



AMPAIGNS provide a unique and immediate opportunity to every individual to discover within himself the quality and thrust of movement. Campaigns are nothing but relationships. Relationship refreshes and revitalises your life and the life of the other person.

President

RELATIONSHIP AND PARTICIPATION DEPOSIT DRIVE

October 16 – November 30, 1989

S. M. SWALEH NAQVI
CHIEF EXECUTIVE OFFICER

BANK OF CREDIT AND COMMERCE INTERNATIONAL S.A.

September 29, 1989

Dear Mr.

DEPOSIT - OUR PRIME PRODUCT

The quintessential and mainstream activity of commercial banks is deposit gathering and due focus on liability management.

We observe that in the present day rapidly changing financial markets, the range of banking products available to corporate and individual clients, continues to expand and explode. However, we in BCC, while responding to the dynamics of the market place, have firmly kept our alignment with the fundamentals of banking. In our experience, the Prime Banking Product is DEPOSIT, it being the most important factor for the strength, size, vitality and stability of a bank. And when it comes to liability management, the size of the deposit portfolio is not the sole consideration, its mix, diversity, cost, maturity and currency profile, all put together, influence the quality of the deposit and the bank.

With a view to involve the largest number of BCC officers and staff in the sale of our 'Prime Product', the Extended Central Management Committee in its meetings on 19th and 20th August has decided to launch a 'RELATIONSHIP AND PARTICIPATION DEPOSIT DRIVE', with effect from 16th OCTOBER UNTIL 30th NOVEMBER 1989. Our Central Marketing Division has been assigned the task of co-ordinating the drive with support of RGM's, Heads of Subsidiaries and Affiliates, Country Managers, Branch Managers and the Support Centres. In keeping with BCC's concept of Multileadership, the initiative for organising, motivating and directing the sales force has once again been entrusted to those who are closest to the market place. At CSO, a centrally supervised effort on Deposit Mobilisation has been designed for members of CSO Divisions, to enable them to equally enhance their marketing ability and to participate fully in this mainstream activity.

I welcome the opportunity of inviting you and all other BCC persons to participate in the 'RELATIONSHIP AND PARTICIPATION DEPOSIT DRIVE' and wish you every success. Please remember that your individual success will greatly contribute towards our collective efforts of building a better, greater, stronger and more profitable BCC.

Campaign literature and material are being forwarded separately.

With confidence in your desire to succeed.

Sincerely yours,



SWALEH NAQVI

S. M. SWALEH NAQVI
CHIEF EXECUTIVE OFFICER

BANK OF CREDIT AND COMMERCE INTERNATIONAL S.A.

September 29, 1989

Dear Mr Mitra

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SWALEH NAQVI



BANK OF CREDIT AND COMMERCE INTERNATIONAL

SOCIETE ANONYME
100 LEADENHALL STREET LONDON EC3A 3AD
CENTRAL MARKETING DIVISION

Mr R K Mitra
Central EMP

October 2, 1989

Dear Mr Mitra

RELATIONSHIP AND PARTICIPATION DRIVE 1989

This bears reference to Mr Swaleh Naqvi's letter dated September 29, 1989 on the above subject.

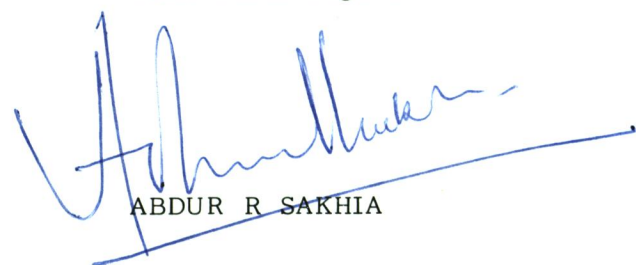
Enclosed for your kind attention is the brochure detailing the launch of the 'Relationship and Participation Deposit Drive 1989', which will be effective from October 1 until November 30, 1989 on a global basis.

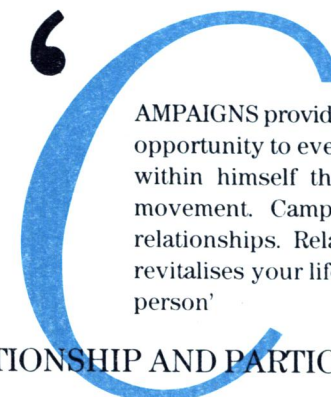
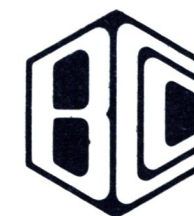
The leadership and ownership for this Campaign in C.S.O. will be wholly the responsibility of the Heads of the Divisions.

It is requested that a joint meeting of the Budget & Marketing and Management & Dynamics Committees of your division be held as soon as possible. These Meetings may be followed by further meetings with individual officers in your Division to formulate strategies to launch the Campaign to the highest degree of enthusiasm, motivation and commitment. The objective of these Meetings is to create an ethos and commitment for this Campaign.

A Global Target of US\$ 1 billion has been set for the US Dollar and Convertible Currencies Campaign for 1989. We look forward to receiving the targets from your Division by October 8, 1989.

With warm regards


ABDUR R SAKHIA



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RELATIONSHIP AND PARTICIPATION DEPOSIT DRIVE

October 16 - November 30, 1989

“OVER THE YEARS our search for truth has found expression in many different ways. 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 any time you feel in your being a lesser life, I can assure you that relationships will replenish it in all its fullness.”

Agha Hasan Abedi
October 9, 1985



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The Extended Central Management Committee has decided to launch a global deposit mobilisation Campaign for 1989 to be known as 'The Relationship and Participation Deposit Drive'.

This important Campaign covers a US Dollar and Convertible Currencies Mobilisation Drive.

Leadership of the Campaign: The Campaign is to be led, guided, supported and achieved by the Regional General Managers, Heads of Subsidiaries and Affiliates, Country Managers, Branch Managers, CSO Divisional Heads who will be responsible for motivating the marketing efforts of the largest number of BCC personnel.

Support: Central Marketing Division and the respective Support Centre in CSO will serve to provide support and co-ordination for this Campaign globally.

A. Targets

Deposits and number of Accounts.

- i. **Region/Subsidiary/Affiliate:** Overall Targets should be decided by the Regional/Head Office in consultation with the respective Support Centre. Targets are to be determined in US Dollars including Convertible Currencies.
- ii. **Country:** To be fixed jointly by the Regional/Head Office and Support Centre with the Country Manager.

iii. Branch And Representative Office: To be fixed jointly by Regional/Head Office, Country Managers and Branch Managers. Regional/Head Offices should advise details of all branch targets to Central Marketing Division.

iv. Officers (And Other Selected Staff): To be fixed preferably in consultation with individual officers/staff by Country/Branch Managers under advice to Regional/Head Offices.

In the case of officers/staff in Regional Offices, Head Offices, Representative Offices and CSO Divisions, the target will be fixed in the above manner by the Heads of respective units under advice to Central Marketing Division, which will supply copies to the respective Support Centre.

No individual target will be fixed for the Branch Manager but achievement of the overall target of the branch will be the responsibility of the Manager. It will also be his responsibility to assist, guide and monitor the achievement of the target by each individual officer/staff member.

Individual targets for the officers/staff and branch targets are to be fixed separately.

B. Period : From October 16, 1989 to November 30, 1989.

In order to fix branch and individual targets and to prepare for the launch of the Campaign in a highly organised manner, it is suggested that immediately upon receipt of this Memorandum, a special joint meeting of Budget & Marketing and Management & Dynamics Committees may be held and the subject discussed.

C. Participants

All local and international officers posted in a Branch, Regional Office, Head Office, Representative Office or Central Support Organisation. Other members of staff with potential and contacts may be included at the discretion of Heads of respective units.

D. Types of Deposits

- i. All types of Convertible Currencies, Current, Savings and Term Deposits. As we are a US Dollar-based Bank, wherever possible, greater emphasis should be placed on mobilisation of US Dollar deposits, though the major Convertible Currencies are equally important.
- ii. Tenure of deposits: Term deposits should remain with us until January 31, 1990 on a fixed or roll-over basis.

E. Quality

- i. The Campaign should be launched in a highly organised and systematic manner at all levels.
- ii. The image of the Bank should always be protected and enhanced.
- iii. Care is to be observed in relation to pricing of deposits.
- iv. Unhealthy competition with other banks and financial institutions should be meticulously avoided.
- v. Special relationship accounts should be dealt with in full consultation with senior managers/officers at the Regional or Head Offices.
- vi. Competition within the Group i.e. individual to individual, Branch to Branch, or Region to Region should not take place.
- vii. Counter Service and overall efficiency should receive extraordinary attention.

F. Compliance

- i. Business should be conducted in conformity with high ethical standards and in accordance with the spirit and letter of the local laws and supervisory Regulations.
- ii. "Know your Customer" – full knowledge of the customers, i.e. not only the correct determination of their true identity and respectability but also verification of the ownership of the accounts, are all too important.
- iii. All compliance requirements according to all local laws and regulations must be strictly complied with and all internal control requirements must be fulfilled.

G. Sources

Increase of deposits:

- i. In existing accounts.
- ii. In reactivating potential but dormant accounts.
- iii. By seizing opportunities through day-to-day operations e.g. DD, TT, TC, payments, etc.
- iv. And above all by New Relationships and by establishing relationships through existing relationships.

The focus for example being on High Net Worth Individuals, Professionals, reputed Local Companies and Traders, Importers and Exporters, Government and Parastatal Organisations, and Multilateral Organisations such as, International Airlines, Diplomatic Missions, Charities, Non-Governmental Organisations, UN Agencies, Shipping Companies and the like.

H. Achievement Criteria

- i. Deposits placed in one location that are the result of marketing efforts from another BCC location will not be included for the purpose of target achievement by the centre holding the account.
- ii. Eligible deposits generated and placed in other Centres are to be considered for achieving the target by the deposit generating unit/centre.
- iii. For Countries and Branches, achievement towards the target will be the total customer deposits which should stand at the end of the Campaign, with the provision that this figure should be maintained at least up to January 31, 1990. The Base Date for this Campaign will be September 15, 1989. Targets and achievements shall be compared with the deposit figure as at the Base Date.
- iv. For individuals, specific targets given for number of accounts and amount of deposits, should be achieved during the Campaign period and must be retained until January 31, 1990.

I. Review, Progress And Achievement Reports

- i. Meetings of Budget and Marketing Committees should be held every fortnight at all Branches, Regions, Head Offices, Representative Offices and CSO Divisions to review the progress of the Campaign by the Units and individuals.
- ii. **Branch Performance:** At the end of each fortnight, i.e. on October 31 and November 15, 1989 an interim progress report is to be faxed/telexed by each branch to their respective Regional General Manager/Head of Subsidiary/Affiliate (and if necessary Country Head).

The fax/telex reporting message to be forwarded from each Branch should read as under:

Relationship and Participation Deposit Drive 1989

(US Dollar And Convertible Currencies only)

We are pleased to convey the following progress report for the period ended on _____

Total Deposits Target: Eqv US \$ _____ No. of A/Cs _____

Total Deposits as on said date:

(Excluding Parked Deposits)

Eqv US \$ _____ No. of A/Cs _____

Parked Deposits as on said date:

By Us:	With us:
Eqv US \$ _____	Eqv US \$ _____

The outstanding performer(s) during the period under report was Mr/Ms _____

Manager (with name) _____ Branch _____

- iii **Region/Subsidiary/Affiliate Performance.** For the purpose of proper follow-up and support, a consolidated report from each Region/Subsidiary/Affiliate of the interim results (as of October 31 and November 15) on a branch-by-branch basis should kindly be sent to Central Marketing Division. This report may please be faxed within two business days of the end of each fortnight on a centralised basis to Central Marketing Division who will forward it to the respective Support Centre. The Campaign results as at November 30, should be faxed to Central Marketing Division by each Region/Subsidiary/Affiliate in the same manner, in order to be received by Central Marketing Division by December 4, 1989.

The fax from Regions/Subsidiaries/Affiliates to Central Marketing Division should read as under:

Relationship and Participation Deposit Drive 1989

(US Dollar And Convertible Currencies only)

From: _____ Region/Subsidiary/Affiliate

We are pleased to convey to you the following progress report for the period ended on _____

Branch Name	<u>Target</u>		<u>Achieved</u> (excluding Parked Deposits)	
	Total Deposit Eqv. US\$	No. of A/Cs	Total Deposit Eqv. US\$	No. of A/Cs

TOTALS:

Parked Deposit as on said date:

By us Eqv. US\$ _____

With us Eqv. US\$ _____

- iv. **Individuals' Performance.** At the conclusion of the Campaign or earlier if target is achieved, each officer/staff member may forward a letter informing his/her results to the Regional General Manager/Head of Subsidiary/Affiliate. This letter is to be countersigned by the Manager/Country Manager in case of Branches/Representative Offices. Officers/staff in Regional/Head Offices are to have the letter countersigned by their Department Heads. A copy of the letter is to be forwarded to the Executive-in-Charge of the Support Centre and Central Marketing Division. In the case of members of CSO Divisions, the letter is to be sent to the Divisional Head with a copy to Central Marketing Division.

- v. Central Marketing Division will compile a list of outstanding performers on a global basis in consultation with Region/Subsidiary/Affiliate/Support Centre/CSO Division. This list will be finalised, after verification of retention of the deposit target achievements of individual officers/staff as at January 31, 1990.

Achievements of all outstanding performers will be suitably acknowledged and commended.

J. **Local Currency Campaigns**

Local Currency Campaigns may be instituted at the same time as the US Dollar and Convertible Currencies Campaign in selected locations.

Local Currency Campaigns will be fully supported and guided by the Management of respective Regional locations.

The above guidelines may be suitably adopted by Regional General Managers and Heads of Subsidiaries and Affiliates, in consultation with their Support Centre, to launch their Local Currency Deposit Campaigns.

