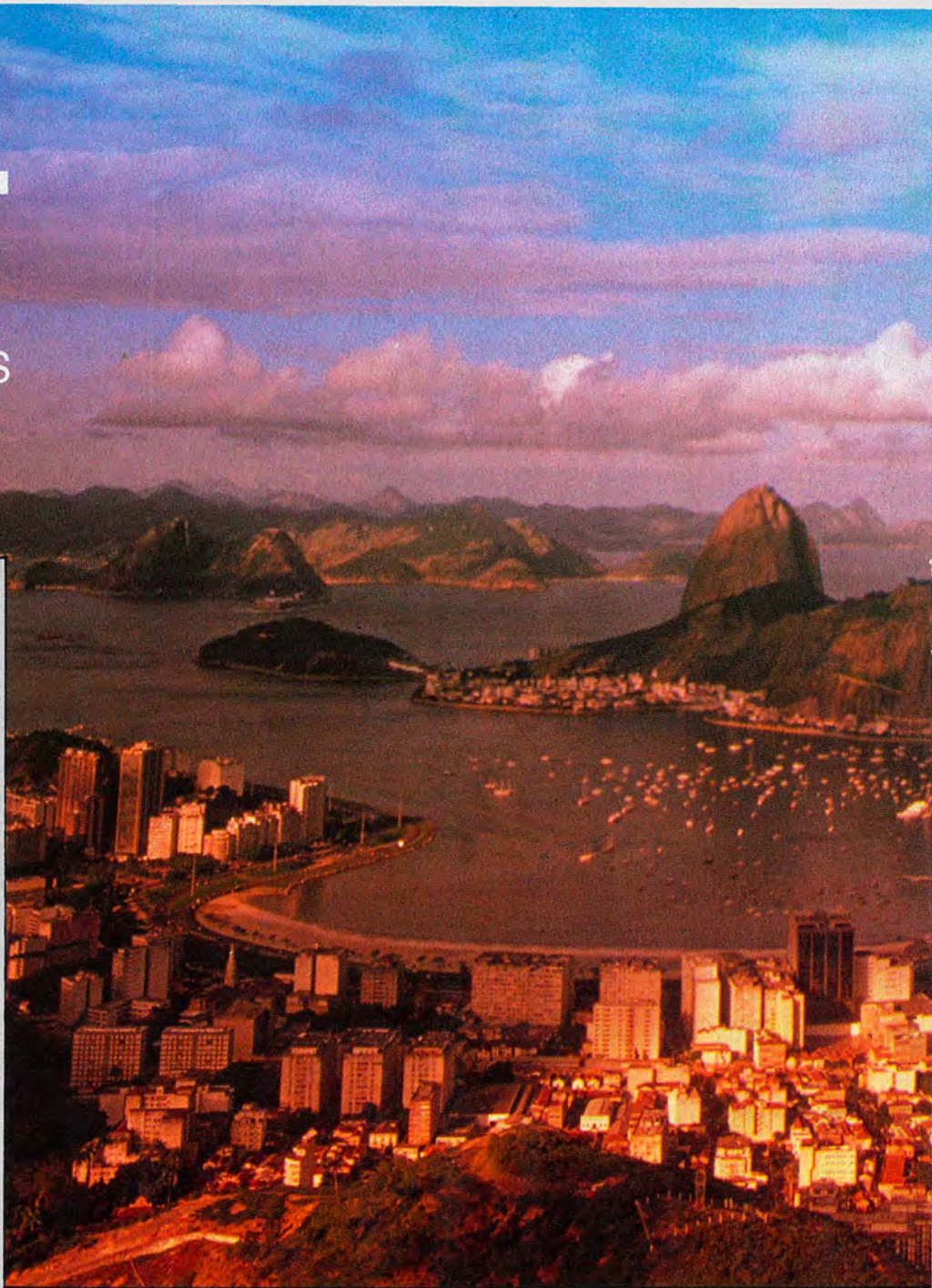
New  
representative  
office strengthens  
South American  
network

## Background information

<b>Time</b>	East 3 hours behind GMT West 4 hours behind GMT
<b>Main cities</b>	Brasília (capital), Sao Paulo, Rio de Janeiro
<b>Population</b>	119 million
<b>Language</b>	Portuguese
<b>Religion</b>	Christian
<b>Currency</b>	Cruzeiro (Cr.) = 100 centavos
<b>Exchange rate</b>	US \$ = Cr. 482
<b>National income</b>	Cr. 42,904 per head

**Economy. Structure:** a mixed economy with agriculture accounting for about one-tenth of the gross national product and manufacturing one-fifth. There has been a fairly high rate of inflation.

**Main crops:** coffee, cocoa, sugar, soya beans. **Main mineral resources:** coal, oil. **Main industries:** mining, motor vehicles, machinery. **Main exports** (and share of total): coffee (18%), soya beans and products (12%), machinery (9%), animal feeding stuffs (9%), cocoa (7%). **Main imports:** crude oil, machinery, chemicals. **Main trading partners:** exports — United States (23%), West Germany (8%), Netherlands (6%), Japan (5%); imports — United States (18%), Iraq (14%), Saudi Arabia (10%), West Germany (7%). **External trade:** imports — Cr. 500,134 mn = US \$18,558 mn; exports — Cr. 393,531 mn = US \$14,602 mn.



**L**ATER this summer, BCC will be opening a representative office in Sao Paulo, Brazil's commercial and financial centre. With BCC already established in Panama, Venezuela and Colombia, the move into Brazil is part of a long-term policy to penetrate South American markets.

Initially the Sao Paulo office will be dealing with other financial institutions and looking for ways to secure a greater presence in Brazil. For, despite its current troubles, Brazil is often called the United States of the 21st century.

Many experts believe that the economic difficulties now besetting Brazil are not primarily of the country's own making. Caught up in the widespread loss of confidence in South America, it could not hope to escape some of the ills that affect its neighbours. The long years of rapid expansion, when the growth rate averaged 8% a year,

seem to have ended, at least for the time being. But Brazil stands to benefit considerably from even a modest upturn in world trade, and could be one of the first South American countries to emerge from the recession.

The way Brazil has handled the energy question shows how it is solving seemingly intractable problems. The oil price rise of ten years ago hit Brazil very hard, causing a massive increase in the import bill. During the remainder of the 70s, strenuous efforts were made to reduce its dependence on foreign oil. As a result, the country's bill for crude oil was dropping even before the fall in prices earlier this year.

The government has also been encouraging the development of domestic energy sources, notably hydro-electricity and the very large deposits of coal. And very few countries sell as many cars powered by alcohol as does Brazil. This





new source of energy seems to have caught the public's fancy.

### **Growing market**

During the early 70s the conventional motor industry was a major stimulus to the economy, and it has continued to attract large-scale investment. German and Italian manufacturers see in Brazil a growing internal market and a sound base from which to launch their exports. On the whole they remain firmly committed to long-term projects, despite a slow-down in sales over the past couple of years.

Until recently, agriculture had pride of place in the economy. But as the country has industrialised, so agriculture's contribution has inevitably declined. Nevertheless, Brazil is second only to the United States as an exporter of farm produce worldwide, with coffee, cocoa, sugar and soya as the main crops.

Agriculture has attracted a steady migration from the poorer north-east to the more fertile southern provinces.

The large cities in the south of the country are another magnet for a growing population. Sao Paulo, with over seven million inhabitants, and Rio de Janeiro, with nearly five million people, dwarf all other Brazilian cities. The new capital of Brasilia, with its futuristic architecture, has less than a million inhabitants, but is the seat of the national government.

Although Brazil has been independent since the early 19th century, it has kept strong ties with Portugal and, unlike other South Americans, Brazilians speak Portuguese. As Brazil's exports have become more important, thanks to industrialisation, it has been forced to look beyond its traditional markets for new customers in other parts of the world.

For example, when the European

*Rio de Janeiro, the second largest city in Brazil.*

demand for iron ore failed to maintain its growth rate, the Brazilians, with an estimated quarter of the world's iron ore, went off to look for customers in the newer steel making centres such as China, South Korea and Pakistan. These newly developed markets are still attracting a good deal of attention from Brazil's exporters.

Historically, Brazil has kept a low profile in international affairs, but rapid industrialisation is bringing with it a more prominent role on the world stage. The country now seems to sit midway between the developing world and the developed West.

With so many changes taking place in Brazil, this must be the right time for BCC to establish a strong presence there. The representative office in Sao Paulo is a first step.



# The power and the dynamics

Technology of the invisible



**T**HE BCC culture is founded on an honest attempt to understand the laws of nature which are responsible for the maintenance and evolution of creation. The pursuit of knowledge is enjoyable in itself, but there is also a practical side to our endeavour. If we can identify the laws of nature and infuse them into our management style, it will bring us great success. By living in accord with the laws of nature, we would be sure of leading worthwhile lives. Our activities would enjoy the support of all-powerful nature.

For these reasons we are finding out about the laws of nature and learning about their qualities and how they work. We have located a common home for all the laws of nature in an unmanifest reservoir of unbounded energy and intelligence. The tangible world arises as this field of pure creativity becomes lively and starts to flow in specific channels. It assumes boundaries and enjoys flowing

through these boundaries. But it never gives up its true status. The visible is always an expression of the invisible. Matter has only a passing existence. The heart of everything visible is formless energy, whatever temporary form it chooses to assume.

Having located this storehouse of limitless energy, we are getting to know it. We are working to establish an alliance between BCC and the home of the laws of nature, so that the boundaries of our personal and professional lives are infused with boundless energy and love.

This cannot happen unless we find a way of gaining direct, personal experience. Theorising about the qualities of the invisible, or making a mood about it, will not bring the reality. The technology of the invisible is a means to gain this experience. It leads, through humility, to a progressive diminishing of the boundaries imposed by the tangible world.

In this ego-less state, we merge completely with the environment. This is a very sweet, soft and gentle experience which, once it starts to occur, becomes increasingly attractive. It needs to be repeated many times before it becomes a constant reality and we can enjoy the tangible world in the full glory of the intangible.

## Divine intelligence

This integration of life makes us free. The ego ceases to assume a dominant role and all action is spontaneously seen as the interplay of the laws of nature. Things move according to God's Grand Design and action is simply Divine intelligence working through individual channels.

This is living the full potential of life. It brings fulfilment and success at all levels. Living life in its unbounded values does not imply that an individual is any less important than before. Just the opposite. His qualities are enriched by con-





tact with the Divine.

But one significant change, in this context, does come with enlightenment. The spur to action is no longer individual needs and wants. The actions of an enlightened person arise from a desire for the welfare of the world. He acts purely in response to the needs of the environment. When the heart feels the lack of something, a stream of desire flows towards the object of desire, whether moral or material.

As the flow of desire is in tune with the natural current of evolution, it finds the support of the invisible influence of nature. This is the formula for a very graceful life in which there is no gap between desire and fulfilment.

### Flame of desire

A widespread misconception has been that wisdom lies in damping down the flame of desire and trying to lead a life without any desires. This will only make

life dull. As long as there is life, it has to be in the field of desires. No practical person could ever be without desires. The flame of desire is the flame of life. The BCC culture encourages us to expand the volume of our desire until it can take on a universal dimension.

Another misconception is that enlightenment can be gained by adopting the beliefs or way of life of an enlightened person. The true glory of enlightenment is the subjective experience of living in the light of God. This quality of life is naturally seen, to some extent, in a person's actions, but the depth and purity of his feelings cannot be fully gauged by the way he conducts himself.

So it is inappropriate to adopt a set of attitudes or a way of life as a means of gaining enlightenment. Enlightenment comes only through direct experience of the invisible. The actions of an enlightened person are a reflection of that

*The dynamics of evolution are at the heart of all change.*

fullness, not the other way around.

The enlightened person speaks from his level of eternal freedom in the Divine. Words can never convey the beauty, the energy, the power or the tenderness of that love. As he tries to explain his feelings, the rest of us hear his words from a less exalted position. All that words can do is to act as a signpost pointing a way, in the hope that we can discover for ourselves how to share in the quality of that experience. That will come through feelings which integrate the visible with the invisible.

The invisible is forever the source of all prosperity and advancement in life. By attuning our lives to that, we will find great happiness, harmony, intelligence and energy and, possessed of these, no limit to the fulfilment of desires.



# THE SUCCESS OF



The 1982 annual report for the BCC group has been published. It presents a picture of sound growth throughout BCC's worldwide network in the last year, and reflects the result of ten years of unprecedented growth.

The main results contained in the report were previewed at the Athens conference in early March. Speaking at the beginning of the conference, Mr Cliff Twitchin was enthusiastic about the group's performance. He commented on the continuing high liquidity of the bank and the growth in deposits and profit, and said: 'the figures are very creditable'.

*The Banker* magazine reported that in 1980 BCC's deposits were \$4.9 billion. BCC was then the 217th largest bank in the world. By the end of 1982, deposits had risen to \$8.7 billion. Mr Twitchin asked delegates to watch what effect this would have on BCC's placing in *The Banker's* listings when they are published later this year.

Mr Swaleh Naqvi spoke towards the end of the conference. His aim was to establish a perspective within which BCC's performance could be

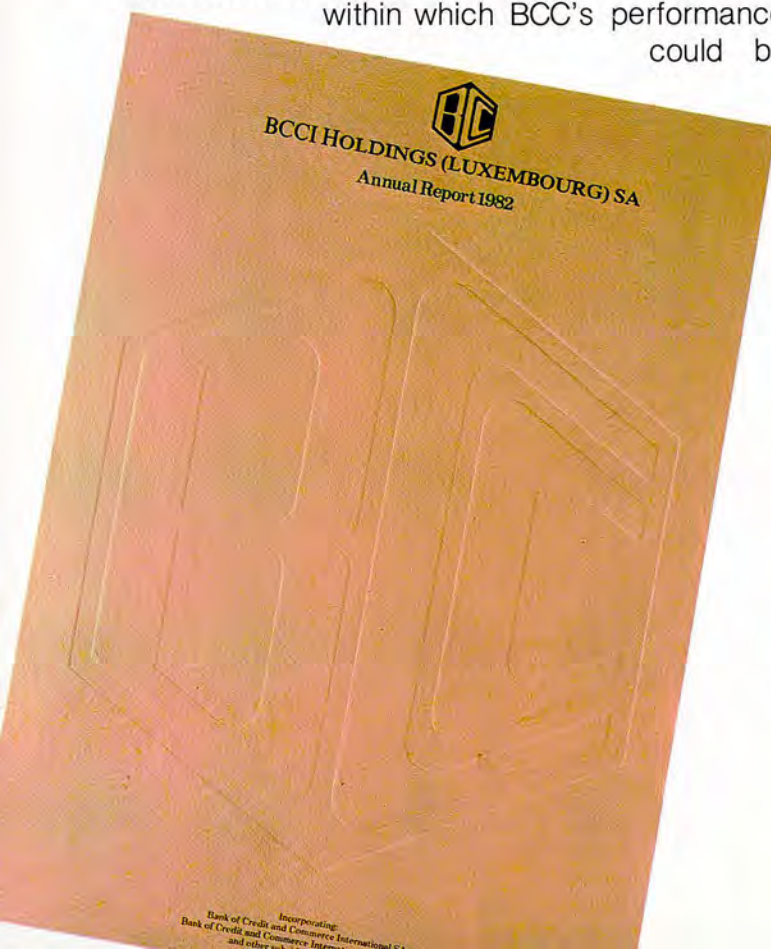
measured. Some of the major growth areas of the bank were reported in the last issue of *The BCC International*. One of the first measurements that Mr Naqvi discussed was the \$178 million increase in capital funds. At the end of 1981, capital funds stood at \$462 million. By the end of 1982 they had risen to \$640 million. Unlike many international banks, BCC does not rely on borrowed capital to increase its funds. Nevertheless the increase amounted to a 38% rise over the previous year.

Another cardinal principle at BCC is that it does not rely on due-to banks for its lending portfolio. This helps to guarantee the health and soundness of the group. The amount of due-to banks at the end of the year was \$1.0 billion. Even excluding this amount, deposits increased by 30% from \$5.6 billion to \$7.3 billion. Deposits are the lifeblood of a BCC banker and it was gratifying to see such a significant increase, Mr Naqvi said.

Due-from banks are a measure of cash liquidity and by the end of 1982 this had increased by 35% to \$4.0 billion. Loans and advances increased by 28.5% to \$4.1 billion. This again is a satisfactory result as BCC is determined to keep its marketing activities within a strict discipline and not simply to buy loans. Group policy is always to look for safe and remunerative lending opportunities.

The international financial community attaches considerable importance to a bank's capital/assets ratio as a measure of its performance. At BCC that ratio is 6.46%. With large US banks the ratio tends to be between 3.0% and 3.5%. Another measure of a bank's performance is the ratio of profit to average assets. Before loan loss provisions and taxes, this was 3.43%, against 2.6% the previous year. After loan loss provision, but before taxation, the ratio was 2.68%, against 2.06% at the end of 1981. After loan loss provisions and after taxes, the ratio was 1.81% (1.23% in 1981).

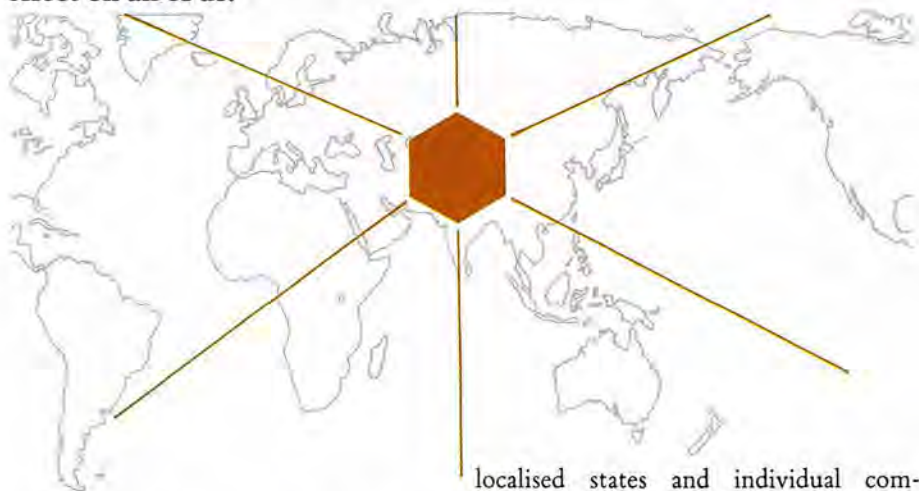
The full results for the group are contained in the directors' statement which begins the annual report. We recommend that all members of the BCC family study the statistics and see for themselves the success that we have all been working for.





# Enlightenment and the technology of the invisible

**O**NE of the most important characteristics of the 20th century is the expansion of knowledge. In the last 80 years, our understanding of the way nature functions has increased dramatically. Today's scientists see the world in a perspective very different from that of earlier generations and this new outlook is having a profound effect on all of us.



The strict definitions and rigid boundaries that used to characterise the sciences are a thing of the past. They have been replaced by an awareness that the nature and structure of creation tend to be the same, no matter what discipline is used to investigate them. As each discipline has grown in complexity over the years, so there has emerged an underlying simplicity and unity between the sciences.

The principles of modern physics, chemistry, mathematics and physiology can all be expressed in terms which can be readily understood by a student of the BCC culture.

Within BCC we are very aware of two distinct levels of reality — the visible, tangible world and the invisible, intangible world — and of the relationship between the two.

Classical physics seeks to describe the concrete reality of physical phenomena. It is a description of the tangible world. The great breakthrough in physics came early this century, with the discovery of quantum mechanics. This provides a description of the invisible home of the laws of nature which govern the entire range of the physical world. It is a description of the dynamics of intelligence that underlie and support the visible world.

Chemistry is the science of interaction. At one level, classical chemistry analyses the different forms of matter in terms of

localised states and individual components. But quantum chemistry has discovered an unlocalised field of infinite correlation in which the component parts are inseparable. This intangible level is ultimately responsible for the structure of matter.

## Finite and infinite

A similar pattern can be seen in mathematics, the science of exactness. Mathematicians now speak of the mathematics of the finite and the mathematics of the infinite. In the same way, modern physiology has discovered two distinct levels of biological organisation — the level of expressed physiological structures and functions and the unexpressed total potential of genetic information contained in DNA.

The expressed level of physiology is described with reference to the organs, tissues, cells and biological pathways which make up a living organism. But in the DNA molecule, physiologists have located the underlying source of knowledge and power that governs the development and maintenance of every physiological structure and function. They have also found that all physiological processes are ultimately referred back to their source within DNA.

The various disciplines of modern science have evolved to the point where they can provide an understanding of the full range and potential of natural law — from unmanifest totality through all the

diversity of its expression.

This expansion of the breadth of knowledge has changed the relationship between the scientist and his discipline. Classical physics used to draw a clear distinction between the knower and the object of knowledge. The two were seen as separate and were not allowed to impinge on each other. This was one of the premises of 19th century physics.

But as a deeper understanding of the quantum mechanical level developed in the early 20th century, it came to be seen that the observer does have an effect on what he is observing. At this level, the knower is intimately involved in the process of gaining knowledge. Quantum mechanics has banished the notion that the pursuit of knowledge is a purely objective affair.

This has very far-reaching consequences. For the first time, the subjective state of the knower is an important factor in Western science. It is no longer possible to ignore the level of consciousness and state of feelings of the scientists involved in any investigation of the intangible world. For knowledge to be complete, it must include the knower as well as the object of knowledge. The forefront of knowledge has shifted to human consciousness and the subjective approach to knowledge has become a legitimate area of study.

## Methodology

Any process of gaining knowledge requires a methodology, a procedure that can be verified repeatedly in different circumstances — that is to say, a technology. Just as physics has evolved through a specific technology from a description of the tangible world to a description of the intangible world, so a specific technology is helping the evolution of subjective knowledge. This is the technology of the invisible. In its first tentative formulations, this new technology is attempting to extend the range of human experience in a repeatable and verifiable manner.

Our awareness and our feelings normally function within boundaries of time, space, and cause and effect, but they also have the potential to experience an unqualified state which has many of the characteristics of quantum physics. This unqualified state of the awareness and feelings is a state without boundaries. It is direct experience of the existence of natural law.

Repeated experience over time of this invisible, quantum mechanical level allows life to be lived spontaneously in accord with all the laws of nature. Most importantly in terms of human evolution, it provides an opportunity for the infinite organising power of nature to become lively in the individual and give increasing support to his every action.

The technology of the invisible is the technology of human evolution. It is the natural outcome of scientific and technological development over the past centuries.



# Australia

BCC presence in  
country of unlimited  
potential

## Background information

<b>Time</b>	between 8 and 10 hours ahead of GMT
<b>Main cities</b>	Canberra (capital), Sydney, Melbourne
<b>Population</b>	15 million
<b>Language</b>	English
<b>Religion</b>	Christian
<b>Currency</b>	Australian dollar (A \$) = 100 cents
<b>Exchange rate</b>	US \$ = A \$0.88
<b>National income</b>	A \$6,900 per head

**Economy. Structure:** a mixed industrial economy, with important agricultural and mining sectors, and with a manufacturing sector contributing about one-fifth of the gross domestic product. **Main crops:** wheat, barley, oats, sugar. **Main mineral resources:** coal, oil, iron ore. **Main industries:** mining, manufacturing. **Main exports** (and share of total): metal ores (17%), meat (12%), coal (10%), wool (10%), wheat (9%). **Main imports:** machinery (18%), motor vehicles (10%), chemicals (10%). **Main trading partners:** exports — Japan (28%), United States (12%); imports — United States (23%), Japan (16%). **External trade:** imports A \$16,316 mn = US \$18,240 mn; exports — A \$16,715 mn = US \$18,686 mn.



*Sydney harbour.*

Many experts predict that the countries of the Pacific basin will soon emerge as a major force in the world, both financially and industrially. There is already a strong shift in this direction and BCC is keeping pace by expanding its activities in the region.

Just over a year ago, an application was made to the Federal Reserve Bank in Australia to open a representative office in Sydney. The application was successful and BCC is about to start modest operations in a country of almost unlimited potential. As a representative office, the scope of operations will be limited to maintaining a liaison with our Australian business connections. But, as in some other parts of the world served by representative offices, that liaison can prove extremely valuable.

Brian Mulligan is now finalising details for the new office in Pitt Street, in the heart of Sydney's financial and commercial district. It will become operational straight away, although the official opening is not planned until later this year.

In many ways, Australia is in an enviable position. With a tiny population of just 15 million, it has vast mineral and

energy resources balanced by relative political and social stability. A few years ago, it tended to see itself as 'the engine economy of the Pacific region'. Although that confidence has received a few knocks recently, the medium to long-term prospects are still excellent. It is certainly true that, despite inflation, rising unemployment and sometimes difficult industrial relations, many Australians have never had it so good. But they are now seeing living standards rising faster in other parts of the region than at home and this is causing some alarm.

## Exporting nation

Australia is an exporting nation. This is bound to make it vulnerable to fluctuations in world trade, but it hopes to ride the storm of world recession by doing more business with emerging Third World countries such as Korea,





China, the Middle East and the ASEAN countries (Indonesia, Malaysia, the Philippines, Singapore and Thailand). Traditionally Australia has relied on Japan, the United States and New Zealand to absorb over 40% of its exports. BCC will surely have a role to play in helping Australia develop its links with Third World markets.

Australia will soon be able to fall back on its vast mineral resources. There are scores of mineral and energy projects now under way and investment will reach new peaks in the 1980s. Their combined benefit to the Australian balance of payments between now and the end of the century is likely to amount to more than A\$100 billion. In addition to copper, gold and uranium, Australia has large reserves of coal, oil, iron ore, bauxite, natural gas, lead, zinc, silver, nickel and tin — as well as opals, sapphires and some of the largest diamond deposits in the world.

According to a recent study by the Massachusetts Institute of Technology, the growth in the coal industry alone could be explosive. The study concludes that by the year 2000 Australia will be

shipping 75 million tonnes of steam coal a year. In 1977 steam coal exports were just 4 million tonnes.

Although manufacturing and financial services are now bigger earners than agriculture, Australia's traditional source of wealth is farming and livestock. Australia remains the world's biggest exporter of wool and beef. These industries were hard hit last year by the worst drought this century. But the disaster may turn out to have a silver lining, as it seems to have prompted a re-examination of agriculture's role within the economy. The farmers are lobbying for more favourable treatment from the government. They claim that a major review is needed to help boost production.

### Immigration

In a world where more and more countries are tightening their immigration laws or closing their doors completely against foreign arrivals, Australia remains one of the few that still encourages immigration on any scale. With a tiny population on a land area almost as big as the United States, Australia remains an underpopulated continent.

*BCC House in Pitt Street, Sydney.*

The pattern of immigration has altered in the last few years. Originally settlers came almost exclusively from the United Kingdom, but now a good proportion of the 100,000 new arrivals each year come from all over Europe and Asia. In many cities sizeable communities of Italians, Lebanese, Vietnamese, Chinese and Egyptians have grown up. As a result, Australia is now adapting to a more diverse cultural and social life.

This new internationalism is being reflected in the activities of the business community. There has been a concerted marketing drive in the Middle East and other parts of the Third World. A new breed of Australian entrepreneurs have made themselves as much at home in New York and Nairobi as in Sydney.

In many ways, Australia is at a crossroads. If it can develop the necessary vision, it could become fairly quickly a major influence in the Pacific region and a middle power on a world scale. The new BCC presence in Sydney will be working to develop Australia's potential to the full.



# AROUND THE

## Service and innovation in Abu Dhabi



BCC (Emirates) has just introduced a sophisticated new service for its customers. Called Service 365, it is the first automatic banking machine ever seen in the UAE. It allows customers to obtain a statement of their account very quickly, and also to withdraw cash.

This photo was taken at the inaugural ceremony for the new machine, held in the bank's main branch in Abu Dhabi. From the left: Mr S. A. Kirmani, branch manager; Mr Bashir Tahir, general manager, BCC (Emirates); Mr Ashraf Nawabi, general manager, Middle East Region; Mr Obaid Al-Tayer, director; Mr Zafar Iqbal, managing director; Mr Eid Bakheet, director; and His Excellency Shaikh Nahyan Bin Mubarak, chairman, BCC (Emirates).

The photo on the right shows His Excellency Shaikh Nahyan Bin Mubarak and Zaheer Abbas using the new machine.



## Vigilance in Hong Kong

When a forged banker's payment order for HK\$5 million was presented for payment, only the vigilance of Miss Rita Yeung saved the Hong Kong Metropolitan Bank from a considerable loss. Miss Yeung spotted the forgery even though the signature on the order was a good imitation of the original.

Miss Yeung joined the Admiralty Centre branch in Hong Kong in 1981.

*Miss Rita Yeung*



## Universal truths

The chairman of Marubeni Corporation declared recently that the company is guided by the following principles: 'Let us acknowledge our individual insignificance and seek strength in our combined efforts. Let us act always with justice and good faith, with freshness and vitality, avoiding arrogance and exemplifying humility.'

Marubeni Corporation is one of the largest companies in Japan.





# WORLD

## Third World Prize

Timed to coincide with the recent South-South conference in Beijing, China, this year's Third World Prize has been awarded to the International Institute for Rice Research in the Philippines. The Prime Minister of the People's Republic of China, Mr Zhao Ziyang, made the presentation.

The prize is awarded annually to individuals or institutions for outstanding contributions to development in the Third World.

Mr Shridath S. Ramphal, who is Secretary General of the Commonwealth and chairman of the Third World Prize selection committee, said at the ceremony: 'The Third World Foundation was established as an act of enlightenment and generosity by a man of vision of the Third World, Agha Hasan Abedi, and his colleagues at the Bank of Credit and Commerce International. The Third World owes them a great debt of gratitude not only for this initial act of vision but for having sustained and broadened it over the years.'



*Mr M. S. Swaminathan, director general of the International Rice Research Institute, receives the Third World Prize from his Chinese hosts in Beijing.*



## Close links

Mr Lloyd P. Johnson, vice chairman, Security Pacific National Bank USA, was the guest of honour at a luncheon hosted by H. E. Shaikh Nahyan Bin Mubarak Al Nahyan, chairman of BCC (Emirates).

From left: Mr Obaid Al Nasiri, ADIA, Dr Mahmoud Hamra Krouha, ADNOC, H.E. Shaikh Nahyan Bin Mubarak Al Nahyan, Mr Lloyd P. Johnson, and Mr Abdulla Nasser.





## Success in Oman

Oman's newly appointed country manager, Mr Sajid Ali Abbasi, visits BCC's branch in Ibri, 330 km west of Muscat. The branch has a great record of success. Profits in 1982 were double what they were in 1981. Congratulations to all concerned.

Sitting, from left: Mr Bilal Usmani (manager), Mr Sajid Ali Abbasi (country manager), Mr Siddiq Umar (officer) and Mr Amin Ismail. Standing, from left: Mr Naeem, Mr Hussain, Mr Abdullah, Mr Rashid and Mr Ismail.



World-renowned navigator Thor Heyerdahl visits BCC's offices in Colombo, Sri Lanka. Dr Heyerdahl has spent many years recreating the voyages of early peoples. The Kon-Tiki expedition is his most famous adventure.

## A job well done

The preparation and organisation of the Athens conference were truly outstanding. The Central Profit Committee and all delegates send their congratulations to the organising team.

**INTERNATIONAL BANKING  
AND GLOBAL FINANCING CONFERENCE**

WEDNESDAY, MAY 11, 1983

SPONSORED  
BY

THE INSTITUTE OF INTERNATIONAL BANKING  
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**New York  
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200 MADISON AVENUE, NEW YORK, N.Y. 10016 212 561 2020 Telex: 661833 NYCCI

May 12, 1983

Mr. Iskander M. Bawker  
Representative  
Bank of Credit and Commerce International  
375 Park Avenue  
30th floor  
New York, N.Y. 10152

Dear Mr. Bawker:

I would like to extend my congratulations to you and your colleagues at the Bank of Credit and Commerce International for your assistance in sponsoring a very valuable International Banking Conference yesterday at Pace.

The comprehensive program was extremely well organized and the concerns of the international banking community were expertly developed by the individual speakers in each session. I think the audience probably found hearing both academic and practical applications to the various problems a valuable learning experience.

Again, congratulations on a very exciting Conference!

Sincerely,  
*Eleni Chrynes*  
Eleni Chrynes  
Manager  
Foreign Bank Council

EC:wb

ASSOCIATED WITH THE NEW YORK CITY PARTNERSHIP

## A great conference

BCC's development in the US continues apace. On 11 May the New York representative office helped to organise and sponsor a conference on international banking and global financing at Pace University. The conference was an unqualified success and helped to introduce BCC to the financial community in New York.





# The vision of BCC is BCC

We in BCC are trying to understand and to manage the values that make us what we are. These enduring principles create a unique organisational culture which in turn governs its behaviour. We call this our ethos — our character, the very essence of our being.

One such value is expanded awareness through humility. The traditional Western method of managing is based on empirical data, observations that can be verified. We believe this scope is too limited. Not only is the observable a small part of the manager's world, it is also often distorted by his infinite capacity to selectively perceive those data that fit his bias and his preconceptions. What the manager needs is an expanded awareness, insights beyond the observable. We believe the key to this is humility.

Humility is openness, as a container is open to its liquid content. Humility opens our awareness and enables us to access the unknown or, at least, a larger portion of what is not observable. Managers tend to feel uneasy in areas of the unknown because they are out of their control. Yet, to deny a manager access to these areas is to squander a rich potential. In a manager's quest for control he often overcontrols, overmanages.

The legacy of that tendency is a sorry history of marginal productivity and sour labour relations. Paradoxically, the secret to control lies in not *trying* to achieve control. For in our willingness to 'let go' with humility we actually gain greater control, through expanded awareness, new insights and unfettered creativity. Simply stated, increased awareness means increased learning, increased improvement. And humility unlocks awareness.

## Joint personality

Another key factor in our success is the concept of 'joint personality'. This has no Western equivalent, although synergy and consensus would come close. Just as a person is more than the

sum of his parts, so is an organisation. An individual who has it 'all together' is qualitatively superior in performance to one who does not. And so it is with an organisation. This integration of individual energies toward a common thrust is the essence of 'joint personality'.

It is more than this, however. For example, let us suppose two people have opposing viewpoints. They are in conflict. Conflict arises from opposing points. Yet, if we see a point as merely one of a range of possible responses, then there is a better chance that the ranges will overlap. In such a way we can find common interests, merge our energies and resolve our differences. Recently we were unable to get a 'yes' from someone whose consent we wanted. ('No' is a fixed point.) We explained this concept to him, and within 24 hours he proposed a possible three party solution to our dilemma. ('No' is not a fixed point, but rather one point in a spectrum of possible responses.)

We believe there is a grand design for the universe and that we are part of it. The forces behind it are far beyond our ability to understand, let alone control. But if we put ourselves in harmony with them, then we cannot fail. And if our efforts are not in harmony, we cannot succeed. We spend a lot of time trying to fathom these universal truths. For then, if we can reach accord with them, we too are universal.

## Universal bank

This is how we see ourselves. We are not a British bank. Nor are we a Third World bank. We are a universal bank whose values are based on universal concepts. Buckminster Fuller says that the problem of 'spaceship Earth' is that it has too many captains (nationalities). We are not one of them. We are at one *with* them — one with 'spaceship Earth'.

Our primary purpose can be summed up in four points:

- 1 Submission to God
- 2 Service to Humanity
- 3 Giving
- 4 Success

The vision of BCC is BCC. We concentrate our energies on the unbounded potential of our fourfold purpose. The Book of Proverbs said it best: 'Where there is no vision, the people perish.' Our 7,000 people are in various stages of commitment to this vision. Like a flower that blooms, its buds are not less than the blossom but merely at different stages of development. It is our job to see that the vision continues to bloom, that it does not perish.

## Fly the flag with BCC travellers cheques

After last year's auspicious start to the travellers cheques programme, it will be interesting to see what happens in '83', the first full year for dollar and sterling cheques. Certainly the year has begun well, with a series of innovations that must be worrying to our competitors. The travellers cheques department of the UK Regional Office has just announced a special link-up with the five major travel clubs run by British Airways. BCC travellers cheques are now being sold through these five clubs.

The clubs rely on the strong connections that exist between the UK and the rest of the English speaking world. The Australian Family Reunion Club was the first to be set up, in 1976, and now has some 60,000 members throughout the UK.

The USA and Canadian Reunion Club, established the following year, also has 60,000 members, while the New Zealand Reunion Club has approximately 27,000. Two more clubs were established in 1981.

Members can now buy BCC travellers cheques on very favourable terms without payment of the normal 1% commission.

It is not easy at this stage of the operation to forecast the exact value of the travellers cheques that could be sold through the five clubs. It could take as long as two years for an accurate picture to emerge, but one thing is certain: given the support and backing of all our UK branches, the value to BCC could be very considerable.



*When winter is at its worst in the UK, the sun shines in Australia, New Zealand and other countries in the southern hemisphere. No wonder so many members of British Airways travel clubs go abroad between November and February.*



# AN INSPIRATION TO ACTION IN REAL MANAGEMENT

## Minutes from the profit committees around the world

BCC's worldwide profit organisation is made up of branch and country profit committees. These committees play a vital role in ensuring the success of the organisation. They keep a sharp focus on all sources of profit, both actual and potential.

The minutes sent to CSO show just how important the meetings are. They are an inspiration to action for everyone. They also help keep all members of the BCC family up to date with the evolution of our corporate culture.

We are publishing a selection of these minutes. They show the strength and resolve of 7,000 people all over the world dedicated to the Major Purpose.

### KOREA PROFIT COMMITTEE Chairman — K. Murari

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.

### BANGLADESH PROFIT COMMITTEE Chairman — M. A. Rashid

Mr Rashid emphasised that profit committees should not be for the sake of ritual, but rather should be active to serve the purpose actually behind it.

Everyone present agreed that mobilisation of low cost funds and handling of increased foreign trade business should substantially augment our profit, and collective efforts have to be made to attain this objective.

Mr Abdul Quayum informed the committee that US\$2.5 million worth of travellers cheques were sold in the first quarter of 1983 alone. He felt confident that we should have no problem in achieving our target sale of US\$5 million this year.

### KARACHI BRANCH PROFIT COMMITTEE Chairman — M. Nasim Khan

Another goal has emerged, i.e. to increase the permanent base of foreign currency deposits in Pakistan. A large number of Pakistanis are working abroad, and they must be approached and persuaded to open accounts with BCC branches in Pakistan.

We have tried to calculate the total number of travellers cheques sold in Pakistan. Figures suggest around US\$40 million per annum. Keeping in view our firm faith and positive approach, our branch is confident of taking at least a 40% share of the TC market in Pakistan.

We are focusing on our target market and are finding ways to release the dynamics of our energy psyche. The market is responding and is now moving in our favour.

### TORONTO BRANCH PROFIT COMMITTEE Chairman — Anis K. Zuberi

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

### ABU DHABI PROFIT COMMITTEE Chairman — Ghulam Hannani

It was generally accepted that market conditions were not conducive to business as compared to previous years, but this is where the strength of the Group would prevail: the ability to attain the apparently unattainable.

It was agreed, as the first campaign this year, to look into and cultivate low cost deposits and expand the sale of travellers cheques,

keeping in view the coming summer holiday season.

It was agreed that the committee is also the custodian of the following functions:

- Action
- Creativity and innovation
- Co-ordination
- Motivation and inspiration

Keeping in view the functions and the mode of operation, it was agreed that the following course of action would be taken:

- The present campaign to obtain low cost funds to be reorganised; to be called the 'Deposit Campaign for Profit', it would commence on 1 May for a period of three months.
- The campaign for sale of travellers cheques to continue simultaneously.
- Members to ascertain individuals' deposit targets and report their views to the committee to establish targets for the branches.

During the course of discussions the underlying warmth of feelings strengthened the conviction of those present that there is no substitute for striving collectively.

### LONDON, BERKELEY SQUARE BRANCH PROFIT COMMITTEE Chairman — Nazirur Rahman

Mr Fernandes expressed the need for more awareness, zeal and enthusiasm. BCC is not merely a financial institution, providing a service to customers from 9 to 5. It is a pursuit of quality, a forcible drive towards achievement by the fusion of pooled energies and vision.

Since the cashiers were the ambassadors of any bank, they should take the time to get to know their customers.

### BAHRAIN PROFIT COMMITTEE Chairman — Tariq Rahmat

Mr Rashid Maqsood said that since February 1983, more than 125 clients had been canvassed. Of these, about 60 were first time contacts. Some 40-50 had good deposit potential and with about 20-25 the prospects were



extremely hopeful over a few months.

### **LONDON, BROMPTON ROAD BRANCH PROFIT COMMITTEE** Chairman — H. Hyder Rizvi

The concept of institutionalisation was discussed, i.e. where no one member of the staff is too important. This followed directly from the quality of training given at the branch, since if people were trained in all aspects of banking then no one person would become indispensable.

Mr Rizvi explained that all members of the BCC family should be balanced, competent bankers, but, just as importantly, they should also be good human beings.

### **ABU DHABI, SH. HAMDAN ROAD BRANCH PROFIT COMMITTEE** Chairman — Ghulam Hannani

Each team of officers offered, through collective efforts, to secure Dh.5 million low cost deposits, sales of travellers cheques worth US\$50,000, and the accounts of at least two importers and to try to increase the average number of drafts during the month of April 1983.

### **LONDON, MARBLE ARCH BRANCH PROFIT COMMITTEE** Chairman — I. K. Patel

Humility was 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.

### **FRANCE PROFIT COMMITTEE** Chairman — I. Karim

Paris will continue to research new products. Marseilles said they were looking forward to getting contacts with Algerians and Libyans and to offering their services to people of high net worth of these origins.

### **ZAMBIA PROFIT COMMITTEE** Chairman — Rasheed Khan

The chairman exchanged feelings with his colleagues, and elaborated on realising the quality and contents of our desire and the dynamics of our organisation. The members discussed the participation in the '83' integrated programme and thanked the Almighty for Zambia's contribution to the success of '82'.

### **LONDON, LEADENHALL STREET BRANCH PROFIT COMMITTEE** Chairman — Bashir Chowdry

The emphasis was on uncovering the unknown / invisibles on which BCC members had been excellent and to increase our desire for excellence in everything that we do.

Financial transactions of the Group were discussed in detail and a special mention was made of the return on our assets. The return on our assets as at 31.12.82 was 1.2%, which was more than that of some of the international banks. This clearly shows our pursuit of good-risk assets.

### **MOMBASA BRANCH PROFIT COMMITTEE** Chairman — R. N. Pawar

The chairman was impressed by the efforts, especially those of the Junior staff and stressed that all officers accelerate their own efforts.

### **LONDON, QUEENSWAY BRANCH PROFIT COMMITTEE** Chairman — S. H. Farshneshani

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.

### **BCC (EMIRATES), ABU DHABI CITY CENTRE BRANCH PROFIT COMMITTEE** Chairman — Mansoor A. Javed

The concept of management emerged as the process of decision making based on interdependence, interrelationship and understanding. The BCC art of management was viewed as a flowing of ideas from different directions, resulting in a positive action. The more frequent the exchange of ideas, the better the management.





