

DISCUSSION PAPER

FIRST DRAFT
July 4, 1985

CLIENT CONTACT AND RELATIONSHIPS
PROGRAMME

OR

THE STRATEGY FOR THE BUSINESS
OF RELATIONSHIPS

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THE STRATEGY FOR THE BUSINESS

OF RELATIONSHIP

A. Introduction:

Business is clients and relationships

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

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

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

B. Objectives:

1. Retaining Business

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

2. Bring New Business

To bring new clients.

3. Promote Business Action

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

- increasing business from existing clients and bringing more business from new clients
- bringing our staff out from their present containment and comfort zones.

4. Releasing Energy

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

5. Achieving Sense of Fulfilment

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

1. Identification of Suitable Staff

C. Action
Preceding
Launching

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

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

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

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

- How many relationships he has with the existing clients and how confident and capable he is to enhance these relationships for additional business.
- How many contacts he has which can be converted into account relationships for his own branch/unit or any other branch/unit - and how capable and eager he is to do so.
- What is the type and size of existing relationships which he can effectively and satisfactorily maintain and what is the type and size of new clients with whom he can establish effective and encashable contacts.

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

2. Identification and categorisation of existing clients

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

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

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

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

- Is the relationship purely reactive, that is, has come about in the 'normal' course of business and not by any special effort or under special circumstances?
- Is the relationship based on personal contact? How should it now be promoted and institutionalised?
- What is the suitable and effective level of contact with the client
 - of what standing, stature and seniority? At what level of bank's staff can it be matched?
- What is the depth and warmth of the present relationship? How and who would maintain and improve it?
- What is the appropriate frequency at which contact should be maintained?

- How much personalised service and professional competence would be required to conduct and maintain the relationship at a close but correct level?
- The present volume of business and a clean and correct assessment of potential business.
- Whether development and conduct of the relationship would require additional support from other levels, such as Regional Office, Head Office, CSO?
- Identification, as correctly as possible, of the services and products needed by the client, and how and with what additional attraction such services will be provided by the bank.
- Categorisation of the clients from the point of view of specific marketing approach for each category. Some standard categories are:

Individual clients, including high net-worth individuals.

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

Self-employed professionals, doctors lawyers, etc.

Commercial Corporations and Institutions

Para-statal bodies

Financial Institutions, including Central Banks

Multinational Corporations

Embassies, Diplomatic Missions and International Agencies

Airlines and shipping lines

3. Identification of Special Relationships

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

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

4. Identification of New Contacts

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

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

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

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

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

D. Organisation
and
Machinery

1. C.S.O. Level

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

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

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

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

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

For important locations, special arrangements may be made.

2. Regional Office Level
Head Offices of Subsidiaries and Affiliates

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

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

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

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

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

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

3. Branch/Unit Level

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

Collection and Recording and Updating of information from individual selected staff in prescribed forms regarding

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

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

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

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

INDIVIDUAL STAFF REPORT

Statement No. 1
(Copy to R.O. & C.S.O.)

LIST OF RELATIONSHIPS WITH EXISTING CLIENTS

Following is the list of my relationship with the existing customers of the bank.

NAME OF STAFF:

Date of Report:

Serial No. of Report:

BRANCH:

<u>Serial No.</u> Customer Prefix E (existing)	Name of Client and nature of business/vocation	Branch at which Account maintained	Potential Size/Nature of Relationship				Remarks regarding Potential of increase in each category of relationship
			Current A/C (Average Bal.)	SB A/C (Average Bal.)	Term Deposit (Average Dep.)	Other Business	

INDIVIDUAL STAFF REPORT

Statement No. 2
(Copy to R.O. & C.S.O.)

LIST OF CONTACTS WITH PROSPECTIVE CLIENTS

Following is the list of my present contacts which I can convert into Bank's client relationship.

NAME OF STAFF:

Date of Report:

Serial No. of Report:

BRANCH:

<u>Serial No.</u> Customer Prefix N (New)	Name of Client and nature of business/vocation	Branch at which Account relationship can be established	Potential Size/Nature of Relationship				Remarks
			Current A/C (Average Bal.)	SB A/C (Average Bal.)	Term Deposit (Average Dep.)	Other Business	

INDIVIDUAL STAFF PROGRESS REPORT

Statement No. 3
(Copy to R.O. & C.S.O.)

RELATIONSHIP WITH EXISTING CLIENTS

Following is my progress report for
the period from _____ to _____.

NAME OF STAFF:

Date of Report:

Serial No. of Report:

BRANCH:

<u>Serial No.</u> E/Prev/Addl.	Name of Client	Branch at which Account maintained	Current A/C Average Bal		SB A/C Average Balance		Term Deposit Average Dep.		Other Business	
			<u>Previous</u> Report	<u>Present</u> Report	<u>Previous</u> Report	<u>Present</u> Report	<u>Previous</u> Report	<u>Present</u> Report	<u>Previous</u> Report	<u>Present</u> Report

INDIVIDUAL STAFF PROGRESS REPORT

Statement No. 4
(Copy to R.O. & C.S.O.)

A. CONTACTS WITH PROSPECTIVE CLIENTS MATERIALISED

Following is my progress report for
the period from _____ to _____.

NAME OF STAFF:

Date of Report:

Serial No. of Report:

BRANCH:

Serial No. N/Prev/Addl.	Name of Client	Branch where Account Relationship Established	Size and Nature of Account Established			
			Current A/C Average Balance	S.B. A/C Average Balance	Term Deposit Average Dep.	Other Business

B. ADDITIONS TO PREVIOUS REPORT

I have added the following contacts to my previous list of contact with prospective clients.

Serial No. Customer Prefix N (New)	Name of Client and nature of business/vocation	Branch at which Account relationship can be established	Potential Size/Nature of Relationship				Remarks
			Current A/C Average Bal	SB A/C Average Bal	Term Deposit Average Dep.	Other Business	

BRANCH/UNIT REPORT

Statement No. 5
(Copy to R.O. & CSO)

ALLOCATION OF RELATIONSHIP AND
CONTACTS

NAME OF BRANCH

NAME OF BRANCH MANAGER

Date of Report

Serial No. of Report

UNIT'S STATISTICS		EXISTING RELATIONSHIPS		NEW CONTACTS			
Total No. of staff	No. of staff selected for the Programme	Total No. of A/Cs (Customers)	Total No. of relationships of existing clients allocated to selected staff	No. of special relationships identified from existing clients	Total No. of New contacts/accounts targetted and allocated	Nature of Accounts	Remarks regarding potential

ALLOCATION TO
INDIVIDUAL STAFF
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Serial No. Name of Staff

* See Individual Staff Report

BRANCH/UNIT
PROGRESS REPORT

Statement No. 6
(Copy to R.O. & CSO)

NAME OF BRANCH

NAME OF BRANCH MANAGER

Date of Report

Serial No. of Report

UNIT'S STATISTICS						EXISTING RELATIONSHIPS				NEW CONTACTS				ACHIEVEMENT
Total No. of staff		No. of Staff selected for the Programme		Percentage		Total No of A/Cs (Customers)		Total No. of relationships of existing clients allocated		Total No. of New Accounts Targetted		Number of Accounts		Remarks regarding Nature & Size of A/C opened
Prev Rprt	Pres Rprt	Prev Rprt	Pres Rprt	Prev Rprt	Pres Rprt	Prev Rprt	Pres Rprt	Prev Rprt	Pres Rprt	Prev Rprt	Pres Rprt	Prev Rprt	Pres Rprt	
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INDIVIDUAL
PERFORMANCE

Serial No. Name of Staff

• See Individual Staff Report

