

A
DECADE OF
ACTION CAMPAIGNS AND PROGRAMMES

"..... action campaign provide a unique and immediate opportunity to every individual to discover within himself the quality and thrust of movement or, in other words, to realise and test his capacity and ability to produce and achieve and then relate it to sense of self-fulfilment."

"..... in the ultimate analysis the source of movement and action essentially lies within the individual ... the element that would sustain the movement and its thrust."

[Expressions of the President
from a letter dated
30 September 1976]

This compendium attempts to put together the significant aspects of the 'Action Campaigns' launched in the pursuit of BCC's expectations and aspirations for last about a decade. Each of the programmes launched has been aimed to involve maximum number of staff in both goal setting and goal achieving roles - the ultimate objective being to surpass the standards of normal performance.

The programmes were introduced in a more formalised manner since 1980. Each of the years since 1980, thus, marked by following slogans/campaigns:

- 1980 - Year of Profit
- 1981 - Year of Profit
- 1982 - Year of Profit
- 1983 - Year of Profit
- 1984 - Year of Marketing
- 1985 - Campaign for Deposit & Profit
- 1986 - Sales Force Programme

Whereas the volume is not a complete documentation of all the communications, events and proceedings on the subject, this broadly retraces the course and pattern of the programmes and directions related to action campaigns since 1976.

The presented material comprises of:

- 1.00 Messages from the President
- 1.01 Concept of 'Client Relationship'
- 1.02 June 1985 Target
- 1.03 Deposit - Profit Action Programme for 1985
- 1.04 '90'

- 1.05 Journey '83'
- 1.06 1980 - 'The Year of Profit'
- 1.07 Action Campaign - 1976

- 2.00 Follow-up Messages (from respective Central Committees)
- 2.01 1986 - Sales Force Programme
- 2.02 June 1985 Target
- 2.03 Deposit - Profit Action Programme for 1985
- 2.04 Realising 1984 goals
- 2.05 '90'
- 2.06 Countdown to 1984
- 2.07 Dollar Deposit Mobilisation Programme
- 2.08 1984 - Year of Marketing
- 2.09 Central Profit Committee Meeting highlight
- 2.10 Subjects for Profit Committee Meetings
- 2.11 BCC's tenth anniversary

- 3.00 Concepts and Guidelines (Information brochure and procedure)
- 3.01 1986 Sales Force Programme
- 3.02 Client Contact and Relationship Programme
- 3.03 Joint Committee for Deposit and Profit
- 3.04 Functions and Structure of the Marketing Organisation
- 3.05 Marketing Task Force
- 3.06 Dollar Mobilisation
- 3.07 Structure of the Profit Organisation
- 3.08 Concept of Centre and Periphery
- 3.09 Action Campaign

- 4.00 Agendas of Annual Management Conferences and Meetings of relevant Management Committees

The motivation for the action campaign lies in individual members' urge to actualise themselves to become their potentialities. This urge or desire is evident in all our actions, in each of our success and in our hopes and aspirations. Action campaigns emphasise our need to expand, expend, develop, mature, express and activate all the capabilities, resources and energy available to the organisation. Action campaigns provide opportunities to members with proper conditions to release and express their desire and potential.

The emphasis on the action campaigns and programmes may have varied from year to year and from time to time but the ultimate object remains common to all our endeavour, which is growth, success and actualisation of our aspirations.

1.00

MESSAGES FROM THE PRESIDENT

President's letter introducing the concept of 'Client Relationship'

October 9 1985

Dear Colleague

BCC is evolution and growth that shapes itself in quality, and quality in its highest state is truth - reality. Truth is at the heart of all existence. It is the invisible and intangible substance (quiddity) behind all manifestation.

In our last Vienna Conference, we all agreed that a clear perception and a clean instinct are essential for success and it is to this important topic that I have returned in these few lines.

Over the years our search for truth has found expression in many different ways. I would here refer only to a few. We found in the meaning of our 'Major Purpose' the ultimate truth, and through it we have related ourselves with the highest quality. For us 'Real Management' simply translates the true meaning of management; 'Joint Personality' is the truth which is the ultimate meaning of communication, relationship and evolution; 'Humility' is the sum total and the infinite base of all qualities and all power.

In BCC we all live in a relentless pursuit of truth, as to achieve success it is imperative that we get at the heart of every matter and unveil the truth behind every situation.

In our search for truth about our identity we have realised that the quality and number of relationships, within the organisation and outside in the market place, are what BCC is. 'Client Relationship' is the essence of our business.

If you have captured this truth in your feelings you have not only captured the meaning of BCC but you have also captured an extremely pleasing and powerful desire - a desire to relate. Relationships mean relating life with life and how in life can you have anything more pleasing and more powerful than this. If at any time you feel in your being a lesser life, I can assure you that relationships will replenish it in all its fullness.

Contd ... 2

We have launched a programme - to operate on a permanent basis - for establishing contacts and relationships with the largest number of existing and future clients.

It is my fondest hope that it will be possible for you and for every member of BCC family to get on, all too soon and too seriously, to this important business - the business of relationships.

I would also feel very happy if you would let me have your response to the concept and value of 'relationships'.

Yours sincerely

Agha Hasan Abedi

P.S A booklet which explains the concept and objectives of this programme and information regarding the organisational setup is enclosed. The Joint Committee for Deposit and Profit at CSO will soon send to you necessary guidance and forms etc for implementation.

President's Letter introducing Action Programme for
1985 - Deposit and Profit

March 29 1985

Dear Mr

Deposit - Profit Action Programme for 1985

The enclosed memorandum describes the formation of a joint committee for 'Deposit and Profit' to sustain the new approach of 'clean instinct and clear perception' in our efforts to achieve our Deposit and Profit projections for the year 1985.

As we have discussed in various conferences and meetings, the new approach of balancing the management and marketing capability, the identification of products and the possibilities in each market place with a clear perception and clean instinct is a turning point in BCC's business strategy. The role of the joint committee for 'Deposit and Profit' would be to bring this new approach to everyone's consciousness by focusing on its application in the most vital areas of our operations, namely deposits and profit.

It is my hope and belief that if we are able to develop the quality of 'clean instinct and clear perception' we would not only be able to achieve so much more from what is known and visible, but our instinct and intuition will lead us to the limitless possibilities yet unknown and invisible to us. Besides, it will transform each one of us into a clear, clean, creative and highly organised personality, which would give us such happiness that cannot be measured in the often vague and unclear pursuit of life.

With best regards

Sincerely yours

AGHA HASAN ABEDI

President's Letter on the significance of last 90 days of 1984

(90)

September 30 1984

Dear Colleagues

Besides a desire for becoming a highly evolved personality, one characteristic that stands out in all 11,000 members of the BCC family in 70 countries, is the intense desire to make BCC a large and a sound financial institution comparable with the best in the world. As each one of us knows, this is a desire that remains within us, constantly as a reality.

We also continuously feel evolution and growth in our instincts which, in turn, translate themselves in the growth of the bank. Humility, hope, courage and a sense of possibility, when interfused together within us, become a joy which truly is our Soul. Growth makes our life worth living.

Looking to the growth in profit of 1984 which finally determines our strength and overall growth, we find that the last quarter of 1984 is extremely crucial for us. BCC is a bank and a moral force. We have a moral responsibility to ensure that the profits for this 'Year of Marketing' match the expectations that were raised at the Vienna Conference in February.

In order to achieve our goal and expectations, we have to pledge our total energy in order to make the very maximum profit in the last 90 days of the year. And to do this we will need to release from within us the qualities of creativity and leadership which have always characterised great endeavours. And, as you know, leadership means nothing short of assuming a moral responsibility, I have no doubt that you will not shirk this responsibility.

We shall all be looking forward to the expression of your extraordinary ability in achieving extraordinary profits in the remaining days of this year.

Regards and best wishes

Yours sincerely

Agha Hasan Abedi
President

Telex message from the President conveying his good wishes for the success in journey towards '83'.

Dear

The Central Profit Committee had made a request to you vide their message dated 27 May 1983 to achieve maximum profit during June and thus exceed a total profit of US\$160,000,000 on global basis.

The BCC Family has fulfilled it's commitment by achieving a profit of US\$162,000,000 as on 30 June 1983.

This result reflects the quality and the strength of the flow of the interfused energy psyche of the 8500 BCC Family members.

We sincerely share your DESIRE to achieve better results with fresh vigour and enthusiasm.

We wish you all success towards our journey
'83'.

With warmest regards

Yours truly

AGHA HASAN ABEDI

Telex message from the President for achieving June 1985 target towards attainment of year-end goals

31 May 1985

In my letter of 29 March I said that through the quality of 'clear perception and clean instinct' we would not only be able to achieve so much more from what is known and visible, but our instinct and intuition will lead us to the limitless possibilities yet unknown and invisible. I also said that this quality will transform each one of us into a clear, clean, creative and highly organised personality, which would give us such happiness that cannot be measured in the often vague and unclear pursuit of life.

Today I earnestly and emphatically request you to sink the meaning of all this deep into your psyche.

All management efforts, whether conceptual or by way of action, finally converge and flow into channels of productivity and it is needless to say that profit is the most important and the final product. You have for our concept the Real Management in the context of which you manager. For action you have to manage the release and flow of your energy and the energy around you.

For the month of June and the next six months, let the energy system that you are managing be highly charged with vitality and packed with action; repeat packed with action.

And let us make the month of June a solid foundation for record year-end results. I am certain you and your Marketing Committee will not fail yourselves to make at least 40% of your profit target for the year, before the end of June.

I will be grateful if you reply to my telex by a letter without any delay.

Regards

Agha Hasan Abedi

Letter from the President marking 1980 as 'The Year of Profit'

Wednesday
2nd January 1980

Dear Mr

It is my real happiness to send you and all the Staff of your Branch my best wishes and an invitation to our hopes and aspirations for 1980. I am longing and looking forward, with the greatest fascination, to all the known and unknown possibilities that will be brought to each one of us by the dawn of every day and the pleasure of translating them into results and success. I believe 1980 is the year for BCC and it is the year during which we shall prepare ourselves for all the good and great opportunities and events that, surely, are waiting for us in the Eighties.

I have the pleasure to let you know that the Central Management Committee has decided to make 1980 "The Year of Profit" and I have no doubt that your contribution would not in any way be less than the best that you can make. It has also been decided that all those members of our staff who, during 1980, make a genuine and outstanding contribution towards profit would receive due recognition at the end of the year.

I would greatly appreciate if you kindly address yourself to and write to me about your sense and meaning of 1980.

I sincerely pray for your good health and much happiness.

Sincerely yours

AGHA HASAN ABEDI

Letter from the President launching Action Campaign beginning
15.10.1976

30th September 1976

Dear Mr

With a view to providing an opportunity to our Officers to acquire a fuller vision about BCCI Group of Organisations outside their local environment and functional operations and to enable them to establish an enlightened relationship with the Organisation, we had during this year organised two Management Conferences which were held in June and August. These conferences were attended by more than 200 Officers of different seniority and from different geographical locations.

It was the unanimous view of the Officers that these conferences have proved highly productive and valuable in terms of the growth of human resources and as an exercise for formulating the vision of individuals and a joint vision of the Group. It was therefore decided that such conferences would be held periodically in future and those of the Officers who have not been able to attend the last two conferences would be invited to the next conference scheduled for the middle of February 1977.

We had during these conferences discussed a wide range of subjects with particular emphasis on the following:

- (1) The need for every individual to have a vision of the Organisation.
- (2) Concept of Management.
- (3) The need for every individual to realise his own possibilities (in the realm of the known and beyond the known).
- (4) Quality and dimensions of individual's banking personality.

Contd ... 2

- (5) Realisation of the possibilities of the Group (possibilities of our Group of Organisations in the realm of the known and beyond the known).
- (6) The relationship and identification of the individual with the Organisation.
- (7) Productivity - movement in relation to time (action and effort in the positive direction).

These subjects were discussed with a keen and searching interest with a view to enable us to establish a healthy and a realistic perspective about life, our profession (the situation of each individual as a banking personality) and about the present and future of our Organisation. In brief, we discussed the flow of life in the context of life itself and in the context of our Organisation. The heart of the discussions remained "The purpose of life" and "The highest priority for movement - productivity". As we understand, productivity is identical with the velocity of movement (effort) in a positive direction.

In the concluding session it was agreed that in the ultimate analysis the source of movement and action essentially lies within the individual and everybody was left searching within himself for the element that would sustain the movement and its thrust.

In the wake of these conferences it was considered appropriate to launch an action campaign beginning on the 15th October 1976 that would provide a unique and immediate opportunity for every individual to discover within himself the quality and thrust of movement or, in other words to realise and test his capacity and ability to produce and achieve and then relate it to a sense of self-fulfilment.

In the end I express my total 'faith' in the possibilities you have and I believe you have an equal faith in yourself. 'Faith' is the beautiful substance that you call life. 'Faith' is hope when it transcends into the ecstasy of light, love and movement. This is the substance that links the known with the unknown.

I am sure if you enter this 'Action Campaign' with faith you would do better than any one expects.

Yours sincerely

(Agha Hasan Abedi)

2.00

FOLLOW-UP MESSAGES

(from respective Central Committees at cso)

Telex Message from Mr Swaleh Naqvi introducing 1986 Sales Force Programme

We invite you to join us in welcoming 1986 with all our hopes and aspirations - the year of a major change in every individual and every unit of BCC organisation and their respective dynamics.

A greater part of November and December 85 was devoted by the President in preparing us, through various conferences, meetings and programmes to make 1986 as we would want to make it and not just pass by 1986. The President wanted to send to you a personal message on the subject, but because of his travel plans, he was not able to do so. Nevertheless, it is his earnest wish that:

- 1986 of BCC starts exactly on January 1, Wednesday, and not a day later. This means our intended programmes and strategies become operative on the very first day of the year.
- 1986 should be made by us with much more clear perception and clean instinct than what we tried to attain in the previous years ever since we became conscious of this vital requirement for actualising our vision, our aspirations, and goals and our sense of possibility.
- 1986 should be the year of month by month progress. For example, it was decided that the profit of January 86 should not be less than the average monthly profit of the last quarter of 1985.
- 1986 projections for deposits and profits should not be based on vague ideas or perceptions but should emerge from the clear perception and clean instinct of the largest number of staff.

To facilitate the development of annual projects of deposit and business and to induct the concept of sales force, a new form has been devised as under:

Form S-1 Individual Staff Commitments for Deposit and Business for 1986

The Branch Managers should get this form completed by all Officers and all such other staff who are selected to be a part of the sales force. (This form will also be completed by Officers and others working at Regional Offices, Head Offices of Subsidiaries and Affiliates and CSO Divisions.)

Form S-1A Summary of Deposits and Business Committed by the Staff for 1986

This is a consolidation of Form S-1.

Progress
Report

Each month individuals will have to submit a progress report. A simplified system is being developed for this purpose and further advice follows.

The specimens of the above forms were given to the various Heads of Regions, Subsidiaries and Affiliates in their meetings with the President in December 1985. While fresh supplies are being made from CSO, in the meantime you may obtain the specimen of this form for your use from your Regional Office.

In case of countries having more than one branch the Country Managers will collect these statements from all branches and prepare a country consolidation which will be sent to respective Regional Office.

Kindly complete these forms and forward them by the 10 January 1986 to your respective Regional Office in duplicate who will prepare their own offices Form S-1 and Form S-1A and will send them to the respective member of the joint committee for deposit and profit at CSO, together with one set of forms received from individual branches.

The commitment to start 1986 on January 1 must be honoured by all individuals and units. This telex message invites you to ensure that your year 1986 has also started in real sense and in the meaning which we have given to it on January 1 1986.

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May we request you to kindly acknowledge this telex and confirm that the required action as stated above will be completed by January 10.

With regards and all the best wishes for 1986

SWALEH NAQVI

Letter from Mr Saleem Siddiqi/Mr Ameer H Siddiki (Joint Committee for Deposit and Profit) - Re: Clear perception and clear instinct for developing Country, Profit and Deposit Profiles

June 14 1985

Dear Mr

CLEAR PERCEPTION AND CLEAN INSTINCT

Kindly refer to the President's letter dated March 29 1985 and the telex message dated May 31 1985. We also invite your attention to item 3 of the Vienna Conference agenda recirculated on March 29. According to this, the most important quality and requirement of a manager is to have clear meaning, perception and vision of the purpose and goals and a clean instinct. As a follow up action and in order to promote the practice, the Joint Committee for Deposit and Profit had requested country managers to forward to us the following profiles:

Country Profile
Profile

Profit Profile

Deposit

These profiles, specimen enclosed, also helped in a self realisation of our share of the market, mix of deposits and the importance of projections of profit and deposit and monthly follow up of the same. According to the numerous responses received and the discussions we had with the managers, it also helped develop a clear perception so important to have a clean instinct.

In order to share the joy of achievements and in order to be of assistance whenever required, we are now introducing for 1985 and beyond a revised version of the monthly Profit Performance Report. An initial supply is enclosed. Please do send this report on the 1st of every month to your Regional Marketing Committee and a copy to us.

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Extraordinary achievements by individuals or marketing teams are satisfying in themselves for those who achieve such success because they give them true sense of fulfilment. But there are also distinct advantages in sharing the information of such extraordinary achievements with other colleagues, such as

- it gives the other colleagues an opportunity to share the happiness and success of the achievers
- it points to similar possibilities in other locations
- it reinforces the conviction in the strengths of the organisation and its people
- It may at times inspire other colleagues, bringing about greater individual and collective success

We therefore, request that any extraordinary achievements be mentioned in the report, providing the names of the colleagues who have achieved such results and brief reasons as to why your Marketing Committee considers such achievements extraordinary. We intend to bring such achievements to the attention of BCC family by suitable means, including a mention in "BCC International" introducing the individual achiever by a photograph and other commentary.

In the meanwhile, we hope that you are full of action and following up the President's message: "Let us make the month of June a solid foundation for record year-end results. I am certain you and your Marketing Committee will not fail yourselves to make at least 40% of your profit target for the year, before the end of June".

With best wishes and regards,

Yours sincerely

SALEEM SIDDIQI/AMEER H SIDDIKI

Letter from Mr Saleem Siddiqi/Mr Ameer H Siddiki (Joint Committee for Deposit and Profit) - Re 1985 Action Programme

4 April 1985

Dear Mr

Your kind attention is invited to the letter dated 29 March 1985, addressed to you by the President. Our journey - your journey is now clearly following the path of 'clean instinct and clear perception' as defined, accepted and experienced by us in the Vienna Conference.

The challenge of 1985 is now ingrained in the BCC human energy psyche. We have to keep pace with change, contribute to the process of change, change ourselves and change others.

We require just a simple change. That change is that we should have clear perception, clear meaning, clear vision and a clean instinct for our goals, objectives and purpose and for knowing how to achieve them.

To some extent, we always have a perception as to what we want to do. For example, we had a perception about securing deposits and then increasing profit. We were clear about those two objectives. But the clarity was only to the extent that this was what we wanted. We never thought clearly how we should achieve these objectives, nor did we know the ways of achieving those objectives. We did not achieve those objectives under a plan or as a strategy. It was, therefore, never a clear perception nor a clean instinct.

Bringing deposits had become a part of our instinct but we were not very clear as to how the deposits should be brought, what should be the mix and cost of these deposits and what should be our share of the market. We were also not always conscious that we should bring low cost deposits.

Further, after we focused on profit, the instinct for deposit became dim. The profit, also did not become our instinct.

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Let us now develop a CLEAN INSTINCT for PROFIT, DEPOSIT and other products and a CLEAR PERCEPTION as to their composition, how to sell them and where to sell them, relating to each market place and its requirements.

Let us also decide to CHANGE in so far as it becomes our clear perception and clean instinct to make the largest number of staff also have a clear perception and a clean instinct for profit, deposits and other products that they can sell in their market place - and how to sell these products.

We are now re-designing and reshaping the deposit structure with a view to:

- a) reduce the cost of deposits
- b) rationalise the categories of current, savings and time deposits
- c) make the deposits broad based
- d) perceive clearly what should be our share of the market

These aspects have to become our instinct because the major source of profit now is the low cost deposits.

We would like to share your 'Action Programme' for achieving high quality deposits and profit in 1985 and take this opportunity to enclose three formats viz Country Profile, Profit Profile and Deposit Profile devised to determine your deposit and profit projections for 1985. The completion of these forms would assist you and us to have a clear perception of the possibilities, our share of the market, the mix and cost of deposits and a sustained flow of quality profit.

May we request you to please return urgently the formats duly completed through your Regional General Manager.

We assure you of our sincere desire to assist and support you in achieving your 1985 objectives and goals and share with you the joy of this achievement.

With best wishes and regards

Yours truly

SALEEM SIDDIQI/AMEER H SIDDIKI

Mr A Shaik (Chairman, Central Marketing Committee) 's letter urging members to demonstrate power of their spirit by realising 1984 goals

23 November 1984

Dear

1984 - YEAR OF MARKETING: Now the day of reckoning

At the beginning of the year, as Chairman of the Central Marketing Committee, I had with all my humility, love and respect for the members of the BCC family, taken a solemn pledge to make 1984 a highly successful year both morally and materially. All whatever I wished was not my desire alone; it was my faith, confidence and trust in the unreserved support and co-operation from all the members of this family to accomplish the mission.

I am fully conscious of the fact that each one of our members had endeavoured, and endeavoured much more than ever before to realise our aspirations. Now that we are virtually at the very end of the year, we are nearing the time of judgment - let us do a SOUL SEARCHING - Have we attained whatever we worked for! Have we realised the reality which we had envisioned at Vienna Conference! Have we succeeded in fulfilling our promise and expectations! Are we where we wanted to be! Let us at this stage try to evaluate and assess the strength of our spirit and earnestness of our desire which we had and I am sure still have and see where we stand now. I believe that if we have integrity to the cause, we can move mountains, leave aside humanly contemplable objects such as banking results. When then, we should not stand to the test of expectations? Do we have any doubt in what we said and felt. If not, then let us provide the proof of our convictions.

We have still some time left, those who have contributed and shared my aspirations, THE COMMON ASPIRATIONS OF ALL OF US, I

Contd ... 2

am grateful to them from the depth of my heart and look to them for their further unstinted support and those who genuinely feel the urge and desire to realise, I once again very humbly, sincerely and respectfully submit to them to realise whatever remains to be realised in the remaining time of the year.

We have still not won the battle, there is a lot which remains to be done and in meeting this challenge, my sole hope is you and other dear members for their TOTAL COMMITMENT AND SUPPORT for achieving whatever we have vowed and promised each other all along the year.

Perhaps, we may have now very little time to talk and write in the rest of the year. Let this period now be a period of realisation and demonstration of the power of our spirit through actual and true year end extraordinary results.

May God be with you in your future endeavour.

Kindest regards

Yours truly

A Shaik

PS I shall appreciate if you may very kindly convey the message of this letter to your Marketing Committee members at an emergent Marketing Committee meeting immediately on receipt of this letter.

Follow-up letter from Mr Saleem Siddiqi/Mr Ameer H Siddiki in the context of '90'

(90)

November 15 1984

Dear Mr

You already have received the President's letter of September 1984. It would be useful and refreshing to assimilate the contents and substance of this letter. Many of you have also acknowledged it. For ease of reference, another copy is enclosed.

1984 was announced as

THE YEAR OF MARKETING

In this year, we prepared ourselves to launch the most significant dimension of our banking operations - creation of a marketing culture throughout BCC organisation, at all levels.

To fulfil the expectation and promise we jointly made in Vienna Conference, and to translate into results all what we have done in 1984, the months of November and December acquire a very great importance, and thus become very special months.

In the context of '90' let December be:

The month of highest growth of low cost, broad based deposits for profit.

The month of highest profit.

The month which would be the heart of '90'.

Let December 1984 be the month of history for your unit - a month of results like which were never experienced before by your unit or predecessors, and which would be a real challenge to surpass in successive years and by your successors.

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May we also request you to please return to us the enclosed proforma, duly completed, which would greatly help us in measuring what we had, jointly with you, set out to achieve under the symbolic '90'.

Ours is an institution, where we have pledged, sincerely and truly, to live in humility, love, hope and with courage. May we all come true to this pledge.

Yours truly

Saleem Siddiqi

Ameer H Siddiki

Mr A Shaik (Chairman, Central Marketing Committee) 's letter
Re: Countdown to 1984

2 November 1984

Dear Mr

90 DAYS...60 DAYS...

The countdown has begun. We are standing on the threshold of our destiny - let us make maximum of what remains on the remaining days ...moments... of the Year to actualise our Marketing dream - the dream of extraordinary Profits.

I am enclosing a copy of a message received by me from the Chairman of the Regional Marketing Committee - South Asia Region highlighting the significance of the time still available.

Kind Regards and Best Wishes

Yours truly

A SHAIK

Dear Colleagues

THE COUNTDOWN HAS BEGUN

"60" DAYS FROM NOW WILL BE THE "ZERO" HOUR

The spirit of "90" days was instilled in our psyche by our President's letter of 30th September.

The "60" days should live within us.
Merge unit of time with our energies
and produce profit - unparalleled and unmatched.

Each moment counts.
Action is the need of the moment.
Profit should result from each moment
Strive to succeed from moment to moment.

Aim at Quality.
Quality in Service
Quality in Marketing
Quality Results

By persistence and perseverance
By humility in action
By determination to succeed
Profit is the Result

Now is the time to reach beyond self
Now is the time to seize possibilities
Now is the time to create history
Now is the time to reach destiny

Chairman

Letter from Mr Akhtar Anis regarding Dollar Deposit
Mobilisation Programme

AA/SD/INT

13 April 1984

Dear

DOLLAR DEPOSITS & DEALERS' MARKETING CONFERENCE

I have great pleasure in enclosing the highlights of the Dollar Deposits & Dealers' Conference held in London on 26th & 27th March 1984. I sincerely hope that the spirit and the message of the Conference will guide the members of the BCC family in your Region to achieve new horizons in mobilising The Mighty Dollar in this Year of Marketing and beyond.

As you are aware, the scope of our original Dealers' Conference was greatly expanded to include not only our Dealers but all units and offices engaged in Marketing for US Dollar and Convertible Currency Deposits. A campaign was launched at the Conference for a Very Special Marketing Drive to mobilise new US Dollar and Convertible Currency Deposits during 1984. Our President said that BCC IS ON THE MARCH. A significant contribution to this MARCH would be to mobilise US\$ 3,000,000,000 in new core deposits. He emphasised that we have to actualise our Major Purpose and become One with the Quality of BCC.

Apart from reviewing the activities of our Main Dealing Rooms and following on our Vienna Conference, the meeting focused on the imperative of Marketing for US Dollar Customer Deposits. The consensus reached by the delegates was:

- a) Customer Deposits, excluding Due To Banks, will be given higher priority during 1984. The Dealing Rooms would become more active in this area and they would coordinate their efforts with the Regional Marketing Committees.

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- b) US\$ 3 billion in new Customer Deposits would be mobilised during 1984 - US\$ 2 billion in US Dollars and the remainder in other convertible currencies, excluding the home currencies. This will be over the base figure of March 84 and the emphasis would be on low cost deposits.
- c) During the two months of May and June 1984 a special drive would be launched to achieve a target of US\$ 1 billion plus equivalent of US\$ 300 million in other convertible currencies.

To achieve these objectives it was proposed that:

- 1) A Regional Dollar Deposit Mobilisation Desk be set up immediately in each Regional Office (or Head Office of the subsidiary/affiliate as the case may be) and an officer be assigned to develop this drive in each region.
- 2) A Dollar Deposit Mobilisation Desk be set up at each branch or unit in your Region where you feel there is potential and individual officers be assigned to concentrate on this Very Special Marketing Drive.
- 3) A Dollar Deposit Mobilisation Desk to be set up at the International Division to interfuse with and support the activities on our regional and local Dollar Deposit Desks in cooperation and coordination with Central Marketing Division.

The names of officers you nominate (and their branch/unit locations) as in-charge of various Dollar Deposit Mobilisation Desks in your Subsidiaries may kindly be communicated to us so that we may continually be in touch with them and provide such support as may be needed.

I am happy to advise that the delegates from your Subsidiaries accepted the following targets up to June 30 1984, over the base figure of March 30 1984:

Customer Dollar Deposits	US\$ 25 million
Other Convertible Currencies	

Contd ... 3

Customer Deposits (excluding
home currency)

Equiv to US\$ Nil

The targets for the period from July to December 1984 would be fixed in due course in consultation with you.

We shall be forwarding to you shortly a form which will be used for reporting the deposits generated by the staff in your area.

I know that your Subsidiaries will not only achieve but surpass its target.

With kind regards

Yours sincerely

AKHTAR ANIS
EXECUTIVE-IN-CHARGE
INTERNATIONAL DIVISION

Encs

Letter from Mr A Shaik (Chairman, Central Marketing Committee) to Regional Marketing Committees introducing 1984 - Year of Marketing Programme

20 March 1984

Mr
Chairman
Regional Marketing Committee

Dear Mr

1984 - YEAR OF MARKETING

We enclose herewith copy of a letter, with annexures, sent to the Chairmen of all Branch and Country Marketing Committees.

Also enclosed is a booklet describing the proposed marketing action plans and marketing organisations for the years 1984, 1985 and 1986.

At the forthcoming expanded meeting of the Central Management Committee and Central Marketing Committee, we shall have the opportunity to discuss these action plans with you in greater detail and in depth and obtain your guidance.

In the meantime we shall be grateful if suitable action is taken by your Marketing Committee for the implementation of the proposals made in the letter addressed to the Chairmen of Branch and Country Marketing Committees.

May we also request you to kindly send us a revised and updated list of the members of your Marketing Committee.

At this time, I would only like to repeat with all sincerity and sense of commitment, the pledge which I have made in the letter to the Chairmen of Branch and Country Marketing Committees. My pledge to you and other members of your

Contd ... 2

Marketing Committee is that the spirit of Marketing would always live in my feelings. It will flow and interfuse with you, and all other colleagues engaged in the Marketing Action with utmost humility, total love and respect.

And I seek from you your help and guidance, so that a BCC man's pledge be honoured.

Yours truly

A SHAIK
Chairman
Central Marketing Committee

Letter from Mr A Shaik (Chairman, Central Marketing Committee) to Branch/Country Marketing Committees introducing 1984 - Year of Marketing Programme

20 March 1984

Mr
Chairman
Branch/Country Marketing Committee

Dear Mr

1984 - YEAR OF MARKETING

ACTION BEGINS

'83' has flowed into 1984. In '83' each member of the family contributed, each unit of operation contributed, each Profit Committee contributed. Our balance sheet both moral and material as on the 31st December 1983 reflected what we were at and up to that time.

The evolution of every individual member of BCC family and of BCC organisation continues.

Since then, 490 of us met in Vienna on the 26th and 27th February 1984. A copy of the conference Agenda is enclosed so that you may use it repeatedly and feel its meaning. You will find it refreshing and inspiring.

The Agenda, as you would feel, reflects the new horizons of HOPE, SPIRIT and QUALITY. It also introduces two new dimensions:

THE IMPERATIVE OF MARKETING
and
BCC CHALLENGE

At this time I shall say no more about the importance, significance and the reality of the Imperative of Marketing and the value of Marketing for BCC Organisation and its each individual member.

Contd ... 2

Throughout the year we shall meet, discuss, communicate, interfuse and act to realise the Imperative of Marketing and contribute in fulfilling the BCC challenge.

MARKETING COMMITTEES

As you aware, MARKETING COMMITTEES (as distinct and separate from Management Committees) are to be formed at the levels of Branches, Countries, Regions and Head Offices of subsidiaries and affiliates.

You are also aware that a CENTRAL MARKETING COMMITTEE has been formed with its secretariat at CSO.

Many units have already formed their Marketing Committees. With the new emphasis and light on Marketing provided by the Vienna Conference, those units which have already formed marketing committees may review their contribution. The units which had not formed these committees may kindly do so now.

In any case, a fresh list of the names of the members of the Marketing Committee of your unit may kindly be sent to the undersigned by telex or any other expeditious means, so that we complete our record before the 31st March 1984.

ROLE OF MARKETING COMMITTEES

In a recent meeting, the President described the role and purpose of the Marketing Committees as under:

- 1) To make every individual and one's ownself, adjust his or her priorities and place MARKETING AT THE TOP, over and above whatever the present assignment may be.
- 2) To interfuse the SPIRIT and SKILLS of marketing in all individual members of BCC family. Involve as many people as possible, with their SPIRIT, PSYCHE, FEELINGS and INSTINCTS in the process of Marketing.

The Marketing Committees should bring about such a positive shift of emphasis and CHANGE in the SPIRIT of the members as would transform the whole organisation into a massive Marketing movement.

Contd ... 3

- 3) To identify and expand market place and customer base. In BCC the market place is the VISION of marketing person. Create MARKETING VISION in the largest number of BCC family members.
- 4) While continuing to explore traditional marketing channels, place special emphasis on PRIORITY AREAS.

A list of priority areas identified for the Marketing Year 1984 is annexed hereto.
- 5) Realise, harness and utilise the power of BCC network in 67 countries through interfusion, co-operation and co-ordination with other units and the Central Marketing Division.

FIRST STEP

To facilitate an organised and systematic approach to marketing, we have devised a new reporting form, a specimen of which is forwarded herewith.

The purpose of this report is to gather pertinent management information, particularly highlighting the priority areas, for the use of unit's Marketing Committees.

The report is required to be completed at the end of each month (this time commencing from the end of February 1984) and reviewed and discussed in their meetings of respective Marketing Committee.

Copies of this monthly report are to be provided, together with the minutes of the Marketing Committee at which it was discussed, to the relative Regional Office/Head Office of the subsidiary or affiliate concerned and to the undersigned.

Where 1984 targets are to be provided, these may kindly be determined in consultation with the Regional General Manager/Head of Subsidiary or Affiliate concerned.

In order to get the Marketing movement going without unnecessary delay, we shall be grateful if February 84 report together with the minutes of the Marketing Committee is sent to us before the end of March 84.

MY PLEDGE

The Imperative of Marketing demands ACTION and MOVEMENT. I have, therefore, tried to be precise and direct.

My pledge to you, dear colleague, however, is that Marketing is living in my feelings - highly intense, energised and vast. As Chairman of the Central Marketing Committee for the Marketing year of 1984 my pledge is that it will flow and interfuse with each and every marketing person in BCC family, with utmost humility, love and respect.

And every member of BCC family has to be a high quality, highly respected and highly successful marketing person.

Help me in keeping this solemn pledge

Yours truly

A SHAIK
Chairman
Central Marketing Committee

ANNEXURE

A) PRIORITY AREAS OF MARKETING FOR THE MARKETING YEAR 1984

- 1) Mass mobilisation of low cost local currency deposits
- 2) Mobilisation of US Dollar and other convertible currencies deposits at as low a cost as possible.
- 3) Concentrated marketing for the accounts and business of
 - Financial Institutions
 - Domestic Corporations (both Private and Public)
 - International and Multinational Corporations
 - Embassies and Diplomatic Missions (cross selling through BCC network)
 - High net worth individuals, affluent professionals
 - Correspondent Banks
 - Central Banks
 - International Agencies (development Banks etc)
- 4) Bulk Business
 - Imports, exports and trade related banking services
- 5) Home Remittances
- 6) Sale of Travellers Cheques

B) THE OBJECTIVE OF MARKETING TO BE ACHIEVED THROUGH:

- Organised and systematic penetration into the market place
- Increasing our market share significantly
- Competing with grace and dignity but persistently, forcefully and aggressively
- Always trying to be creative, innovative and imaginative
- Never ignoring QUALITY
- Marketing manners and methods such as would enhance BCC image and reputation
- Increasing co-ordination, co-operation, interfusion and exchange of information with all other units of BCC globally and with the Central Marketing Division.

C) GUIDELINES FOR THE FORMATION OF MARKETING COMMITTEES

- The head of the unit (Branch Manager, Country Manager, Regional General Manager) shall be the Chairman of the Marketing Committee.
- Number of members could be from 3 to 10 depending on the size of the unit.
- Meetings would be held as frequently as may be desirable, but at least twice a month. Proper minutes would be kept. Discussion and plans would be followed up. Copies of all minutes would be sent to the respective Regional Office/Head Office.

Only the minutes of the monthly meeting in which monthly marketing report is discussed and reviewed would be sent to the Chairman, Central Marketing Committee, together with the monthly report.

- The members of the Marketing Committee would usually be such officers who have a flair and enthusiasm for marketing. They should be selected in consultation with the respective Regional General Manager/Head of the Subsidiary or Affiliate.

Letter from Mr Saleem Siddiqi (Chairman, Central Profit Committee) giving highlights of discussions at Central Profit Committee

19 July 1983

Dear Mr

We enclose for your kind perusal a copy of the minutes of a meeting of the Central Profit Committee held in London on 09.07.83 which was attended by the President.

There were two sessions of the meeting, one each on

Real Management
Profit

The portion of these minutes on Real Management require your special attention.

We give below some of the highlights of the discussion on Profit:

- 1) The exercise of 'reaching' each BCC officer in order to give them a 'Personal Touch' over a period of time is to continue.
- 2) Suggestions on conducting future profit committee meetings at all levels to be circulated to improve quality of such meetings.
- 3) BCC International, 'our own house magazine', needs your assistance for creating an ethos for profit. All regions to contribute material and send write ups and articles on Regions and Profit Centre Countries/Branches duly supported by photographs.
- 4) Regional Newsletters to reflect fully the Profit activities in the Regions.

Contd ... 2

- 5) In achieving our half yearly profit target of \$160 million, large profit figures of some centres compensated for the underperformance of some other areas.

A realistic profit projection for individual Regions/Countries/Branches/Affiliates for the next six months to be made in consultation with the CPC.

- 6) Regions to generate deposits, preferably in US Dollars, for the Treasury.
- 7) September to be a 'Special' month for Profit and Deposits, Central Profit Committee looks forward to your valuable suggestions.
- 8) Exclusive meetings of 65-70 managers of Profit Centre Countries and Branches with the President.

While the CPC Secretariat will start communicating with the units on matters arising out of this meeting, it is our humble request to you to take steps towards implementation of the suggestions discussed in the meeting.

We shall be grateful for your comments and guidance in the matter.

With kindest regards

Yours truly

SALEEM SIDDIQI

Letter from Mr Saleem Siddiqi (Chairman, Central Profit Committee) suggesting subjects which should form part of deliberations at Profit Committee meetings

13 July 1983

Dear Colleague

You must be fully aware of the fact that the concept of Profit Committees has been, for some time now, an integral part of our organisational philosophy. While the profit committees are bodies of your own creation, and the subjects discussed in those are up to the individual committees, we would like to make some suggestions that may assist in conducting the committee meetings and preparation of their minutes. These suggestions have been gathered from the various profit committee meeting minutes received over the past two and a half years.

We are quite sure that these suggestions can be further improved and would welcome any recommendation that you may have in this regard. Our initial suggestions are as follows:-

1. Standard subjects to be reviewed

a) Concept and Philosophy of BCC Management

- Desire - Interest
- Aspiration - Inspiration
- Energy - Psyche
- Inter-relationship - Inter-dependence
- Evolution
- Enlightenment
- Real Management
- Quality and Excellence
- Joint Personality
- Humility
- Major Purpose

Contd ... 2

- b) Evolution and quality of energy-psyche, spirit, experiencing
- c) Discussion of vital comparative statistics
 - deposits, advances, profits compared with the position a month ago and a year ago
- d) Discussion on Profit and Loss statement
 - Variations, improvements required under various income and expenditure heads
- e) Specific profit targets:
 - new services
 - new products
 - improvements in old services and products
 - new low cost deposit accounts
 - new \$ deposit accounts
 - new business accounts
 - revival of old deposit/business accounts

Identification and review of progress
 Action plan for next steps to be taken
 Nomination of officers to follow up each recommended action
- f) Review of market share and, facing the competition
 - Deposits
 - Profits
- g) Specific business areas:
 - Import and export of bulk commodities
 - Remittances
 - Bureau de change/tourist related services
 - BCC Travellers Cheques sales
 - Sale/purchase of foreign currencies (customer accounts)
 - Local money market - any opportunities of profit making
 - Any new possibilities

Contd ... 3

- h) Market coverage - physical territory and client categories
- i) Generation of deposits/other business for other centres

May we also suggest that since the discussion of each point of our Philosophy, as listed in a) above, is in itself a major subject, only one or two points should be discussed at each meeting, to ensure that the meetings do not become heavy and too long.

Most of the above subjects should be discussed in each meeting, except those which, after examination, are found not applicable to any particular branch, or subjects described in (f) and (h) above, which may be taken up quarterly.

2. Profit Committee Minutes Format

The minutes of the discussions may also be recorded in the above order. It would be convenient for the Regional Profit Committees and Central Profit Committee if the comparative position figures and market data is reproduced in Branch/Country Profit Committee minutes.

In order to save time, the minutes need not be overly descriptive but more concise, highlighting the heart of the matter, the central points, action - taken and to be taken.

We look forward to receiving any suggestion and comments from you to further improve the quality of Profit Committee meetings. In the meantime, if our suggestions are acceptable to you, the future Profit Committee meetings may be conducted in the light of these suggestions.

With warmest regards

SALEEM SIDDIQI

Letter from Mr Swaleh Naqvi (Chairman, Central Profit Committee) marking tenth anniversary of BCC and 1982 to be the year for building on success

2nd September 1982

The Manager
Chairman
Profit Committee

Dear Mr

The 21st of September 1982 is a very auspicious day for us all, for this marks the tenth anniversary of our organisation. During this time BCC has grown from an institution with a paid-up capital of US Dollars 2.5 million to our present size of US Dollars 523 million Capital Funds and US Dollars 8.4 billion assets (June '82) - bringing us yet closer to the top 100 in the world. This phenomenal growth can only be attributed to the never ending thirst for greater achievement and pursuit of success and excellence by all 6500 members of the BCC family.

In this journey, our current achievements are only an indication of what 'the House of BCC' will be, in time to come. Our objectives for 1982 of Dollars 350 million profit will establish a firm base for the launch into the second decade of our corporate life.

It can only be our joint commitment to our desired goals that will allow the 'BCC Family' to grow from strength to strength and fulfil our desire to serve and 'GIVE' and share in the betterment of all humanity.

The members of the Central Profit Committee join you in celebrating this milestone in BCC history and share in your confidence that 1982 is indeed the year of 'Building on Success'. Let us, on this occasion, renew our resolve in the spirit of the February '82 Geneva Conference, that we shall

Contd ... 2

achieve what our vision determined at that time. There are just over three months left in this year. We have made considerable progress towards the '82 integrated programme. The last quarter, however, is always the most important. This year, it is all the more important, because, in some cases, we have yet to get close to the results which branches and units determined for themselves for '82.

May I have your assurance, that when we meet in 1983 in Vienna, we would have established the reality of our vision of "82".

Join me, dear colleague, in thanking God for what He has bestowed on this organisation, and let us renew our pledge to our major objectives - Submission to God, Service to Humanity, Giving and Success.

With best wishes

Yours sincerely

SWALEH NAQVI

3.00

CONCEPTS AND GUIDELINES

Information Brochures and Procedure

Sales Force Programme

REPORTING FORMS

INDIVIDUAL STAFF COMMITMENTS FOR DEPOSIT AND BUSINESS FOR 1986

FORM S-1

NAME OF STAFF: _____ DATE OF BIRTH: _____ BRANCH/UNIT: _____ DATE: _____

All amounts in eqv. US Dollars ('000 omitted)

EXPORTS US\$ _____ IMPORTS US\$ _____ BCCTC US\$ _____ OTHERS US\$ _____

DEPOSITS Type of deposits and their composition in terms of percentages as a direction but not a restriction.	Number of Accounts		Amount		Rate of Interest at which Deposits expected
	US Dollar	Other Currency	US Dollar	Local/Other Currency EQ US\$	
CURRENT DEPOSITS % of total (equivalent)					
Over US\$500,000					
US\$100,000 – US\$500,000					
US\$50,000 – US\$100,000					
Under US\$50,000					
SAVINGS DEPOSITS % of total					
Over US\$50,000					
US\$5,000 – US\$50,000					
US\$1,000 – US\$5,000					
TERM DEPOSITS % of total					
Over US\$10,000,000					
US\$5,000,000 – US\$10,000,000					
US\$1,000,000 – US\$5,000,000					
US\$500,000 – US\$1,000,000					
US\$100,000 – US\$500,000					
Under US\$100,000					
TOTAL					AVERAGE COST OF DEPOSITS
GRAND TOTAL					_____ %

FORM S-1A

DATE _____

*To be stated with separate sub totals for Manager/Gen Manager/CE of HOs/Head of CSO Div, officers under 30 years of age, other officers and others

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GUIDELINES FOR COMPLETING S1 AND S-1A

FORM S1

(to be completed in quadruplicate, 2 copies for RO, 1 for staff, 1 for Branch)

1. All Officers must complete this form.
2. All such other staff, who are selected to be part of the Sales Force should also complete the form.
3. Original form, after completion, should be handed over to the Branch Managers. In case of Regional Offices, HO's of Subsidiaries, Affiliates and CSO Divisions the form should be handed over to their respective Heads.
4. Copy of the form should be retained by the individuals for their records.
5. Individuals who have completed this form should keep a record of the progress they would make towards fulfilling their commitments.
6. Each month, they will be required to send a Progress Report. A very simple system is being developed for this purpose and further advice follows.

FORM S1-A

(to be completed in triplicate, 2 copies for Ro, 1 for Branch)

1. Branch Managers should prepare form S1-A after receipt of form S1 from the concerned individuals. Similarly Heads of Regions, Subsidiaries, Affiliates and CSO Divisions will prepare a form S-1A for their offices.
2. The manner in which the information will be grouped has been indicated on the form itself. Accordingly, the commitments for General Managers, Chief Executive of Head Offices, Branch Managers, Officers under 30 years of age, other Officers and others will be grouped and shown.
3. Each month a Progress Report will be required. Simple format of this report will be sent to the Branch shortly.
4. Two copies of form S1-A along with 2 copies of Form S-1 should be sent by Branch Managers to their Country Managers/Regional General Managers/Chief Executive of the subsidiary/affiliate.
5. One copy of the form should be retained by Branch Managers for their records.
6. From the Summary form S-1A, Heads of Regions, Subsidiaries and Affiliates should prepare a Consolidated Summary for their respective Regions, Subsidiaries and Affiliates. The Consolidated Summary should show in each line total commitment for each Branch.
7. One copy of the Consolidated Summary along with one copy each of form S-1 and S-1A received from their branches and of their own office should be sent to the respective member of the Joint Committee for Deposit and Profit.
8. CSO Divisions should send one copy each of Form S1 and S1-A for their Division to the Joint Committee for Deposit and Profit.

CLIENT CONTACT AND RELATIONSHIP PROGRAMME

THE STRATEGY FOR THE BUSINESS OF THE RELATIONSHIP

A

INTRODUCTION

Our Business is client relationship

Until now we did not develop a clear perception and a clean instinct about the contacts and relationships of the individual members of staff with the existing clients and for bringing new clients.

In the context of "business is clients and relationships" we now want to promote our marketing effort in yet another effective, organised and systematic way with clear perception and clean instinct.

In this effort, we would like to involve largest number of staff at all levels of BCC organisation - Branches, Regional Offices, Head Offices of Subsidiaries and Affiliates and Central Support Organisation Divisions.

This programme will be specially related with the objective of redesigning the liability side of the balance sheet - reducing cost of funds and improving the mix of funds base of deposits.

This would be a continuing effort, a continuing programme up to 1990 and beyond.

It is through the flow of energy and maximum action that we create the corporate magic.

Corporate magic is related to the context and the purpose. It is energy related.

This programme is directed towards creation of corporate magic.

B OBJECTIVES

1) Retaining Business

To be able to retain and increase the business of existing clients.

2) Bringing New Business

To bring new clients.

3) Promoting Business Action

Largest number of our staff should be involved in client relationships with the twin purpose of:

- increasing business from existing clients and bringing more business from new clients;
- bringing our staff out from their present containment and comfort zones (the killer zone)

4) Releasing Energy

- Make the streams of the energy of the staff flow.
- Bring out the dormant energy of each individual member of staff and invigorate it.

- Utilising surplus energy in marketing.

5) Achieving Sense of Fulfilment

Provide an opportunity to satisfy one's natural urge to relate and also to bring happiness to the heart of the organisation.

ACTION PRECEDING LAUNCHING

1) Identification of Suitable Staff

Each Branch Manager, Regional General Manager, Chief Executive of Subsidiary/Affiliate and Head of CSO Division should identify in his unit or area such members of staff, from all categories, who are suitable and capable of participating in this programme.

The selected staff should have a certain minimum capability - of maintaining relationship with the existing clients and contacting new clients.

It should be carefully determined what type and size of client should be assigned to each selected member of staff according to his capability and ability.

Each individual selected staff should be assisted and encouraged to have a clear perception of the following aspects:

- How many relationships he has with the existing clients and how confident and capable he is to enhance these relationships for additional business?
- How many contacts he has which can be converted into account relationships for his own branch/unit or any other branch/unit - and how capable and eager he is to do so?

- What is the type and size of existing relationships which he can effectively and satisfactorily maintain and what is the type and size of new clients with whom he can establish effective and encashable contacts?

The effort should be to involve the largest number of staff in this programme. Because of the requirement of suitability and capability, however, the initial guideline is that at least 30% of the staff in a branch or unit should be selected for this effort.

2) Identification and categorisation of existing clients

A list of such existing clients should be made who maintain an "economic" relationship with the bank or who have the potential to maintain an "economic" relationship.

By "economic" relationship is meant the size of deposits, business and profitability. Each location will determine its own standard of economic relationship according to its own situation and market environment.

These clients will then be allocated to the selected members of staff according to their capability and ability.

In identifying such clients a clear perception of relationships would be required. For example, following factors would be given due consideration.

- Is the relationship purely reactive, that is, has come about in the 'normal' course of business and not by any special effort or under special circumstances?
- Is the relationship based on personal contact? How should it now be promoted and institutionalised?
- What is the suitable and effective level of contact with the client - of what standing, stature and seniority? At what level of bank's staff can it be matched?
- What is the depth and warmth of the present relationship? How and who would maintain and improve it?
- What is the appropriate frequency at which contact should be maintained?
- How much personalised service and professional competence would be required to conduct and maintain the relationship at a close but correct level?
- The present volume of business and a clean and correct assessment of potential business.
- Whether development and conduct of the relationship would require additional support from other levels, such as Regional Office, Head Office, CSO?

- Identification, as correctly as possible, of the services and products needed by the client, and how and with what additional attraction such services will be provided by the bank.

- Categorisation of the clients from the point of view of specific marketing approach for each category. Some standard categories are:
 - o Individual clients, including high net-worth individuals

 - o Commercially important persons - such as Chief and Senior Executives of Corporations, Ambassadors, etc

 - o Self-employed professionals, doctors, lawyers etc

 - o Commercial Corporations and Institutions

 - o Para-statal bodies

 - o Financial institutions, including Central Banks

 - o Multinational Corporations

 - o Embassies, Diplomatic Missions and International Agencies

o Airlines and shipping lines

3) Identification of Special Relationships

There are many client relationships which are considered special for a number of reasons, such as confidentiality, high sensitivity, requirement of special attention and service, large size deposit, business or profit, complexity of business etc.

Such relationships should be separately identified both from amongst the existing clients and potential clients and special arrangement should be made to deal with such relationships and new contacts through identified, suitable and competent staff at appropriate level.

4) Identification of New Contacts

Collection of information on potential new contacts from each individual selected staff in a prescribed form.

Scrutiny, vetting and consolidation of this information in a prescribed record keeping system.

Allocation of potential new contacts to the selected staff according to suitability - capability - and ability.

Collecting of this information from individual selected staff, updating and consolidating it on a six-monthly basis.

Categorisation of potential new contacts as described in Section 2 above.

IMPORTANT NOTE REGARDING SECRECY

In some countries secrecy laws may not permit identifying clients by name to other agencies or units (Regional Offices, Head Offices, CSO, Other branches etc) or in some other cases, such as described in Section 3 above, it may not be advisable to disclose the names of account holders in the statements and reports required to be submitted. In all such cases, either account number or a suitable coding system should be used.

D

ORGANISATION AND MACHINERY

1) CSO Level

A new department would be created at CSO with the following functions:

- o Obtain, in prescribed form, and record statistical information for each branch and unit of number of staff and their percentage made available for this effort.
- o Obtain information and keep a record of the names of staff involved.
- o Obtain information and keep a record of existing clients at each branch/unit, with whom contact will be maintained.
- o Obtain information and keep a record of new contacts to be made with potential clients.
- o Obtain information of the progress made both in case of existing clients and new contacts through periodical returns in prescribed form.

(All this information will be collected in prescribed forms and will be periodically updated.)

This information and record will be reviewed by the Joint Committee for Deposit and Profit (or any other substitute of it) regularly for follow-up action, speeding up the process of action at the concerned level, and keeping measurement of success achieved.

CSO Department will normally collect the required information and follow-up the progress through respective Regional Offices and Head Offices of Subsidiaries and Affiliates.

For important locations, special arrangements may be made.

2) Regional Office Level - Head Offices of Subsidiaries

A department with functions similar to CSO level will be established.

A Senior Officer will be exclusively and whole time in charge of this department.

Progress reports in prescribed forms will be obtained from branches monthly and reviewed by RGMs/Heads of Subsidiaries/Affiliates of respective Marketing Committees.

Due guidance and effective support would be provided to individual staff where so required.

If assistance is needed from CSO or other Regions/Units effective and prompt arrangement would be made to obtain the same.

The RGMs/Heads of Subsidiaries would be specially responsible to generate and sustain an environment of excitement, involvement, participation, change and a spirit of incentive, motivation and purpose.

3) Branch/Unit Level

Depending on the size of the branch, one competent officer of sufficient seniority will be made exclusively responsible, whole time or part time as the situation may be with the following functions:

Collection and recording and updating of information from individual selected staff in prescribed forms regarding:

- o relationship with existing clients,
- o contact with new clients,
- o progress of the above two

Providing statements/reports to Regional/Head Offices, CSO where so required.

Branch Managers and Heads of Units and the respective Marketing Committees will review the above information and progress on a weekly basis.

The programme is action and result oriented. As such active participation of the Branch Managers/Unit Heads and other members of Marketing Committees will be required to enable and assist individual staff to encash their relationships and contacts.

1 Prefix 'N' for 'Potential (New) Relationships' and 'E' for 'Existing Relationships'. 'N' to be listed first, followed by 'E' with fresh serial number.
2 Mention present deposit/business in case of 'Existing Relationships' and anticipated deposit/business in case of 'Potential (New) Relationships'.

R. 1

BRANCH/UNIT:

DATE:

S. No. ¹ (Prefix N or E)	Client (name or code – and nature of business/vocation)	Deposits/Business ² All figures in US Dollars, '000 omitted					Remarks (including comments on further potential)
		Current A/C (Average Balance)	SB A/C (Average Balance)	Term Deposit (Average Deposit)	Other Business Nature Volume		

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BRANCH/UNIT PROGRESS REPORT

CLIENT CONTACT & RELATIONSHIP PROGRAMME

for the month of

(to be submitted by the branch/unit every month)

R 2

NAME OF MANAGER:

BRANCH/UNIT:

DATE:

	Staff				Existing Relationships			Potential (New) Relationships				Deposits Amounts in US Dollars 000 omitted							
	Total Staff		No. of Staff selected for the programme		Total No. of Customers A/Cs	Total No. of A/Cs identified and allocated to Staff		Total No. of new A/Cs targeted and allocated for the year		Number of new A/Cs opened		Current A/Cs		S.B. A/Cs		Term Deposit		Total	
	Officers	Others	Officers	Others		Officers	Others	Officers	Others	Officers	Others	A/Cs	Amt	A/Cs	Amt	A/Cs	Amt	A/Cs	Amt
Current Month																			
Previous Month																			

for the month of

CLIENT CONTACT & RELATIONSHIP PROGRAMME

Number of Accounts Allocated. N_____ E_____

R-3

BRANCH/UNIT:

DATE:

S. No. (Prefix N or E)	Client (name or code)	Deposits/Business All Figures in US Dollars, '000 omitted					Remarks (including comments on further potential)
		Current A/C (Average Balance)	SB A/C (Average Balance)	Term Deposit (Average Deposit)	Other Business Nature Volume		

CSO copy
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Philly N for Potential (New) Relationships and E for Existing Relationships. N to be listed first, followed by E, with first Serial Number listed under N only those contacts which have materialised. List under E only such accounts where significant increases have been achieved

JOINT COMMITTEE FOR DEPOSIT AND PROFIT

March 29 1985

MEMORANDUM

'JOINT COMMITTEE FOR DEPOSIT AND PROFIT'

1. INTRODUCTION

As a result of the discussions held in "Vienna 85" relating to items 3 and 6 of the Agenda, the discussions held in the extended Central Management Committee meetings and follow up meetings with Heads of various Regions, Subsidiaries, Affiliates and other colleagues with the President, the following action programme has been drawn to implement the consensus reached in respect of the perception and the goals for 1985 as related to Deposit and Profit.

2. JOINT COMMITTEE FOR DEPOSIT AND PROFIT

A "JOINT COMMITTEE FOR DEPOSIT AND PROFIT" has been formed consisting of the following members:

Mr Ameer Siddiki
Mr Saleem Siddiqi

The number of membership has been kept purposely limited to only two persons in view of the increasing demand on the time of CSO executives and to make it a committee which would be effectively in action all the time. The other CSO Divisions, particularly Marketing and Group Accounts, would actively associate and contribute to the work of this committee.

3. DEPOSIT AS A "NEW PRODUCT"

Although Deposit has been an old product, as a result of clear perception of the aspects described hereunder, it would become a "New Product" for us.

The function of the committee would be related mainly with the Deposit and Profit.

Although the principle of developing a clear perception and clean instinct would apply throughout the year to:

- Purpose
- People
- Planning
- Professionalism

- Priorities
- Possibilities
- Products
- Profit - moral and material

but in the area of products, deposit has been identified as the product which should receive highest priority in having a clear perception in the following respects:

- i) What is our present share of deposits in the market place?
- ii) What are the possibilities of deposits in the market place?
- iii) What is the present profile and mix of the deposits?
 - a) Non-interest bearing accounts, checking accounts, interest free balances in margin accounts, compensating balances etc
 - b) Savings Accounts
 - c) Term Deposits
- iv) What should be the new mix of deposits?
- v) What quantity and quality of the "New Deposit Product" we want to market for, in what timeframe and from what sources?
- vi) What is the quantity and quality of human resources (energy) available for marketing this "New Product" and how to build these resources equal to the opportunities available in the market place?

4. PROFIT

Profit in any case, is the end-product of all products and thus has all-pervading importance in material terms.

This year, it is being particularly related to the product of deposit because of the realisation that the surest and most reliable way of increasing profit is to significantly change the composition of deposits and shift emphasis to current and savings accounts and other low cost deposits.

To highlight this significance, the committee has been named as a JOINT COMMITTEE FOR DEPOSIT AND PROFIT.

5. OTHER PRODUCTS

This Committee will also be associated with and work for developing a clear perception for other products as well for each market place but the priority is being given to the new Deposit product.

6. FUNCTIONS OF THE JOINT COMMITTEE

The following would be the main functions of the joint committee:

- a) To develop in each Branch a clear perception of the various aspect of Deposit product as briefly mentioned in clause 3 above and to collect information from them through a suitably devised

format. The format can be changed, modified and adapted to meet the unique situations of each location.

Similar exercise would be carried out for other products.

b) To agree with each Branch, Country, Region, Subsidiary and Affiliate

- total DEPOSIT target for 1985
- mix of Deposit
- monthly or quarterly projections

and to follow up progress throughout the year.

c) To agree with each Branch, Country, Region, Subsidiary and Affiliate

- total PROFIT target for 1985
- monthly or quarterly projection
- and to follow up progress throughout the year

d) To take all such steps and undertake programmes as would promote the objectives described in item 3 and 6 of the Vienna 85 Agenda and in the note entitled "Manager" provided to its participants and to assist and support the Branches, Countries, Regions, Subsidiaries and Affiliates in achieving their Deposit and Profit targets for 1985.

7. OPERATING MECHANISM OF THE JOINT COMMITTEE

The committee will develop suitable operating mechanisms for itself and for co-ordinated communication with the Branches, Countries, Regions, Subsidiaries and Affiliates.

The Committee is now in the process of contacting individual Countries, Regions, Subsidiaries and Affiliates for expeditious completion of the initial work for collecting the required information in the formats devised and determining Deposit and Profit projections for the year 1985.

All communication with the committee may kindly be addressed to:

Joint Committee for Deposit and Profit
Central Support Organisation
Attention: Mr Ameer Siddiki/Mr Saleem Siddiqi

For the sake of convenience and efficiency the Regions, Subsidiaries and Affiliates have been divided into two groups. Each group would communicate with the member of the committee assigned to it.

JOINT COMMITTEE FOR DEPOSIT AND PROFIT

Countries assigned to
Mr Ameer Siddiki

France
Gabon
Ivory Coast
Kenya
Liberia
Senegal
Sierra Leone
Togo
Niger
Cameroon
Mauritius
Seychelles
Djibouti

Pakistan
India
Sri Lanka
Maldives
Lebanon

USA
Canada
Italy

UK

Bangladesh
Korea
Macau
Philippines
Hong Kong
Thailand

Grand Cayman

Countries assigned to
Mr Saleem Siddiqi

Spain
Bahrain
Jordan
UAE
Yemen
Oman

Egypt
Cyprus
Sudan
Turkey

Nigeria
Zimbabwe
Ghana

Zambia
Botswana
Swaziland

Kuwait

Panama
Paraguay
Uruguay
Colombia

Barbados
Jamaica
Bahamas
Trinidad & Tobago

Luxembourg
Netherlands
West Germany

Switzerland

Joint Committee for Deposit and Profit

REPORTING FORMS



BANK OF CREDIT AND COMMERCE INTERNATIONAL

CONFIDENTIAL

Chairman
Regional Marketing Committee

Dear Sir,

Deposits and Profit Performance
for the Month of

I am pleased to convey the Profit and Deposit figures of our Branch at the end of the above month:

All figures are in U.S. Dollars '000 omitted.

Exchange Rate US\$1 =

	Corresponding Month Last Year		Projections for Reporting Month		Actual for Reporting Month		Previous Month		Cummulative	Target for the Year
PROFIT										
DEPOSITS	Previous Month		Additions During the Month		Total upto Reporting Month		Target for the Year			
	A/Cs	Amount	A/Cs	Amount	A/Cs	Amount	A/Cs	Amount	A/Cs	Amount
Total:										
Current:										
Savings:										
Others:										

Performer of the month was

because (Please detail specific achievements and justification of selection)

Yours sincerely,

Manager's Name & Signature

Name of Branch Unit

c.c. Mr. Ameer H. Siddiki
Joint Committee for Deposit and Profit
100 Leadenhall Street, London EC3A 3AD



BANK OF CREDIT AND COMMERCE INTERNATIONAL

CONFIDENTIAL

Chairman
Regional Marketing Committee

Dear Sir,

Deposits and Profit Performance for the Month of

I am pleased to convey the Profit and Deposit figures of our Branch at the end of the above month:

All figures are in U.S. Dollars '000 omitted.

Exchange Rate US\$1 =

	Corresponding Month Last Year		Projections for Reporting Month		Actual for Reporting Month		Previous Month		Cummulative		Target for the Year	
PROFIT												
DEPOSITS	Previous Month		Additions During the Month		Total upto Reporting Month		Target for the Year					
	A/Cs	Amount	A/Cs	Amount	A/Cs	Amount	A/Cs	Amount	A/Cs	Amount	A/Cs	Amount
Total:												
Current:												
Savings:												
Others:												

Performer of the month was

because (Please detail specific achievements and justification of selection)

Yours sincerely,

Attest: Name of Signatory

Name of Branch Unit

cc Mr. Saleem Siddiqui
Joint Committee for Deposit and Profit
100 Leadenhall Street, London EC3A 3AD

Country/Deposit/Profit Profile

REPORTING FORMS

COUNTRY PROFILE

COUNTRY:

MANAGER:

since:

Number of Branches:

HUMAN RESOURCES TOTAL:

(Intl. Officers:

Local Officers:

Clerical:

NC:

)

BANK RATE:

INTEREST RATES ON: Time Deposit: Max.

Min.

Savings Deposits:

Advances: Max.

Min.

All figures in eqv. U.S. Dollars ('000 omitted). All information as on December 31, 1984

Exchange Rate US\$1 =

COUNTRY FIGURES		BCC FIGURES AND PROJECTIONS			
	Amount 1984	Amount 1984	% Market Share 1984	Market Share 1985	Amount 1985
TOTAL PROFIT					
TOTAL DEPOSITS					
TOTAL EXPORTS (Also specify 3 major items and Year)					
1.					
2.					
3.					
TOTAL IMPORTS (Also specify 3 major items and Year)					
1.					
2.					
3.					
TOTAL TC SALES					
TOTAL ADVANCES					
ADVANCES/DEPOSITS RATIO					

PROFIT PROFILE

COUNTRY

All figures in eqv. U.S. Dollars (000 omitted)

Exchange Rate US\$1 =

All figures in eqv. U.S. Dollars (000 omitted)

TOTAL PROFIT ALL BANKS						BCC PROFIT AND PROJECTIONS										
1 Foreign Banks Local Currency		US\$	2 Local Banks Local Currency		US\$	3 Total Local Currency		US\$	1984 Profit Local Currency		US\$	% share of 3	1985 Projection Local Currency		US\$	% share of 3

1984					BCC MONTHLY PROFIT AND PROJECTIONS					1985	
Monthly			Cumulative		Monthly			Cumulative			
	Local Currency	US Dollars	Local Currency	US Dollars		Local Currency	US Dollars	Local Currency	US Dollars	*Rate of exchange against US\$	
Jan					Steady						
					Additional						
					Total						
Feb					Steady						
					Additional						
					Total						
March					Steady						
					Additional						
					Total						
April					Steady						
					Additional						
					Total						
May					Steady						
					Additional						
					Total						
June					Steady						
					Additional						
					Total						
July					Steady						
					Additional						
					Total						
August					Steady						
					Additional						
					Total						
Sept					Steady						
					Additional						
					Total						
Oct					Steady						
					Additional						
					Total						
Nov					Steady						
					Additional						
					Total						
Dec					Steady						
					Additional						

DEPOSIT PROFILE

COUNTRY:

All figures in eqv. U.S. Dollars ('000 omitted). All information as on December 31 1984.

Exchange Rate US\$1 =

COUNTRY FIGURES			BCC FIGURES AND PROJECTIONS						
	Amount 1984	Deposit Mix % of *Total	Amount 1984	Deposit Mix % of *Total	% Market Share 1984	% Market Share 1985	Amount 1985	Deposit Mix % of *Total	Total Number of Accounts
									1984 1985
*TOTAL DEPOSITS									
Current									
Savings									
Time									
Others									

CATEGORISATION OF 1985 BCC DEPOSIT PROJECTIONS

CURRENT DEPOSITS
(Equivalent)

AMOUNT

NUMBER OF ACCOUNTS

INTEREST RATES
CURRENTLY PAYABLE

Over US\$50,000

US\$25,000 – US\$50,000

Under US\$25,000

SAVINGS DEPOSITS
(Equivalent)

Over US\$10,000

US\$5,000 to US\$10,000

US\$5,000 to US\$1,000

TIME DEPOSITS
(Equivalent)

3 months

6 months

12 months

Over US\$50,000

US\$25,000 to US\$50,000

US\$25,000 to US\$5,000

FUNCTIONS AND STRUCTURE OF
THE MARKETING ORGANISATION

March 1984

Working Paper for the Central Marketing Co-ordination Committee 1984

on

FUNCTIONS AND STRUCTURE OF
THE MARKETING ORGANIZATION

CONTENTS

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THE SPIRIT OF MARKETING

Marketing is the life-blood of a Bank. It is not surprising therefore that BCCI has always laid great emphasis on sustained and energetic marketing at all levels of the organisation. It is this factor, along with Humility, which has helped to generate the achievements of BCCI since its inception. In realisation of this imperative principle, namely that extraordinary success depends on superlative marketing, it has been decided that 1984 should be the Year of Intense Marketing, inaugurating an effort which will be followed up vigorously in 1985 and 1986.

The objective of this exercise would be primarily to achieve a deep realisation within each and every person in BCCI of the importance and significance of high quality marketing. It is felt that when all members of the BCCI family have become interfused with this Spirit of Marketing (energy psyche) desired results, in terms of the highest possible profits, will follow as a natural consequence.

As a means of developing marketing skills and business sensitivity among all BCCI personnel, we will be launching in 1984 an organised marketing campaign as detailed in the rest of this report. The structure of this marketing effort will involve the creation of numerous bodies each having specific duties and it will depend on a high degree of willing co-operation and understanding between all members of the BCCI family. It is to be emphasised that the structure by itself will remain only a lifeless skeleton if it does not bring about an interfusion in a spirit of wholehearted unity and eagerness to pour out one's energy by each member of the BCCI family. The structure exists only to give all of us the opportunity to exercise our latent talents in the area of Humility and marketing, only to stimulate

the enormous potential that the whole BCCI organisation, spread as it is over six continents, now commands.

The Year of Intense Marketing in 1984 must touch each and every branch and office of the BCCI network. As set out in this report there will be many tasks and assignments for every single member of the BCCI family in the course of this Marketing Year. It will be expected from each person therefore, that he or she must develop an appropriate level of human skills and business skills to carry out these responsibilities. Above all it will require a shaping of the individual personality in such a way as to enable all to embrace great vision, to grow in spirit, quality of will and courage. It is only with such a fundamental outburst of human energy that we can execute all our policies, planning and strategies; otherwise they will remain only a paper structure with no life and no visible result.

The best summation of the Spirit of Marketing is that we must all continuously have clear vision, intensity of desire and involvement of the largest number of BCC family members.

OVERVIEW

To provide a brief overview of the marketing strategy to be implemented in 1984 it will consist of two main thrusts of equal importance:

- a) Conventional marketing
- b) Organised marketing

CONVENTIONAL MARKETING

This represents the ongoing continuous marketing effort in the domestic environment of each country where BCCI has a presence.

The Year of Intense Marketing should serve as the focus for carrying out a major upgrading of this activity. The Regional Marketing Committees will take the lead in organising conventional marketing, working closely with the Central Marketing Committee.

As a first step a local strategy should be elaborated identifying significant marketing target areas in each city where BCCI has branches.

Based on this strategy a local marketing plan should be developed by the Branch Marketing Committees and submitted to the Regional Marketing Committee. This will ensure that the branch's continuous marketing efforts are well directed to produce maximum possible results. The implementation of this marketing plan will again be the responsibility of the Branch Marketing Committees under the guidance of the respective Regional Marketing Committee.

All of these activities will be periodically reported in detail to the Central Marketing Committee.

One of the most important aspects of this conventional marketing drive will be to achieve a transformation in the quality of the marketing process in domestic markets. This will involve improving the expertise of all Bank personnel and also the spirit of interfusion in marketing among all members of the staff. In other words the energy psyche of all local members of the BCCI family would need to be tapped, both in terms of basic banking skills and also in the invisible, intangible aspects of harmony and co-operation.

It is expected therefore that the conventional marketing effort will be given great importance throughout 1984 and result in a vast increase in profitable indigenous business.

ORGANISED MARKETING

The other main component of the Marketing Year will be to introduce and develop global marketing on an organised basis. The attempt will be to capitalise on the tremendous marketing advantage afforded by the fact of BCCI having such a wide network of branches already in place all over the world.

This wide network however, must be mobilised into activity within the framework of an integrated worldwide marketing plan; otherwise the latent potential of having so many branches in so many different countries will not be fully realised. The rest of this report represents a detailed effort to identify the business opportunities available to BCC for organised global marketing and to create the structure which might be needed to tap those opportunities. One thing that emerges clearly from this report however, is that to carry out a global marketing effort successfully requires an extremely high degree of co-operation at all levels of the BCCI organisation: inter-branch, inter-country, inter-regional, inter-departmental, and so on. Organised global marketing by definition implies that there will be need for delicate, sensitive, wholehearted interaction between the parts of the worldwide BCCI entity. Once again therefore, it is worth emphasising that organised global marketing must be thought of as an international interfusion of all the BCCI energies without exception, involving every branch, no matter how small or how remotely located, and every office. The object of the Year of Intense Marketing will be achieved only when this level of total knowing of each other can be brought about across all the barriers of distance, and in a Spirit of Humility which fits the enormity of the task.

OPPORTUNITIES FOR ORGANISED MARKETING

1) BULK BUSINESS

The trade in commodities which are shipped in bulk offers a most promising opportunity for an International Commercial Bank such as BCCI. This is for two main reasons:

- a) Such shipments are usually "big-ticket" items, which means that the value of any one transaction tends to be of the order of millions of US Dollars. This means that the potential of returns to the Bank are more than enough to justify the relatively intense marketing efforts needed to acquire such business.
- b) There is a possibility of benefiting doubly on such transactions, because they can be handled by the Bank at both the L/C opening end and on negotiation of documents at the other end. This opportunity, of course, is available on all trade transactions but when such large amounts are involved there is a greater justification for restricting any L/C opened by BCC for negotiation at BCCI's own branches elsewhere. Additionally, when commodity supplies are made in response to tenders there is usually bonding business available (both bid and performance).

Given the inherent profitability of such bulk business transactions, there is every reason to organise our marketing efforts systematically.

As a first step we may identify the commodities of greatest interest in groups as follows:

- 1) Fossil Fuels - Crude petroleum, coal, Natural Gas, etc
- 2) Food Grains - Wheat, rice, maize etc
- 3) Cash Crops - Cocoa, coffee, tea, jute, cotton, rubber, oilseeds etc
- 4) Fertilizer
- 5) Minerals - Zinc, tin, aluminium, iron ore, bauxite etc

All of these commodities are actively traded in the international market place. For some of them there are institutional mechanisms in place e.g the London Tea Auctions, which may or may not render them suitable for marketing for Bank business. Some commodities are largely dominated by sizeable Government buyers e.g Fertilizer. Others, while still Government dominated, also support an active spot market e.g Crude petroleum. Some of these commodities are produced in developed countries and sold in the developing countries e.g wheat. In other cases, probably a majority, commodities produced in the Third World find their markets in the West, e.g tin.

What is clear from all this is that there is an immense variety in the institutional forms and market conditions which characterise these bulk commodities. A marketing approach which may work for one commodity need not be relevant in the case of others. In view of this complexity it seems clear that the Bank would be able to market successfully for such business only if it develops its expertise in each of these areas. As a means of generating this expertise, and the marketing contacts that derive from it, Marketing Committees will be formed for each of the major groups identified above, i.e 5 in all.

Some notes on the structure of these Committees follow:

a) Siting

These Marketing Committees will be located either in the CSO or in one of the Regional Centres, depending on the exact characteristic of the international market for each of these groups of commodities. For example, the Fossil Fuels Marketing Committee could be based in Abu Dhabi Regional Office and thus be close to the areas where BCCI has the greatest chance of obtaining Crude Petroleum business. Similarly, the Fertilizer Marketing Committee could be located in the South Asia Region, geographically near countries which are the heaviest users of fertilizer. The exact siting of each Committee will be determined later after further study.

b) Composition

It is to be emphasised that these Committees will not draw all their personnel solely from the centres where they are located. On the contrary, each Committee should be composed of selected Bank employees who normally work in countries where the commodity in question is of importance in economic life; thus, for example, a Food Grains Marketing committee even if based in the USA should include Bank staff from Canada (another major wheat supplier), Thailand (major rice supplier), and so on. The object would be to involve all Bank staff who possessed direct first-hand expertise of dealing with such commodities in the countries where they were based. Thereby we would pool the Bank's total resources of experience and marketing contacts for any one commodity product. This would also help to generate specialists in product areas and thus enable staff members to cultivate an interest in any one commodity in as great depth as possible. It is also felt that these Marketing Committees, while drawing the majority of their staff from the banking cadre, should also have members whose background is that of

specialists in the trade of that commodity. Thus, there would be a proportion of non-banking market specialists, say for cotton or jute, who would be specially recruited to serve on these Marketing Committees.

c) Sub-Committees

It is expected that in due course each of these Marketing Committees would be further organised into Sub-Committees which would concentrate on at most two closely related commodities. Thus the Cash Crops Marketing Committee would have under it possibly a Coffee Sub-Committee, a Rubber Sub-Committee, and so on. The establishment of such Sub-Committees would be a way for the Bank to develop greater precision in its marketing efforts and enable us to zero-in on areas which seem particularly promising from the point of view of generating profitable Bank business. It is recommended, therefore, that the Bank select Sub-Committees after the Marketing Committees have been formed and have had a chance to begin their activities. Otherwise, we would risk forming too many Sub-Committees and disperse our limited manpower resources too widely.

d) Objectives

The prime objective of the Marketing Committees, and any Sub-Committees that are set up in due course, would be to obtain L/C and Guarantee business for the Bank without involving any significant credit exposure. To achieve this it would be necessary for these Committees to take the following steps:

- i) To identify the major international companies dealing in such lines of business and then to establish links with them.

- ii) At the same time the Committees would need to keep abreast of all developments relating to prices, supply, demand, etc affecting the trade of that particular commodity so that they would be in a position even to anticipate major marketing changes.
- iii) The Committees would also be expected to develop a thorough knowledge of the existing institutional frame work which regulates the trade of any selected commodity and also to develop contacts with the agencies responsible for operating these institutions. The Mineral Sub-Committee, for example, would be expected to be thoroughly familiar with the workings of the London Metal Exchange.
- iv) The Marketing Committees could also try to be aware, in advance, of up-coming tenders for the supply of any particular commodity so that it could then transmit this information to major international companies who might find this business intelligence helpful. In this way the Bank could assure obtaining the bonding business for these tenders and the L/C business of the successful bidder. In short, the Committees would devote full time effort to bringing about an increase in the Bank's handling of bulk commodities business.

STRATEGIES

It goes without saying that banking business in the area of bulk commodities will not be easily available. Because of the inherent profitability of such business most Banks are extremely competitive about obtaining and/or retaining such business. At the same time since these bulk trade flows have been operating for sometime most of the banking and financial channels are already well established. Breaking into these well delineated banking patterns will require us

to be imaginative so that BCCI may be in a position to either offer some special services or be extremely alert to changes in the environment. To this end some possible strategies are outlined below:

a) Developing New Trade Channels

As mentioned above most of the world's commodity trade flows along well established channels. To the extent, however, that the Bank can be aware of efforts to develop new channels of trade, there is every likelihood of obtaining the attendant L/C and negotiation business. For example, there are efforts currently under way to export rice from Pakistan to Spain. If these efforts prove successful, and especially if Bank Representatives help to bring about such a new trade connection, it would be almost automatic for the Bank branches in both Pakistan and Spain to handle this business. In this manner, the more the Bank can be intimately associated with attempts to find new commodity trade outlets the more it could be assured of the L/C business generated thereby. Bank Officers in all locations should therefore keep such possibilities always in mind and respond appropriately wherever they see a chance of new trade channels, especially in commodities being set up.

b) Funding for Commodity Trade

There are certain international agencies which provide funds for commodity trade, such as the Islamic Development Bank's Foreign Trade Financing Facility. This is a source of funds which is placed at the disposal of countries wishing to import bulk commodities, preferably from other members of the IDB. BCCI should develop close links with the IDB with a view to serving as the Bank which opens L/Cs under which these trade transactions are conducted. This would be particularly

effective in those countries where the banking structure is relatively undeveloped, but where BCCI has branches. For example, Djibouti imports commodities under this IDB Foreign Trade Financing Facility. There would seem to be a good chance that the BCCI branch in Djibouti could market for this L/C business on the basis that it possessed a wide network of correspondent banks enabling it to process the transaction with speed and reliability. The same marketing advantage enjoyed by BCCI could apply equally in countries such as Maldives, which also benefit from IDB's Foreign Trade Financing Facility.

c) Credit to Western Importers

Many of the major bulk commodities are imported by large Western processing/manufacturing companies. For example, minerals such as tin and zinc find their way to large enterprises based in the USA and Western Europe. Depending on a thorough study of their credit-worthiness, it may be possible for the Bank to offer such companies usance credit against the imports of commodity raw materials that they undertake on a regular basis. The advantage for BCCI in such an arrangement would be that we would expect to handle all the L/C business in return for offering short term credit. It is expected that the credit risk involved in such arrangements would be manageable while the compensation in terms of the foreign exchange business would more than justify such an exposure. Successful implementation of this strategy would of course depend on actually identifying suitable companies and commodities and any such proposals would only be approved, if at all, on a case by case basis.

d) South - South Trade

While much of the world's commodity trade today flows either from South to North or North to South, there are increasing

instances of South to South trade. The bank with its existing presence in many countries of the South should be particularly alert to any such opportunities that may present themselves.

BCCI would be able to market effectively for such business because it may well have the most effective banking links between the two countries involved. Thus, for example, if Egypt were to import jute from Bangladesh the chances are that BCCI would be the only Bank that has branches in both these countries and would therefore be able to process such a transaction most efficiently and securely. This would be a way of benefiting from the vast network that BCCI has in place in the countries of the Third World in particular.

Once again it would be up to the Marketing Committees and BCC staff the world over, to spot such opportunities as soon as they arise, and even to sponsor them if necessary.

e) Countertrade

Another most promising opportunity for BCCI lies in the promotion of countertrade, a type of trade which amounts to a sophisticated form of barter. A typical example of countertrade is when a Third World developing country imports and pays for capital machinery from the West but links this purchase to the condition that the supplier must buy export goods (usually bulk commodities) up to a pre-agreed percentage of the value of the transaction over a specified period of time. There are many other variations on this basic pattern but it is worth the Bank's acquiring the necessary technical expertise because the marketing/business advantages of a countertrade deal are enormous. It is conservatively estimated that almost 30% of total world trade is now being conducted on countertrade principles which gives some idea of the scope of BCCI's

marketing efforts in this area. It will be necessary accordingly for the Bank to develop a facility to structure countertrade deals (without actual participation in them) on the basis that all the banking business generated will be routed through BCCI branches as far as possible. The Bank's global marketing efforts could then be directed to offering this facility to interested corporate organisations in the West on the one hand and to governments of Third World countries on the other.

It is felt that with a network of specialised Marketing Committees spread out all over the world and with a mandate being given to them to utilize flexible, innovative strategies, BCCI should be able to make a significant breakthrough in the area of handling bulk business over the next few years.

2) FINANCIAL INSTITUTIONS

A major thrust needs to be made towards obtaining profitable banking business from the many financial institutions which crowd the modern international scene. Out of this array it is felt that the following four categories of financial institutions should be primary targets for our marketing activity

- o Correspondent Banks
- o Central Banks
- o Islamic Banks
- o International Development Banks and Agencies

As in any marketing exercise BCCI would have to tailor its services to the needs of these target institutions and the following discussion outlines some of the ways of doing this.

1) Correspondent Banks

Correspondent Banks may be grouped into two categories:

- a) Banks in developed countries
- b) Banks in developing countries

BCCI as an institution with its fairly extensive network in both the developed and the developing countries presents a slightly different interface to its correspondent banks in each of the above two categories.

To Banks in category (a) BCCI's appeal is straightforward. By establishing relations with BCCI the bank in the developed country is able at one stroke to gain representation in a large number of Third World countries. Given the increasing diversity of international trade patterns most metropolitan banks consider it an advantage to have access to a reliable banking partner in locations spread all over the globe.

With respect to Correspondent Banks in category (b), namely those in the developing countries, BCCI has greater room for manoeuvre. The services that BCCI might offer these banks are as follows:

i) Diversified Network

Most banks in developing countries tend to have correspondent banking relationships mostly with Western banks, particularly those in the home country of the ex-colonial power in that region, which is a natural consequence of the fact that the bulk of trade happens to flow in those directions. Thus it may be particularly attractive to such banks to establish links with BCCI

because they gain a banking connection with other developing countries, permitting lateral expansion as it were. This lateral connection in turn assumes greater importance as the volume of trade between Third World countries slowly rises.

ii) Funds Placement

All banks who have active international transactions maintain accounts in the major financial centres for the purpose of providing cover for drafts and Letter of Credits issued by them. In addition to these operating accounts banks generally also have reserve accounts in which funds are placed on longer terms. At present most banks in developing countries maintain such accounts in New York, London, etc., with the big American or other Western banks. However, because the balances in these accounts are generally not too large, developing country banks do not always receive very prompt or efficient service from the big Western banks.

There is an opportunity here in BCCI to set up special handling arrangements in our branches in the financial centres to offer such accounts and related services to our correspondent banks in developing countries. The New York Agency, in particular, should have an active and well organised section to look after correspondent bank accounts. If we can offer these services to our correspondent banks in the developing countries there is a chance that they will place their reserve accounts with our branches as well. It goes without saying that they would expect in return a higher standard of service in settling their cover transactions. BCCI Leadenhall already service many such accounts for correspondent banks.

iii) Courier Service

Most banks in developing countries have to send their financial instruments for collection to either New York or London and they sometimes do so by ordinary mail. This means that the transit period, which could be up to 7 days, imposes a significant cost on these banks who lose interest for this period. Therefore, if courier services could be organised, enabling this transit period to be cut to the absolute minimum, it is felt that this service would prove attractive to our correspondent banks in developing countries. It is worth considering, therefore, how such a courier service might be offered by BCCI to our correspondent banks, specially those located in Africa and the Far East. Such a service of course would have to be offered only if it were economically feasible, but there is some reason to think that this could be achieved. American banks already offer such courier services in many parts of the Third World but there are still countries where such a service has not as yet been introduced.

For these reasons, therefore, our marketing effort should concentrate on developing profitable business links with correspondent banks in the developing countries.

This marketing effort would remain under the direction of the International Division, at CSO, because of their day to day contacts with these corresponding banks on operational matters. These operational contacts lay the basis for successful marketing of other services as well. In order to establish a field force, however, to assist the International Division in these marketing efforts, Task Forces should be set up in the following regions:

- Southern Africa
- South Asia
- Middle East
- Latin America
- Africa
- Caribbean
- Far East

There is a need for so many task forces because the marketing efforts should not be restricted only to countries where BCCI has branches. On the contrary, it should be in those countries where BCCI does not, as yet, have a presence where the marketing effort for correspondent banking accounts should be pressed most vigorously. These Task Forces would be based in the respective Regional Headquarters but their members would be expected to travel widely under the guidance and co-ordination of International Division.

2) Central Banks

We should recognise clearly that any services that BCCI can offer in this sector would be most fruitfully directed to Central Banks of the developing countries. We should concentrate our efforts, therefore, in such countries whilst, of course, maintaining cordial relations with Central Banks of as many countries as possible.

The types of services that would be of interest to Central Banks are:

- a) Investment Managment
- b) Surplus Funds Managment

In order to offer these special services to Central Banks we would need to develop our expertise, if necessary by special

recruitment of financial experts in these areas. These services would be offered at our branches in the major financial centres, particularly New York.

The actual marketing of these services to the selected Central Banks will be the responsibility of a Central Bank Marketing Committee to be set up in CSO comprising Senior Bankers specially qualified to conduct the high-level negotiations that would be necessary. This Committee will work closely with the Regional Marketing Committees and other BCCI offices/branches as necessary.

3) Islamic Banks

There have been many requests, both from customers and from institutions, for BCCI to provide an institutional form by which Islamic principles would be followed in banking activity. At the same time there are already a large and growing number of Islamic Banks which carry out commercial banking while conforming to the Islamic prohibitions against interest. These Islamic Banks are also keen to co-operate with BCCI if we can fulfil their requirements.

Our response must therefore be to attempt to develop completely new financial instruments which conform to Islamic principles and are suitable for short term investors. There is much academic research now going on in various universities where attempts are being made to generate such new institutional mechanisms. An Islamic Banking Desk would be set up to study these on going research efforts and attempt to come up with a practical way of putting Islamic principles into practice. This will imply taking a realistic look at the whole problem and devising new financial instruments which provided benefits not only to the investors but also to the bank.

Once such an instrument has been devised and necessary systems put in place we can offer it to both individual and institutional customers. A start has already been made by the International Division in co-operation with BCCI Leadenhall to obtain accounts of Islamic Banks. This effort will now be redoubled along the above lines.

4) International Development Banks and Agencies

There are a number of large financial institutions or agencies such as the World Bank, African Development Bank, Asian Development Bank, Islamic Development Bank, UNDP and so on, which have significant levels of international transactions but do not maintain large branch networks. Therefore, to the extent that their work requires them to have international banking dealings with BCCI world network could provide them with a complementary service. In other words, BCCI by virtue of having branches in all parts of the world, particularly the developing world, could offer to serve as their local banking arm in such locations. It is possible that these International Development Banks and Agencies might welcome an arrangement under which all their day to day international banking activities could be consolidated to some extent by utilising the BCCI world network. For example, the World Bank from time to time disburses large sums of money to developing countries in fulfilment of previously approved loans. If BCCI were to have correspondent banking relations with the World Bank such disbursements would be remitted through our banking channels in all the Third World countries where we have branches.

In order to explore these possibilities it would be necessary to set up a task force which would systematically market for such close banking links with International Development Banks and Agencies.

3) CORPORATE ACCOUNTS

The modern world has seen the emergence of the multinational organisation. As implied by the name this is an organisation which typically has a Head Office in one country and a fairly large number of branch offices located in other countries. The majority of such institutions are business corporations but there are also others such as Embassy networks or non-profit relief agencies which display the same characteristics. the following categories of multinational corporations and organisations could be covered in BCCI's marketing drive:

a) Trading Companies

These are companies which maintain an extensive network of branch offices for the primary purpose of promoting exports from the home country. The secondary purpose is to take part in any trade transactions that they may learn about. The best exponents of this form of organisation are the Japanese Trading Companies, such as Mitsui and Mitsubishi, though there are also an increasing number of American Trading Companies active these days.

BCCI has marketed for such accounts before and enjoys close relations with Japanese Trading Companies in a number of locations. The effort now would be to extend these existing links so that we could establish relations with the branch offices of the trading companies in every location where BCCI is also present.

b) Manufacturing Enterprises

This category represents the classic multinational corporation having its parent office in the US or Western Europe and a chain

or subsidiary factories and plants located in various strategically chosen parts of the world. The multinational corporation has evolved since it first began to take root in the post war world.

- Initially, the local offices were generally assembly plants which only put together components previously manufactured in the parent country, while the end product was meant for local markets.
- The second stage was when, under pressure from host countries, local factories manufactured part of the components, though the more sophisticated elements were still brought in from the parent country. The end product was once again meant for local markets.
- The third, and most complex evolution which is still partly under way, is a system of global manufacture where plants in different countries specialise in different parts of the manufacturing chain and the total product is put together in yet another location with sales of the finished product possibly taking place in an entirely separate location.

Thus, companies like General Motors, are increasingly resorting to complex and sophisticated splitting up of the product-chain with a view to extracting the maximum value added at each step of the process. It follows that the financial needs of such global corporations are also becoming very complex and they depend increasingly on having reliable banking partners.

Accordingly, in countries where BCCI forms part of a relatively small modern banking sector there would be good chances of marketing actively for the accounts of any local factory

operations of the multinational giants such as General Motors, Du Pont etc.

c) Construction Companies

It is well known that construction companies have operations in foreign countries and the banking services required by them are also well understood e.g bonding, bridge finance, local currency funding, etc. BCCI has actively marketed for such accounts for many years and there is every likelihood that a more concentrated effort to attract such accounts would continue to prove successful, particularly as the pace of world construction activity picks up.

d) Distribution and Service Companies

Another category of multinational corporations is made up of those which market not goods but services. An example of such a multinational service chain is McDonalds's, which sells more a franchise than an actual product. There are many other such franchise-selling multinational chains in areas as different as petroleum distribution (e.g Gulf) to hotels (e.g Sheraton). To the extent that these chains have centralised management based in the parent country, BCCI could market for a global relationship by offering such services as might make the accounting and financial procedures of such multinationals easier to carry out.

For example, hotel chains such as Sheraton could rely on BCCI to provide consolidated figures on such control data as payroll expenses which would be gathered from the account relationships enjoyed with our branches. Any such services would need to be identified on a case by case basis but for the moment we need

only note that a global account relationship produces habits of thinking which tend to generate new opportunities.

e) Transportation Companies

These are companies such as airlines and shipping companies which by their very nature depend on operations in a large number of countries, usually with a physical presence in each of these countries. Such companies are almost always subject to very centralised management based in the parent country and once again global account relationships could be marketed based on specific advantages that might be identified in discussions between BCCI account managers and the management of the companies themselves. Thus an airline whose revenues originate in different currencies may come to depend on a single financial institution to rapidly convert currencies into a specified currency to avoid possible unfavourable rate changes. In other words a global relationship with a Bank can help the Treasurer of a worldwide organisation to preserve value.

f) Diplomatic Sectors

As is well known most countries have large networks of embassies in place all controlled from their Foreign Ministries. BCCI has marketed extensively for such diplomatic accounts, in individual locations, by offering relatively advanced banking facilities. It is now necessary to expand on this beginning by seeking global relationships with embassies of different countries. One way of doing this may be to approach the Foreign Ministry of a given country and enter into arrangements to facilitate its international banking transactions such as the need to remit sums of money on a regular basis all around the world. A beginning has already been made to bring about global

relationships with certain countries and this effort should be intensified.

g) Non Profit International Agencies

There is yet another category of international organisations which maintain chains of branch offices in various parts of the world. Prime examples would be the relief agencies such as Oxfam, Save the Children Fund and so on. These agencies have limited financial expertise and rely heavily on efficient banking partners in the Third World locations where they generally operate. Once again BCCI has obtained such accounts in individual countries and this sets the stage for expanding these efforts to incorporate a global relationship with such agencies.

Marketing Services

In each case what BCCI has to offer to the above categories of multinational organisation is our own wide branch network, offering sophisticated modern banking in a variety of locations, including some relatively remote areas.

In addition to the full range of banking services there is another extremely important service which must be offered by our branch network. This is to provide business intelligence, economic information, high level contacts, familiarity with financial regulations etc all relating to the country in which the BCCI branch is located. In other words we must be in a position to offer comprehensive country expertise to the multinational organisations for whose accounts we are marketing. This can prove to be of immense significance in obtaining such accounts. Accordingly it is expected that each major BCCI branch will have at least one trained officer who would occupy himself full-time with the collection of such

information on an ongoing basis as well as in response to specific requests from other BCCI offices. BCCI's Representative Offices around the world should also be fully prepared to handle all business intelligence requests directed at them.

Marketing Network

The marketing network needed to obtain and service multinational corporate accounts is to set up Corporate Banking Units at main branches in each country where BCCI has operations.

This Corporate Banking Unit would be set up as a self contained unit capable of offering banking services across the counter for corporate customers as well as special marketing tasks.

An outline of its functions are as follows:

- i) Marketing for Corporate accounts
 - Multinational; along the lines discussed above
 - Non multinational - these would be large domestic corporations who also are a source of profitable business for the Bank
- ii) Personal Banking for high net worth individuals
- iii) Business intelligence and information gathering
- iv) Liaison with all the Marketing Committees and Task Forces to be set up in the course of this exercise, serving as the local arm of all these bodies.

Centre-Periphery Marketing Strategy

As explained above, the characteristic feature of each of these multinational organisations is that they have a structure made up of numerous country offices radiating out from a central Head Office. This is schematically represented in the accompanying diagram, in which the multinational's offices are represented by the solid line. Now we may superimpose on this diagram the BCCI organisations (dotted line) which also consists of branch offices in these countries. There may not be a perfect overlap between the two multinational organisations and this is also reflected in the diagram. (See countries A and E)

As a matter of marketing strategy it is felt that the best chance of acquiring accounts of such multinational organisations is not necessarily to approach the Head Office (i.e in country x in the diagram). Experience has shown that in many cases the first breakthrough can most fruitfully be made at one of the branch offices. Thus in this example if BCCI can obtain an account of one of the multinational's subsidiary offices, say in Country B, this can lay the basis for a wider relationship.

It is up to the BCCI Branch in Country B to offer such an outstanding level of banking services to the multinational's branch in that country that relations become extremely close with the country officers of the multinational. Using this privileged position we can hope for a personal introduction and recommendation to be forwarded to the Head Office of the multinational by their own officers, which would then be followed up by the BCCI organisation in Country X. An attempt could now be made to get the Head Office to agree that the accounts of the multinational's subsidiary offices in Countries C & D also be opened with BCCI's branches in those cities. Having already established a good track record by our superior standard of service in Country B we would have better standing to press for accounts also in other countries. In other words the strategy can be summed up by

the concept that it is often of advantage to approach the Centre by means of the Periphery and not directly.

Two points of interest emerge from this discussion of possible strategy:

- a) In marketing it is always preferable not to approach an organisation completely "cold" but to have some level of previous introduction
- b) The standard of service offered by BCCI's outlying branches is of crucial significance in the marketing effort aimed at multinational companies having their Headquarters in the developed countries.

4) PERSONAL ACCOUNTS

As part of the effort to institute organised marketing it is felt that a concentrated drive must be made to obtain the accounts of high net worth individuals.

We could define such an individual as anyone who maintained a stable balance of say \$100,000 with any branch of BCCI. Such individuals would then be entitled to a range of special services as follows:

- a) Privileged banking transactions - lower rates would be charged for banking services. Credit might also be offered on concessional terms.
- b) Investment advice relating to the stock market, real estate purchases, purchases of gold or jewellery etc
- c) Surplus fund management; advice relating to currency alignment, host country regulations etc

- d) Legal advice at reduced fees for consultations on wills, trusts and other subjects of particular interest to wealthy individuals.
- e) Special services that may be identified from country to country. For example, in the US, standing orders are generally not available to bank customers.
- f) Perks, such as tasteful gifts from time to time.

In order to market for such accounts it is recommended that Personal Banking Units be set up in the main branches of our Bank in the developed countries e.g UK, US, Canada, France etc. Additional units may be set up in other countries where circumstances warrant e.g UAE. In the rest of the countries Personal banking services for high net worth individuals will be handled at the Corporate Banking Units to be set up.

It hardly needs adding that in order to offer specialised services such as those outlined at points (b) and (c) above, the Bank would need to develop its expertise in such areas, by special recruitment if necessary. It is particularly important to develop such expertise at our branches in cities like New York or Geneva where wealthy individuals tend to expect such services as a matter of course.

5) CO-ORDINATION

The co-ordination of the entire organised marketing effort would be carried out from CSO. The Central Marketing Co-ordination Committee will have the following functions:

- a) To set up and staff the marketing structure outlined in this report (see chart)

- b) To keep in touch with the activities of the various Marketing Committees, Task Forces, and special Units.
- c) Setting up targets and performance review.
- d) To organise constant sharing of marketing experience between people in the field.

Additional Functions

i) Credit

The offering of credit can be a very effective marketing tool. To ensure that all such offers of credit are properly scrutinised and evaluated the Central Marketing Division would have a Credit Cell attached to it. This Credit Cell will examine all credit proposals before passing them on for approval to the Credit Division.

ii) Upgrading of Staff

It is vitally important to increase the specialised marketing skills of our personnel. In almost all the areas mentioned in this paper the Bank does not have adequately trained staff. A program of appropriate training should be supervised by the Central Marketing Co-ordination Committee.

iii) Special Desk for low-cost deposit mobilisation

iv) Special Desk to keep abreast of new developments in banking, particularly electronic banking, new financial instruments, etc.

MARKETING STRUCTURE

The implementation of the Bank's marketing programme, as set out in the report so far, will require that an organisational structure be put in place. This proposed structure is outlined in the following pages. A number of new bodies such as Committees, Task Forces and so on, will be set up. The functions and expected areas of activity of each of these bodies are set out in this section. Reporting channels for these bodies are also indicated. The entire structure is then portrayed in an organisation chart which displays the various groupings and their interaction.

It is to be emphasised however that these subdivisions and assignments of duty are only being made as a matter of convenience. In the last analysis all tasks should be considered shared tasks. The responsibility for the success of the overall marketing effort is a joint responsibility.

In keeping with this principle of joint personality it is expected that all units will function together in a self-less spirit which goes far beyond the nominal lines of reporting or co-operation shown in the organisation chart. It is only by adopting such a spirit of wholehearted commitment to a shared goal that the challenge can be met of bringing about a marketing effort in which all participants respond fully and sensitively to the requirements of all others.

BODIES TO BE SET UP AND THEIR AREAS OF ACTIVITY

I) Central Marketing Co-ordination Committee

Membership	7 or 8 at GM level
Location	CSO
Meetings	Quarterly
Functions	a) Review and evaluation of marketing effort, both organised marketing and conventional marketing. b) Major policy decisions relating to the marketing effort.

II) Central Marketing Division

To be headed by GM

Location	CSO
Recommended Strength:	30 officers organised in groups as follows.
i) Credit Cell :	2 officers
Functions	a) To analyse and prepare credit proposals generated by marketing staff. b) To oversee approval of these proposals by the appropriate bodies.

- c) To maintain credit reference files on corporate customers, high net worth individuals, etc.

ii) Implementation, co-ordination and review: 2 Officers plus 2 graduate trainees

Functions

- a) To set up the entire organised marketing structure set out in this report.
- b) To help these bodies co-ordinate their efforts.
- c) To collect reports as a basis for management review.

iii) Special projects Group: 2 Officers.

Functions

- a) To work on special projects that may be identified from time to time. In short, to function as a reserve force.

iv) Bulk Business Groups: 3 Officers

Functions

- a) To set up and serve on Commodity Marketing Committees.
- b) To be responsible for Co-ordination between Commodity Marketing Committees and all other arms of the Bank.
- c) To report activities of the Commodity Marketing Committees.

v) Commodity Marketing Committees (see Report for details)

Locations Either CSO or Regions

Membership: 7 or 8 drawn from various countries depending on the commodities involved. 2 or 3 full-time members, others to serve in addition to their normal duties.

Objective: To obtain L/C, Guarantee and other profitable business for the Bank deriving from international trade in bulk commodities.

Functions: a) To identify and contact major international companies dealing in bulk commodities.

b) To keep abreast of market developments.

c) To develop knowledge of and contracts with the institutional framework through which such trade is conducted.

d) To gather business intelligence regarding up-coming tenders.

e) To apply innovative and creative strategies to obtain profitable business.

f) To set up commodity marketing sub-committees as required.

vi) Corporate Marketing Group: 6 Officers

Functions:

- a) To develop ways of gaining meaningful contact with multinational organisations of various types (outlined in the report).
- b) To translate these contacts into profitable business for the Bank.
- c) To attempt to apply the Centre-Periphery strategy mentioned in the report. This would involve using the corporate account base already existing in the branches as a way of developing global relationships.
- d) To organise a system of business intelligence gathering around the world using our branch network as a data source and to offer this service to potential corporate customers.

vii) Personal Account Marketing Group: 2 Officers

Functions:

- a) To organise the offering of services likely to be attractive to high net worth individuals (see report).
- b) To help set up Personal Banking Units at branches in selected countries.
- c) To systematically identify high net worth individuals and develop a way of reaching them by personal mailing etc.

viii) Countertrade Desk To structure countertrade deals and providing support services.

Financial Institutions Marketing Group

viii) Islamic Banking Desk: 1 officer

- Functions:
- a) To devise new financial instruments that would fulfill Islamic requirements.
 - b) To market these instruments to high net worth individuals and other Islamic financial institutions.
 - c) To maintain contact with all other Islamic financial institutions.
 - d) To develop L/C business from Islamic Development Bank foreign trade financing facility.

ix) Central Bank Marketing Committee

Members: 3 or 4 senior bankers

- Functions:
- a) To obtain placement from Central Banks of least developed countries in return for special services needed by them.

x) International Development Banks and Agencies Task Force

Members: 3 or 4 members, on assignment from their normal duties.

- Functions:
- a) To investigate whether there are any services BCCI can offer to international development banks such as the World Bank, Asian Development Bank etc.

III Regional Marketing Committee

Membership : 7 or 8

Location : Regional Headquarters

- Functions
- a) To supervise all organised marketing activities with a view to meeting regional marketing targets.
 - b) To organise Branch Marketing Committees for the purpose of conventional marketing.
 - c) To give support to the Corporate Banking Centres, Commodity Sub-Committees and Correspondent Bank Task Forces to be set up in a region.
 - d) To report to the Central Marketing Co-ordination Committee.

IV Corporate Banking Centre

This will serve as the Regional arm of the Corporate Marketing Group and will have the same assignment.

In addition it will house the Regional level activities of all the organised marketing bodies to be set up.

V Commodity Marketing Sub-Committee

This body will have the same functions as the Commodity Marketing Committees with the difference that only one or two commodities will be handled by each sub-committee.

VI Branch Marketing Committee

Membership : 3 or 4

Locations : Country Headquarters

Functions

- a) To supervise all organised marketing activities with a view to meeting country marketing targets.
- b) To give support to the Corporate Banking Unit to be set up in the country's main branch.
- c) To mobilise conventional marketing at all branches.
- d) To report to Regional Marketing Committee.

VII Corporate Banking Unit

Location : Main branches in each country

Functions

- a) Marketing for corporate accounts

- global, i.e accounts of multinationals
- domestic, i.e large, non multinational corporations.

It should be noted that the Corporate Banking Unit's responsibilities are national and so all branches in the country would be expected to assist in the corporate marketing effort.

- b) Personal banking for high net worth individuals.
- c) Business intelligence and information gathering.
- d) Liaison with all the Marketing Committees and Task Forces to be set up in the course of this exercise i.e to serve as a field force for organised marketing activities.

IX International Division

In the context of this exercise International Division will co-ordinate systematic marketing activities for correspondent banks, particularly those in the developing countries.

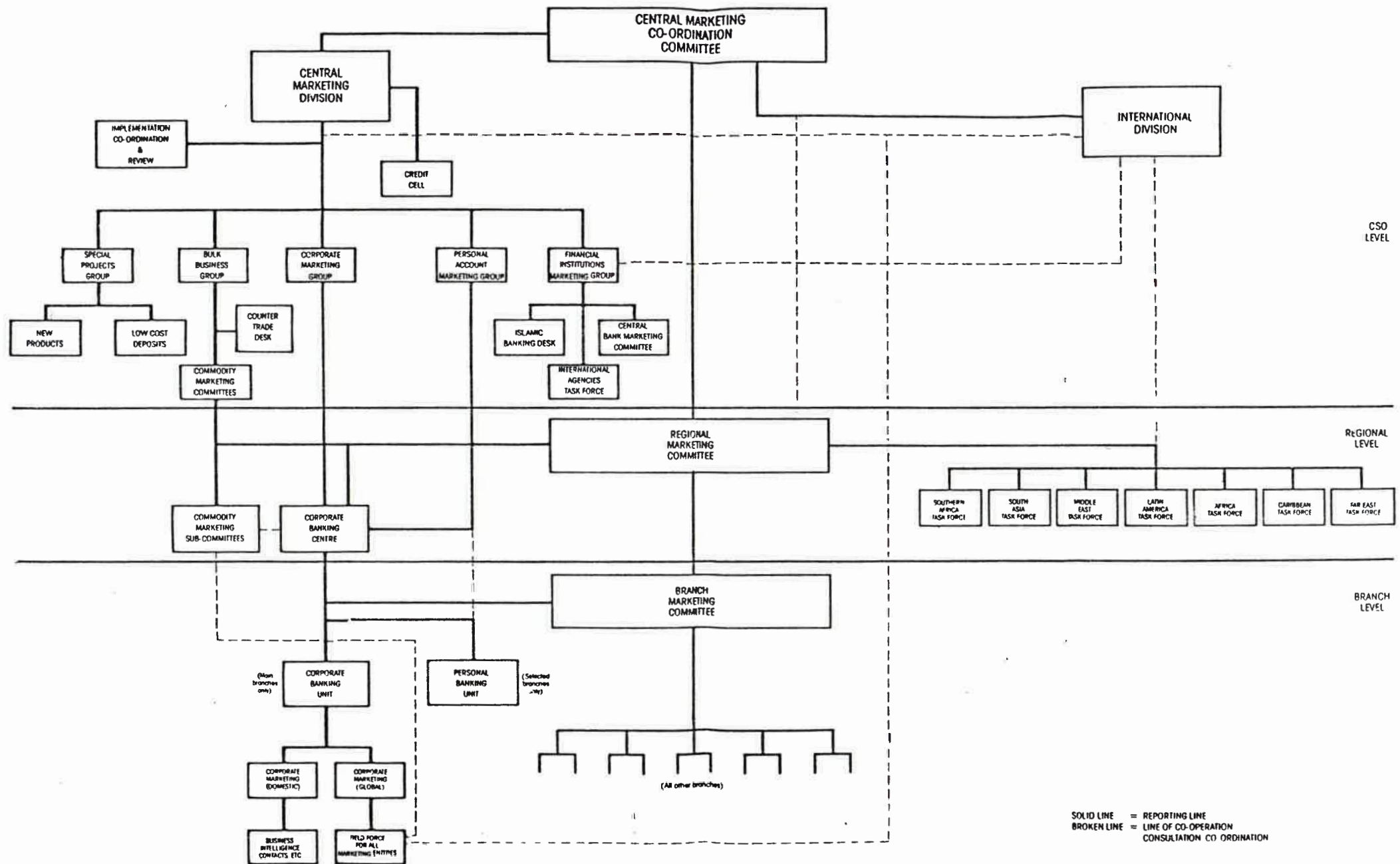
International Division will also help to establish special handling facilities for the accounts of correspondent banks at our main branches in the financial centres, such as London, New York, etc.

To assist in this effort Task Forces will be set up in selected regions by the Regional Marketing Committee and these Task Forces will work under the close guidance of the International Division at CSO.

X) Correspondent Bank Marketing Task Forces

- Location: Selected Regions
- Membership: 3 or 4 persons on assignment from their normal duties
- Objectives: To obtain profitable business relationships with correspondent banks in developing countries.
- Functions:
- a) To select banks in developing countries who would make suitable correspondents
 - b) To contact such banks with a view to offering special services (e.g fund management, operating accounts, courier services as outlined in the report).
 - c) To maintain liaison with existing correspondent banks with a view to increasing business links.
 - d) To use correspondent banking contacts to locate other profitable business opportunities.
 - e) To consult with International Division at CSO in all relevant matters.

MARKETING STRUCTURE 1984



Marketing

REPORTING FORMS



BANK OF CREDIT AND COMMERCE INTERNATIONAL

_____ BRANCH

MARKETING —
Achievement Report

MANAGER _____ MONTH _____

DEPOSITS

A	GENERAL INFORMATION	Current month	Previous month	31st Dec. '83
1.0	Ruling Exchange Rate (US\$/Local currency)			
2.0	Ruling Deposit Rate:			
2.1	Current			
2.2	Savings			
2.3	Term			

B	DEPOSIT	31 Dec. 83 (Amount in Eqv. US\$ '000')	Previous month (Amount in Eqv. US\$ '000')	Current month (Amount in Eqv. US\$ '000')	1984 Target (Amount in Eqv. US\$ '000')
3.0	Local currency deposits:				
3.1	0%				
3.2	0-5%				
3.3	5-10%				
3.4	Over 10%				
3.5	Total				
4.1	Foreign Currency deposits:				
4.1	US\$				
4.2	Other Foreign Currencies				
4.3	Total				
5.0	Total Deposits (3.5 and 4.3)				
6.0	AVERAGE COST OF DEPOSIT FUNDS (%)				

C	SPECIAL TARGET AREAS	31 Dec. 83		Previous month		Current month		1984 Target	
		No. of A/Cs	Eqv. US\$ (000)	No. of A/Cs	Eqv. US\$ (000)	No. of A/Cs	Eqv. US\$ (000)	No. of A/Cs	Eqv. US\$ (000)
7.0	BULK DEPOSITS:								
7.1	Multi-nationals								
7.2	Domestic Corporations								
7.3	Total								
8.0	FINANCIAL INSTITUTIONS:								
8.1	Financial Institutions, other than 8.2 & 8.3								
8.2	Central Banks								
8.3	Islamic Banks								
	Total								
9.0	HIGH NET-WORTH INDIVIDUALS (HNWI)								

ADVANCES

D	GENERAL INFORMATION	Current month	Previous month	31 Dec. 83
10.0	Ruling Lending Rate:			
10.1	Prime			
10.2	Non-Prime			

E	ADVANCES	31 Dec. 83 (Amount in Eqv. US\$ '000')	Previous month (Amount in Eqv. US\$ '000')	Current month (Amount in Eqv. US\$ '000')	1984 Target (Amount in Eqv. US\$ '000')
11.1	5-10%				
11.2	10-15%				
11.3	Over 15%				
11.4	Total Advances				
12.1	AVERAGE LENDING RATE (%)				
12.2	SPREAD OVER COST OF FUNDS (12.1 - 6.0%)				

NON-FUNDING BULK BUSINESS

F	BULK COMMODITY	31 Dec. 83		Previous month		Current month		1984 Target	
		No. of A/Cs	Eqv. US\$ (000)	No. of A/Cs	Eqv. US\$ (000)	No. of A/Cs	Eqv. US\$ (000)	No. of A/Cs	Eqv. US\$ (000)
13.0	Exports:								
13.1									
13.2									
13.3									
13.4									
13.5	Others								
14.0	Imports:								
14.1									
14.2									
14.3									
14.4									
14.5	Others								

FEE EARNING BUSINESS

G	FEE EARNING BUSINESS	31 Dec. 83		Previous month		Current month		1984 Target	
		No.	Eqv. US\$ (000)	No.	Eqv. US\$ (000)	No.	Eqv. US\$ (000)	No.	Eqv. US\$ (000)
15.0	Import Letters of Credit:								
15.1	Outstanding								
15.2	Cumulated Total								
16.0	Export Letters of Credit negotiated								
17.0	Guarantees: Bid Bonds (related to bulk commodities and projects)								
17.1	Outstanding								
17.2	Cumulated Total								
18.0	Guarantees: Performance Bonds (related to bulk commodities and projects)								
18.1	Outstanding								
18.2	Cumulated Total								
19.0	Guarantees: Others								
19.1	Outstanding								
19.2	Cumulated Total								
20.0	Bills for Collection: Inward								
20.1	Outstanding								
20.2	Cumulated Total								
21.0	Bills for Collection: Outward								
21.1	Outstanding								
21.2	Cumulated Total								
22.0	Remittances:								
22.1	Travellers Cheques Sold								
22.2	Home Remittances								
22.3	Other Outward Remittances								

MARKET SHARE

H	MARKET SHARE	December 83*		Previous month	Current month	1984 Target
		Total Market Eqv. US\$ (000)	Our share (%)	Our share (%)	Our share (%)	Our projected share (%)
23.1	Deposit					
23.2	Import					
23.3	Export					
23.4	Travellers Cheques					
23.5	Home Remittances					

* Give the appropriate date, if other than December '83

PROFITS

	PROFIT	31 Dec. 83 (Amount in Eqv. US\$ '000')	Previous month (Amount in Eqv. US\$ '000')	Current month (Amount in Eqv. US\$ '000')	1984 Target (Amount in Eqv. US\$ '000')
241	Profit				

REMARKS/COMMENTS

REMARKS/COMMENTS



MARKETING – Achievement Report

Working Explanation for completion of the Marketing Achievement Report

A. GENERAL INFORMATION

- 1.0 Exchange rate used for conversion in the corresponding Statement of Affairs.
- 2.0 Interest rates on local currency deposits prevailing as at the close of corresponding period.
- 2.1 Includes all deposits payable on demand.
- 2.2 Includes deposits at notice/call.
- 2.3 Median average rate for term deposits fixed for one year and over.

B. DEPOSITS

- 3.0 Local currency deposits converted into equivalent US dollars.
- 3.1 Interest free deposits.
- 3.2 Interest upto 5%.
- 3.3 Interest over 5% upto 10%.
- 3.4 Interest over 10%.
- 3.5 Total local currency deposits.
- 4.0 All foreign currency deposits converted into equivalent US dollars at the applicable rate used for the purposes of Statement of Affairs.
- 4.1 All deposits in US dollars currency.
- 4.2 All deposits in other foreign currencies (other than US dollar).
- 4.3 Total foreign currency deposits.
- 5.0 Aggregate of both local (3.5) and foreign currency deposits (4.3).
- 6.0 Annualised average cost of deposits.

Cumulated interest paid on deposits upto the end of corresponding period $\times \frac{1200}{\text{Monthly (month-end figures) average of deposits till date during the year. No. of months elapsed.}}$

C. SPECIAL TARGET AREAS

Area of prime emphasis for volume deposits, both in local and foreign currencies.

- 7.0 Bulk deposits from non-financial institutions.
- 7.1 Corporations and institutional bodies operating in more than one country.
- 7.2 Domestic corporations and institutional bodies.
- 7.3 Total of non-financial institutions deposits.
- 8.0 All banking and non-banking financial institutions.
- 8.1 All financial institutions other than Central Banks and Islamic Banks.
- 8.2 Native as well as any other countries central banks.
- 8.3 Islamic banks.
- 8.4 Total of financial institution's deposits.
- 9.0 Wealthy individuals and professionals (such as doctors, lawyers, etc.) maintaining average deposits in sums equivalent to not less than US\$ 50,000.

D. GENERAL INFORMATION

- 10.0 Lending interest rate in local currency prevailing as at the close of corresponding period.
- 10.1 Inter-bank borrowing rate in the local currency.
- 10.2 Commercial lending rate – if there are different categories of rates, the average rate for the classification of advances most relevant to the branch.

E. ADVANCES

Outstanding cash advances in all currencies put together as at the close of relative period.

- 11.1 Interest between 5% to 10%.
- 11.2 Interest over 10% upto 15%.
- 11.3 Interest over 15%.
- 11.4 Total of all cash advances.
- 12.1 Annualised average lending rate.

Cumulated interest earned on advances upto the end of corresponding period $\times \frac{1200}{\text{Monthly (month-end figures) average of cash advances till date during the year. No. of months elapsed.}}$

- 12.2 Difference between 12.1 and 6.0

F. BULK COMMODITY

Turnover of export and import business handled by the branch in relation to primary commodities (mineral, agricultural and processed products identified in the order of their significance to the economy of the country).

- 13.0 Four primary export items of the country to be listed in the order of their significance (gross value in terms of country's annual exports) under 13.1 to 13.4.
- 13.5 Export items other than 13.1 to 13.4.
- 14.0 Four primary import items of the country to be listed in the order of their significance (gross value in terms of country's annual imports) under 14.1 to 14.4.
- 14.5 Import items other than 14.1 to 14.4.

G. FEE EARNING BUSINESS

Primary areas of fee earning business

Corresponding outstanding figures to be given for items 15.1, 17.1, 18.1, 19.1, 20.1 and 21.1.

Cumulated total upto the end of the relative period to be given against items 15.2, 16.0, 17.2, 18.2, 19.2, 20.2, 21.2, 22.1, 22.2 and 22.3

H. MARKET SHARE

'Market' refers to the physical geographical area or the business area relevant to the branch.

For example-

- In case of a country branch (with only one branch base), the market extends to the territory of entire country.
- In case of an Agency in the State of California, the market is the total volume of business of all the Agencies operating in the State of California.

For countries, where we have more than one branch, the market relevant to each branch is to be determined in consultation with the respective Regional General Manager.

For determining the size of available market the base period is December 1983 (or the latest available date for which market intelligence is available).

Branch's own share (achieved and projected) would be measured against the total size of this market.

I. PROFIT

Cumulated profit before provisions for loan loss and income tax.

J. REMARKS/COMMENTS

- To elaborate and clarify any special features in the report.
- To highlight significant achievements.
- To portray future strategy.

11 July 1984

MARKETING TASK FORCE
Structure and Guidelines for Operation

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BASIS OF MARKETING STRUCTURE

Marketing has all along been the central dimension of our business. It is the whole business seen from the point of view of final results. Concern and responsibility for Marketing permeates all levels of our enterprise. 1984, the Year of Intensive Marketing marks the beginning of the institutionalised approach, by creating an extensive Marketing structure. The demands of the task are, however, great and no particular pattern or approach is adequate to fulfil all our aspirations. It is only natural that the inner logic of our growth and the need for success demands frequent changes and improvements in our design of the Marketing Organisation. As the conditions evolve, as strategies are reshaped and as the character of our performance reveals organisational structure should support the needs of change accordingly.

THE TASK FORCE

A Marketing Task Force of selected persons in the Central Support Organisation is being created for a period of six months to support Marketing efforts at Central, Regional and Country levels. The selection of the team is based on the intrinsic quality and expectations from its members. The members of the Task Force will be activists for better Marketing performance supported by the Central Marketing Committee and Central Marketing Division.

The creation of this Task Force is expected to be part of the comprehensive Marketing structure outlined earlier during this year and is designed to achieve accelerated results in the remaining part of 1984. We believe this structure addresses the need of immediate future and focuses on the priority of current year's goal.

The objective of the Task Force is to assist in integration of Marketing effort at Central, Regional and Country level to achieve the desired goals. The vision, dedication and integrity of the spirit of the constituent members of the Task Force would determine the success or otherwise of the programme.

This approach pre-supposes firm

participation of the members of the Task Force to work alongside concerned local teams of countries instead of exercising the role of overseeing, monitoring or directing local efforts as the representatives of the Central Support Organisation. Working in close association and by vision and faith, is the basis of this exercise.

The guidelines contained in this booklet are task focused throughout - the stress is not on skills, tools and techniques. It is on the task.

APPROACH

The objects of this exercise is action and commitment and translation of our concepts and ideologies into results.

While Marketing is

our goal, profit is the result of Marketing (supported by innovation and

productivity). It is the needed result and the test of our performance. We should, therefore set out eye on the objective of attainment both in terms of Marketing and the ultimate result.

Marketing is practice. The essence of it lies in not only knowing and anticipating, but doing. Its test is not logic, but results. Its only basis is performance. Marketing should grow out of its actual practice and it centres on practice.

This is a result and action oriented programme to be accomplished over a period of next six months other than through mere conceptual exercise. The objective of this exercise centres around the functional strategy of our business, which is to co-ordinate global Marketing efforts and to attempt to sharpen the focus of operating units to business opportunities and possibilities wherever they are, resulting in action plans to optimise profit and broaden Marketing goals.

For the purposes of this exercise our concepts and ideologies are not intended for preachment. These are principles of our action. They are not for exhortation but for practice. The focus is on performance and achievement. It may not mean success in every attempt, but does not give room to complacency and low standards. The focus is on opportunities than problems.

OBJECTIVES

Our future is in the market place and this exercise is intended to transform our attitude to market oriented goals. This idea intends to bring together potential marketing people at the Central Support Organisation directly to market.

Listed hereunder is the capsule description of the objectives of the members of the Task Force:

- To assist in the planning and development of marketing strategies and priorities, suggesting 'need based' strategies effective at all levels to achieve results in next six months.
- To assist in optimising the encashment of already identified and existing marketing opportunities.

- To assist in identification, evaluation and realisation of new market opportunities and possibilities.
- To assist in preparation of short-range forecasts and long range plans in respect of varying Market opportunities.
- To assist in integration of locational Marketing function and efforts and promotion of synergy of operations to maximise market potential.
- To participate in creative stimulation of Marketing ideas and innovation.
- To provide active support to relative local operating units, and act as integrated part of local Marketing team.
- To associate in field contacts, particularly potential key customers.
- To work on new contacts and potential opportunities and stimulate operations-level activities.
- To advise on market oriented promotional strategies to CSO and Regional Offices.
- To work together with local teams for assessing the possibilities of income increase and cost reduction.

The members of the Task Force are expected to provide a happy medium between the Central Marketing Organisation and the local functional Marketing Units. It is a continuing mission for six months to lay the sharp focus on the Marketing objectives.

The assistance of the Task Force extends in the process of identifying, developing and taking advantage of enclaves in which a tangible and perceivable advantage can be achieved. This indicates the need for our strategy to give Marketing a great deal more attention than what is visualised in the original Marketing structure. It aims to combine the central marketing and planning role into a singular position by establishing a strong Central Marketing force to work alongside the local units in co-ordination with the Central Marketing Committee, the Central Marketing Division and Dollar Desk at International Division. Emerging development in marketing orientation and marketing organisation through this force is expected to create the potential impact to achieve the desired results for attainment of the 1984 goals.

The Task Force members orientation and attention on the job are most likely to be dual: while they are expected to work in close co-ordination with the Central Support Organisation on the supportive marketing issues, on the other hand they would closely associate in the Marketing effort at the field operating units.

PROGRAMME

The guidelines contained here are in outline form. Their form and dimension would further emerge during the process of execution of this action programme. These suggestions are made with a view to achieve unified approach and a common understanding of the task ahead.

Preparation:

Study and review the background material, viz

- The booklet outlining the 'Functions and Structure of the Marketing Organisation'.

This broadly describes the imperative principles of our Marketing approach, while presenting a picture of our existing Marketing Structure and indicating some of the opportunities as we see them from our point of view. To develop an understanding of this text is a good formative exercise to prepare for the thrust towards the attainment of the objectives of this exercise.

- Monthly Marketing Achievement Reports relative to the units assigned to the members of the Task Force.

The members should develop a fair understanding of the reporting requirements and thoroughly familiarise themselves with the form and content of this reporting form introduced at the commencement of current Marketing campaign. Relative explanatory notes for completion of the form may also be read along with the form to develop a clarity on the reporting requirement. As may be appreciated the reporting requirement under this form is fairly comprehensive and covers the main areas of branch banking operation significant from the point of view of our Marketing endeavour.

A detailed review of the completed Marketing Achievement Reports received so far would bring to focus Branch's achievements, trend of the growth, potentialities and other possibilities in the existing operations, while reflecting on the quality of the reporting itself.

Marketing Achievement Report is the starting point to envision the size of our Market and evaluating the results in the context of opportunities and share of market. The Task Force has to build these anticipations into the work plans. The energies of the members of this team, however, should not be dissipated in criticising or complementing the

achievements of units. The spirit of the Task Force shall be to exploit the opportunities today and making tomorrow's achievements possible.

In the ultimate analysis, the Task Force members may assist the local units in projecting the attainable operational targets, which should become the basis, as well as motivation for work and achievement. They should also be able to guide and assist local units in identifying areas for possible concentration of resources and efforts. They should be able to identify and segregate fundamentals and most potential among goals, so that the resources of men, money and physical facilities can be directed in the appropriate manner. They have, therefore, to adopt a selective approach rather than an approach encompassing everything which may bring only nominal result.

- Minutes of Branch/Country/Regional Marketing Committees relative to the territories assigned to the members of the Task Force.

The minutes of the Marketing committees are primarily intended to focus attention to the plans, strategies, the consequential action programme and the individual and collective achievements of the Marketing personnel and teams. A study of these minutes would assist the members in evaluating and recommending, as appropriate, the marketing strategies, to prepare special studies relative to the unit/country. Whereas the Task Force would operate within the discipline of the location, the members can always see possibilities to assist Regional/Country offices in formalising Marketing strategies which may effectively integrate with Group's strategic plans.

Minutes read with relative months' Marketing Achievement Reports would also assist the members in identifying substantial deviations and performance deficiencies vis-a-vis plans and strategies thus helping in identifying possible areas of improvements.

- Country Profiles prepared by Group Accounts Division

These profiles provide a comprehensive picture of the historical growth of each of the operating units of the Group and thus may be one of the important ingredients to project the future trend and visualise possible opportunities.

- Economic, geographical and operational Marketing information and other conceptual elements relative to the countries of assignment.

There could be several possible sources to gain the required knowledge and familiarity of the country. The Economic Evaluation Wing at CSO may be of some assistance in procuring the needed information.

Prepare points for discussion with the CSO Executive who has been assigned the responsibility of co-ordination for the respective territory.

No amount of analysis of the available material will confirm an opportunity in advance. It may only provide a perspective of the business which we may have in each country of our operation. But the information so available is significant to our planning the future programme.

We, however, mostly see that it is through our vision of the Market that we rally the resources to mobilise the campaign.

The significance of the preparation exercise and an overview of the total situation through discussion lies in sharpening members' focus to the Market conditions and potentialities and activating the efforts in the desired direction.

The programme is primarily action and result oriented and aims to achieve the desired goals within a period of six months. The meeting with the CSO Executive concerned would significantly help to frame the strategies to pursue this objective.

To assist in the course of discussion, the members of the Task Force are expected to prepare and present their observations of the working of the relative units, possibilities and opportunities as visualised on the basis of available material and make preliminary recommendations to pursue and attain the objectives.

The discussion, shall, inter alia, identify possible limitations, practical difficulties and the support needed by the members of the Task Force in successful execution of the Programme. This may cover matters like the need for finding safe and profitable opportunities for utilisation of funds, country limits, correspondent relationships, cost of deposits etc.

The real action would start after conclusion of these discussions. Hence, it is anticipated that this part of the exercise would be completed as soon as possible.

After the move towards action, while the member of the Task Force shall mostly be active in his assigned locations, constant liaison would be maintained with the CSO Executive concerned and the Central Marketing Division to apprise of

the progress, and the needed support to make the programme successful.

Action

Visit to locations

The members of the Task Force when fully prepared shall be introduced to the concerned Regional Offices to go and identify with the local Marketing teams and provide strength and muscle in the local marketing efforts. The members of the Task Force are expected to function within the discipline and Marketing perspective of the relative Countries/Regions.

In the process, we have a responsibility to overcome any differences in the individual and organisational psychologies to make the members of the Task Force acceptable by the location concerned.

The broad objectives of the action programme are already outlined on pages 4-5 of this guideline.

A preliminary meeting may be organised with the concerned Regional Marketing team after initial reporting to the location to present and discuss plans and propose strategies. Improvements on the plan would emerge through the discussion and future association with local teams.

The action involves a 24 hour involvement in the machinery of Marketing focused towards selected areas which would produce most results during next six months.

The emphasis of the programme is much less on words and meetings, but more on action to show better and greater performance and increased results. This process would continuously involve:

- o Identifying potential customers;
- o Identifying needs of the customers;
- o Identifying needs of the market;
- o Satisfying the needs of the customers and market through the assistance of all concerned;
- o Identifying particular areas where improvement is possible and associating with others to achieve the desired improvement.

To truly achieve and be effective in the objective of ACTION visualised in the programme, extended period of stay at the locations would be called for.

To effectively assist in the programme of mobilisation of US dollar deposits, a close co-ordination is also to be maintained with the US Dollar Desk of the International Division.

In carrying out this task a complete harmony and co-ordination has to be maintained with the field staff, Regional Offices, Central Marketing Division, International Division and the Central Marketing Committee, who are all concerned with and involved in the attainment of Common goal.

APPRAISAL

While there would be a continuing co-ordination with the Executive-in-Charge as to the process of the exercise and the results achieved, for the sake of a unified practice, a

quarterly evaluation report of the achieved results vis-a-vis desired results of the locations shall be submitted to the Chairman, Central Marketing Committee. A copy of the evaluation report shall also be furnished to the respective Regional Office along with suitable recommendations.

While specific countries have been allocated to the members of the Task Force, geographical territory should not act as a boundary when a potential opportunity is identified in an unallocated country. The members of the Task Force are expected to actively co-ordinate among each other to assist in pursuing and following up the likely opportunities as a result of their respective awareness of other countries. A potential opportunity could even exist in London which is the centralised place for regular visit of High Net Worth Individuals.

As a last word, while the approach of this exercise is direct field marketing, the ultimate ability of our Bank to have these efforts make impact on our balance sheet is our ability to retain the new business generated as a result of these efforts. Customers want value and are unquestionably prepared to pay the premium when it fits their priorities. Through the locational presence the Task Force would also, therefore, make their business to guide the units to service better.

DOLLAR DEPOSIT MOBILISATION

HIGHLIGHTS OF DOLLAR DEPOSIT AND DEALERS' MARKETING CONFERENCE

Held in London on 26th and 27th March 1984

BCC ON THE MARCH

The Major Purpose of BCC invites each member of the family to explore the limitless possibilities to fulfil this purpose truly.

We have now reached a stage for the actualisation of our purpose.

BCC IS ON THE MARCH

The March is on the road of change.

BCC has determined for itself to change according to its Major Purpose and BCC Identity.

The March is for the change in self-nature.

Those who are on the March, are one with the Major Purpose.

To mobilise \$ 3 billion is in the progress of the March.

PHENOMENA OF CHANGE

You must change and become one with the laws of Nature and the Will of God.

Begin the process of change:

- by practicing humility

- by loving and inter-relating yourself with your colleagues
- by sharing responsibility
- by sharing accountability
- by sharing your wisdom
- by contributing to the growth of others and thereby bringing about joint personality

The moment you GIVE you RECEIVE.

The scope of change is very vast.

You can change to the extent you want to change or to the extent you are open to change.

The real evolution is change in one's self. Aim for fundamental change, not superficial change.

We should:

- Change our instincts if they are in conflict with the Laws of Nature
- Change our self-nature to become the Will of God

Reluctance to change is the fear of the unknown. We would not fear the unknown if we:

- Feel humility
- Relate to totality
- Care for human relationships
- Inter-relate and interfuse with feelings

The desire to change originates when you begin to search for the Truth. Change comes from Humility. The real interfusion is possible when you:

- are ready to change
- desire to change
- welcome change
- enjoy change
- love change

Through change we improve our quality.

When we accept change, we are on the path towards becoming ONE with quality.

We must change our self-nature to become marketing persons.

QUALITY

Quality is abstract
Quality is intangible
Quality is invisible

BUT as soon as it becomes one with the object, that object acquires a certain quality which becomes its identity.

The quality remains a perception until we actualise it within ourselves.

For example, the quality of art, dance, music remains a perception until it becomes one with the artist, dancer, musician and gets its identity.

The BCC identity is in:

- The Quality of Humility
- The Quality of Interfusion
- The Quality of Evolution
- The Quality of Wisdom
- The Quality of Marketing

The process of becoming begins with Change and through the process of Change becomes one with Quality.

IMPERATIVE OF MARKETING

Every member of the BCC family is a top marketing person.

Every effort in the final analysis is part of the marketing process.

Heart of the matter is:

- The Spirit of Marketing
- The Quality of Marketing
- The Importance of Marketing
- The Imperative of Marketing

Marketing is the identity of every member of BCC.

Marketing is an important ingredient of the major purpose of BCC.

Marketing is the lifeguard of the soul of BCC.

Marketing is the quality of presenting what the customer wants in the manner in which he wants.

Marketing is a question of changing the feeling of burden into a feeling of pleasure, love and devotion.

Marketing is reaching out and relating to everybody.

You express your quality through marketing and you market through your quality.

If all 10,000 BCC family members perform the function of marketing with a psyche of a very special quality of humility and love, with ability to interfuse through 360 centres in 68 countries, the degree, variety, quality and quantity of energy released in the market place would create an impact unprecedented in the banking world and would make BCC unique.

The results it would produce would become a permanent feature of our organisation. This quality and quantity of our energy is our special psyche - 10,000 persons with one feeling.

Priority is in the Purpose and love for the Purpose.

Marketing is our Main Purpose.

Marketing has therefore priority over all other matters.

MARKETING DIMENSION OF
DEALERS AND DEALING
ROOMS

There is a common impression that the Dealers' community is arrogant, they consider themselves to be a special class, behave impulsively and lack respect and consideration for the other person. We have to make a conscious effort to change this impression as far as BCC Dealers are concerned, by dealing through the feelings of humility, love and respect.

We should not forget the faith which we have in the truth and reality of the marketing dimension of the Dealer just as we have faith that every member of the BCC family should be a Marketing Person.

Dealers are an integral arm of marketing.

Nowhere is interfusion more needed than in the dealing rooms, if they have to extend their marketing role then they have to interfuse with the rest of the BCC family members.

SPECIFIC PLANS
AND POLICIES

In 1982 several specific areas were identified which called for specific 'action plans' such as direct relationships (instead of using brokers all the time as intermediaries), due to banks lines, clients and users, marketing mechanism, marketing capability, target areas, image, correspondent relationship, emphasis on certain currencies, exchange transactions, reciprocity in exchange and placement deals, market makers in

specific currencies, maximum profitability on exchange position, etc.

These areas still remain important. Relative extracts of the Specific Action Plans and Policy decisions taken at the 1982 and 1983 Dealers' Conferences is annexed hereto. The Dealing Rooms should revitalise their efforts to improve results in the areas which have not yet been fully developed.

Marketing opportunities for dealing rooms are enormous for mobilising:

- a) The Mighty Dollar
- b) Bulk deposits in convertible currencies
- c) Deposits of International Financial Institutions and Agencies, including Islamic Institutions, Central Banks, HNWI's
- d) Deposits of government and quasi-government bodies.

So far as the scope is concerned, as far as the market is concerned, as far as the opportunity is concerned, these are very substantial, but the exploration of the scope, market and opportunities depends on the vision of the dealer, and the marketing person.

It was observed that the current level of due to banks is satisfactory compared to international standards. Our internal policy is, however, to limit due to banks position to about 15% of the total funds of the Group. Dealers should

maintain the present level of due to banks position. The emphasis should be on Quality in everything we do, and this applies to due to banks position also.

Our advances portfolio would continue to be funded entirely from hard core deposits. Reliance must NOT be placed on the inter-bank money market to fund customer loans.

Dealers should endeavour to increase turnover in Money Market and in Foreign Exchange within approved limits.

It is important to diversify and build a large client base. Our main thrust and focus should be to have broader and diversified client base and if the volume emerges out of these relationships, we should be able to manage it and make it as economically viable as possible.

Dealing rooms should take a realistic view where large deposits of new customers are concerned, especially when it appears that a new breakthrough may be made.

To maintain our image in the market we should not be seen to be paying rates over the market. Good judgement and greater interfusion with the marketing person is required in such cases.

Dealers should devote more time to pursue bulk deposits and customers where there is potential for a long term relationship.

It was appreciated that by the nature of their function, Dealers have to remain totally occupied in the dealing room when they are transacting deals. This puts a limitation on their ability to go out to market for new business. It was recommended that the larger dealing rooms should be provided 2 to 4 marketing persons, who would make a joint team with the dealers and provide information and follow up contacts relating to the business and accounts relationships which can be developed through dealing rooms.

Much more could be done, much more can be done.

MOBILISING THE MIGHTY DOLLAR

Our overall target for mobilising customer deposits through dealing rooms and associated marketing staff in each location during 1984 would be \$ 3 billion:

- \$ 2 billion in US Dollars
- \$ 1 billion equivalent in other convertible currencies

Greater focus would be on low cost deposits.
Low cost deposit is profit - that is marketing for profit.

Customer deposits, that is, not including 'due to' banks, will be given the highest priority. Dealing rooms would become more active in this area and they would coordinate their efforts with the Regional Marketing Committees.

Dollar Deposit Mobilisation Desks would be set up at Regional Offices/Head Office and units or branches where there is potential for Dollar deposits and other convertible currency deposits, and individual officers would be identified to market for deposits.

A special Dollar Deposit Mobilisation Desk would be set up in International Division to provide cooperation and coordination with Central Marketing Division to support various units in regions and branches who are involved in mobilising Dollar deposits.

As soon as all the Dollar Deposit Mobilisation Desks have been set up, a special drive would be launched during the months of May and June 1984 to test our ability and the market place.

By June 1984 we should mobilise \$ 1 billion and \$ 300 million in equivalent convertible currencies excluding the home currencies. This should be over the base figure of March 1984.

Regions will be requested to estimate their target allocations for the July to December 1984 period at the end of the Special Drive.

EXTRACTS OF SPECIFIC ACTION PLANS & POLICY DECISIONS
TAKEN AT THE DEALERS' CONFERENCES IN 1982 & 1983

1. DIRECT RELATIONSHIPS:

Develop relationships with banks and financial institutions instead of using brokers all the time as intermediaries.

2. DUE TO BANKS:

Make concerted efforts to get the existing "Due to Banks" lines increased and obtain new lines. The Group's policy of "Due to Banks" as a percentage of Customer deposits must be maintained. The ratio is 15%.

3. CLIENTS AND USERS:

Diversify the composition of Dealing Room clients to comprise banks, financial institutions, large corporate clients, large merchant house, high net worth individuals, insurance companies, investment companies.

4. MARKETING MECHANISM:

Our marketing efforts in the Dealing Rooms should be made more systematic and scientific and we should examine the appropriateness of various methods in each market place and adopt those which promise best results such as:

personal contact

rate quotation telexes and follow up mail sheets

periodical market review and advice

investment advice to selected customers
any other new services or new products related to money market
operations
greater use of automation technology both for internal
efficiency as well as new services to the customers

5. MARKETING CAPABILITY:

Recognise that

- a) every individual in the Dealing Room is a marketing person of high quality and competence.
- b) Dealing Rooms are situated in the heart of money flows and are in the best position to harness these flows to our institution's best advantage.

and as such the Dealing Rooms should make the best use of their resources and situation and the rest of the organisation should follow the lead.

6. TARGETS:

Each Dealing Room should have a specific annual target to achieve:

- a) Dollar deposits from banks and financial institutions
- b) Dollar deposits from other customers

7. IMAGE:

Our efforts to expand our Dealing Room operations and mobilise deposits and business should be so carefully planned and conducted that our market image does not suffer.

In order to promote the image of the bank, senior dealers should be encouraged to become members of local and international associations and forums of Exchange Dealers.

8. CORRESPONDENT RELATIONSHIP:

Dealing Room should plan an active role in establishing, developing, servicing and managing correspondent banking relationships.

It was recognised that this does not come into conflict with the role of other units.

9. REGIONAL BANKS:

Special efforts should be made to develop close relationship with "Regional Banks", particularly in

USA
Middle East
Far East

10. FUND MANAGEMENT:

Dealing Rooms should assist in the management of funds and the Central Treasury function.

11. EMPHASIS ON CERTAIN CURRENCIES

Whereas local currency transactions will remain important in context of the local situation, more emphasis should be laid on international currency transactions, relating to exchange deals as well as placements.

Dollar deposits should remain the top priority.

The order of emphasis among international currencies was identified as under:

Dollar

Pound Sterling

12. EXCHANGE TRANSACTIONS:

Increase volume of exchange transactions:

- a) special studies to be made by each Dealing Room - existing clients, potential clients, measures to develop the activity further.
- b) special attention to be given to each Dealing Room to the business of Central Banks.
- c) each Dealing Room and the International Division should undertake review of the scope of management positions and trading positions for increasing profitability.
- d) encourage smaller bank relationships - credit lines within safety margins.
- e) optimisation of "captive business" - branch transactions, or exchange transactions related to commercial transactions.
- f) Rate Structure: to be developed to achieve competitive edge - particularly in the area of constructing and quoting exchange rates - coordination of rates among different dealing rooms essential.

13. RECIPROCITY:

In placement and exchange deals, we should seek reciprocity. International Division, Treasury Division and Dealing Rooms should review this aspect periodically.

14. MARKET MAKERS:

Carry out a study to determine the currencies in which we could become market makers and develop a coordinated mechanism to play this role efficiently and effectively.

15. EXCHANGE POSITIONS:

Study the present situation and develop a system which would take care of

- exposure limits
- time zone element
- possibility of optimising profit and hedging by passing up overnight positions to other dealing rooms
- adequacy or otherwise of the limits on the size of positions (economies of scale to be kept in mind)

16. CONTROLS AND SYSTEMS:

International Division to undertake study of the present situation and recommend improvements and changes where desirable.

17. CENTRAL AGENCY AND DEALING ROOMS INTER-RELATIONSHIP:

Until a Central Agency is created, the International Division at CSO shall be the central reference point for the coordination and monitoring of Dealing Room activities.

Apart from carrying out specific tasks such as creating uniform systems and procedures, monitoring their implementation, exercising necessary checks and controls on exposure, risks, limits and development of suitable human resources, etc. it will organise close cooperation and coordination among the various Dealing Rooms and the concerned Regional Offices to achieve a competitive edge globally through optimisation of profits, maximisation of efficiency and effectiveness and promotion of common vision.

For this purpose, the International Division will hold frequent periodical meetings of the dealers with specific and general agenda and examine and implement suggestions to promote the objectives of the Dealing Rooms.

18. MONTHLY DEALERS LETTER:

Each Dealing Room would send a monthly letter to the International Division, with a copy to the respective Regional General Manager.

19. SELECTION AND TRAINING OF DEALERS:

Staff & Establishment Division, International Division, Regional Offices and Dealing Rooms will make concerted efforts to identify and complete the staff requirements, keeping in view the new dimensions of Dealing Room activities.

Staff for the Dealing Rooms could be identified internally or externally but greater emphasis will be given to develop dealers from within the organisation.

Suitable training programmes would be introduced at the Central and Regional levels for this purpose.

20. PERFORMANCE IDENTIFICATION PROGRAMMES:

With a view to establish and sustain the new dimensions of the Dealing Room and role of the Dealers, suitable programmes would be developed to identify the performance of individual dealers and Dealing Rooms.

Work of Dollar Mobilisation Desk at International Division

The Dollar Desk was set up on 31 March 1984 to co-ordinate the worldwide campaign within the BCC network to mobilise US\$ 3 billion by 31 December 1984.

The work of the Department is split into two broad outlines

- a) Statistical work, in gathering and consolidating figures from the Regions as outlined below
- b) Public Relations work in acting as co-ordinators between CSO and the locations.

Statistical Work

We receive reports from seven regions, officially, consisting of 123 locations, on a monthly basis.

We receive from the 123 locations telex reports on a set format giving details of the outstanding balances as at the report date. This is followed by completed report forms consisting of the following details

- 1) High Networth Individuals
- 2) Corporate Depositors
- 3) Institutional Depositors
- 4) Other Depositors
- 5) Total Deposits
- 6) Deposits placed at other BCCI Offices
- 7) Deposits received from other BCCI Offices
- 8) Due to Banks

The figures from the reports are then checked and analysed and cross checked where possible with the Statement of Affairs and Subsidiary Ledgers for these regions received by Central Accounts.

We consolidate the figures region wise and a final report is then produced.

Reports are not always received on time and being a new programme, figures reported are not always accurate. Considerable time is expended in sending telexes or making tactful telephone calls to those locations from whom figures are awaited.

Together with the report a review is also done region wise of the reporting period highlighting any pertinent factors.

Public Relations Work

The Department also acts as co-ordinator between CSO and the Regions.

We keep in touch with the reporting locations round the world and in particular good rapport has been established with the regional offices of all the regions. Telephone discussions take place with those regions regarding their marketing efforts and any problems they are facing and any pertinent points arising from these discussions are then passed on to the General Manager.

In order to keep up the impetus, letters of congratulations and encouragements signed by the General Manager are also sent where appropriate.

Previously the Department was run by one officer and his secretary. A clerk has now been taken on to assist in the work.

The volume of work in compiling and consolidating the figures are considerable and time consuming.

TELEX MESSAGE

To: Mr
BCCI

Subject: DOLLAR DEPOSIT MOBILISATION REPORTING BY TELEX

We wish to adopt a uniform procedure for reporting dollar deposits mobilisation figures by telex as this would facilitate recording and reporting the figures.

We shall appreciate very much if you will therefore use the following format when reporting the dollar deposit mobilisation figures for your area. Please report in millions to the nearest three figures, the following information from the dollar and convertible currencies deposit mobilisation report - Column 8.

Quote

To: International Division, BCC London

Attn: R Bindahnee

Dollar deposit mobilisation report as on 1984

1. Region

2. Location/Branch

3. Nominated Officer

4. US dollar deposits (from Column 8)	NO OF A/CS	DOLLAR
Base period deposit at 31 March 1984		DLRS
Total deposit as at 1984		DLRS
Increase/Decrease		DLRS
Target to June 84 for our location/branch		DLRS

5. Convertible currency deposits (from Column 8)

Base period deposit at 31 March 1984	DLRS
Total deposit as at 1984	DLRS
Increase/Decrease	DLRS
Target to June 84 for our location/branch	DLRS

Unquote

Regards

AKHTAR ANIS

STRUCTURE OF PROFIT ORGANISATION

FUNCTIONS OF THE CENTRAL PROFIT COMMITTEE

ACTION

Continuous emphasis and thrust on

ACTION AND MOVEMENT

Creation of ACTION TANKS where concentrated effort is needed to produce bulk profit.

Committee to remain active at all times, initiating, following up and implementing profit oriented effort throughout the organisation.

It will use all available means of communication and personal contacts with all other profit committees to ensure that profit structure remains a dynamic, vibrating and producing machinery.

'82' also being a year of mobility, members of the committee will not only remain mobile themselves, but will encourage mobility throughout the organisations for generating enthusiasm and activate profit oriented energy.

The Committee will oversee the implementation of US Dollar 350 million plus programme. For this purpose it will receive:

Profit Performance Reports
from each branch/subsidiary/affiliate every month.

Minutes of the meeting of Regional, Country and Branch Profit Committees:

Where possible, the Committee will assist the Chairman of Country Profit Committee to identify specific potential profit sources in their respective countries.

The Chairman or a member of the Central Profit Committee should participate in the meetings of Regional Profit Committees at least once in three months.

Those Regional General Managers who are not members of the Central Profit Committee would participate in the meetings of the Central Profit Committee at least once in three months.

MOTIVATION

This is another key function of the Committee.

The Committee will take all such actions, and undertake organised programmes which will provide motivation towards profit generation and consciousness to the staff in general and profit committees and Profitmen in particular.

Suitable means will be used to motivate the staff throughout the year. Such means will include:

Recognition	Active assistance
Encouragement	Close communication
Role participation	Personal contact

It will organise group meetings and profit conferences at various profit centres in coordination with Regional Profit Committees.

It will continue the programme of "Profit Performer of the Month" and will introduce other suitable programmes to identify profit producers and profit centres.

(For guidelines on "Profit Performer of the Month" please refer to Annexure I.)

CREATIVITY AND INNOVATION

The Committee will remain all the time in search of profit streams and new products.

It will create a standing machinery for the purpose of research and development of new sources of profit.

This machinery will review all minutes of various profit committees to identify new channels of profit for further exploration and implementation.

It will encourage and receive suggestions to enhance profitability and productivity from profit committees, profitmen and any other sources, and will take all necessary steps for the implementation of approved proposals.

(Regarding guidelines on Suggestion Programme, refer to Annexure II.)

In this area it will actively coordinate its efforts with the following Divisions of CSO:

Marketing
International
Planning

COORDINATION

The Central Profit Committee will coordinate the efforts and functioning of:

Regional Profit Committees
Country Profit Committees
Branch Profit Committees

Where inter-regional action is necessary to promote a specific profit programme or profit generating proposal the Committee will arrange coordination at the appropriate regional levels.

Additionally, will assist in co-ordinating with the structure developed for sales of Travellers' Cheques, and two billion dollar low cost deposit programme.

STRUCTURE OF PROFIT ORGANISATION

CENTRAL PROFIT COMMITTEE (CPC)

Constitution and functions as described separately

REGIONAL PROFIT COMMITTEES (RPC)

Constitution:

Chairman: Regional General Manager

Members: 5 to 15 members, according to the size of the region

Functions: Reflection of the functions of the Central Profit Committee.

Devising and implementing local programmes for increasing profitability.

Organising regional and local profit conferences and profit meetings.

Identifying and projecting outstanding profitmen.

Assisting country and branch profit committees in their structuring and functioning.

In case of such countries or branches where potential is greater, assistance would be given on a more active and consistent basis.

Identifying profitment for the year, assist and encourage them and follow up their performance on a regular basis.

(Regarding "Profitman Programme guidelines" please refer to Annexure III.)

Achievement of Regional Profit target.

- Other Guidelines:
1. The Committee should normally meet once a month if not every fortnight.
 2. The Secretary will be responsible for maintaining the record, preparing and getting the Minutes

confirmed and preparing and circulating the Agenda.

3. The Secretary in consultation with the members of Regional Profit Committee should collect material and statistics etc, for the meeting.
4. The Secretary should in consultation with the Chairman and Secretaries of other Committees fix the meeting date in such a manner that it does not clash with the meeting date of other Committees.
5. Objective of Profit Committees:
 - a) Action
 - b) Motivation
 - c) Creativity and Innovation (New Ideas)
 - d) Coordination
6. General
 - a) Chairman and members of Regional Profit Committee must visit various branches/Profit Centres in the region as frequently as possible.
 - b) Chairman, and other members of Regional Profit Committee should maintain a direct dialogue with the branches and must attend other Profit Committees meetings.
 - c) Regional Profit Committee should recommend the "Profit Performer/s of the Month" to the Central Profit Committee as per Profit Performance Report.
 - d) Regional Profit Committee should identify Potential Profit Streams. They may be geographical or specifically project oriented.
 - e) The Chairmen of the Regional Profit Committee should participate in the meetings of Branch, Area and Country Profit Committees, at least once in three months.
 - f) Regional Profit Committee will assist the Branch Profit Committee in identifying the Profitmen. The list should be forwarded to the Central Profit Committee.

In case of Regional Office staff the Chairman of Regional Profit Committee will take steps to identify the Profitmen directly according to the guidelines given in Annexure I.

- g) All members of all the Profit Committees should contribute in the generation of new ideas for increasing profit.

7. Advent of Travellers Cheques

As '82' is an integrated programme for Profit, Travellers Cheques, Dollar Deposits, special attention will be given by the Committee to the TC sales activities.

For this purpose, the Committee will assign to one of its members, specific responsibility of coordinating the activities of the machinery created for promotion of TC sales.

Such activities and their progress will be reviewed by the Committee in its regular meetings.

The Committee will also recommend ways and means to strengthen the TC sales machinery and enhance its results.

The Committee will ensure that similar action is taken by the Country/Branch Profit Committee

(Note: Guidelines regarding Dollar Deposits will be advised separately.)

Summary of the minutes of the meetings held during the month will be sent to the Chairman of the Central Profit Committee.

Copies of any comments made on the minutes or proposals of Country, Branch Profit Committees will also be sent to the Chairman, Central Profit Committee.

COUNTRY PROFIT COMMITTEES (COPC)

Constitution:

Chairman: Country Manager

Members: 3 to 10 according to the size of operations

Functions: Reflection of the functions of the Regional Profit Committee.

The Committee should meet at least once in a month.

Achievement of country profit target

Summary of the minutes of the proceedings of the meetings held during the month should be sent to the Chairman, Regional profit Committee, with a copy to the Chairman, Central Profit Committee.

- Other Guidelines:
1. The Committee should normally meet once in a month if not every fortnight.
 2. The Secretary will be responsible for maintaining the record, preparing and getting the minutes confirmed and preparing and circulating the agenda.
 3. The Secretary in consultation with the members of Committee should collect material and statistics etc, for the meeting.
 4. Objective of Profit Committees:
 - a) Action
 - b) Motivation
 - c) Creativity and Innovation (New Ideas)
 - d) Coordination
 5. General
 - a) Chairman and members of Committee must visit various branches/Profit Centres in the country as frequently as possible.
 - b) Chairman, and other members of Committee should maintain a direct dialogue with the Branch and must attend other Profit Committees meetings.
 - c) Committee should identify Potential Profit Streams. They may be geographical or specifically project oriented.

- d) All members of the Profit Committee should contribute in the generation of new ideas for increasing profit.
- e) The Committee should produce motivational material for distribution among all staff members to set and maintain the direction in coordination with Regional Profit Committee.
- f) The Committee should examine the 'form of recognition' to be given to outstanding Performers including, incentives, token rewards, etc. Such recommendations should be sent to Regional Profit Committee.
- g) Country Profit Committee's minutes of the meeting to be sent under a covering letter addressed to the Chairman, Regional Profit Committee, of the Region concerned, with a copy to the Chairman, Central Profit Committee, London.
- h) The Committee may take such other measures which may contribute in increasing the profitability of other Regions and thus achieve '82'. Action being the theme and the meet the requirement of the 'Distinguished Family', the Committee should create activity and momentum.

- NOTE:
- 1) In case of such countries which have large number of branches, Group Profit Committees may be created for a group of branches with similar constitution and functions as the Country Profit Committees.
 - 2) In country with one branch, a separate branch Profit Committee will not be necessary, and the functions of the Country Profit Committee will also include the functions of the Branch Profit Committee.

BRANCH PROFIT COMMITTEES (BPC)

These will be created in each branch of all subsidiaries and affiliates.

Constitution:

Chairman: Branch Manager

Members: 3 to 10 according to the size of the branch. All staff members are eligible

Functions: Specific action to increase the profitability of the branch.

Contribution in the progress of research and development of new sources of increasing profitability.

Motivation of all branch staff towards enhancing productivity and profitability.

Achievement of branch profit targets.

Other

Functions: To identify, through systematic market research and analysis of local competition specific new sources of profit and methods of increasing profitability.

To re-inforce, procedures and controls to check leakage of income.

To take measure to control expenditure, make persistent efforts to promote austerity in expenditure habits of all staff and make conscious efforts to avoid waste.

To assist other branches and units in increasing their profitability by diverting business to them wherever possible, such business may either originate in the other branches or may be directed from the branch which originates the business.

Special emphasis throughout the year on promoting and increasing sale of BCC Travellers' Cheques and suggesting ways and means to promote sales locally as well as globally.

Special emphasis on mobilising low cost US Dollar Deposits as per Geneva Conference decision.

To be on the look out for niches and gaps left out by competing banks in the market and push aggressively through them.

To be on the look out for special situations which may provide opportunity for financial services, which though may not be available at the branch, but could be provided by other areas of the organisation such as:

- short-term high profit yielding investment opportunities, which could be undertaken by the Merchant Banking Division, through the Regional Office or CSO for their clients;
- identify clients who are interested in making investments and refer such clients to the Merchant Banking Division through the Regional Office or CSO.
- closely monitor the efforts and contact of other major banks engaged in mobilising investment and other fee business, so that we could expand our contacts with high net worth individuals and other sources of investment funds;
- services relating to all types of insurance which can be provided by the Insurance Department at London, and will provide a source of fee business for the branch.

The Committee should meet at least twice a month.

Summary of the minutes of the meeting held during the month should be sent to the Chairman, Regional Profit Committee. Copies should be sent to the Chairman, Central Profit Committee and where applicable, the Chairman, Country Profit Committee.

PROFITMEN

Profitmen will be identified in all branches, regional and central divisions/departments by Branch Manager, Regional General Manager, Division and Departmental heads, respectively, every year.

The lists for each Region will be approved by the Regional General Manager. Lists for CSO Division will be approved by the Central Profit Committee.

(Guidelines for the nomination of Profitmen are given in Annexure II.)

The same guidelines will apply to:

Departments of Regional Offices

Divisions of CSO

Head Office staff of subsidiaries and Affiliates

and the function of the Chairman of Branch Profit Committees in this respect will be performed by the heads of such departments/divisions.

Annexure I

PROFIT PERFORMER OF THE MONTH - GUIDELINES

Every month, Chairman of Branch Profit Committee will identify the best profit performer during the month. The major criterion would be significant contribution in the profit of the bank during the month. The term "significant" will be interpreted both in relative terms, in the context of the size and scope of the branch, as well as in absolute terms. It is difficult to quantify this criterion, hence the judgement will be made with the consensus of Chairman of Branch/Country Profit Committee, Regional Profit Committee concerned, and the Chairman of Central Profit Committee.

Recognition in a suitable form will additionally be given to such "Profit Performers of the Month" who show consistently outstanding results during the year.

Annexure II

SUGGESTIONS PROGRAMME - GUIDELINES

Sources

1. Profit Committees - Branch, Country, Regional or other special profit committees.

The suggestions may be made directly or through the minutes of the Profit Committee.

2. Individual officers and all other staff

Profit Committees will encourage individuals throughout the year to send their suggestions for increasing profitability to the Chairman of Regional Profit Committee, with copies to the Chairman, Central Profit Committee.

3. The Central Profit Committee may invite suggestions from the staff on specific aspects of profitability under specific programmes.

Implementation

1. Suggestions which relate to the local situation and do not involve deviation from standard procedures and practice, will be implemented under advice to the Chairman, Central Profit Committee.

2. Suggestions which are global in nature, will be examined and evaluated by the Central Profit Committee, and if considered appropriate, steps will be taken for implementation through the appropriate division.

Recognition

1. The contributors of accepted and approved suggestions will be recognised in a suitable form.

This recognition system will be co-ordinated with the other suggestion schemes.

Annexure III

PROFITMAN PROGRAMME - GUIDELINES

Profitman programme will continue with certain modifications in respect of identifying Profitmen for each year.

The programme will now be on yearly basis.

For 1982 Profitmen will be identified as under:

- a) Chairman, Branch Profit Committees would invite from amongst all officers and all other staff nominations for the Profitmen. Self nominations would be permitted.
- b) The Chairman of the Branch Profit Committee concerned will explain to each nominee what is understood by the term "Profitmen" in our idiom and what is expected of them.

For this purpose the Profitman chart and views exchanged on the various attributes that make a profitmen will be used. In the process the keenness of the desire to perform and seriousness of the nomination as profitman will be judged by the Chairman of Branch Profit Committee.

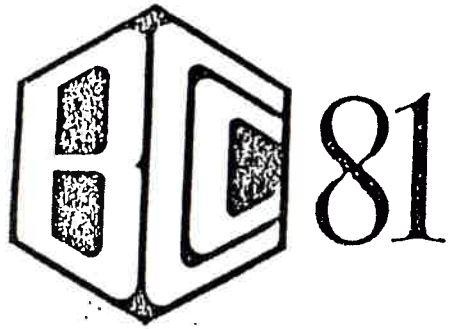
(Please refer to Annexure IV)

- c) All such nominations which are found to be serious will be accepted and a list will be sent to the Chairman of the Regional Profit Committee, with a copy to the Chairman, Central Profit Committee.
- d) The nomination made will be normally accepted by the Central profit Committee in consultation with the Chairman of Regional Profit Committees concerned.
- e) Persons who have been Profitmen or in the previous years will be eligible.

The Profitmen whose nomination is accepted will be sent a suitable communication by the President.

During the year a system of regular communication on the subject of individual contribution towards achievement of '82' would be established between the Profitman and the Regional Profit Committee and Central Profit Committee.

- f) The Regional Profit Committee should produce motivational material for distribution among all staff members to set and maintain the direction in co-ordination with the Central Profit Committee.
- g) The Regional Profit Committee should examine the 'form of recognition' to be given to outstanding performers including incentives, token rewards, etc. Such recommendations should be sent to the Central Profit Committee.
- h) Copies of the minutes of the meeting of the Regional Profit Committee are to be sent to the Chairman, Central Profit Committee - '82'.
- i) The Regional Profit Committee may take such other measures which may contribute increasing the profitability of other Regional and thus achieve '82'. Action being the theme and to meet the requirement of the 'Distinguished Family' the Committee should create activity and momentum.



ANNEXURE IV

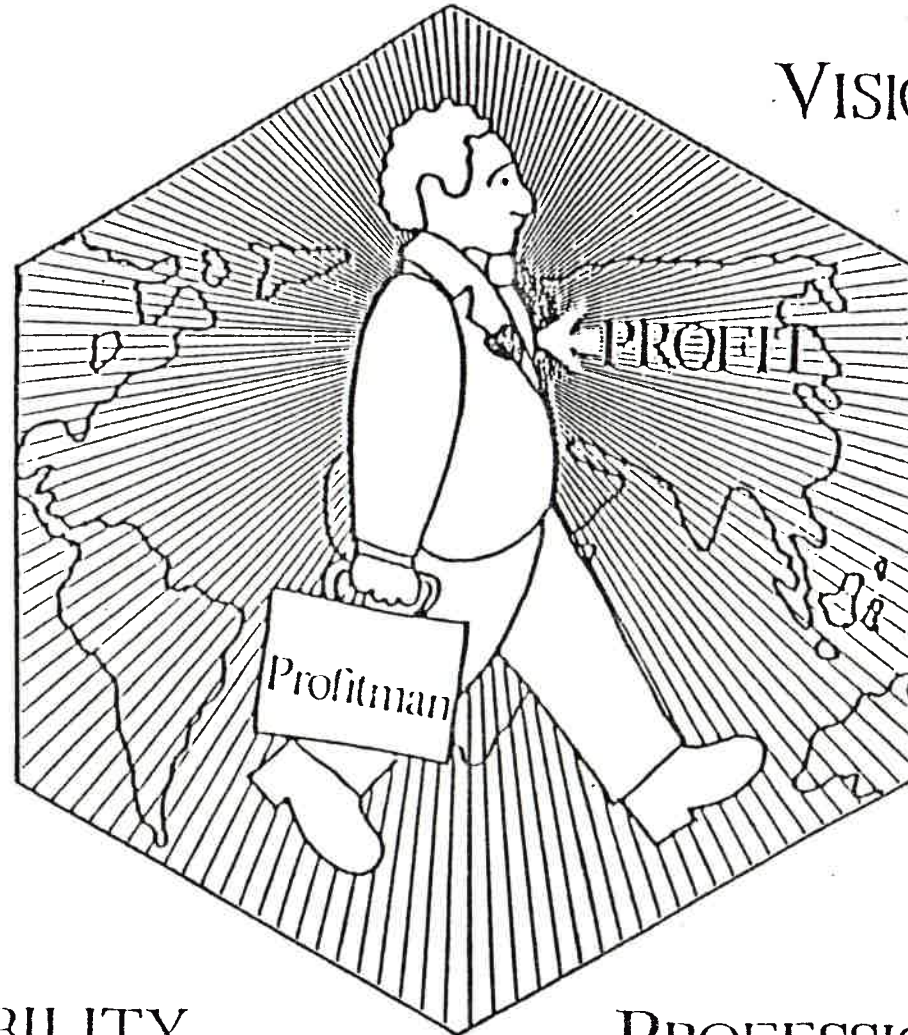
HUMILITY

VISION

PLEASANT
PERSONALITY

CREATIVITY
- INNOVATION

PERSEVERANCE



ACTION
- MOVEMENT

FLEXIBILITY
- ADAPTABILITY

PROFESSIONAL KNOWLEDGE
- SKILLS

PROFIT CENTRE - BRANCHES

Attached herewith is a list of such selected branches of BCCI (Overseas) and BCCI SA which made profits of US\$250,000 and above in 1981. These are called profit centre branches.

We had agreed on the following programme for these branches:

- 1) Study market potential, competition, scope of profit increase.
- 2) Identify areas in which profit could be increased:
 - Specific types of business
 - Specific services
 - Promotional exercises
- 3) Co-ordinate with Group Accounts - examine statement of affairs and P & L statement to identify areas in existing business where income can be increased and expenditure reduced.
- 4) Discuss with Country Managers, motivational programmes.
- 5) Visit personally and provide technical assistance, marketing assistance, profit area identification assistance.
- 6) Review Personnel with a view to enhancing profitability.

The branches which relate to your area for the Profit Committee purpose have been identified with your name.

We are further investigating branches which may not have shown a profit of \$250,000 in 1981, but have the potential of significant profit in 1982. A supplementary list will be issued for such branches, and a copy provided to you.

A sample of a letter written to these branches is also attached hereto.

The column showing Projected Profit Figures for 1982 for some of the branches has been left blank where these figures are not available at present. You are requested to kindly obtain this figure, as appropriate, from the branches.

We propose to cover the following other subsidiaries in this programme:

BCC NIGERIA
BCC MISR
BCC ZAMBIA
BCCI SWAZILAND
BCC ZIMBABWE
HMB HONG KONG

Supplementary lists will be provided to you for these subsidiaries in due course.

'83' Profit

REPORTING FORM



BANK OF CREDIT AND COMMERCE INTERNATIONAL

CONFIDENTIAL

Mr.
Chairman
Regional Profit Committee

1983

Dear Mr.

I am pleased to convey the '83' (Profit) Performance Report of our branch for the month of _____, nett of management fees.

'000 omitted		Target for 1983 US\$	
Corresponding Month 1982	Reporting Month 1983	Previous Month 1983	*Cumulative '83' Profit
US\$	US\$	US\$	US\$

Local currency converted into US\$ @ _____

+ Profit Performer of the month was

Mr.

because (Please give specific justification)

* Cumulative profit figure should be converted at the exchange rate prevailing on the last working day of the reporting month
- If there is no outstanding performer in a month leave this column blank

Yours in ACTION and '83'

Manager's name & signature

Name of Branch / Unit

cc - Mr. Saleem Siddiq
Chairman, Central Profit Committee
Bank of Credit and Commerce International
2000 - 21st Street, Suite 1000, F.O. Box 3412

Performance of Mr.
nominated as Profit Performer of the month

- 1 DEPOSITS obtained during the month
- | Currency | Nature of Dep. | Amount | Duration |
|------------------|----------------|--------|----------|
| US Dollars | | | |
| £ Sterling | | | |
| Other Currencies | | | |

- 2 TRAVELLER'S CHEQUES sold - amount during the month.

- 3 REMITTANCES mobilised - amount during the month.

- 4 NEW BUSINESS obtained by self-effort - Details: _____

 _____ resulting in profit of US\$ _____

- 5 EXPENDITURE control - Details: _____

 _____ resulting in saving of US\$ _____

- 6 ANY other significant contribution towards increasing profitability _____

- 7 INTER REGIONAL COOPERATION - deposits generated for other branches in
BCC Group

Currency	Nature	Amount	Duration	Branch
US Dollars				
£ Sterling				

 Manager

'82' Profit

REPORTING FORM



BANK OF CREDIT AND COMMERCE INTERNATIONAL

CONFIDENTIAL

Mr.
Chairman
Regional Profit Committee

1982

Dear Mr.

I am pleased to convey the '82' (Profit) Performance Report for the last month on the profit position of our branch.

000 omitted

Target for 1982* US\$

Corresponding Month 1981 US\$	Reporting Month 1982 US\$	Preceding Month 1982 US\$	Cumulative '82' Profit US\$
-------------------------------------	---------------------------------	---------------------------------	-----------------------------------

+ Profit Performer of the month was

Mr.

because (Please give specific justification)

* local currency converted into US\$

+ If there is no outstanding performer in a month leave this column blank

Yours in ACTION and '82'

Managers name & signature

Name of Branch/Unit

cc: Mr. Swaleh Naqvi
Chairman, Central Profit Committee
Bank of Credit and Commerce International
100 Leadenhall Street, London EC3A 3AD



CONCEPT OF CENTRE AND PERIPHERY

Centre and Periphery

The organisation is managed by and grows from various central points. In our case, some of such central points can be identified as:

- Branch
- Regional Office
- CSO
- Subsidiaries & Affiliates

Persons who are playing the central role in these parts of the organisation are referred to as "Centre".

Growth is a natural instinct of the centre. When the growth tends to be outside the confines of the centre it is:

Dimensional growth

Circumferential growth

which means growth from periphery.

The Seed - The Centre

A particular seed will grow a particular plant or fruit. An apple seed will grow only apples.

The seed of a particular psychic and professional self will produce only such personality which that seed is capable of producing.

The personality of the centre is thus contained by this reality.

We Want To Be Free From This Containment

Our "seed" i.e., centre, is richer and stronger.

The plant i.e the organisation, will grow only as strong and as big as the potential of seeds.

Growing only from the centre, the growth of the organisation will remain confined to the properties and qualities of the centre and the potential of the Centre.

Each plant is subject to the process of containment.

The centre may possess courage and vision, but its properties may contain the actualisation of such vision.

Hence the need of periphery: the growth-point outside the confines of the centre.

Periphery has to take care of such needs of the organisation (innovation in ideas and products, new energy, etc) which the centre is not able to produce because of the process of containment.

The true periphery will provide power and impetus to the growth of the organisation.

The centre is responsible to create a periphery - a periphery which would add to the wisdom and vision of the centre through periphery's own

- perception
- vision
- action and doing
- personality
- courage

Creation of periphery will only be an extension and optimisation of present quantity and quality of energy, capabilities, resources and activities, but will also initiate a process of accelerated growth and

results through an explosion of energy breaking the barriers of individual and organisational containment.

The Fine Balance

The essential element of the success of the concept of Centre and Periphery is that fine balance between centre and periphery which will achieve:

Unity of concept, culture and corporate identity along with diversity in initiative, innovation, business horizons and products.

Commonness of objectives along with the freedom and uniqueness of each unit of energy at the periphery which would contribute towards the common objectives.

Attraction of periphery towards centre - expansion of centre towards periphery.

In course of time the centre and periphery merges and becomes a bigger centre.

Eventual creation of new peripheries.

CHARACTERISTICS OF PERIPHERY

- Its own perception, vision and role

courage
strength
thrust
quality
- Free from containment of centre

from vocational regression
from prejudices
from own way of doing things
from the past

- Innovate
- Understanding of concept of periphery and centre
- Appreciation and respect for centre and peripheries
- Appreciation and respect for corporate identity
- Desire for identification with and commitment to concept, culture, common objectives, purpose and destination

ACTION

- Responsibility for balancing the relationship between periphery and centre

AGENCY FOR THE SUPPORT OF PERIPHERY CONCEPT (ASPC)

- Responsibility for balancing the relationship between periphery and centre
- To assist in communication and understanding between periphery and centre and amongst peripheries
- To ensure integrity and freedom of periphery
- To preserve concept of centre/periphery
- To provide all support and service to periphery
- To ensure that process of containment is resisted
- To ensure that corporate identity, culture of the institution is preserved at periphery

RESPONSIBILITY OF CENTRE

- Total acceptance of the role of the periphery

- To promote the understanding of the concept of periphery
- To encourage periphery to develop its own vision
- To encourage creativity/innovation
- To provide all support and services to periphery
- To provide to periphery freedom to do and act
- To keep periphery from containment
- Responsibility for balancing the relationship between periphery and centre

A. Peripheries of different areas of present Commercial Banking
Periphery

1. Non Interest bearing/Low Cost Deposits (NIDs, LCDs)
2. Dollar Base (Deposits)
3. Profit

B. New Centres to be finally merges with 'A'
Periphery

1. Home Remittances
2. Exchange & Currency & Collections
3. Latin America
4. US Commercial Banking
5. Travellers Cheques and Credit Cards

C. New Activities
Periphery

1. Merchant/Investment Banking
2. Mutual Funds & Unit Trusts
3. Travellers Cheques & Credit Cards

D. New Horizons
Periphery

1. Marketing
2. Innovative Commercial Banking
3. Technology

THE PERIPHERIES (Geographical, Business wise, Banking intellect for
Innovations & New Areas)

1. Investment Banking
2. Travellers Cheques and Credit Cards
3. Dollar Base (Deposits)
4. US Commercial Banking
5. Latin America
6. Marketing
7. Innovative Commercial Banking
8. Mutual Funds & Unit Trust etc
9. Exchange & Currency & Collections
10. Non-Interest bearing/Low Cost Deposits (NIDs, LCDs)
11. Home Remittances
12. Profit
13. Technology

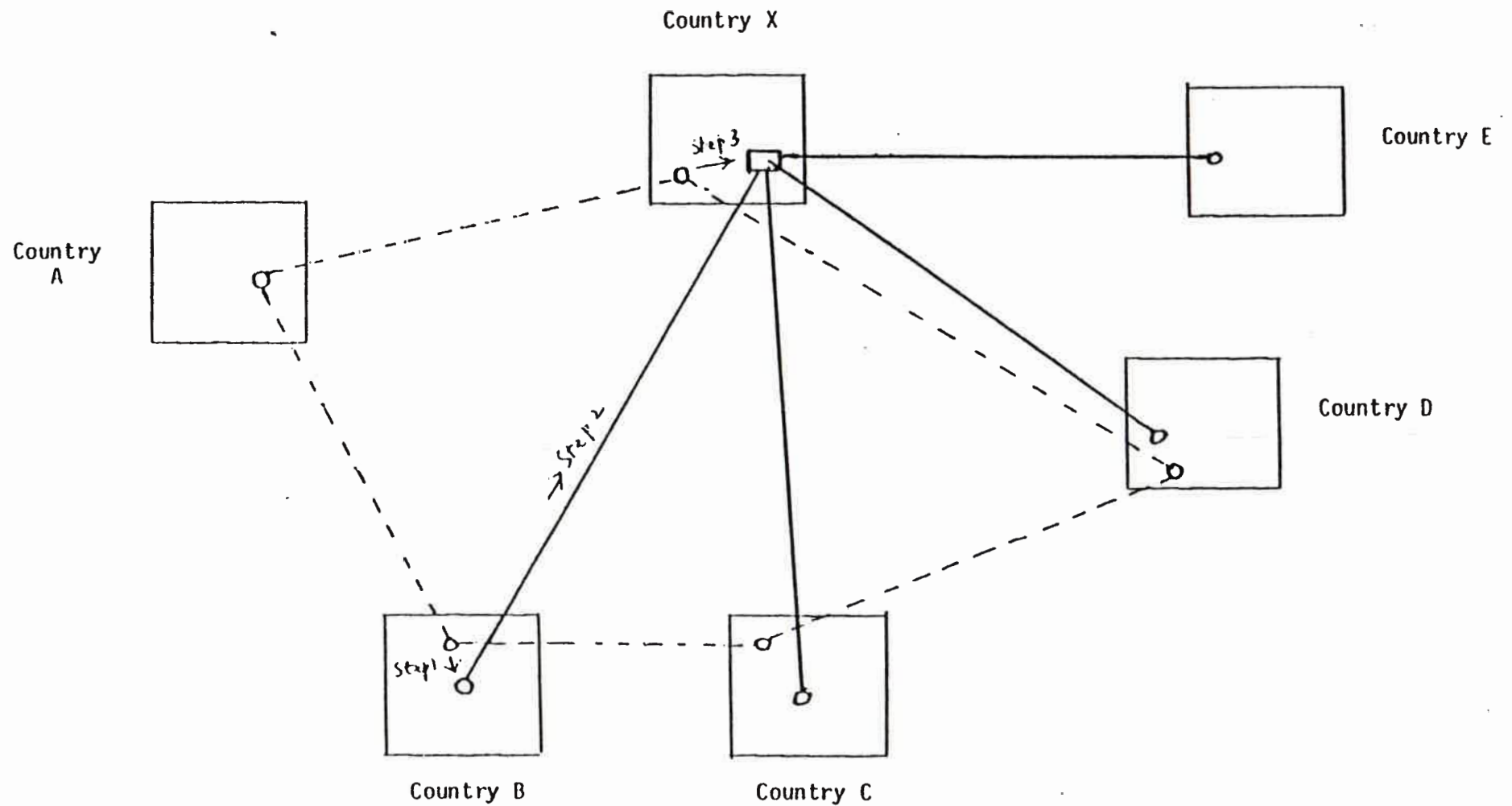
To be organised from within

1. Marketing
2. Exchange & Currency
3. Non-Interest bearing/Low Cost Deposits
4. Dollar Base
5. Profit
6. Travellers Cheques & Credit Cards
7. Latin America
8. Home Remittances

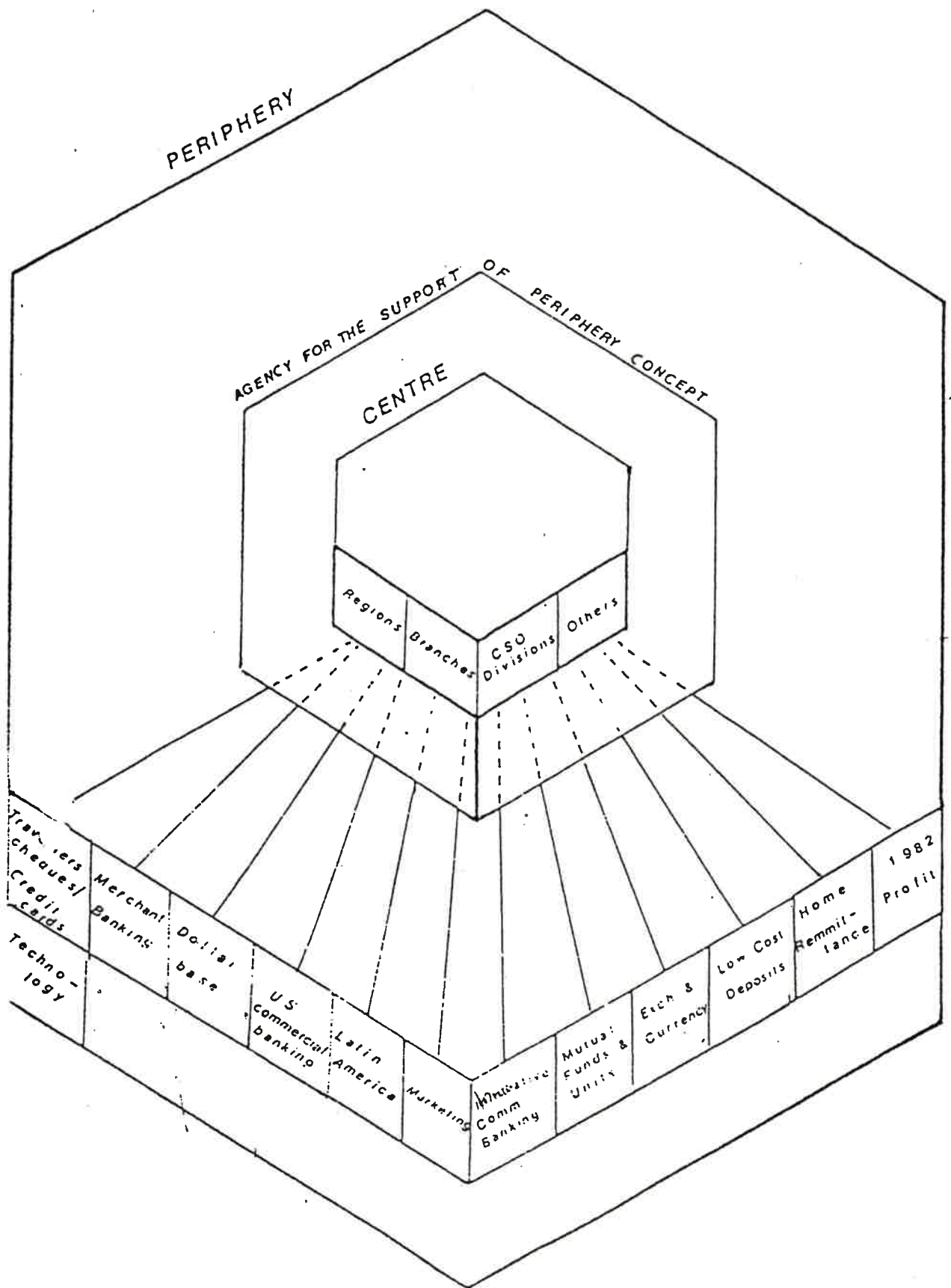
To be organised from outside

1. US Commercial Banking
2. Merchant Investment Banking
3. Mutual Funds & Unit Trust etc
4. Travellers Cheques & Credit Cards
5. Innovative Commercial Banking

CENTRE-PERIPHERY - MARKETING STRATEGY



KEY: - - - BCCI's Offices
—— Multinational's Offices





ACTION CAMPAIGN - 15.10.76

Action Sheet - Deposits Campaign 15.10.76 - 15.11.76

ACTION SHEET

NAME OF OFFICER: Mr

BRANCH: Regional Office Leadenhall Street

ALLOCATION ACCEPTED: (EQ US\$):

1) Period of Campaign

15th October 1976 to 15th November 1976

2) Type of Deposits

Deposits from all sources, in any type of account, except from the following sources, will be eligible:

- Deposits from Banks, Branches, Subsidiaries and Affiliates
- Any other accounts specifically excluded by the Regional General Managers which will be advised in advance.

3) Nature of Deposits

Deposits which are of a permanent nature and are retained at least until 15th January 1977 would be taken into account for the purposes of this campaign.

4) Performance Report

At the end of the campaign, the enclosed Performance Report should be filled in and airmailed in the envelope attached herewith.

4.00

AGENDAS OF MANAGEMENT
CONFERENCES /MEETINGS

AGENDAS OF ANNUAL CONFERENCES

BCC GROUP CONFERENCE
AGENDA
MARCH 2-3, 1985 - VIENNA

1. The ecology of BCC
(the ecology of BCC human energy psyche):

- Ecology of human energy psyche
- Ecology of human spirit and human soul
- Ecology of faith, hope and love
- Ecology of moral energy
- Ecology of God's providence

2. The meaning of management:

All creation is energy. It is the irreducible constant. We live in an energy ecosystem. Einstein defined existence as 'dynamic dance of energy'.

Management is managing human energy systems

Management is releasing the energy of others - converting it into productivity and results - making things happen (Malcolm Knowles)

Management is giving or providing a direction to an energy system towards goals, objectives and purpose

Management is translating energy and its quality into results

3. Manager:

The singular and the most important quality and requirement of a manager is to have a clear meaning, perception and vision of purpose and goals and a clean instinct for

- a) Purpose
- b) People
- c) Planning
- d) Priorities
- e) Possibilities
- f) Products
- g) Profit - moral and material

4. The challenge of '85:

The challenge of '85 is to change self (have the will and ability to change)

Challenge of change

Challenge to keep pace with change

Challenge to contribute to the process of change

Challenge to change others

Challenge to change self

5. The conquest of BCC by profit:

The invasion of BCC by profit

The invasion by profit on the ability of 11,000 people to make profit
BCC in 1985

6. BCC has come of age, maturity and strength:

It has acquired:

A new instinct

A new attitude

A new vision

A new wisdom

A new psyche

7. God - providence - divinity - faith - BCC

THE
CONQUEST
OF
BCC BY PROFIT

BCC HAS COME OF AGE, MATURITY AND STRENGTH

BCC has come of age. It is now a major, mature, international financial institution. It has come of age through the clear perception and the clean instinct of our feelings. This is what gives us access to the psyche and the souls of other members of our family and allows us to interfuse. We know that, if ever our feelings stop flowing, the best source of inspiration is in submission to God. BCC is helping us to know our meaning, both individually and collectively. What other organisation provides such an opportunity? Are we always conscious of the value of this opportunity?

BCC is a mission and the ecology of our annual management conferences reflects this. The ecology of this conference hall should be taken into our feelings and preserved there. The members of the BCC family have become what has been discussed for two days at the conference. We have become a human energy system filled with meaning and purpose. We have a pure and simple desire that overcomes the constraints of time. We knew before the conference that human potential was unlimited, but during the conference our nature has unfolded before us.

Now we know the nature of our self-nature, with its myriad qualities in a dynamic state. It is up to each of us to see how much of our self-nature we can bring to our consciousness. This is the process of evolution that each of us is realising. Jointly it means that we are living in God's style of management and under God's providence. The hard pragmatism that is called for in our profession as bankers is not a contradiction of this. Rather, it is the outcome. Because we know our meaning and our feeling, we will be the bank of the 21st century.

In moral terms we have to be ready for this responsibility. In material terms a great amount of profit is required. In each office in each branch, in each region, and in each subsidiary and affiliate the profit for 1984 could have been greater. A truly great amount of profit is required for 1985 and beyond. It will come from the meaning of a new vision and a new instinct. It will come from the clear vision, the clear perception and the clean instinct that has emerged from this year's annual management conference.

Mr Agha Hasan Abedi had sent the following message to the participants of a conference held in Karachi a little before the

annual management conference. It contains so much of the spirit and meaning of '85 that it should be repeated here: 'While you would be in the midst of the discussion on the subject of the conference - that subject that is so central to our efforts during 1985 and the subject that is the heart of our success - the subject of creating a large base of core deposits, building of low cost deposits and actualising the immense possibilities of expatriate deposits, may I request you to pause for a moment and let me reach you. Let me reach out to you on the waves of my feelings and love and bring to you the meaning of a few words I have for you this moment. May I request you earnestly that while exploring the possibilities related to the subject and the discussion through your minds, we should do so also through your feelings. For only when you see the possibilities within you, can you see them around and outside you. I would earnestly request you to feel and experience the meaning of core deposits, the meaning of low cost deposits, the meaning of dollar deposits and the meaning of importance of expatriate deposits. The very meaning of BCC.'

The new approach of balancing the management and marketing capability and the identification of products and possibilities in each market with a clear perception and clean instinct represent a turning point in BCC's business strategy. The role of the newly-formed joint committee for deposits and profit would be to bring this new approach to everyone's consciousness by focusing on its application in the most vital areas of our operations, namely deposits and profits.

If we are able to develop the quality of clean instincts and clear perception we would not only be able to achieve so much more from what is known and visible, but our instinct and intuition will lead us to the limitless possibilities yet unknown and invisible to us. Besides, it will transform each one of us into a clear, clean, creative and highly organised personality, which would give us such happiness that cannot be measured in the often vague and unclear pursuit of life.

The challenge of '85 is now ingrained in the BCC human energy psyche. We have to keep pace with change, contribute to the process of change, change ourselves and change others.

We require just a simple change. That change is that we should have clear perception, clear meaning, clear vision and a clean instinct for our goals, objectives and purpose and for knowing how to achieve them. Let us now develop a clean instinct for profit, deposits and other products and a clear perception as to their composition, how to sell them, relating to each market place and its requirements.

Let us also decide to change in so far as it becomes our clear perception and clean instinct to make the largest number of staff also have a clear perception and a clean instinct for profit, deposits and other products that they can sell in their market places - and how to sell these products.

We would therefore redesign and reshape the deposit structure with a view to:

- a) reduce the cost of deposits
- b) rationalise the categories of current, savings and time deposits
- c) perceive clearly what should be our share of the market.

These aspects have now come into the instincts of BCC management because the major source of profit is now the low cost deposit.

Although deposit is an old product, as a result of our clear perception, it would become a 'new product' for us. Deposits have been identified as the product that would receive the highest priority in having a clear perception in the following respects:

- I What is our present share of deposits in the market place?
- II What are the possibilities of deposits in the market place?
- III What is the present profile and mix of deposits?
 - a) Non-interest-bearing accounts, checking accounts, interest-free balances in margin accounts, compensating balances etc
 - b) Savings accounts
 - c) Term deposits
- IV What should be the new mix of deposits?
- V What quantity and quality of the 'New Deposit Product' do we want to market for in what time-frame and from what sources?
- VI What is the quantity and quality of human resources (energy) available for marketing this 'New Product' and how to build these resources equal to the opportunities available in the market place?

Profit is the end-product of all products and thus has an all-pervading importance in material terms. This year it is being particularly related to the product of deposits because of the realisation that the surest and most reliable way of increasing profit is to change significantly the composition of deposits and shift the emphasis to current and savings accounts and other low cost deposits.

To help achieve all this we should assemble within BCC the largest number of people who realise and accept the meaning and the purpose. We want people of purpose and meaning. If we do not

succeed in doing this, we would be contained by the visible and the known. But when people see the possibility within themselves, they can also see the possibility that exists outside of them. In BCC we combine hard pragmatism with love and compassion. We match our professionalism with our instinct.

We should be mindful of the joy that we are and the joy of what we are going to achieve. God in His infinite mercy gives us each day to live. Let us live it in humility, so that we may receive the divinity of God. We should give love, hope and courage. We should relieve pain wherever we see it - whether it is moral, psychic or physical. We should be careful not to degrade Giving. Each day is another day for Giving and for living in humility.

BCC GROUP CONFERENCE
AGENDA
FEBRUARY 26-27, 1984 - VIENNA

1. Making of a bank in the capsule of humility

Making history.

2. Spirit

What is spirit? Feel the meaning of spirit - its vitality and its quality.

3. Hope

What is hope? Feel the meaning of hope - its vitality and its quality.

4. The call of history

History owns BCC as its proud possession - one of the most glorious chapters in the book of time and quality. How shall we respond to and fulfil the call?

By the power of our Major Purpose. By making this Purpose the will of our people. By the nature of our nationality - global, universal, cosmic nationality. By investing all or our moral capital and resources. By investing and mobilising maximum material capital and resources. By the power of our concept and philosophy of management - "Real Management". By our dynamic planning. By our culture and

ethos. By building up management for one hundred years and beyond. By drawing the moral and material balance sheets simultaneously. The enormousness of the task lies in building up management equal to our hope, our vision.

5. Humility - the common denominator

Humility - the face of BCC. Humility - the soul of BCC. Humility - that runs through the veins of BCC. Humility - the fabric of BCC. Humility - the power behind BCC. Humility - the real dimension of BCC. Humility - the life of BCC. Humility - the container and protector of BCC. Humility - God's blessing to BCC.

6. Interfusion - the twin virtue of humility

Interfusion is the basic law of nature. Interfusion is evolution, is life, is existence. The committees that have been established at all levels are meant to institutionalise the process of interfusion.

7. The imperative of marketing

'84 - The Year of Marketing. Every member of BCC family is a top marketing person. Special focus on marketing low cost deposits. Mobilising the mighty dollar. Every member of the family to contribute in producing some accounts, some deposits, some business. The concept of marketing for profit against the concept of making profit by marketing.

8. BCC challenge

To make the highest profit - highest any bank would make, at the end of the decade.

9. BCC is an inspiration

You are an inspiration. BCC is God's Will.

BCC GROUP CONFERENCES
AGENDA
MARCH 7-8, 1983 - ATHENS

1. Progress of the journey

Progress of BCC in terms of material goals. Progress in terms of moral purpose. Flow of our psyche/energy towards our Major Purpose. Progress in terms of our realisation of the unity of moral and material.

2. BCC is a desire

BCC as reflection of our desire. The origin and source of desire. The volume of desire. The health and quality of desire. The release and flow of desire. The power of desire.

3. Technology of invisible in management

Discovering, identifying and articulating ways and means to deal with and manage the truth and reality of the visible and intangible existence together with the visible and the tangible existence for creativity, higher productivity and self-fulfilment.

Realisation and communication of the invisible and intangible existence.

Identifying and improving the quality of energy psyche at various levels of staff by creating a realisation of various invisible and

intangible aspects of life and existence such as the phenomenon of change, the cosmic wisdom, cosmic will and cosmic action, the relationship of totality and parts, truth, humility etc. The quality of internal energy psyche of a person is formulated by a combination of humility and vision to facilitate expenditure of that energy for productive purposes and its merger with the environmental quality (external energy).

4. Evolution of the nationality of BCC

A global nationality - a universal nationality - a nationality of truth, humility and totality.

5. Our energy psyche as our home

Our external environment/energy as our home. Our soul, energy psyche as our home. Truth and reality as our home.

- 6. a) Synthesis of point and totality.
- b) BCC as universal theory of management.
- c) Discovery and role of truth and reality in management.

7. The four pillars of BCC:

Submission to God; Humility; Compassion; Quality

8. Goals and obligations for 1983

9. Is BCC a desire or is BCC a bank?

BCC GROUP CONFERENCE
AGENDA
FEBRUARY 20-21, 1982 - GENEVA

1. Discover the identity of the Group

- a) Major objective ... Submission to God - service to humanity - Giving.
- b) Aspects related to major objective ... Quality of energy - success - phenomenon of change and movement - vision - the unknown and the unseen - growth, health and strength of the organisation.
- c) Particular emphasis on other invisible aspects of the group ... mission - ethos - spirit - concept of management.
- d) Visible and tangible aspects ... size - dimension - facts - figures.
- e) Road to the destiny ... BCC phenomenon.
- f) Heart of the identity ... Confluence, convergence, integration and identification of the mission (which is the journey towards our "destiny") with the tangible, material and practical aspects of the operation - unity of moral and material.

2. BCC Phenomenon

Faith - the substance and power of faith is wisdom - it flows from faith, faith does not flow from it. Wisdom has no substance or power in itself. (It is always relative and doubtful.)

3. Building on success

What is success? How do you build on success?

4. Explosion of energy

Maximum release of the pool of our human energy. Reaching beyond yourself. '82 a year of great mobility.

5. The advent of BCC travellers cheques

A great event of a new and unlimited dimension in the life of BCC.

6. Building an additional base of US dollars one billion - low cost

This is the target for building an extra base besides the normal growth of deposits.

7. Reaching the destiny

Relate this to BCC phenomenon (item 1 e)).

8. '82 - the successor of '81 Profit.

In Search of Success

Identifying the Corporate Magic

AGENDA

Meeting of the Extended Central Management Committee

4th and 5th July 1985

1. CREATING AND MANAGING THE CONTEXT

Managing in the context

2. MANAGING THE CONTENTS OF THE CONTEXT

Action - its contents, its quality, its velocity

3. IN SEARCH OF SUCCESS

Identifying the corporate magic

The spark - the spark that by its brilliance and volume engulfs the corporate energy system and lights up its quantitative and qualitative contents.

4. MANAGING AND REDESIGNING THE LIABILITY SIDE OF OUR BALANCE SHEET
MANAGING AND REDESIGNING THE LIABILITY SIDE OF OUR BALANCE SHEET

Managing it with love and with vigour - the labour of love.
Managing it for profit.

5. MANAGING THE CLIENT CONTACTS AND RELATIONSHIP

Managing it for business and profit.

Managing it as an opportunity for revitalising one's energy and satisfying one's need to relate.

Need for an organised effort.

A campaign that will bring happiness to the heart of the organisation.

AGENDA

Management and Marketing Meetings

26th/27th September 1984

I MANAGEMENT

A) References

- 1) "Releasing the Energy of Others - Making Things Happen" by Professor Malcolm S Knowles
- 2) Comparison between Traditional Management and Real Management by Mr T Thiss
- 3) a) Address of Mr Abedi to Latin American Region Meeting - 1st August 1984
b) Address of Mr Abedi to Far East Region Executives' Meeting - 31st July 1984
c) Mr Abedi's Meeting with Hong Kong Management Group - 30th March 1984
- B) Review of the working of Management and Marketing Committees

II MORAL ENERGY - MORAL ATOMS - THEIR POWER

Value System - Belief System

Filtering, distilling and permeating of Value System into an existing Value System of a person

Evolution of a culture in an organisation.

III IMPETUS TO MARKETING MOVEMENT AND MARKETING CULTURE

Creating a leadership equal to the emergence of a marketing movement of unprecedented dimensions

Need for a psychological transformation and an intellectual research to discover marketing and profit opportunities.

IV THE THREE MONTHS OF 1984

Their significance - Their value

Do the ninety days live in you or you live in them?

Your priorities

AGENDA

Meeting of the extended Central Management Committee

20th/21st January 1984

OUR CONCEPT OF THE COMMITTEE SYSTEM:

1. Committees which serve as joint personality through interfusion are the best form of communication.
2. Committees through the process of interfusion and evolution are the best means for the growth of individuals.
3. Our committees are not committees in the conventional sense but they are a body which is in fact a joint personality.
4. We believe that we have understood and absorbed the phenomena of inter-relationships, inter-dependence and interfusion. We, therefore, believe that we should start the process of interfusion through these committees which is the key to our management concept.
5. For this reason, we have planned the implementation of committees at all levels, including the branches.
6. It is, however, necessary to examine if there is a possibility that the operation of committees may result in the negation of the concept of inter-relationship, inter-dependence and interfusion and wasteful consequences and wasteful exercise, or they would create a positive and beneficial influence on management.
7. We should keep in mind that according to our concept in its highest form, the committees would remain in session all the time and without being in a formal session. Our committees are a process of interfusion - evolution.
8. The value of executive time spent in committees should be particularly considered if there is a possibility of their being counter-productive.
9. Would the committees evolve gradually and finally into joint personality through interfusion, bringing all the invisible and unlimited benefits to management and productivity, or would they move in the direction of negative and confused matrix with obvious consequences - taking their toll by way of personal unhappiness and destruction of psychic health, both of the individual and the organisation and resulting in an adverse effect on productivity and management.

10. We have to assess, judge and feel the merit of the committee system in the reality of our management situation - the consequences happening invisibly, unknowingly and inescapably.
11. We should consider
 - whether interfusion is possible without respect for the point of view and personality of others
 - whether understanding and generosity on the part of members for the point of view of others is necessary or not
 - whether each member is performing a supportive role or a role of enforcing his judgement and will form a conscious or unconscious feeling of superiority
 - who would be the persons responsible for creating joint personalities and making the system a success
12. In our concept of management individuals do not enforce their perceptions and points of view, but they try to evolve and arrive at the best point of view through interfusion. While it is true that everyone in our bank with all honesty desires to arrive at the best point of view in the interest of the organisation, the problem may arise when each one of us believes that his point of view is the best and therefore it should be enforced.
13. The formation of the committees should be advised to IMD.

1. A quick look back at '83.

Look at '84; the horizons of hope - spirit - quality - possibilities - moral success - material success (the inevitability of their relationship and unity).

Balance sheet of the visible; assets - profit - ratios (both quantitative and qualitative).

Balance sheet of the invisible; gains and losses in relationship with God - humanity - family - friends - colleagues in the BCC family (both quantitative and qualitative).

Who is an individual human being - who is BCC?

Time - spirit - energy - psyche - soul - purpose - change.

2. Assess present management capability - future requirement.

Recap central management committee meeting of 10th, 11th and 12th October '83, relate its agenda to this meeting.

Relationship of management capability with our hopes - aspirations - horizons.

3. The imperative of marketing (Profit - the offspring of marketing).

Every member of BCC is a top marketing man.

4. The role of various management bodies such as CMC, CSO, RMC, other committees and IMD in the development of the management process during '84.

A new quality - a new spirit - a new charm of management in BCC within 5 years.

5. Vienna

Objective - preparation - agenda.

CMC meetings of 10th, 11th and 12th October '83, 20th and 21st January '84 to serve as backdrop and perspective for the purpose nature of Vienna.

The agenda to emerge from the meetings of 10th, 11th and 12th October '83 - 20th and 21st January '84.

BCC and the dynamics of its Management

AGENDA

Meeting of the Central Management Committee

10th/11th/12th October 1983

1. BCC is Purpose - Power:

- (a) How much do we live in and through the purpose and the power that we are.
- (b) How deeply are we and each member of the family committed to extraordinary success. How clearly do we feel involved and engaged in its achievement.
- (c) Our goal to earn the highest profit in the banking world. Our feelings about this goal.
- (d) How powerfully are we driven by our determination to achieve this goal.

2. How to achieve our goal and purpose

- (a) It is through the power and dynamics of BCC management - real management.
- (b) What do we manage: Human resources - energy psyche plus purpose - streams of all enabling energy psyche. We manage the force or the power, the fluidity and flow, the all enabling quality and the quality of interfusion in the units of human energy psyche.
- (c) How do we manage: Interfusion of the streams of energy psyche within the Branches - between the Branches - between Branches and Regional Office - between Branches and CSO - between the Regional Offices - between Regional Offices and CSO (Regions, Subsidiaries and Affiliates are placed in one category).
- (d) Translating the energy psyche plus purpose into results, and goals, through creativity and action in the process of interfusion and flow of energy psyche.
- (e) Our orientation and ability to produce and realise our goals.
 - Encashment of our efforts is a vital factor in our management.
 - Managing energy psyche of human beings - our human resources.

- Managing the streams of energy psyche of each member of the organisation and managing the interfusion of these streams
 - whether our conceptual management chart reflects and conforms with the concept of real management. The Committees at the level of CSO, Regional Offices and Branches are nothing but a vehicle for interfusion. Management Committees should be formed in all the Branches, and groups of Branches comprising of the managers of Branches within the Groups at the earliest.
- Feeling and experiencing one's own energy psyche, self-nature - power with a built-in purpose.
- Experiencing and feeling of the energy psyche of others.
- Having the ability to interfuse one's own energy psyche with the energy psyche of others.
- Producing a positive influence on individuals and on the Ethos.
- Question - do we produce and exercise any negative influence in the process of interfusion?
- Importance and priority within our energy psyche to realise and have vision of what Real Management is and to what extent we are practising Real Management.
- Whether Real Management is possible and to what extent. Even if it is a good concept, is it pragmatic or not?
- Transition and progress in movement towards Real Management.

3. Controls and accountability in management:

- (a) The concept of support function and support agencies (CSO, Regional Offices and Head Offices of Subsidiaries and Affiliates) as a key to management - support means interfusion.
- (b) The relationship between the support functions and control and accountability functions.
- (c) Understanding the concept under which the control and accountability have been built into the support function.

- (d) Strengthening of disciplines, controls and accountability in risk areas such as credit and foreign exchange operations.

4. Decentralisation and relative autonomy:

- (a) Decentralisation and relative autonomy is feasible, beneficial and workable when it is balanced by the concept of Joint Personality through Real Management and interfusion of energy psyche between Branches and Regions, the Regions themselves, Regions and Central Support Organisation and between and amongst individual members of the family at all levels.
- (b) In other words, decentralisation and autonomy is relative to and conditional upon the extent and degree of communication, interfusion and achievement of Joint Personality which takes care of controls, responsibility and accountability.
- (c) The operation of any organisation in parts has to be balanced with its operation in totality as no organisation can either remain only as parts, nor can it function just as totality. There is no room for creating fiefdoms or entirely segregated units unless they are interlinked and inter-related with each other and with the totality. The tendency to live as independent units whether they are Branches or Regions or CSO, is a tendency to become oblivious to truth. It is contrary to our desire and great thirst to search for reality. This desire, in fact, is our power and our ability to win. Can one unit of ego exist by itself as one part or will it have to exist as a part of the total ego - organisational ego. Can parts exist without and outside totality or only within totality - can the totality become a totality without the parts - can parts exist without becoming totality - can parts exist without other parts - can parts exist as parts - can totality exist without parts - can parts and totality exist without each other or exist only simultaneously.

5. Image:

BCC's Image is reflected in and by the quality of our energy-psyche, by BCC Wisdom and BCC Conscience.

Relationship and understanding with Central Banks

Relationship with external Auditors

The value of our Central Audit Division towards developing the Image.

6. Quality of Assets

It should be the hallmark and reflection of our quality.

7. A Common Denominator:

Which will be the hallmark of quality for the BCC family.

What should be at least one common denominator in the Energy Psyche of all members of the BCC family which would ensure the unity of the organisation and create a common identity - Corporate Identity:

- (a) Humility
- (b) Love
- (c) Compassion
- (d) Loyalty to each other and to the institution
- (e) Desire to reach beyond one's self
- (f) Enlightenment
- (g) Experience and feel one's own power - psychic energy
- (h) Major Purpose
- (i) Determination and will to make highest profit in the banking world
- (k) Desire to avoid exercising negative influences on others and on the ethos of BCC
- (l) Any other quality that may be suggested

8. Profit

- (a) November as a special month of profit
- (b) Efforts for maximum profit in the remaining months of this year
- (c) Planning for the profit of 1984, right from now

9. Deposits:

Accounts of high net worth individuals - all members of the Management Committees of CSO and Regions to bring two accounts of individuals of high net worth by March 1984.

- (a) Projection for December 1983
- (b) US\$ and other currency deposits for the Treasury
- (c) Flight of deposits from one centre to another - encashment
- (d) Local currency deposits and its liquidity
- (e) Quality of deposits - low cost and broad based

10. BCC Travellers Cheques:

Capture its importance. Let us put our heart in it. It is BCC's image, name and face before the world.

11. Marketing:

1984 to be the year of marketing:

- (a) Prepare all the staff for a marketing initiative before the end of 1983
- (b) The largest number of staff should be engaged in the marketing effort.

12. The importance of Central Audit:

1984 would highlight the importance and the emphasis we attach to central audit. Fullest co-operation is required from Regions and Branches.

13. 'Delinking'

- (a) Increments becoming a non-event
- (b) Replacement of the event that increment was.

NOTES FOR CENTRAL MANAGEMENT COMMITTEE MEETING:
10TH, 11TH AND 12TH OCTOBER 1983

1. All Executives and Officers in the CSO and Regions should know what real management is and what interfusion is. One who manages others should allow them to manage him equally. The concept of inter-dependence, inter-relationship and interfusion.
2. While managing our Bank with the object of managing it purely as a commercial bank, should, or should not the Major Purpose remain enveloped in our energy psyche.
3. To what extent are we interested in building up management at various levels equal to the opportunities and possibilities. How should we build up this management.
4. Extraordinary goals and purpose, the degree of our commitment and determination to achieve them.
5. For achieving the extraordinary goals and purpose we have to be extraordinary people with extraordinary energy psyche - extraordinary human qualities and extraordinary professional ability.
6. Extraordinary ability to manage - new and different concept - new and different matrix - a different quality and quantity of energy psyche or power - interfusion of energy psyche in place of ordinary communication - a different concept of control and accountability - the meaning of support and support organisations - the relationship and the meaning of support and accountability - joint accountability - joint accountability through support.

Support in our meaning is interfusion of energy psyches. Energy plus all-enabling psyche plus desire and urge plus love plus humility - all of these in one.

7. Exploring extraordinary opportunities and possibilities - extraordinary market place. New and different dynamics.
8. If human beings have an all-enabling quality in their soul or energy psyche, why should we not relate it to a goal which is 'All' - which is Totality - which is God and is Creation - all that is and all that happens - all energy or power that is - that is in or behind all that is and that happens. And live in the interfusion of this power. We are a part as a unit of energy - energy psyche, but we have the power to relate to totality, the totality of energy psyche - cosmic energy psyche.
9. If we like we can choose for ourselves to what part of the totality, possibilities, opportunities, market place should we relate ourselves as human beings and as bankers, and make that our goal or purpose.

Whatever may be our goals or purpose or market place, the degree of success we would achieve would depend on our ability to explore, experience and use our all-enabling power (energy psyche). In our management, therefore, our emphasis had been on the discovery, realisation, development, experiencing and utilisation of this all-enabling power. This can happen only to the extent that we can experience this power.

10. We should believe and feel that behind everything is a power and the will of that power is purpose.
11. When we have related our all-enabling power to totality, we relate to all its parts, but if we relate our all-enabling power only to parts, we can never relate to totality and truth. The only way to relate ourselves to totality is through total devotion and love for God (God is totality), which becomes Faith: or in other words, to interfuse our all-enabling energy psyche or power with the cosmic energy psyche or the totality of power. We should experience the power and the purpose which is behind everything besides knowing things as we are used to and to achieve this, the only way is to experience humility, love and purpose all in one. Hence all the emphasis on humility, power and love in our management. We are power, purpose, humility and love and we live in the sea of power, purpose, humility and love in their dynamic state.
12. Power - Action
 - (a) Creativity comes from the flow of the power that we are.
 - (b) Action is the flow of power.
13. Will in our power.

As our power is energy plus psyche, it does not only have the will to act merely as a physical power, but has also an enabling will - ability to relate itself to anything up to totality.
14. Feeling and experiencing our power with a built-in will and purpose and its interfusion with the rest of the power is our management's interfusion either with BCC's localised market places, with BCC's global market places or with the market place of totality, in which also exists the unknown, the unseen and the intangible.
15. One transcends into the state of humility which is experiencing a state of being and a state of no-being within one's self at the same time or experiencing 'ness' with 'noness' in their unity within one's self.
16. Humility is the height of innocence and love.
17. There is Power in and behind everything. It is one and the same power both behind the moral and behind the material. And it is only

this power which is the unity behind the moral and the material, which of course is dynamic.

18. The unit of every energy psyche has its own different cast.
19. Do we know and respect this reality.
20. Can we interfuse with the other energy psyche.
21. Do we exercise a positive influence on the energy psyche of others, of the totality of the energy psyche of the organisation - our ethos.
22. In the process of our interfusing, do we make others happy or unhappy. How far do we make others happy, how often do we make others happy and how often unhappy.
23. What role IMD should play in enabling staff at various levels to know and experience their energy psyche, to improve, develop, promote and sell the concept of interfusion and real management. What assistance and co-operation can we provide to IMD in its efforts.

MARKETING CONFERENCE - 14 & 15 February 1981

PROFIT - MARKETING - 1981

INTRODUCTION

Profit is fundamental. (Profit 'IS' as truth 'IS'.) Profit a must in our chemistry.

What is marketing?

OBJECTIVES

1. The objective for 1981 is to create a new concept of marketing and profit. (Profit, marketing and 81 are one and the same and inseparable; and yet they remain different aspects of the whole.)
2. Reorientation of BCC towards marketing and profit. (Moving from profit towards marketing instead of moving from marketing towards profit.)
3. To introduce BCC idiom for communicating the change in concept and direction.
4. To create and build marketing structure - Global; Regional; Country.
5. Implementation and execution of strategies and plans.

- i) Traditional strategies, methods and efforts. (More localised outlook and local orientation.)

Branches should become more profit oriented.

- ii) New Strategies and Channels

- a) Oil
- b) Bulk Commodities
- c) Bonding and Guarantee Business
- d) Accounts for individuals of high net worth and financial institutions including aid giving agencies
- e) Correspondent relationships
- f) Any other avenues

(see attached memo).

- iii) Launching a massive effort

6. Profitman