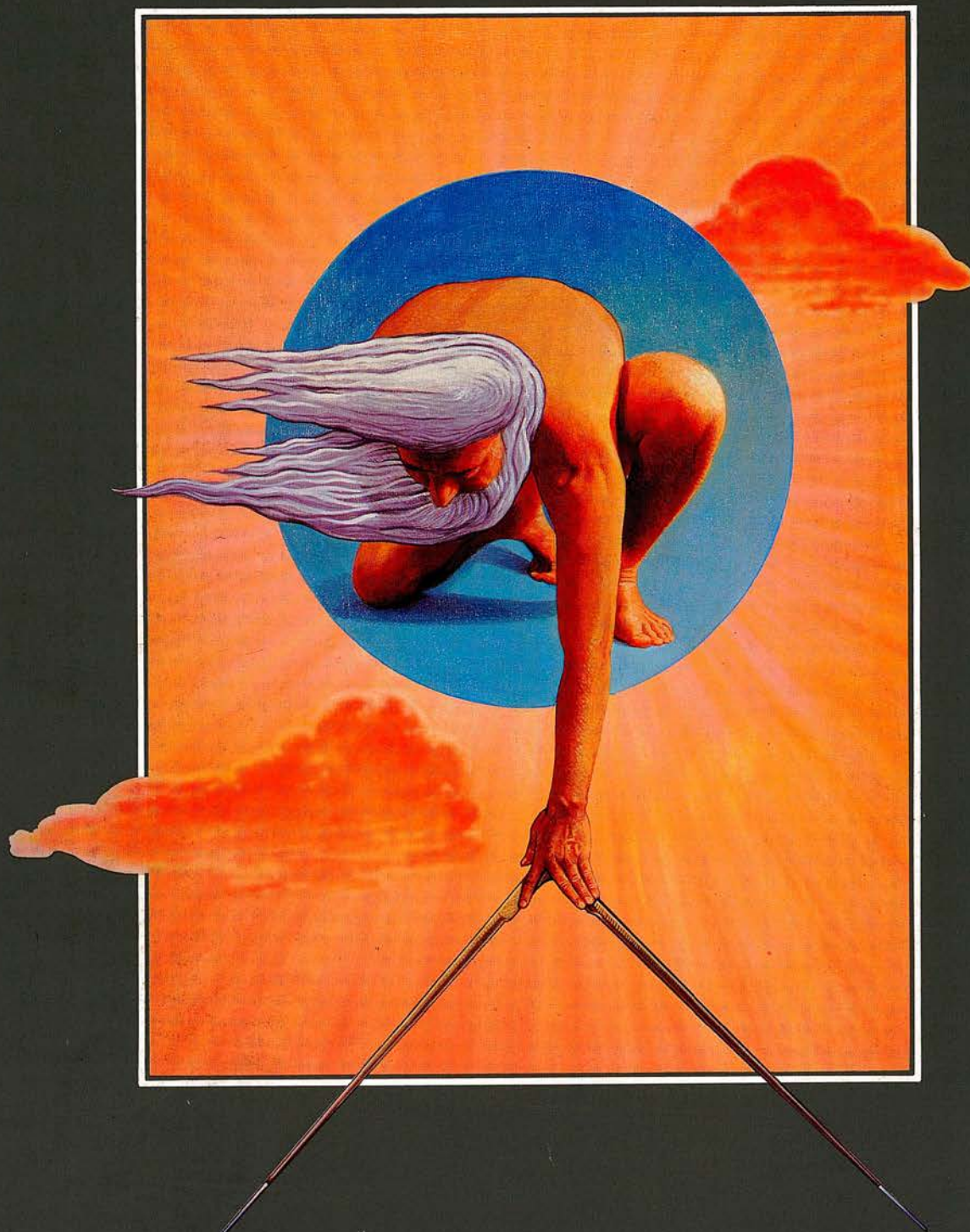




INTERNATIONAL

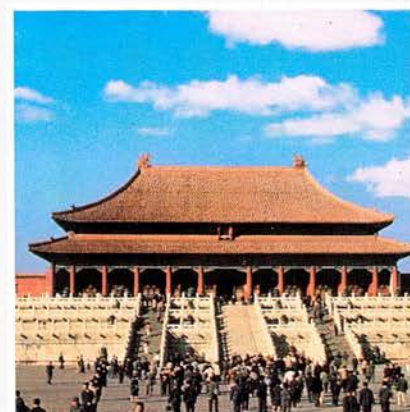
Issue Number 38 - July 1987



IN THIS ISSUE



EMP—a global marketing thrust	2
Private Banking in Switzerland	6
BCP is gaining new business through its Private Banking Services	
The UAE and China	9
BCC's close links with Chinese corporations in UAE	
Beijing Beckons Madison Avenue	10
A look at how China is opening to new influences	
"Marketing is about the glory and grace of mankind"	12
Mr Abedi addresses the Beijing conference on advertising and marketing	
Global 2000	14
Mr Jimmy Carter and Mr Agha Hasan Abedi in Bangladesh	
Letter from Dr Yunus	16
BCC and the laws of nature	
Panama: land of expanding horizons	18
Profile of BCC in a country of enormous potential	
The Power to See Ourselves	20
On the importance of self-knowledge	
Trinidad and Tobago	21
BCC opens a new bank in the Caribbean	
Marketing for Kuwait's Indian Community	22
An analysis of a marketing project in the true spirit of EMP	
Oman	24
An update on NBO, the largest commercial bank in the country	
Around the BCC World	26
Activities and achievements of the BCC family	
Time Horizons	30
A philosophical perspective on time related to our activities as bankers	



The front cover is based on *The Ancient of Days*, a painting by the great visionary William Blake.

Issue Number 38—July 1987



THE WORLD

IS OUR

MARKET

A GLOBAL MARKETING THRUST

EMP

In the summer of 1986 Mr Agha Hasan Abedi, our President, visited a number of the bank's branches in the Far East. Such visits are nothing unusual for Mr Abedi, who is always keen to maintain contact with family members in BCC branches all over the world; but this particular journey was to have important consequences for the future of BCC. It was during this journey that the idea of EMP – External Market Place – was born.

Mr Abedi had gone to Tokyo for the official opening of the new branch there. He was well aware that the branch's profits would come primarily from business generated for Tokyo by other parts of the BCC group. When Mr Abedi arrived subsequently in Seoul, he found that the nature of the market there gave further encouragement to the idea of mutual interdependence and in Hong Kong he realised that the same market forces applied. Indeed it occurred to Mr Abedi that the phenomenon of the Group's interdependence would create new markets for branches anywhere in the world. From this, the concept of EMP was born.

The central concept of EMP involves a far reaching human network in which dedicated members of the BCC family seek to acquire business for the bank on a global scale, with the clear understanding that each member of the Group is an expression of the Totality of BCC. Thus an officer in Hong Kong would establish a relationship with a prospective client who needs the bank's services in, say, Vancouver. Similarly a London-based officer makes contact with an organisation in the United Kingdom which he finds has a significant presence in 20 other countries. In line with the philosophy of EMP, the marketing officer would direct his efforts at persuading the organisation to establish relationships with BCC in each of those countries.

In essence EMP is a simple concept, and this is a source of its immense strength. What is intrinsically new about EMP is the expanded vision of the marketplace that EMP gives us. There is a sense of pioneering an entirely new marketplace with enormous potential. As international bankers we serve in a complex, interconnected market where an increasing number of clients have banking needs that cross national boundaries as a matter of course. EMP focuses on this fact.

BCC is present in practically all the world's major financial markets. These constitute the major recipient countries for EMP. The marketing of EMP, however, is not confined to countries with an established BCC presence and this realization immediately opens up a wealth of new marketing opportunities.

BCC's corporate philosophy has always emphasised the importance of relationships which are the essence of existence. As such, EMP officers are charged with being creators of relationships in this new marketplace. Through creating an increasing number of relationships, we can approach the totality of the market. EMP is both an expression and a cause of the Group's interdependence. The recipient country depends on the marketing country for business while the marketing country depends on the recipient country to provide clients with a first class service. Furthermore EMP adds a business dimension to Giving where it had previously been seen purely in a moral dimension.

The Total Marketing Concept requires a region to live for itself through its Internal Marketing efforts and live for other regions through its External Marketing efforts. In this concept we work for ourselves, work for others and let others work for us. We act as a part and reach beyond ourselves to contribute to Totality. The concept makes and permits one to be an officer of a branch and an officer of BCC Group simultaneously. EMP is an effort to make use of our global network as our market place and view BCC as one bank, one region, one subsidiary, and one branch operating in 72 countries.

In these ways EMP is an extension and an enrichment of BCC's philosophy. The realisation of EMP will be the realisation of many of our most cherished desires.

THE PILLARS OF EMP

SENSE OF NEWNESS

'The reality of EMP existed previously, but we had not discovered it. Now there is a newness about EMP.'

'We are founding a new BCC and we are its pioneers - we are doing something which no one else has done.'

'BCC is becoming something new and becoming is a key concept in the meaning of founding. The founder and what is founded become one and the same.'

'The sense of the newness of EMP comes from a sense of newness in ourselves. We are pioneers in a market that is always new. This sense of newness in ourselves and in the marketplace allows us to rediscover quality in others.'

EXCLUSIVITY- FOCUS AND EFFORT

'Exclusivity is the cornerstone of EMP.'

'Full time EMP means an exclusive focus on the EMP process. No other responsibility will be allocated to that person.'

'It is exclusivity that would facilitate and create the clarity of vision and perception.'

'It is only through exclusivity that a human EMP can swim like a fish in the water of the market place.'

'Exclusivity is the key note of this programme.'

SUCCESS LINE

'Drawing and creating the Success Line is clearly and precisely identifying the clients and interfacing and interacting with them.'

'Interfacing and interacting is the most crucial and vital step in drawing the success line.'

'Ensure that the success line is crossed on the side of success.'

'Success line is a thrust of the desire and urge in you to identify and determine and face difficulties and know the pleasure in resolving them.'

HUMAN EMPs

'Human EMP is relationships.'

'Human EMP is Quality.'

'Human EMP is one where the person becomes the product, the client, the professional and technical ability, the target and the personal qualities of dignity, genuineness, respect for others and humility. He becomes Quality itself. 'For making human EMPs we need organised effort and organised management.'

'It is a question of converting ourselves into organised human beings - into human EMPs.'

'Human EMPs as an organised personality.'

'Human EMPs are like fish who swim in the water of the market place.'

'If a person becomes a human EMP, he cannot fail.'

ORGANISED PROCESS

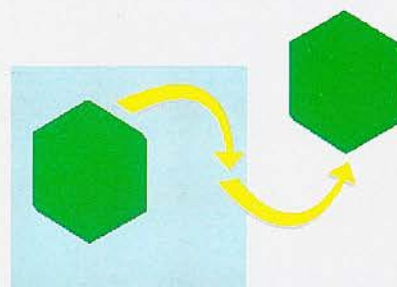
'Human EMPs are organised people with organised and articulated thinking whose professional and personal psyches are well organised.'

'There is a clarity of perception and fullness in them about their objectives and how these are to be achieved.'

'EMP is a clearly defined structure of organisation and emphasis on disciplined operation.'

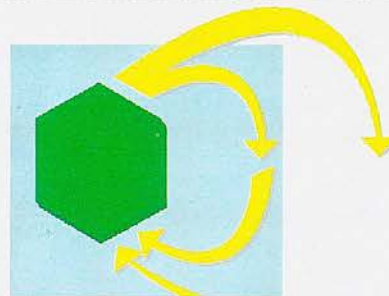
'We are concerned with results. We are more concerned with the people and their quality. We are as concerned with organised effort. People have to pass through the drill and discipline of organised effort. We need organised effort for making human EMPs and making a process of each a success.'

EXTERNAL MARKET PLACE

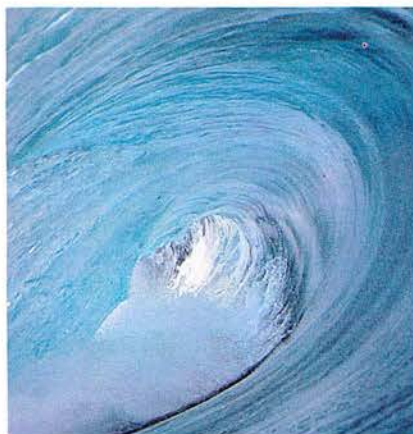


Business generated by me in my market place for your branch
Business generated by you in your market place for my branch

INTERNAL MARKET PLACE



Business generated by me in my market place for my branch
Business generated by me in your market place for my branch
Business generated by you in your market place for your branch
Business generated by you in my market place for your branch



*Flooding and sweeping
the organisation with the process of EMP.
Flooding the EMP process with Quality and
intensity of relationships within the process.*



*I will measure every inch of EMP
I will pick up every particle of EMP.*

EMP PRODUCTS

The choice of suitable products for EMP is based on the bank's focus on deposits and on trade related business. Over the years the bank has developed a very considerable expertise in these two areas. The initial product range for EMP is:

- Non Resident Accounts (deposit accounts in countries with government sponsored schemes)
- External Accounts (accounts obtained from individuals and bodies at one location (source country) for our operations at other geographical locations (recipient countries)
- Correspondent Banking Relationships and Business (encashing on our relationships with banks, and initiating new relationships where necessary, for generating business for BCC branches globally)
- Central Banks (BCC's long term relationships with Central Banks are being coordinated through the EMP network).

EMP represents a new, broadened perspective on our banking activities. Without doubt it calls for an expanded awareness and a renewed vigour on the part of all concerned. The first stage is the globalisation of our marketing efforts. This is under way now. In the second stage, new products can be introduced as market conditions change. Since EMP is in essence a process and an instinct, it need not be confined to a limited product range.

PRIVATE BANKING

INNOVATION AND EXPERTISE

Responding to clients' needs and many requests from group members, Banque de Commerce et de Placements S.A. has decided to focus its efforts on the development of the private banking sector. During the years of high interest rates clients were generally content to leave their money on deposit. The last six years have seen a period of declining interest rates around the globe and concurrently a revival of bond and stockmarkets.

The BCC banker finds himself now often in a situation where his customer is solicited by our competitors offering new products in the form of managed accounts, including bonds and shares traded in the major markets. The globalisation and liberalisation of the USA, Asian and European financial markets have drawn many new investors to the markets.

SWITZERLAND

BCC has been active in Switzerland for more than a decade through its 85% owned affiliate Banque de Commerce et de Placements S.A. (BCP). The remaining 15% are held by Union Bank of Switzerland, through their company Thesaurus. The general management of BCP Switzerland is based in Geneva. Branches are maintained in Geneva, Zurich and Luxembourg and a new branch will be opened in Lugano in the Italian-speaking part of Switzerland, in October.

Banking in Switzerland is governed by strict laws ensuring safety and confidentiality for customers. There are no controls or restrictions on foreign-exchange and capital movements. Switzerland has a very long tradition in banking, serving commercial and private clients all over the world. In addition to the traditional Swiss banks where the majority of the capital is held by Swiss interests, a great number of foreign controlled banks have been set-up by groups from all over the world. These institutions enjoy the same rights as domestic institutions and are also protected by the banking laws.

Private banking services include investment counselling and selling of securities, precious metals and other valuables, and the administration of these assets.

The basic concept is that BCC as a group should be able to offer private banking services not only in Switzerland, but in other locations as well.

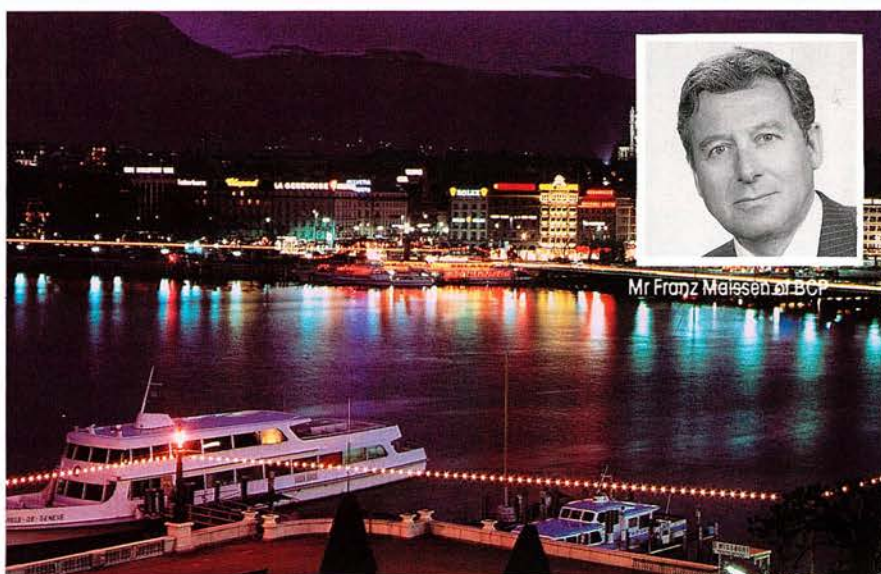
Mirroring the expansion of foreign banks in Switzerland, a great number of foreign companies have set-up in Switzerland holding companies, marketing organisations, trading centres and units holding international patents.

BCP is now involved in all important aspects of banking: loans, letters of credit, foreign exchange, precious metals, fiduciary accounts and portfolio management.

1987 will be a year of many changes for BCP Switzerland. A number of decisions have been taken to strengthen the organisation and infrastructure to cope with the growing volume of business and to push diversification into private banking.

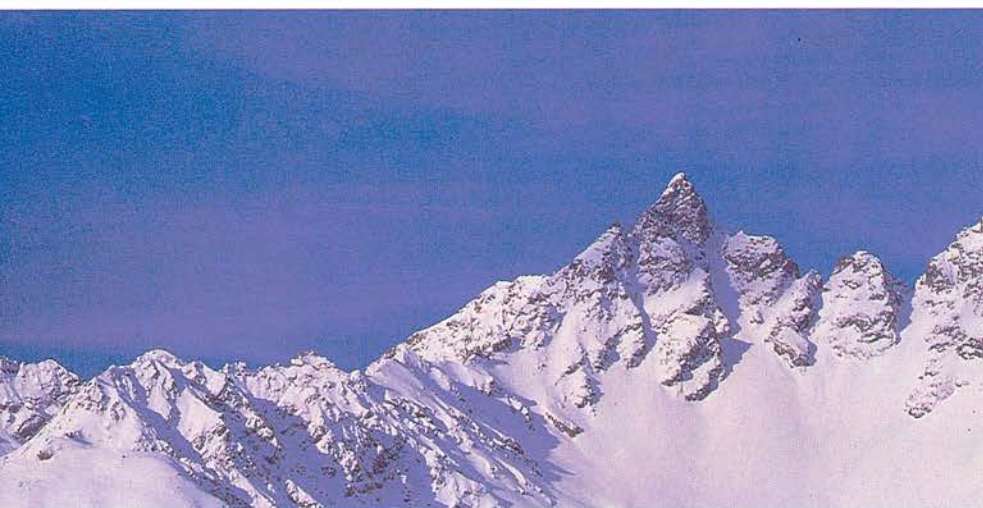
The general management in Switzerland and the Geneva branch are moving to new offices at rue de Chantepoulet, close to the present offices and the central railway station. BCP was fortunate to find space in a very attractive turn-of-the-century building which has been completely renovated and adapted to our needs. The prestigious new premises are well equipped to receive and service clients. Special care has also been taken to offer our staff working conditions which will be pleasant and efficient.

To strengthen further our infrastructure new computer equipment and a back-up system (Investdata) for securities administration are being installed. One of the most important innovations is



Mr. Franz Meisen of BCP

I N S W I T Z E R L A N D



that the Geneva branch has ground-floor premises for teller service, trading in foreign bank-notes, gold and gold coins. A spacious strong-room has been built with the most modern and sophisticated protective equipment. This vault serves the bank's own needs and safe deposit boxes are available to clients.

PRIVATE BANKING (PBD)

Private banking services including investment counselling, buying and selling of securities, precious metals and other valuables and administration of assets have been provided successfully by the Geneva branch for quite some time. In order to take care

of the expanding business and to capitalize on the huge growth potential within and outside the BCC group, it was decided to transfer this activity to a new entity called private banking division (PBD) headquartered in Geneva with additional units to be added later in Zurich, Luxembourg, Lugano and possibly London.

The management of this division has been entrusted to Mr Franz Maissen, a Swiss national, who comes to BCP with a long experience in investment and private banking and the securities business. His career includes executive positions with Swiss banks, Kider, Peabody Inc., New York and Switzerland and Saudi Finance Corporation S.A. Geneva. The objective of PBD is to develop highly

professional portfolio management units corresponding to market trends and clients' needs.

Large pools of money have been accumulating both in private and institutional accounts. A steadily declining percentage of these funds is still invested in short-term deposits and the balance in potentially higher-yield instruments such as:

fixed income: bonds, notes, convertible bonds (with equity feature)

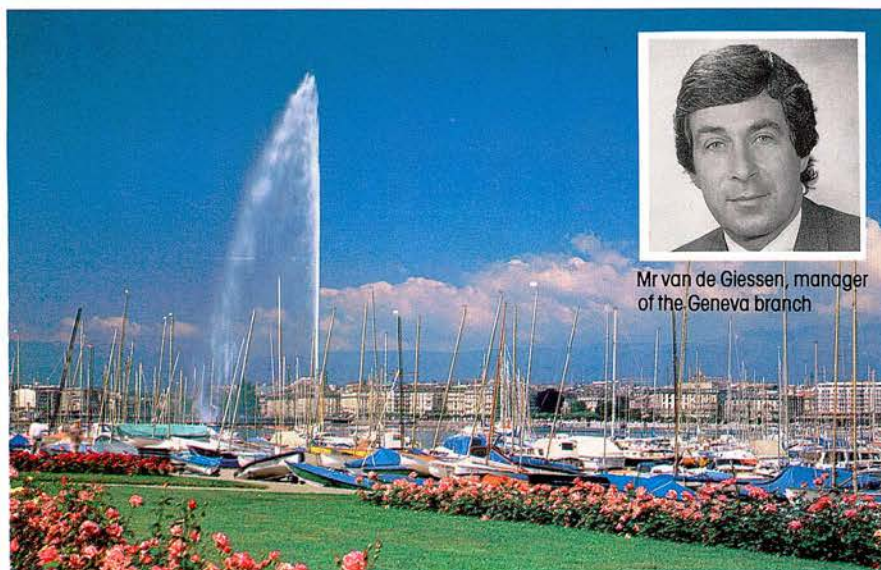
variable income: shares, preference shares, warrants, options

precious metals: gold, silver, coins

Investors are thinking increasingly in terms of "total return" i.e. cash income + capital gain.

As we all know, markets both in securities and currencies reflecting dramatic changes in the interest rate structure have been moving very rapidly over the last few years. Management of money has become more and more complex. The private person disposing of substantial funds has very often not the possibility or inclination to manage such funds.

BCP accepts investment accounts of \$200,000 and above for discretionary management. The client signs a management power in favour of the bank which authorises BCP to buy and sell securities for the account of the client but no cash or securities can be withdrawn by the bank. Accounts are assigned to two officers whose responsibility includes the servicing of the accounts and the management of the assets in accordance with the bank's investment policy. This policy is formulated by the BCP investment committee based on forecasts and assessments of political, economical and corporate developments. The policy will stipulate the allocation of assets (in percentage of the total value of an account) as to currencies, markets and investments (short-term, bonds, shares, precious metals). The investment committee also approves a "buy-list" for individual stocks and sets quality standards for bonds. Clients will be provided with quarterly reports summarising policy and major changes.



Mr van de Giessen, manager of the Geneva branch

GENEVA BRANCH

The largest BCP outlet is now headed by Mr van de Giessen who has recently joined the bank as its branch manager. Mr van de Giessen is a Dutch national who has been living in Switzerland since 1965.

During his professional career, Mr van de Giessen has held senior positions with American Express International Banking Corporation, both in Zurich and Bahrain, with Handelsbank N.W. in Bahrain and Zurich, with TAIB Finance S.A. in Geneva and, prior to joining BCP, with Merrill Lynch Capital Markets, Geneva.

Based on his background and diversified experience he will be in a favourable position to contribute substantially to a further expansion of the commercial and private banking activities of the branch in particular and the group as a whole.

ZURICH BRANCH

The Zurich branch has been re-organised and restaffed.

Mr Joe Hofstetter has joined BCP at the beginning of 1987 and appointed branch manager. He is a Swiss national with broad international banking and commercial background. His postings have included Senior Positions with UBS in Singapore, Continental Grain Group in South America (Paraguay/Brazil/

Argentina) as well as Grindlay's ANZ-Group in Switzerland. His professional experience includes broad based knowledge of the Indian Subcontinent, the South East Asia region and above all South America.

The Zurich branch is fully staffed to provide all banking services and is connected on-line with the central computer in Geneva. One of the priorities of this branch will be the expansion of the foreign-exchange business both with group members and outside correspondents. A new chief dealer will take up his duties in July 1987. The desk will have the most modern equipment including the Reuters dealing system at its disposal.

The advantages of Switzerland – political neutrality, sound government finance, low inflation coupled with steady economic growth, efficient domestic markets and not least the bank secrecy which still inspires the confidence of foreign investors.

LUGANO BRANCH

The opening of this new branch in Lugano will represent another milestone in the development of BCP as this will open access to a new area and culture. Lugano is the most important city in the Italian-speaking part of Switzerland. Famous as a holiday resort it has also developed into an important banking and finance centre. Naturally relations with

neighbouring Italy are close and many Italian companies have affiliates in Lugano to conduct their international business.

The opening date and other details will be announced as soon as a banking license is received.

LUXEMBOURG BRANCH

The Luxembourg branch was opened five years ago by Mr N. A. Hassan, branch manager. The branch is a vital link between the Swiss-based branches and the Euromarket for arranging fiduciary placements.

The fiduciary placement permits the customer of a Swiss bank to place funds under the name of the bank in the Euromarket at interbank rates; the interest is paid to the customer without deduction of any tax. The placement is made at the risk of the customer and the bank charges a fiduciary commission.

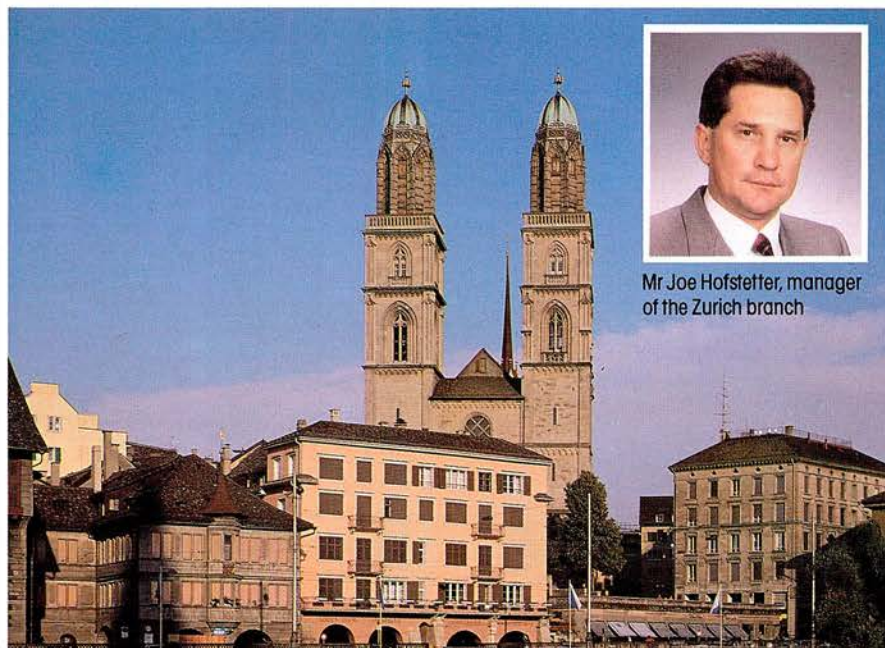
The Luxembourg branch will also play an important role in the development of private banking services, participation in new issues and lodging of certain trading accounts.

MARKETING PRIVATE BANKING SERVICES IN THE UK

In response to requests from clients, Personal Banking Desks are being introduced at some of BCC's branches in the West End of London. Products on offer will include:

- deposit related products
- execution of client purchase and sale instructions for a wide range of financial instruments and commodities
- investment in Unit Trusts
- non-discretionary portfolio management

Officers at the new Personal Banking Desks will be happy to refer requests for discretionary portfolio management to the Banque de Commerce et de Placements in Switzerland. They look forward to working with BCP and others throughout the BCC group to develop Private Banking services further.



Mr Joe Hofstetter, manager of the Zurich branch

THE UAE AND CHINA

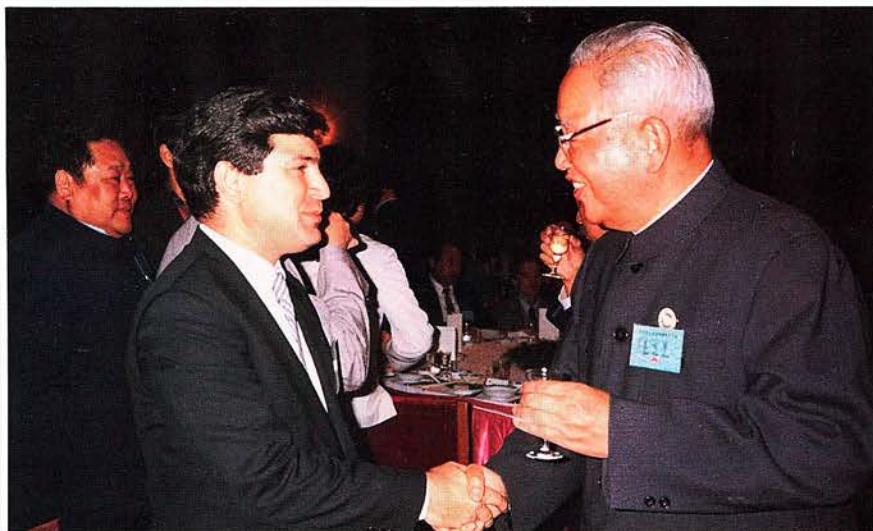
BCC maintains a close relationship with China. Almost all Chinese corporations in the UAE bank with BCC and within a single month two Chinese delegations have recently visited the UAE.

The first was a trade delegation from the Muslim autonomous region of Xin Jiang Province, led by their Governor. The second was an investment delegation from the Ministry of Foreign Economic Relations and Trade of China. BCC Emirates not only organised these visits and successfully coordinated meetings with various government bodies, institutions and private enterprises, but also held receptions in Dubai and Abu Dhabi and invited important officials and businessmen.

The visits were the first of their kind and were very useful in building up business relationships between the UAE and the People's Republic of China.



BCC in the United Arab Emirates



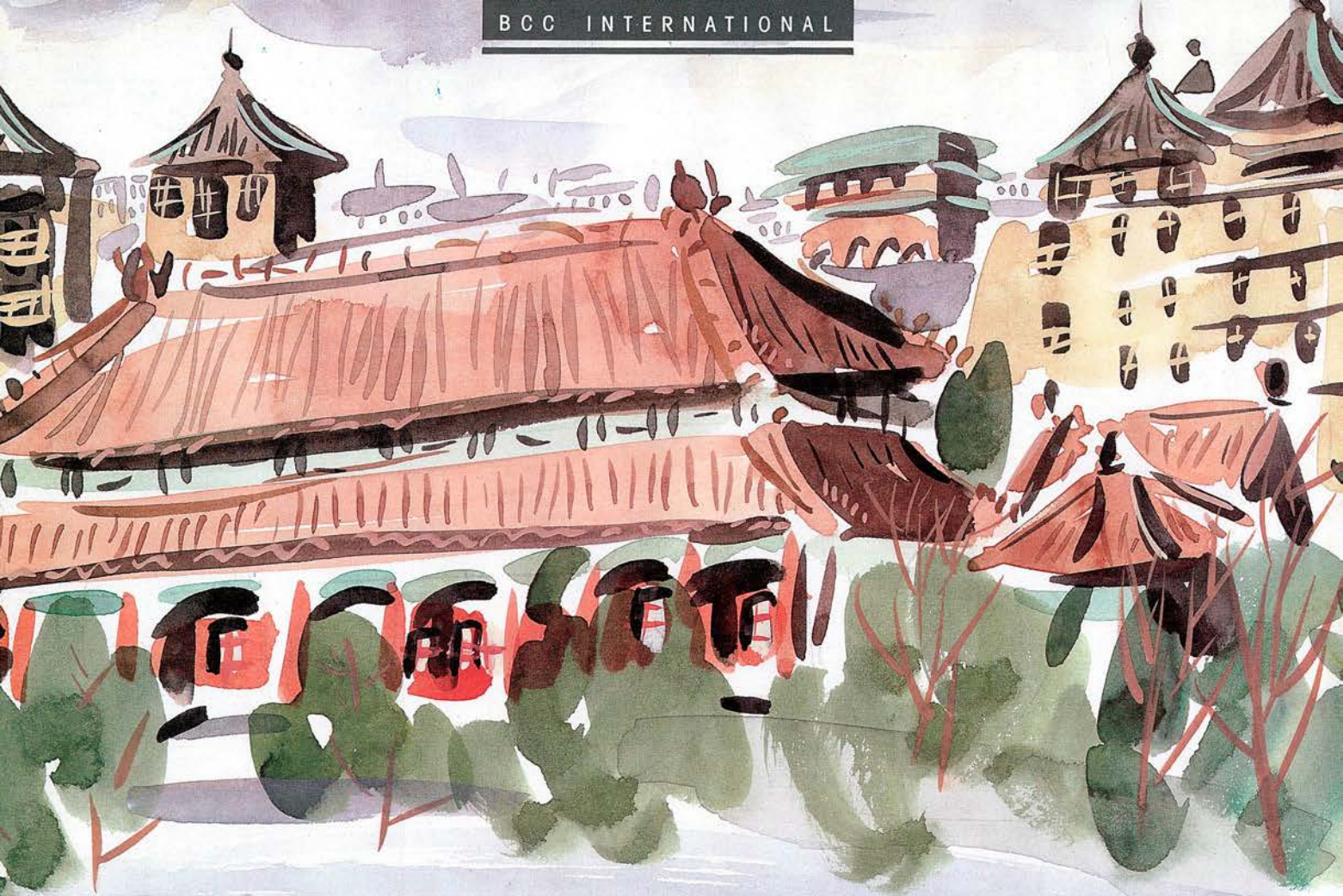
Mr Javed Ali Khan of BCC (Emirates) participated in the Sixth Business Leaders Symposium at the Great Hall of People in Beijing. Mr Khan meets H. E. Yuan Bao Hua of the Economic Commission of the State of the People's Republic of China.



BCC officers greet Chinese guests



H. E. Tumor Dawamet, Governor of Xin Jiang China (second from left); Mr Javed Ali Khan of BCC Emirates (seventh from left); and H. E. Sheikh Hasher Al Maktoum, Director of Information of Dubai, (extreme right) at the inauguration of the Chinese trade fair in Dubai.



BEIJING BECKONS

The following article, reprinted from the *Los Angeles Times*, describes the increasing openness of China to outside influences and sets the tone for a major conference on advertising and marketing held in Beijing in June. The conference was sponsored by the influential *South* magazine. The inaugural address, reported overleaf, was delivered by Mr Agha Hasan Abedi.

Maxwell House Coffee might sound as American as apple pie. But General Foods executives would also like to make it as Chinese as Peking duck.

Likewise for some of its other products, like Kool Aid and Tang.

Over the past year, General Foods has struck up ventures with three Chinese companies. The food giant is trying to introduce some of its brands to a nation of more than 1 billion. And it is beginning to advertise Maxwell House on Chinese television—which only has one national channel. “You don’t just import ads from New York,” said James C. Tappan, group vice

president at General Foods. “You have to develop ads specifically for the market.”

As a result, General Foods has turned to the Hong Kong office of its New York ad agency—Ogilvy and Mather Worldwide—for its Maxwell House campaign.

But General Foods is not alone. Some of America’s biggest companies—including International Business Machines, American Telephone and Telegraph and Pepsi Cola—have long recognised that China is crucial to future growth, but only in the past handful of years have many restrictions on their advertising efforts in China been lifted. After an ad ban that stretched more than three decades, the government lifted the restrictions in 1978.

Now, the Chinese government is actually making a move to encourage foreign advertising.

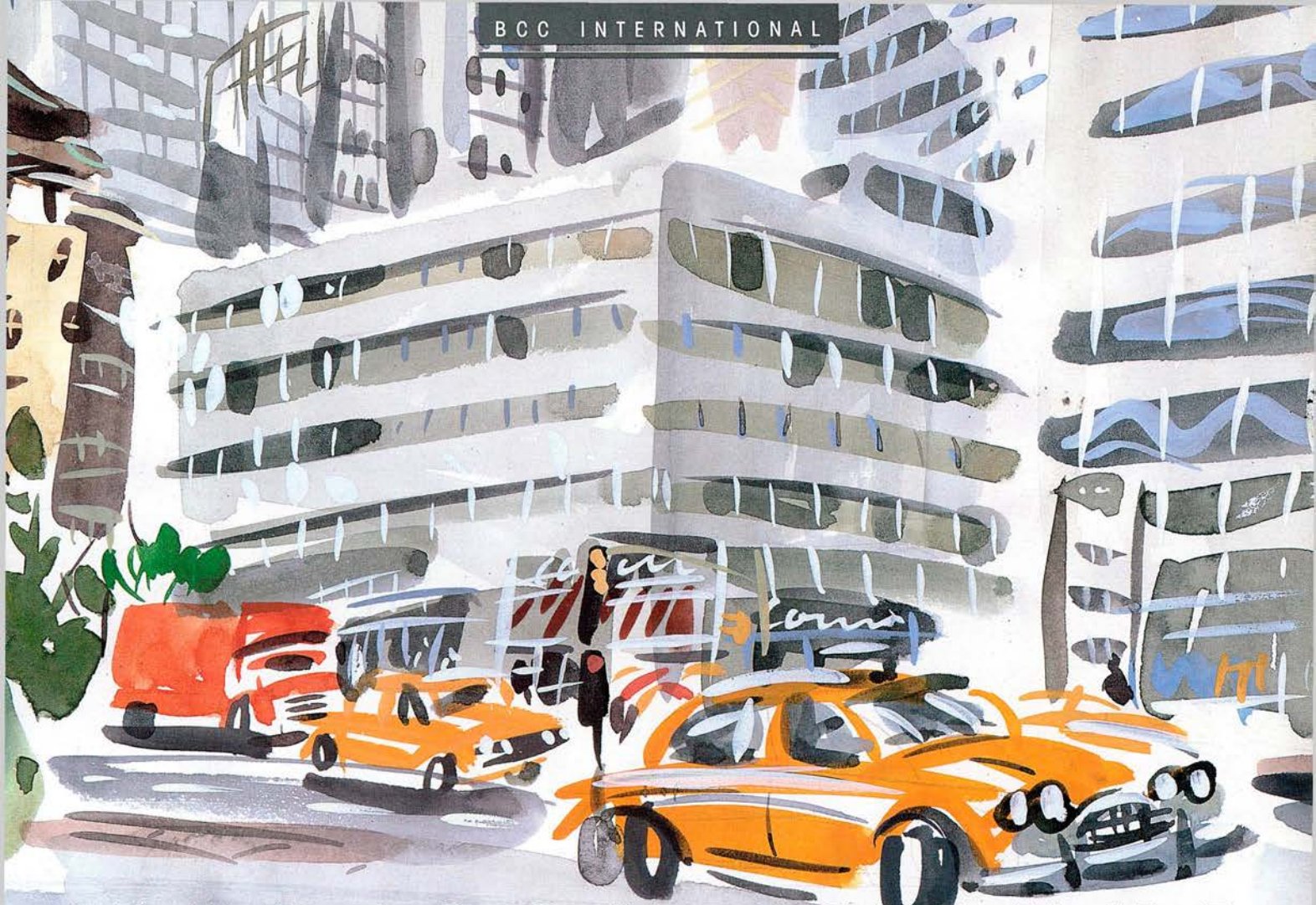
Last month, the Chinese government—with the blessing of Premier Zhao Ziyang—played host to a mass gathering of more than 1,000 advertising and marketing executives at a conference in Beijing. As one

signal of the government’s new interest in foreign advertising, the conference has been held in the Great Hall of the People. That is the rough equivalent of a computer conference taking place in the U.S. Senate chamber.

As the Chinese look to increase two-way trade with the West, advertising in China has grown at a rate of 50% per year since 1979. An estimated \$200 million was spent on advertising in China last year—but only 10% of that was ads for foreign products. Some of Madison Avenue’s biggest ad agencies are just now trying to figure out how to appeal to this



Beijing—advertising is a very young industry.



MADISON AVENUE

mostly untapped market.

Still, many government restrictions on advertising are yet in force. For example, tobacco and alcohol ads are taboo. And comparative advertising is not allowed.

"Advertising is a very, very young industry to the Chinese," said Caroline Nicholson, manager of the upcoming conference, "Beijing '87". The conference is co-sponsored by *South*, a London-based magazine directed at corporations that do business with developing nations. "Nobody can just come to China and start selling a product," Nicholson said.



Above all, the product's name must become very familiar—and trusted "almost like a friend," she said.

Among the first to recognise this were the Japanese. Toyota and Sony, for example, both began to advertise in China years before the products were even available there. That's because the Chinese are "very brand-conscious," said Alexander Brody, president of Dentsu/Young & Rubicam, a joint venture of the Japanese and American ad giants. "Unfamiliar brands are deeply distrusted," he said.

That is why much of the foreign advertising in China is directed more toward industry than consumers. Early acceptance in the workplace is considered crucial to the success of many new products.

For example, AT&T makes itself known through ads in technical journals and by appearances at trade shows. "We're not trying to reach every single household," explained Jean Chang, AT&T's international sales manager for China. And IBM's advertising in China—mostly print—is also geared to industry. "The look,

language and wording may be different from our U.S. ads," said a company spokesman, "but we're still trying to convey the same message."

Both Coca-Cola and Pepsi-Cola have tried to slowly build brand images in China. "We're really just a guest here," said John Georgas, executive vice president at Coca-Cola Co. "So we're trying to act that way."

Coke does very little TV advertising in China—and Pepsi ads do not appear on Chinese TV at all. Coke and Pepsi billboards are rare. And most of Coke's advertising is limited to signs at the stores where it is sold. In part, that's because Coke still has very limited availability in China. "If the availability isn't there yet," posed Georgas, "why raise expectations?"

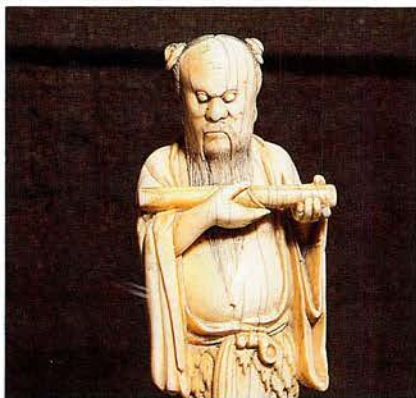
In fact, Coen said in an interview, improved corporate profits will result in "double-digit increases" in U.S. ad spending in 1988. The lower corporate ad budgets over the past two years are only temporary, he said. "I see our economy growing at a 7% to 9% rate for several years," he said, "and advertising will take on a larger share each year."

"MARKETING IS ABOUT THE GL

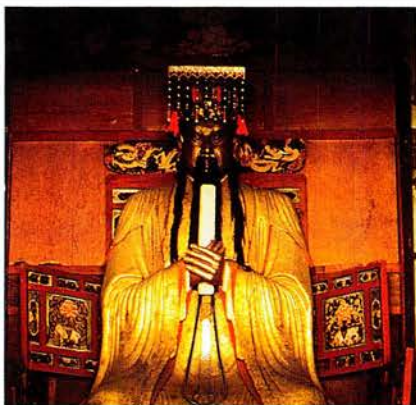
The following is an abridged version of the speech given by Mr Agha Hasan Abedi at the Beijing conference on advertising and marketing. The 2000 strong audience was composed of top-level Chinese delegates, marketing experts from Europe and the US and representatives from a wide spectrum of business and political life.



The glory of Chinese art



Confucius – the spirit of wisdom



'The King of Education'

I feel so delighted and privileged to be here with you all, this morning. I have been visiting China ever since 1966 and every time I am here I am overcome by a deep and pervasive sense of the dimensions of time and wisdom: men have toiled, and thought, and felt, and experienced and lived and loved for so many millennia, in this great country.

Here I feel myself to be at the centre of a civilisation at once venerable and renascent. This idea of continuous rebirth is central to what I shall say a little later and I believe central to the idea, or vision, China has of itself today.

I want to devote most of the short time I have this morning to a topic of deep value and long term benefit, if discussed together with the technical and practical discussions which will fill most of the five days of this Congress. Here, I refer to what I should like to call a crusade for moral business, which in my view is something fundamental and, at the same time, pragmatic, in its real sense.

You may well ask, as you have every reason to do, what is the relevance of a discourse on the philosophy of ethics in a Congress which is assembled to deal with the subjects of marketing and advertising? My answer to this is simple. We need to examine the reasons why we do what we do. Human life, in common with all creation, has its origin in some purpose and power and exists within the framework of certain principles which we call the Laws of Nature. The principles or Laws of Nature which also constitute its spirit are the principles of interdependence, mutuality, complementarity, universality and grace – together they create a harmony which constitutes existence. In my view, the laws of nature are the fundamental basis of morality which in turn is the essence of the human soul.

I believe that every human activity has a moral basis and since trading, marketing and advertising are central human activities, I believe we have a positive duty to examine their moral foundations.

Now, if we wish to live good and fruitful human lives, I believe we must recognise that all of us, as citizens of the universe are, or have the

possibility of being, small harmonies within that supreme harmony. One aspect of this idea of rebirth to which I referred earlier is contained in the notion of process and complementarity in polarity. I think it is broadly true to say of all non-Chinese cultures or civilisations that they live within a different worldview of mutually-contradictory qualities: the world of either/or, a philosophical and verbal world which is wholly dualistic: either Black or White; either Day or Night; either Yes or No; either Life or Death.

Here in China, as it seems to me, a subtler, a more illuminating and a more refreshing view of the universe is entertained. Summarising it as well as I can, in the very broadest terms, it is contained in the idea of complementarity in polarity. The idea, I believe, in Chinese terms, of Yin and Yang. Not Either/Or but Both/And.

I believe that universality is not only a desirable aim but a necessary aim for all of us, and not in the world of knowledge alone, but also in the world of feelings. We have to seek universality in our common human essence, we have to seek it in our interaction with our cosmic environment. We have, in our human environment, to set about producing a world in which we can all feel at home, and with which we can all feel at one, sharing in a common process for the common good. In other words, we are working to annihilate the distinctions between first, second and third worlds to bring about one world, in fact the world as divided by us into numbers has never existed; it is a mere verbal construct or construction. There is only one world into which we must translate the principles of mutuality, complementarity, universality, harmony and grace. This is what the truth is and this is what it demands from us. These distinctions – I mean the gross inequities between the richest and the poorest nations – are formidable in their size and sheer complexity. Yet I am confident that they can be vanquished if we approach them – and even more importantly, we approach each other – in the right spirit.

To my mind the practical spirit is, in the deepest sense the only right spirit. To harmonize business life with spiritual life; business practice with spiritual practice; business ideas with

GLORY AND GRACE OF MANKIND"

spiritual ideas is not merely some cloudy aspiration of the sort so often rather vaguely and poetically expressed at conferences like this; on the contrary it makes hard pragmatic sense.

In my understanding of it, this moral complementarity is at the centre of Chinese thought and experience. In the life of business and trade, in the world of marketing and market-places, the encounter of man with man, facing each other with mutual respect and regard, and sharing a common pursuit of mutually beneficial exchange—we see mutuality of feeling and a commonality of satisfied need that forms a small perfected complementarity.

United, and considered as a whole, such jointly harmonious complementarities form larger and larger wholes as this simple principle is accepted, understood and, above all, practised through small actions, based on a shared morality. We shall gradually build up larger wholes, larger entities, in which we shall begin to see what I believe to be the universality of this moral law.

We have come here to discuss one particular aspect of our world which contains both a North and a South and it is an aspect that can bring both together in an infinitely more productive and fertile manner than we have seen in the past. This aspect is the art of marketing.

I should first like to put this term 'marketing' in its appropriate context which is that of Human Response. Marketing is one of the innumerable activities that occur in the perpetual encounter between man and man. It is, or should be a human and a humane activity.

It is at this stage that we need to encounter the point of contact between the various techniques and skills related to products, packaging, delivery and so forth, acquired by the salesman, and his intrinsic human qualities. Here we have to unite the managerial and the moral sides of man. If he is to be a man of quality he will seek to interweave his managerial abilities with his carefully-nurtured and wholly conscious moral awareness of what, in any circumstances, will constitute appropriate human response

into a fabric as gleamingly unified as the finest silk. He will, to put it concisely, have unified the visible and the invisible parts of his psyche. He will have unified the material with the moral.

This entails a daily renewal of our awareness that marketing is not about products alone.

- it is about people and relationships
- it is about human needs and satisfactions
- it is about interaction and change
- it is about unity and good will
- it is about our human and moral response to our sense of, and instinct for, mutuality, universality, complementarity and harmony
- above all, marketing is about the glory and grace of mankind.

Marketing when it is practised well is holistic, treating suppliers and customers, products, services and markets, with integrity both in the sense of honesty and in the other sense of treating them as a whole.

I am a small man and BCC is a small bank but in its modest way it is an example of what I have been trying to say. Since its inception 15 years ago in 1972, and adhering to these precepts, we have achieved some success: starting with a meagre capital of \$2.5 million we have today a capital base of \$1.5 billion, assets of \$17.5 billion and a presence in 72 countries through 370 branches and offices. We are singularly proud of having a meaningful presence in China. We are truly very humble people and it is the transparency of this humility in our beings that makes it possible to see and feel the truths of life and existence which otherwise are not easy to capture.

We have come here not just for profit; we are here for love; we are here to serve; we are here to achieve harmony through the process of perfected mutuality and complementarity.

In conclusion, I would say that we are not here merely to sell our goods and secure our profits, but to offer something more, that calls for the continual engagement of our moral sensibility and sense of obligation to the wonderful people of this Great Country which has been for hundreds of years the heart of trading and marketing.



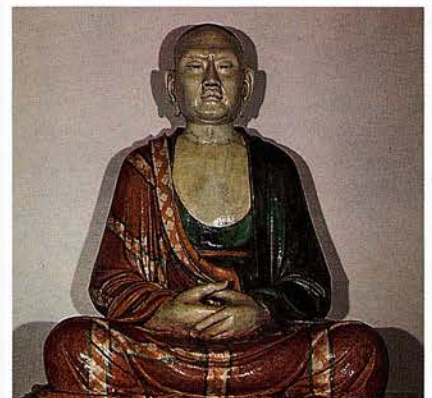
Forbidden City, Beijing



Superb example of Chinese pottery



Twelfth century cliff carvings



Lohan - ceramic sculpture (tenth century)

GLOBAL 2000

CONCERTED ACTION BY GOVERNMENTS AND INDIVIDUALS

Former US President Mr Jimmy Carter, Chairman of Global 2000 and Mr Agha Hasan Abedi, President of BCCI and co-Chairman of Global 2000, visited Bangladesh recently as part of the world tour that also took them to India, Pakistan and many parts of Africa. They were received at Dhaka Airport by the Prime Minister of Bangladesh, Mr Mizanur Rahman Chowdhury. During the visit they had meetings with the President of Bangladesh, Mr H. M. Ershad, and senior government officials to initial the Memorandum of Understanding between the Bangladesh Government, Global 2000 and the BCCI Foundation for launching a joint project on health and agriculture. The Memorandum of Understanding was signed by Mr M. A. Rashid, General Manager of BCCI Bangladesh and Director/Treasurer BCC Foundation, and Mr M. K. Anwar, Secretary, External Resources Division, Government of Bangladesh. President Carter, President H.M. Ershad and Mr Agha Hasan Abedi graced the signing ceremony.

In Geneva from 30 June to 2 July 1986 the Carter Centre conducted a workshop on 'Alleviation of Poverty and Starvation and Improvement of Health-Prerequisites for Peace'. BCCI's Mr M. A. Rashid was invited to participate, and during this session Mr Carter announced plans to launch two integrated health care projects in Bangladesh.

The Global 2000 Foundation has taken up integrated health care projects in Ghana and the Sudan. The Bangladesh project will be similar to these, with emphasis on eradication of contagious diseases, child immunisation, health and agriculture. In the words of Mr Agha Hasan Abedi, "These projects seek to demonstrate the need for integrated approaches to rural development in which per capita incomes and improved family health are achieved concurrently."

The project will be a joint venture by Global 2000 and BCCI Foundation with the cooperation of the



Mr M. A. Rashid, General Manager, BCCI Bangladesh, being received by His Highness Prince Karim Aga Khan at a dinner in honour of the President of Bangladesh, Mr H. M. Ershad.



Former US President Jimmy Carter and Mrs Rosalynn Carter visit Dhamsona, an ideal village in Dhaka.

Bangladesh Government. The latter will determine the area of operation, the BCCI Foundation will meet the fund requirements and Global 2000 will provide the technical expertise. The Bangladesh Government has already selected two Upazillas, to be called Global 2000 Districts, in which projects will be implemented.

Designed to improve the quality of life in less-developed areas, the projects aim to alleviate hunger, improve health and nutrition services, gear up family planning efforts, increase availability of agricultural inputs and expand facilities of general and technical education for the creation of employment opportunities.

In briefing journalists, Mr M. A. Rashid has said that the spheres of activity of the BCC Foundation in collaboration with Global 2000 might even expand in the future on the basis of results achieved in the first project. Giving a background of the establishment of BCC Foundation, he said it was created to identify those national problems whose solutions might help through creating resource bases in those countries concerned, thereby assisting in socio-economic development and ultimately raising the quality of life. Mr Rashid also assured the Press that the BCC Foundation will continue to explore the possibility of extending its activities in comparable fields.

The Global 2000 Foundation, brainchild of Mr Jimmy Carter, conducted a comprehensive survey which is urgently needed to increase world food production, reduce soil erosion, improve water supplies and conserve energy. It also endeavours to improve health, to promote family planning and to utilise trade, investment and assistance as means to narrow the gap between rich and poor nations.

The organisation was set up with the belief that concerted action by government and private individuals can help alleviate human sufferings.



Mrs Carter receives a gift from a village woman in Bangladesh.



Mr H. M. Ershad, former US President and Chairman of Global 2000, Mr Jimmy Carter, and President of BCCI and Co-Chairman of Global 2000, Mr Agha Hasan Abedi discuss the projects at the President's House in Dhaka.



The agreement is signed between the Government of Bangladesh, Global 2000 and the BCC Foundation. Mr. M. A. Rashid, General Manager BCCI Bangladesh and Director/Treasurer BCC Foundation, Mr. M. K. Anwar, Secretary, External Resources Division, Government of Bangladesh, and Mr George Schira, Executive Director, Global 2000, are seen signing the Memorandum of Understanding.

Bangladesh President H. M. Ershad, former US President and Chairman of Global 2000 Mr Jimmy Carter, and President of BCCI and Co-Chairman of Global 2000 Mr Agha Hasan Abedi attended the signing ceremony.

LETTER FROM THE INTERDEPENDENCE

Mohammed Yunus Ph.D.
Adviser
BCCI

10 April 1987

Agha Hasan Abedi
President
BCCI
100 Leadenhall Street
London EC3A 3AD

Dear Mr Abedi,

The January issue of BCC's journal had the following on its cover:

"The total marketing concept requires each region to live for itself through its internal marketing efforts and to live for other regions through its external marketing efforts".

Living for oneself and at the same time living for others reflects the basic structure of nature – the bricks and mortar of which it is constructed. This interdependence of efficient autonomous systems at all levels is the fundamental condition of all existence. Survival, participation and success depend on its observance.

In his search for knowledge over millions of years, man has divided things into their smallest possible constituent units and put them together again into the largest possible structures – from the miniscule to the majuscule. For instance, in dividing he reached the cell and the atom and kept going. In putting together, he constructed the concept of an all-embracing infinitely expanding space containing the universe with all its systems. Throughout this journey, from the smallest microcosm to the largest macrocosm, we have discovered and marvelled at systems that are self-regulating as well as autonomous and yet, in order to exist and function, they depend upon each other – a wheel-within-wheel clockwork-like structure that extends in all directions, perhaps without a conceivable end.



M D R Y U N U S

O F E V O L V I N G E X I S T E N C E



For example, the vital systems of our physiological structure are self-regulating and autonomous. They manage repair and adjust themselves in a manner few of us really understand, let alone control. Yet they live through us as we live through them. If we die, they die, and vice versa. In their turn, these systems are similarly interlocked with their sub-systems, all of which follow a set of rules peculiar to themselves. This interlocking system continues downwards to the cells, the genes, the organelles and indeed beyond, perhaps *ad infinitum*, in the miniscule direction.

In the majuscule direction, each one of us forms part of several groups which then constitute wider structures, all with a self-regulating nature, supporting and being supported by other structures. The whole of mankind then owes itself to the fauna which along with the flora is a manifestation of the system of life. Life is a force of nature together with other forces and so on. None of these systems, from the smallest to the largest, can be all by itself. Whenever the interlocking rules are violated, destruction occurs, as with cancer.

Such illustrations can be provided from all facets of existence, in other words, in terms of all sciences. From the miniscule to the majuscule, every unit everywhere belongs to a system which manages it and is managed by it and all systems are interlocked together in an inter-managerial hierarchy.

Nature's paradox mixes autonomy and dependence.

For our purposes, we may call this principle of nature "the inter-dependence of evolving existence". Nature and its evolution reflect this principle. BCC's evolution and growth is and should be similarly oriented. Nature's advance cannot be stopped. Nor can BCC's as long as BCC orchestrates with nature and its principles. Those of us who, by design or default, do not pay heed to the fundamental interdependence of the BCC family should ponder over this matter with the utmost degree of seriousness and deliberation.

Warm personal regards

Mohammed Yunus

MOHAMMED YUNUS Ph.D.

PANAMA: THE LAND OF

A NATURAL CH

To many people around the world the word Panama is synonymous with the canal. But Panama is more than a canal. A tropical paradise with a colonial heritage, modern architecture, sandy beaches and rolling hills, it is inhabited by friendly easy-going people. It first emerged as an independent nation in November of 1903 upon its separation from Colombia.

Panama enjoys a unique geographical location. A thin strip of land constituting an area of 77082 square kilometres, it joins not only Central and South America, but also the Pacific and Atlantic Oceans. Panama City is the capital and the largest and principal urban centre of the country. Situated on the Pacific Coast it is the home of approximately 40 per cent of Panama's 2.2 million inhabitants. On the Atlantic Coast, about ninety kilometres north of Panama City, lies Colon, a city best known for its Free Zone.

Panama is a multiracial and cosmopolitan country. Its inhabitants are a mixture of Spanish, African, American and Chinese descendents, as well as native Indians. The official language is Spanish, but English is also spoken by a large section of the population. About 5 per cent of the population still speaks Indian dialects.

Panama has a service-based economy. The Panama Canal, the banking industry and the Colon Free Zone are the principal contributors to national income. Exportation of shrimps, oil products, banana and sugar supplements the national income. The livelihood of 40 per cent of the population depends on agriculture. Coffee, tobacco and other products are produced for local consumption. The US dollar is legal tender in Panama, which has no paper currency of its own. The Balboa, the local currency, is issued only in coins and is maintained at parity with the US dollar.

The Colon Free Zone, the economic centre of the City of Colon and the Port of Cristobal, is reputed to be the largest Free Zone in the Western Hemisphere. The Zone was conceived in 1948 as a distribution centre to serve

Central and South America and the Caribbean basin. Important manufacturers from the industrialised countries were encouraged to stage finished goods, which were shipped to Colon in bulk via air or ocean shipments. The idea was to make goods in a forward area in the marketplace available within days rather than months.

In order to take advantage of its unique geographical location, Panama offers a great variety of opportunities to commercial and financial institutions. Since 1965, the growth of Panama as a major banking centre has been due to its economic and political stability. There are over 130 international banks established in Panama.

The regulatory agency, the National Banking Commission, carefully screens new applications for licenses. Orderly growth has continued under Decree Law 238 of July 1970, which maintains incentives to encourage the physical establishment of foreign banks in Panama but prevents loose banking practices by enforcing sound guidelines, simple regulations and requirements to ensure the financial responsibility of the participants.

BCC maintains two very active branches in Panama, the main branch in Panama City and the other in the Colon Free Zone. Despite severe competition in recent years, both branches have been able to increase their customer deposits steadily. A potential problem has become an opportunity. As a result, the total customer deposits of both branches at present are well in excess of \$600 million. In addition to servicing general customer needs, Panama's main branch is also very active in the correspondent banking business. This is one area where tremendous potential for development exists and it is targeted to be an area of principal focus for marketing efforts in the coming years. The marketplace for BCC's Panama operations is not limited to Panama, but extends to surrounding countries such as the USA, Brazil, Mexico, Colombia,

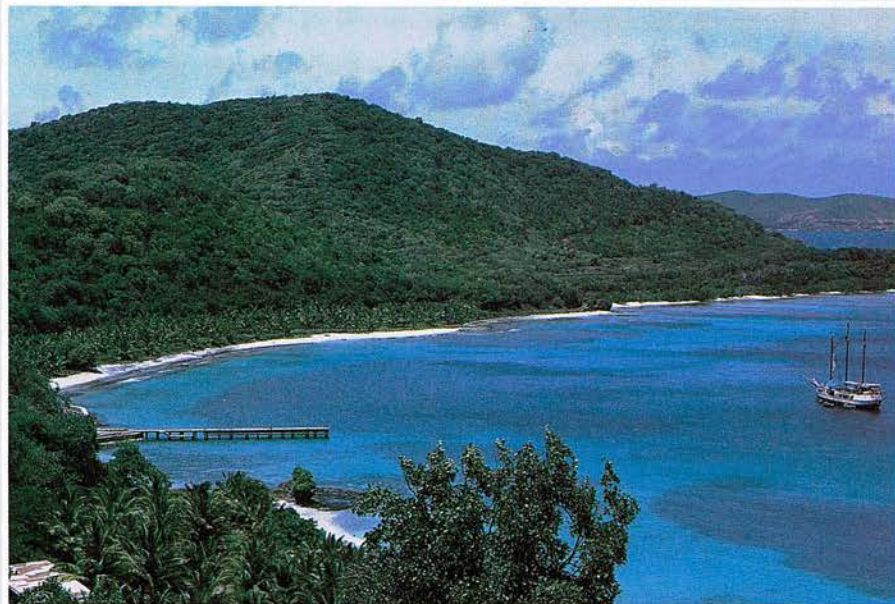


EXPANDING HORIZONS

CHOICE FOR EMP



Scene from the Dynamics and Management Conference, Latin America Region, presided over by Mr S.M. Shafi on 14 February.



Panama – serving Central and South America and the Caribbean basin

Venezuela, Honduras, Ecuador and Costa Rica.

The future for BCC's Panama operation lies in EMP for which Panama is a natural choice. Being a US dollar country with strict banking laws, Panama acts as a magnet for the private deposits of citizens from surrounding countries who find the

dollar deposits a secure hedge against the devaluation of local Latin currencies.

The managers and officers of both branches are confident that in the coming years BCC's Panama operation will rank among the top BCC countries in terms of deposits and profits.

This article was written from contributions and joint efforts of all family members from both branches in Panama.

THE POWER TO SEE OURSELVES

A refreshing reminder of the importance of self-knowledge in our quest to be part of the process of change. It is reprinted from the Harvard Business Review.

Each of us, whether we realise it or not, has self-image. We see ourselves in some way—smart, slow, kindly, well-intentioned, lazy, or shrewd; we all can pick adjectives that describe ourselves. This self-concept is important because everything we do or say, everything we hear, feel, or otherwise perceive, is influenced by how we see ourselves.

Self-concept also has a great deal to do with manager development—with being a growing person and eventually realising one's self-potential. I can report that fact from experience—and add the further observation that no one can tell managers exactly how to grow. Rather, the most one can do is to help managers understand themselves in their own situations, and then trust them to find the best directions themselves.

As a matter of cold, hard, psychological fact, a change in behaviour on the job, for better or worse, means a change in self-concept. The difficulties managers have in behaviour come from their inability to detect change, and from fuzzy thinking behind such comforting, though fallacious notions as, 'You can't teach an old dog new tricks,' or 'She was born that way'.

If, however, a company wants people to grow in a *deep* sense, then something subtle and basic in its

impact is called for in the manager development effort—a change in self-concept. Managers who once were unreliable in their judgement or who lacked drive *grow* toward reliability in judgement or toward stronger drive. Growth in this sense brings observable changes in outward behaviour because each person is now inwardly different—different, for example, in self-perception, in attitude toward job and company as both relate to his or her own life, or in a feeling of responsibility for others. Such growth is as difficult to achieve as it is desirable. It demands the full-fledged participation of the manager.

CONFLICTS

Each human being is several selves, living comfortably in the role of father or mother, husband or wife, business person, golfer, the life of the party, and so on. But if there are conflicts among any of these roles, then discomfort arises. And such conflict brings with it tension, guilt feelings and compensation. By definition, effective, consistent behaviour is integrated behaviour, while unintegrated behaviour is the behaviour of conflict.

UNREALISM

Unrealistic self-appraisal has cost many a manager his or her job. When a manager no longer 'seems up to the job', isn't there often the subtle flavour of unadaptability, or a rigid inability to adjust sights to a new role as times have changed? The more realistic one's view of oneself, the more guaranteed is personal effectiveness.

RESISTANCE

There is one obvious block to growth. By definition, the self-concept is an organisation or patterning of attitudes, habits, knowledge, drives, and the like. And also, by definition, the fact of organisation means a cementing together of all these complex components. When mature people change, therefore, they do so against a natural resistance.

Growth does not proceed in clear-cut, discreet, logical steps, but for the sake of discussion, and understanding, we can postulate a sequence of steps. The first, self-examination, lays the groundwork for insight, without which no growth can occur. Insights—real, genuine glimpses of ourselves as we really are—are reached only with difficulty and sometimes real psychic pain. Then, as individuals raise their sights for themselves, as they get insights into the direction in which they want to grow, as they 'see' themselves in a particular respect they do not like, then they are changing their self-expectations.

What can be done to stimulate such change? In the business context, the *constructive* pointing up of executives' needs for growth by their superiors is a tremendous source of insight. In fact, anything which enables people to get a new perception—reading, observing, participating in clubs—can provide insight into themselves.

Finally, the changes in self-concept that executives undergo must continue primarily through their own self-direction. People will change only if they reach out and appropriate something—a bit of wisdom, a new idea or a new concept—that stretches them, and gives them answers to their own self-generated problem.

Put another way, we might say that, just as learning is impossible without motivation, so real executive development is impossible unless executives seek it. Growing executives are so because they derive their strength and desire and drive from inner, unachieved goals, and their satisfactions from self-realisation. Strong executives fulfil themselves as they live lives that are an unfolding of their potential. The self-concept of the strong executive is a constantly evolving, changing thing as they continuously realise themselves. This is genuine growth.

The difference between a strong person and a weak person may not, in fact, be a difference in ability, or in drive, or in opportunity, but may lie in self-concept. How much do I value my life? What do I want to do with it? What must I do to be myself?

TRINIDAD AND TOBAGO

Trinidad and Tobago has presented yet another challenge to BCCI. Its position in the Caribbean means that it could act as a central economic force in the region. Although oil production has recently declined, the country is still the largest Caribbean producer and petroleum contributes about 25% of GDP.

Sensing the possibilities to be opened up in the country, BCC has recently launched a bank in Trinidad and Tobago. It opened in Port of Spain on 23 April, being officially inaugurated by the Minister of Finance and the Economy, the Honourable Trevor Sudama. The Parliamentary Speaker and other members of the government, as well as the Governor of the Central Bank and many leading businessmen, attended the ceremony.



Left to Right, Mr Amin M. Jindani, Mr Abbas Jafferi, The Honourable Trevor Sudama, Minister in Ministry of Finance, Mr S.M. Shafi and Dr. Euric Bobb, Governor of The Central Bank.



A cross-section of guests at the inaugural function for BCCI Trinidad and Tobago.



The unveiling ceremony at BCC Trinidad and Tobago. From left to right: The Honourable Trevor Sudama; Mr Abbas Jafferi; S.M. Shafi; Mr Amin M. Jindani; Dr. Euric Bobb, Governor of the Central Bank.

MARKETING FOR KUWAI

BCC Bombay has now gained much popularity due to its active Kuwait desk and the personalised services which no other bank, foreign or local, in India offers to Kuwait's Indian community.

In the true spirit of EMP, a joint marketing effort was organised by Kuwait region and, at the invitation of Mr Ashraf Khan, General Manager of Kuwait International Finance Company (KIFCO), a team of three senior officers from BCC Bombay visited Kuwait. Mr K. Murari, General Manager of BCC India, also paid a short visit during their stay.

Mr Rattan Dev Sehgal, Officer in-charge of the Indian Desk, along with Mr Khalid Jamil, Manager, Mr Qasim Raza, Mr Iqbal Rizvi, Mr Mumtaz Ali, Mr Abu Fuzail and other members of the Kuwait marketing team co-ordinated to make all necessary arrangements for holding the seminar at the Hotel Meridien. They also organised group and individual meetings between the Indian team and potential clients. The entire Kuwait region sales force witnessed one of the biggest marketing events ever held in Kuwait.

The major purposes and objectives of the marketing effort for BCC Bombay were the following:

- To meet potential NRA resources identified by Kuwait region marketing team.
- To meet non-resident Indians earlier identified and targetted by Kuwait region.
- To arrange a seminar on 'Investment Opportunities in India' with the purpose of attracting new sources of Non-Resident Accounts.
- To highlight different types of services offered by BCC Bombay which can be utilised by non-resident Indians.
- To create a broader base for future NRA marketing drives.

The team from India was led by Mr Vijay Kapur, Manager BCC Bombay, along with Mr Arun Prasad, Manager ESD, Mr Vibhav Kapoor, Manager Portfolio Management, and Mr A. Mehta, leading stock broker and expert on the Indian stock market.

The members of BCC Bombay were extremely delighted to note the organised marketing efforts conducted by Kuwait and the following facts were disclosed by the Indian team in a separate meeting held under the chairmanship of Mr Ashraf Khan, General Manager:

- Kuwait region has topped the entire BCC Group in terms of the number of NRA (98 accounts) opened from May 1986 to September 1986. 575 such accounts have been opened to date.
- Kuwait region also enjoys the top position in the Middle East and Gulf Region for mobilising the maximum amount of hard core US \$ deposits in NRA accounts for BCC Bombay (total of over \$8,000,000 in deposits for one to five year period).

The open-invitation seminar held at the Hotel Meridien on 19 October on Investment Opportunities in India was a great success, since more than 500 interested Indian expatriates participated. An attendance register to note the particulars of visitors was maintained so that future contact could be made for mobilising business for BCC Bombay.

In the course of the seminar Mr Vijay Kapur, Manager Bombay, highlighted the growth and performance of BCC India, stating that in view of its tremendous progress, the bank has been termed 'The Biggest Deposit Mobiliser in India' and is one of the largest foreign banks there. The bank at present has \$180 million in deposits, 65% of which is from expatriate Indians.

Mr Arun Prasad, Manager ESD, spoke on the different services ESD can provide to the Indian expatriate community. Apart from normal banking services, these include assisting expatriate Indians in settling down in India after their return, handling their affairs with the Reserve



A meeting held at KIFCO. Mr Ashraf Khan introduces the Indian team to Kuwait region employees.



The Kuwait and Indian marketing teams.



Reception with Indian clients

T'S INDIAN COMMUNITY



Bank of India and providing them with income tax consultations.

Mr Vibhav Kapoor, in charge of the Portfolio Management Cell (PMC), introduced the professional services of his department in the field of equity portfolio management. This attracted instant attention and participant response. Many who had substantial investment in Indian capital markets but had no idea about its current position and future prospects met Mr Kapoor individually after the conference. The response was so great that Mr Kapoor had to extend his stay and, upon his departure, securities worth I.Rs. 20 million from expatriates who had opened investment accounts were transferred to BCCI Bombay. The importance of the PMC is considered to be two-fold. Firstly, it will be a source of additional income for BCC Bombay. Secondly, and more importantly, it has helped to introduce BCC and its services deeper into the Indian community and the contacts that have been developed could have much potential.

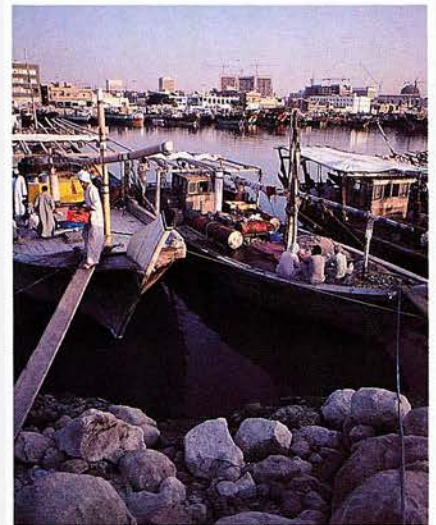


Following the seminar Mr Murari was invited by Mr Ashraf Khan to meet the Kuwait marketing team. While Mr Khan congratulated Mr Murari and his team on the success of the seminar, Mr Murari thanked Mr Khan and the Kuwait team for their support and their active marketing efforts which have been instrumental in mobilising external deposits for BCC Bombay. Mr Khan reiterated his resolve to capitalise on the publicity and good will generated by the seminar and the group/individual meetings by exploring the potential EA sources indentified as such.

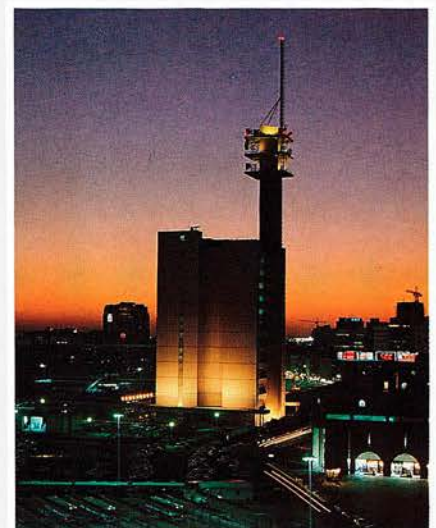


Later, a reception at the Hotel Meridien was held by Mr Khan in honour of Mr Murari in order to introduce him to the business community and the High Networth Indians in Kuwait. Nearly 150 invitees attended the reception.

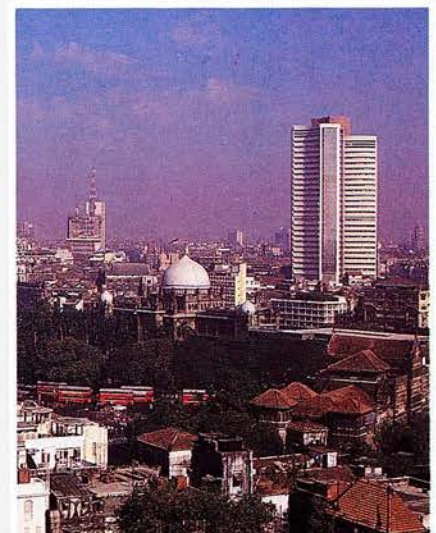
The visit of the Indian marketing team has received enormous publicity in the local Indian community. BCC Bombay has now gained much popularity due to its active Kuwait desk and the personalised services which no other bank, foreign or local, in India offers to Kuwait's Indian community.



Fishing dhows in Kuwait



Kuwait City at night.



Bombay - home of BCC in India

During the past seventeen years the Sultanate of Oman has changed dramatically. A generation of internal strife has given way to social and economic development with its accompanying growth in national self-confidence.

Until 1967, when oil production began, the Omani economy was based on fishing and subsistence agriculture. As the last country in the Arab Gulf to become a major oil exporter, Oman's process of socio-economic development did not really begin until the mid-1970s. But oil began to be produced in abundance when the price was high, and Oman's physical position on the Arabian Sea made the country a perfect supplier for Southeast Asian and Japanese markets. Sales of large quantities of petroleum helped to finance the massive construction and engineering programme Oman so badly needed.

Roads through the country's massive deserts and mountains, power and water stations, schools and hospitals, homes and communication systems—all these and more have transformed Oman into a modern state with enormous economic potential.

But this is a country well aware that oil will not remain the solution for ever. Last year the Sultanate embarked on its Third Development Plan. This furthers the aims of the first two plans and, as always, includes much in the way of industrial diversification. Flour and cement-producing factories have been established, copper mining has returned and fertilizer is being manufactured. A steel industry is to be initiated as is a leather shoe factory.

But Oman also realises the importance of retaining the traditional industries of agriculture and fishing. Before 1966, these two activities provided 61 per cent of the nation's GDP. Lack of means of transportation and refrigeration prevented the export of these commodities. Now Oman is once more largely self sufficient in vegetable production and, due to inoculation programmes and the development of husbandry techniques, the output of meat and dairy products



Mr Sadiq Dar reviews NBO's achievements



The new Seeb International Airport branch



Modern Architecture in Muscat.

is rapidly increasing. A five-year assessment of the fishing industry is nearing its end and the result is likely to form the platform of a fisheries development programme.

Oman provides the perfect example of a country that is moving forward at an impressive rate. But this is also a country which recognises that it must maintain the livelihoods of its traditional communities who have for centuries relied on the land and the sea. This recognition forms a key element in the country's development programme.

Oman has the ability to look both backwards and forwards, to be

Janus-like, and we at BCC share this ability.

NBO'S ANNUAL CONFERENCE

National Bank of Oman Ltd, our affiliate and the largest among 22 commercial banks in the Sultanate of Oman, started its mass clients' contact programme on 1 January 1987. The annual managers' conference was held at the Gulf Hotel on 8 January. It was attended by 150 participants, including all of the branch managers from 52 branches and executives and

OMAN

WORLD OF CHANGE

senior officials from the Head Office. The conference, presided over by Mr M. Sadiq Dar, General Manager, reviewed the bank's performance last year and chalked out strategy for the year to come.

Mr Dar spelled out the bank's policy for the current year in the light of present trends and expressed his optimism that, with total dedication and hard work, the bank should continue to do well this year. While commending the efforts of the branches, he exhorted all those present to intensify their IMP and EMP efforts and to monitor advances from the beginning of the year. Special emphasis was placed upon two aspects of the operations: the maximum and fruitful utilisation of manpower, by penetrating into the market to cement our relationships with existing and prospective clients, and the need to improve the standard of service through high professionalism and all-round vigilance over branch operations.

A large number of delegates actively participated in the discussions and shared their enlightened ideas with colleagues. The forum proved to be a highly motivated field force.

NBO has a network of 49 branches in the Sultanate of Oman and three foreign branches in Abu Dhabi (UAE), Cairo and Alexandria. Of these, 28 branches are fully computerised. The bank currently employs 784 personnel.

BRANCH RELOCATION

As a link in the chain of modernisation of their branches, National Bank of Oman Ltd has shifted their Seeb International Airport Branch to new premises near the Oman Aviation Cargo Office. The Deputy Governor of the capital, Sayyid Sami bin Hamad bin Hamoud, performed the opening ceremony. The Airport Branch was formerly situated in a cabin across the airport terminal. The new office has a big hall, banking counters and on-line computer facilities.



Sayyid Sami bin Hamad bin Hamoud, Deputy Governor of the capital, performs the opening ceremony in the new NBO building at Seeb Airport. From left to right: NBO Branch Manager A. Jaleel Bintory, NBO General Manager Sadiq Dar, Deputy Governor of the capital Sayyid Sami bin Hamad bin Hamoud and NBO Deputy General Manager Arif Maqsood.

بنك الوطني العُماني المحدود ش.م.ع.
National Bank of Oman Ltd.



NBO Seeb Airport Branch staff with Mr M.S. Dar, General Manager, Mr Arif Maqsood, Deputy General Manager, and other senior executives from the Head Office.



NBO's annual conference – a forum for progress

A R O U N D T H E

VISIT FROM BAHRAIN

BCC Karachi recently hosted a dinner for a delegation from the Bahrain Chamber of Commerce and Industry. The delegation was also received in BCC House.



IMPORTANT LINK WITH USSR



From left to right: Mr Serguei Vladimirov Counsellor of the USSR Embassy in Abu Dhabi; Mr Ziaullah Qureshi BCC(E) Abu Dhabi; H. E. Felix N. Fedotov Ambassador of the USSR in UAE; Mr Akhtar Anis BCCI London; Mr Vladimir A. Drovossekov Deputy Chairman of the Bank for Foreign Trade of the USSR; Dr Sergey Dergachev Manager Eurofinancing BFFT of the USSR; Mr Bashir Tahir General Manager BCC(E) and Mr Javed Ali Khan of BCC(E) Abu Dhabi.



Left to Right H. E. Felix N. Fedotov Ambassador of the USSR in UAE; Mr Vladimir A. Drovossekov Deputy Chairman of Bank for Foreign Trade of the USSR; Sheikh Nahayan bin Mubarak Al Nahayan Chairman of BCC(E); Mr Bashir Tahir General Manager of BCC(E) Abu Dhabi.

Recently the Deputy Chairman of the Bank for Foreign Trade of the USSR, Mr Vladimir A. Drovossekov, and the Eurofinancing Manager of the bank, Dr Sergey Dergachev, visited the Head Office of BCC Emirates in Abu Dhabi upon receiving an invitation from Sheikh Nahayan bin Mubarak Al Nahayan, Chairman of BCC Emirates.

This is the first ever visit to BCC by any Soviet banker. BCC officials were earlier invited to Moscow by the Bank for Foreign Trade of the USSR. Mr Akhtar Anis, Mr Bashir Tahir and Mr Anwer Sher visited them in November 1986, when this initial contact was established by Mr Javed Ali Khan of BCC Emirates Marketing Department Abu Dhabi, who was also very instrumental in arranging and co-ordinating the visit of the Soviet bankers to the UAE.

With the exchange of visits between the banks, BCC can tap the immense possibilities of correspondent banking business through its global network of 400 branches in 72 countries. The Bank for Foreign Trade of the USSR may use our services to meet their growing banking requirements after their massive Economic Re-organisation Plans for 1987.

B C C W O R L D

VISA AND EGYPT

On 12 January BCC Misr acted as hosts to the VISA Middle East Regional meeting. Twenty-two banks from the region attended, together with three senior executives from VISA. VISA rated BCC arrangements and hospitality as excellent, and one of the most enjoyable meetings they have attended. In the centre of the photograph are Mr Patrick Bowden, General Manager of VISA International EMEA, Dr A. Chalabis, Chairman of Petra Bank Jordan, Dr Sadeq, General Manager of Arab Financial Services Bahrain, and Mr Aminuzzaman of BCC Misr Card Centre in Cairo.

BCC Misr successfully launched its own Egyptian pound VISA Card last year and handles all merchant operations in Egypt for the VISA and Mastercard organisations. It has recently begun advertising its local card on television.



M O R O C C A N S V I S I T A B U D H A B I



A delegation from Banque Marocaine du Commerce Extérieur of Casablanca, Morocco, recently visited the BCC Abu Dhabi Head Office. From left to right are Javed Ali Khan (BCC), Benkiran Driss (BMCE), Zafar Iqbal, MD (BCC), Mohammed Bennani, Director (BMCE), Ziaullah Qureshi (BCC) and Nabih el Mostafa (BMCE).

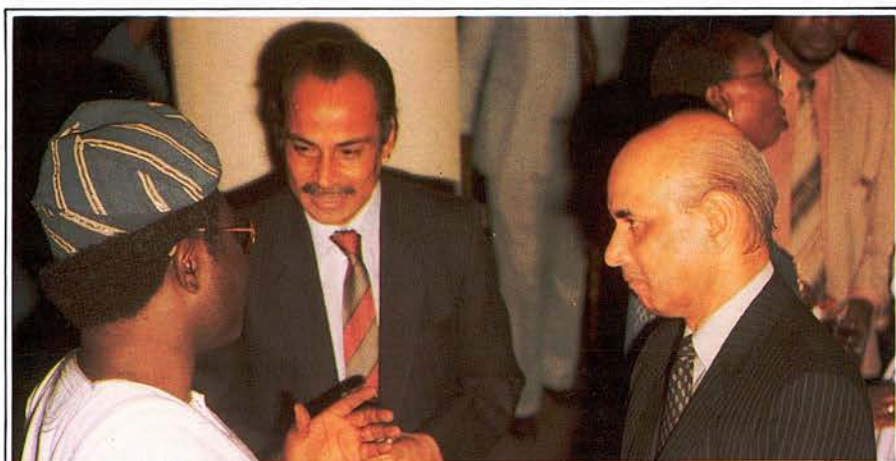
A R O U N D T H E

SOUTH ASIA PARTNERSHIP SYMPOSIUM



Members of BCC Ottawa recently attended a symposium conducted by the South Asia Partnership (NGO) on poverty in South Asia. Their President, Mr Richard Harmston (left), spoke highly of the services BCC Canada renders to their organisation and commented on BCC's active participation in Third World development projects. Also present were (from left to right) Mr Amer Mahmood, Manager BCC Ottawa; The Hon. Monique Landry, Minister of External Relations and President of CIDA; and Mr Jean Loiselle, President of SAP Canada. BCC Ottawa maintains the South Asia Partnership account.

BCCI EXECUTIVES VISIT NIGERIA



Three executives from International Division, headed by Mr Akhtar Anis, recently visited Nigeria to explore avenues of cooperation between BCCI Group and commercial and merchant banks in Nigeria. There were encouraging responses from the various banks who were

informed of the opening of Correspondent Banking Relationship and Business Cell (CBRB) at Central Office, Lagos.

A cocktail party for senior executives of Lagos banks in honour of the occasion was held.

OFFICER RECEIVES DIPLOMA



Mr Shailendra Shah, an Officer in the Foreign Exchange Department at the main branch of BCC Zimbabwe in Harare, has successfully completed the Banker's Diploma Part II examination set by the Institute of Bankers in Zimbabwe.

NEW AUDITORS APPOINTED



Photograph courtesy of Nick Truscott

Price Waterhouse have been appointed worldwide auditors to BCCI Holdings and subsidiaries. One of the key features in the decision to appoint Price Waterhouse was their ability to support the bank in its planned expansion in the years to come. Price Waterhouse first became involved with BCC as long ago as 1975 when the firm was appointed auditors to BCCI (Overseas). More recently Price Waterhouse has helped with the reorganisation of the treasury department and now expects to handle much of the audit co-ordination from Luxembourg with the assistance of their London office.

B C C W O R L D

PUBLIC SPEAKING
COMPETITION

A public speaking and presentation competition is being sponsored by the BCC's Isle of Man branch, to be open to students of the Business and Management Studies Department of the Isle of Man College of Further Education.

"Marketing is vital to the progress of every business," said Tony Wood, BCC's Douglas branch Manager. "I hope that the college's students are destined for positions in management, and they will find that our sponsorship of the competition will help them in their personal development."

The competition will be open to all the students of the Business and Management Studies Department, and they will either be able to compete individually or by making joint presentations with other members of their two-, three-, or four-man project syndicates. Their presentations will be required to have a sales and marketing orientation, although within this requirement students will be free to select a specific subject of their choice. Entrants will initially be judged by the college, and the best four will take part in a finals night to be adjudicated by a panel consisting of nominees from our bank, the college, and the Isle of Man Chamber of Trade and Industry. Representatives of the Isle of Man branch and the Isle of Man College of Further Education are pictured following agreement that the Bank would sponsor this competition. From left to right: Philip Bannan, Assistant Manager, and Tony Wood, Manager of our Isle of Man branch, together with Neville Pilling and Tim Hart of the college.

BCC INTER-UNIVERSITY CRICKET CHAMPIONSHIP

BCCI Bangladesh sponsored the BCCI CUP INTER-UNIVERSITY CRICKET CHAMPIONSHIP 87 from 22 to 27 March at Dhaka University cricket ground. All six of the country's universities participated in the tournament.

The Vice-Chancellor of the Engineering University, Professor

A.M. Patwari inaugurated the competition. In the final, Dhaka University lost to Chittagong University, whose captain, Mr Novel, accepted the cup from the Vice-Chancellor of Dhaka University, Professor Abdul Mannan. Mr M.A. Rashid, General Manager, BCCI, was present as a special guest.



FIRST FOR EXCELLENCE

In a recent survey conducted by Business India, BCC was ranked as the most efficient bank in India. Out of a total of twenty foreign banks, BCC came first in advances, deposits and

income generated per member of staff. This remarkable achievement is fully in line with BCC's continual striving for excellence.

Banks	Advances per employee	Deposits per employee	Income per employee
Bank of Credit & Commerce Int.	92.97	122.27	19.85
Societe Generale	80.58	66.83	6.56
Bank of America	60.38	41.66	11.77
Duetsche Bank	57.74	60.54	6.19
American Express	56.09	66.86	10.46
The Bank of Nova Scotia	49.11	32.15	5.37
The British Bank of the Middle East	38.47	52.09	6.94
Citibank	36.42	68.72	13.15
The Bank of Tokyo	36.36	44.14	6.22
Banque Indosuez	35.04	31.24	7.99
Bank of Oman	34.04	63.00	6.55
Abu Dhabi Commercial Bank Ltd	32.88	30.64	3.36
Oman International	19.22	23.48	0.83
The Mitsui Bank	18.31	23.40	4.38
Hongkong & Shanghai	16.29	22.56	3.94
Banque National de Paris	13.57	18.68	2.40
Grindlays	13.25	21.58	3.19
Algemene Bank Nederland N.V.	10.85	15.94	3.47
Standard Chartered	9.00	12.52	2.06
Sonali Bank	2.59	15.18	1.36

T I M E H O

A central point of BCC's corporate philosophy is our understanding of the visible and the invisible which allows us to merge with the flow of evolution.

Here Carl Forbes of GAMS presents a perspective on time that is directly related to our day-to-day responsibilities.

Most people think, plan or even daydream about the future. We contemplate marriage, take out mortgages (which in essence is betting with death) and hope to win the pools. In various ways, most of us make, or intend to make, provision for the unknown future. Unknown but not completely unknowable: we are aware, for instance, of our retirement date; our insurance advisers and our doctors can give us a reasonably accurate indication of our life-expectancy. As we approach middle life we have acquired a modestly accurate understanding of how our career is likely to develop: a 35-year-old banker is unlikely to become a dentist (though he just might become a priest) and is more likely to take up jobs where his banking skills will be utilised and appreciated.

Not always consciously, and not always efficiently, we *look ahead* and we do so over three broad time horizons: the short term (planning what we shall spend at Christmas), the medium term (budgeting for school fees) and the long term (planning pensions and retirement homes). These three horizons are important to us. Combined, they form a great part of the pattern and rhythm of our life journeys.

We also need to look to time horizons at work. As we look at the day-to-day activities of an organisation, it is imperative that we know where tomorrow's work will come from. In the same way, commissions earned today come from a different source from those that are going to be earned next week. Change occurs over time, so in order to understand and monitor change, it is important to understand and utilise time horizons. Time horizons cannot tell us what the future

holds, but they do make us aware of changes, and the scope for change.

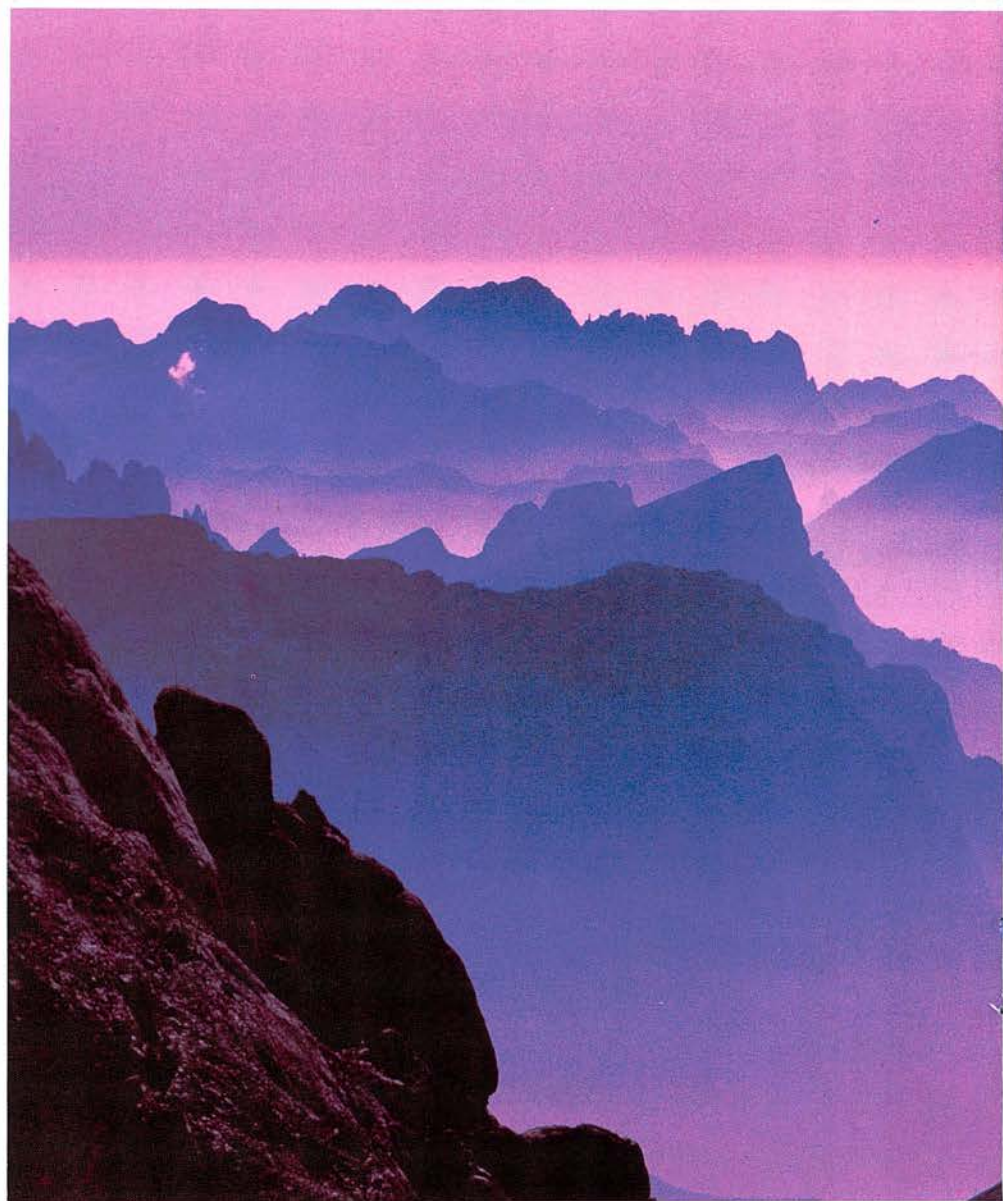
If we are to benefit from change at work, then we must plan for the future using different time horizons, just as we attempt to do in our private lives.

TIME HORIZONS WITHIN A BRANCH ENVIRONMENT

Different time horizons operate at different levels of management. A clerk's first consideration should be day-to-day running and efficiency of the department. A supervisor should be

concerned with the overall running of the department, ensuring that the day finishes in sufficiently good order for tomorrow to start efficiently. A junior officer is geared towards making the department fit in with branch objectives and targets weekly or monthly, while a senior officer is responsible for the total branch efficiency, effectiveness and profit levels each month. The manager monitors the daily, weekly and monthly figures; his targets are fulfillment of the long-term objectives of his branch. In other words, as we ascend managerial levels, time horizons lengthen.

As they are extended, time



R I Z O N S



month to one-year time horizon, he delegates the responsibility for the first six months to his senior officer. It is the responsibility of the senior officer to ensure that these targets are met, thus allowing the manager to meet his targets. The senior officer delegates monthly obligations to his junior officers, giving them the responsibility to meet these targets, so he can meet his. This process constitutes a chain of which the last link is the person to whom is delegated sufficient authority to ensure that day-to-day workings are performed in order to meet higher targets.

For this system to work efficiently there must also be a communication chain of understood targets from top to bottom. Everyone should know each other's targets and everyone should know how his own contribution fits into the overall objective of the branch. The communication chain must work in both directions, with clerks putting up suggestions about possible work increases and senior officers setting realistic targets.

As this system develops, trust will enable time horizons to be extended, giving more authority and power to those at the bottom, allowing a new layer of junior staff to join, and enabling senior staff to be released for other purposes.

MARKETS GROW WIDER IN TIME HORIZONS

If we look at today's profit, our commissions and incomes are from our present client base. If we look at next month's commissions and incomes, they are from our present client base plus the new clients attracted to BCCI. If we look for potential income, then the further we look into the future, the wider the market opportunities. By identifying what is attainable along different time horizons, we can adapt ourselves to cater for those that are within our reach. Marketing BP and ICI is not a one-off marketing ploy like a small local shop. The relationship needs to be developed over a period of time. The period is determined by what we expect may develop from the relationship as it evolves. In five years'

horizons create greater responsibilities: a clerk is responsible for his department and its profit day by day. The manager is responsible for his branch, covering all departments from year's end to year's end, whereas a general manager is responsible not only for his branches but the region as a whole over a one to five-year period. The scope of responsibility also expands as time stretches out.

A clerk is only concerned with his immediate work and profit objectives, a manager is concerned with satisfying a customer and staff base as well as a regional office. The general manager will have the responsibility of all managers and

officers, and also be concerned with the evolution of corporate culture and philosophy.

TIME HORIZONS MEAN DELEGATION

It is not within the manager's capacity to work and monitor every system to ensure his targets are met. He must delegate work to junior officers who are concerned with particular issues, and they in turn delegate power and activity.

For example, since a manager should only be concerned with a six-

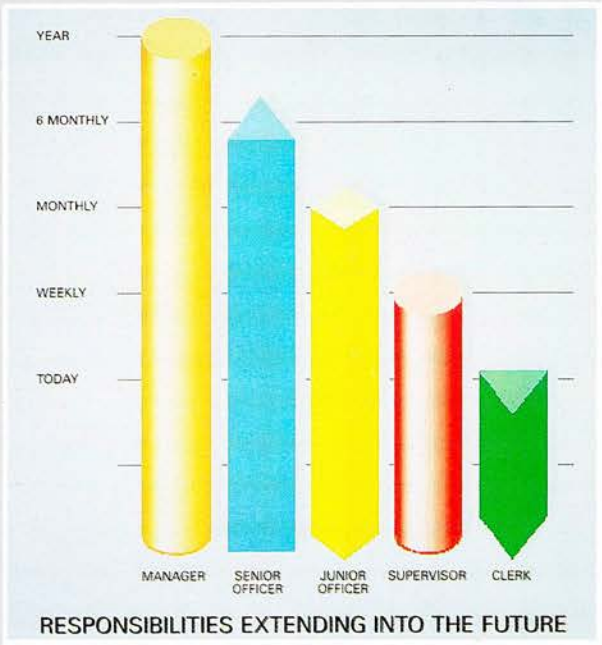
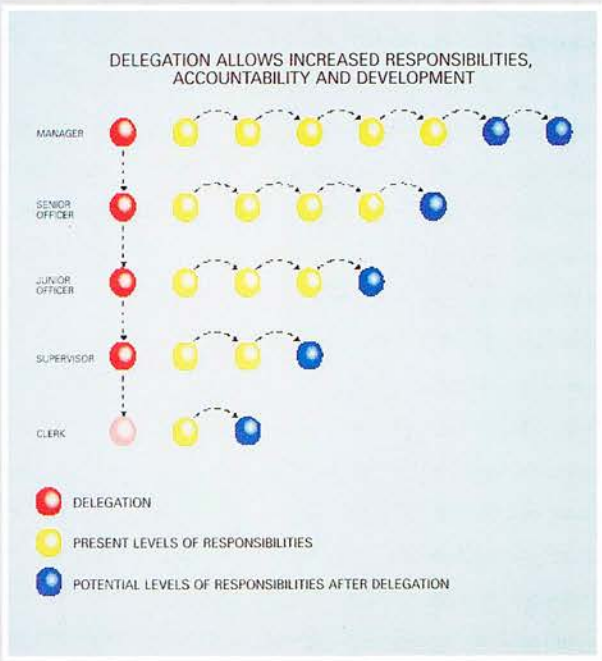
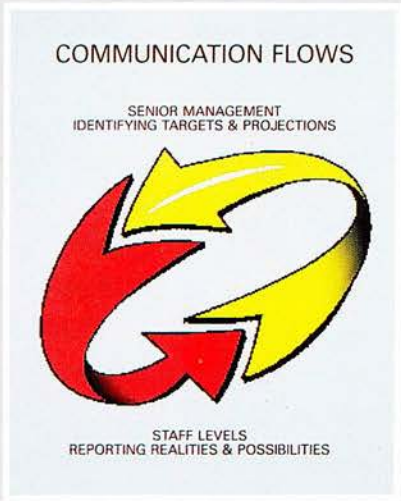
time Europe could be our challenge; in two years it could be the UK domestic market; next year it may be corporate clients; today it is our present client base. As we advance into the future, our marketing catchment possibilities increase.

What we must do is to plan and act in order to structure and create opportunities for the future. For instance, a marketing officer should timetable his day so that one-third of it is spent marketing present clients, another third on potential clients who are considering transactions with BCCI, and the last third developing contacts and relationships for the future. By planning a structured time horizon marketing strategy, the marketing officer has some indication of his future client base and probable income stream.

WHAT TIME HORIZONS MEAN



Awareness of time horizons means that delegation with a purpose and meaning can unite and motivate a branch to achieve objectives and goals. A structure is built which encourages real delegation to junior members and gives them more responsibility and accountability, leaving senior officers available for other roles. A wider marketing field is realised by looking further than today for business. Planned marketing strategies for time horizons ensure that there is a continuous flow of customers as time passes. Marketing concentration, attention and skills are evenly spread, catering for developing relationships in different markets. Time horizons do not allow you to become over dependent upon one customer base in a single market. Time horizon strategies are as effective as planned and efficient diversification policies.



An attractive offer to NON-RESIDENT **Indians** **भारतीय**

Under Government of India's scheme for Non-Resident Indians, BCC Bombay has made a special package of services mentioned briefly as under.

High Interest Rates

Open in individual name or in joint names with any other non-resident Indian, Term Deposit Accounts in U.S. Dollars and Pounds Sterling and earn high interest rates. The present rates are:

Period of Deposit	Present Interest Rates per annum		
	FOREIGN CURRENCY NON-RESIDENT DEPOSIT US \$ AND STG. £		NRE INDIAN RUPEES DEPOSIT
	Under Fixed Plan	Under Reinvestment Plan	
5 years & above	NA	NA	13.0%
3 years & above but less than 5 years	NA	NA	12.0%
3 years only	10.5%	11.98	12.0%
2 years and above but less than 3 years	10.0%	10.77	11.0%
1 year and above but less than 2 years	9.5%	9.72	10.5%
6 months to less than 1 year	8.0%	NA	8.0%

Fully Repatriable Accounts-no loss in exchange

Both the principal amounts of deposit and interest earned on the account can be transferred in the currency of the account at any time to any place in the world. There are no exchange formalities for opening the account. There are no risks due to fluctuating rates of exchange.

Free of Any Tax

Interest earned on all accounts opened in the names of non-resident Indians is exempt from income tax, gift tax, wealth tax and estate duty.

Double Your Deposit

Your deposits under BCC Re-investment Plan in Rupees (popularly called BCC-RIP) earn for you best ever yield. Your Deposit under this plan is doubled in just over 60 months. The entire amount of interest earned on the deposit is no doubt completely tax free.

Portfolio Management Services

You can also call for advice from us on many investment opportunities available in the Indian capital market through shares, convertible debentures of subscriptions to new issues. Such investments are fully repatriable under the existing law.

Prompt and Personalised Services

All services at BCC are tailored to meet the specific requirements of the customers. Instructions can be registered for disbursing either the interest or any part of the amount periodically for payments like insurance premia, school fees, subscriptions, monthly remittances to the family etc., in India or abroad. Instructions can also be given for conversion of funds to any other currency and subsequent transfer to any country in the World. Savings/Currency accounts can also be opened but in convertible Indian Rupees only.



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