

New economy leadership, relationship management (CRM) and relationship marketing issues			SOURCE	QUESTION
1. New economy/new generation leadership organisations			<ul style="list-style-type: none"> <li>• SHARING ORGANISATION VALUES</li> <li>• Innovation</li> <li>• Creativity</li> <li>• Create value</li> <li>• Learning together</li> <li>• Share knowledge</li> <li>• Every one is a leader in his/her job</li> <li>• Entrepreneurial thinking</li> <li>• Value diversity</li> <li>• CHANGE</li> <li>• NETWORKING</li> <li>• COMMUNITY-ORIENTATED</li> <li>• TO BUILD</li> <li>• PERSONAL GROWTH</li> </ul>	<p>1. 1 Define the concept new economy /new generation leadership organisations</p> <p>1.2 Can you tell me more about new economy/new generation leadership organisations</p>
2. Leadership transformation			<ul style="list-style-type: none"> <li>• Inspirational</li> <li>• Personal growth</li> <li>• Making a difference</li> <li>• Adopt to change</li> <li>• Serve as a global steward-not to focus on maximising profits only</li> <li>• Leave a legacy</li> <li>• Responsibility for the whole organisation</li> </ul>	<p>2.1 Has ABSA PFS made a leadership transformation Clarify answers or give examples</p>
3. Culture transformation			<p>3.1</p> <ul style="list-style-type: none"> <li>• Beliefs</li> <li>• Norms</li> <li>• Shared experiences</li> <li>• Changing environment</li> <li>• Serve others-everybody in organisation</li> <li>• values</li> </ul> <p>3.2</p> <p>1. <b>strategy:</b> how strategy is used to drive performance</p> <p>2. <b>Structures:</b> how structure are</p>	<p>3.1 Has ABSA PFS made a cultural Transformation in order to entrench new generation/ new economy leaderships principles and mindsets.</p> <p>3.2 ABSA PFS use the</p>

			<p>designed to reinforce performance by optimising all the <b>resources-accountability at all levels</b></p> <p><b>3. People capacity: optimum development of people</b></p> <p><b>4. business processes:</b> adoption and widespread use of a set of integrated business processes that cause high performance</p> <p><b>5. stakeholder commitment:</b> alignment of all stakeholders</p> <p><b>6. pay and incentives:</b> attract, retain and enhance commitment of people</p> <p><b>7.change leadership: new leaders that adapt to change; innovation, creativity. inspirational leaders</b></p>	<p><b>Beehive model to entrench change and high performance in order to renew the organisation.</b> The beehive theoretical model consists of <b>Seven sets of critical workplace practices;</b></p> <ol style="list-style-type: none"> <li>1) Strategy</li> <li>2) Structures</li> <li>3) People capacity</li> <li>4) Business processes</li> <li>5) Stakeholder commitment</li> <li>6) Pay and incentives</li> <li>7) Change leadership</li> </ol> <p><b>In your opinion does any of these sets of workplace practices impacts on relationship management and on the role of relationship managers.</b></p>
<b>4. Old economy leadership</b>	•	•	<ul style="list-style-type: none"> <li>• Autocratic leadership</li> <li>• Bureaucracy</li> <li>• Positional power</li> <li>• Non accountability</li> <li>• One up man ship: I am the boss</li> <li>• Rule by fear</li> <li>• Top-down management and decision making</li> <li>• Risk averse thinking-vs entrepreneurial</li> </ul>	<b>4. Has ABSA PFS abandoned old economy hierarchical power?</b>
<b>5. New economy leadership</b>	•	•	<ul style="list-style-type: none"> <li>• Valuing diversity</li> <li>• Talent management</li> <li>• Democratic and personal authority</li> <li>• Entrepreneurial behaviour</li> <li>• Tolerance of failure</li> <li>• Empowerment of all</li> <li>• Encourage creativity and innovation</li> <li>• Social responsibility</li> <li>• Team learning.shared knowledge.creating value</li> <li>• Meaningfull differences</li> </ul>	<b>5. Has ABSA PFS entrenched new economy democracy and principles?</b>

<p><b>6. Personal mastery in the new economy workplace, Self-organising high performance teams, new economy leadership behaviour, change leader development and managing complexity and diversity.</b></p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ol style="list-style-type: none"> <li>1. Personal mastery: life vision, personal motivation. Building shared vision. Energies and the alignment with absa pfs Personal authority</li> <li>2. Self-organising high performance teams- teamwork-shared knowledge and learning</li> <li>3. New economy leadership behaviour-shared vision with organisation and customer <ul style="list-style-type: none"> <li>- entrepreneurial</li> <li>- networking</li> <li>- shared knowledge</li> <li>- building relationships</li> <li>- creating value</li> </ul> </li> <li>4. Change leader development- - how to manage change</li> <li>5. Managing complexity and diversity -effect on clients -black relationship managers- benefits to clients as well as from a personal growth point of view.</li> </ol>	<p><b>6. How does the implementation of the five drivers of Leading the ABSA way affect the role of relationship managers?</b></p> <p>The five drivers of “Leading the ABSA way” are as follow:</p> <ol style="list-style-type: none"> <li>1. Personal mastery</li> <li>2. Self organising teams</li> <li>3. New economy leadership behaviour</li> <li>4. Change leadership behaviour</li> <li>5. Managing complexity and diversity</li> </ol>
<p><b>7. The new economy leadership profile</b></p>			<ul style="list-style-type: none"> <li>• Entrepreneurial</li> <li>• Vision</li> <li>• Positive</li> <li>• Innovation culture</li> <li>• Look for opportunities</li> </ul>	<p><b>7. In your opinion what emerging leadership profiles should a relationship manager have in a new economy organisation.</b></p>
<p><b>8. New economy leadership and the impact on relationship managers</b></p>			<p>8.1</p> <ul style="list-style-type: none"> <li>• learning organisation- learning as a team.shared knowledge.</li> <li>• Shared vision</li> <li>• Personal mastery</li> <li>• innovation</li> <li>• accountability and responsibility</li> <li>• corporate performance</li> </ul>	<p><b>8.1 Are there any contributing factors of new economy leadership principles that impact the role of relationship managers?</b></p> <p><b>8.2 Do you think it is a positive or negative Impact?</b></p>
<p><b>9. Definition: Customer relationship management (CRM)</b></p>			<ul style="list-style-type: none"> <li>• Integration of all divisions in organisation i.e I.T, marketing to deliver client relationships</li> <li>• Creating relationships</li> </ul>	<p><b>9. Define Customer relationship management.</b></p>
<p><b>10.Customer acquisition, retention and customer loyalty and the impact on customer relationship management (CRM)</b></p>			<p>Acquisition-expensive to acquire new clients</p> <p>Retention-more profitable</p>	<p><b>10. Does ABSA PFS focus on acquisition or retention?</b></p> <p><b>10.1 Is retention important?</b></p> <p><b>10.2 Customer relationship</b></p>

				<b>management is a critical aspect in order to retain clients – comment on statement</b>
<b>11.Customer relationship management (CRM)</b>			<p>11.2</p> <ul style="list-style-type: none"> <li>• creating value for customer</li> <li>• integrate processes and divisions to deliver the best possible service</li> </ul> <p>11.2 Importance of repeat business, Existing clients-more profitable</p>	<p><b>11.1 By implementing a CRM strategy are there any benefits to the relationship manager and its role?</b></p> <p><b>11.2 Are there any benefits for ABSA PFS to have a CRM strategy?</b></p>
<b>12. ABSA PFS uses relationship managers to maintain the relationship</b>				<b>12. ABSA PFS relationship managers are the ideal people to maintain the relationship-discuss the statement.</b>
<b>13. New economy leadership and customer relationship management( CRM)</b>			<p>13.1 Why the role of relationship managers are important. The role of managing a relationship includes; Responsibility of listening Integrating communications, technologies, people and processes. Value creation</p> <p>New economy leadership focus on ,creating value, innovation, creativity shared values and visions. Building and learning together.</p>	<p><b>13. 1 New economy leadership impacts on customer relationship management/managers-discuss statement.</b></p> <p><b>13.2 Is it a positive or negative impact?</b></p>
<b>14. Definition: Relationship marketing</b>			<p>Process of creating value for clients via building relationships with clients in order to keep them as life long clients.</p> <p>Retention of existing customers are very important</p>	<b>14. Define relationship marketing.</b>
<b>15. Transaction vs relationship marketing</b>			<p>Transaction marketing, approach is based on a notion of mass markets where individual customers are anonymous. The problem with such an approach is that the customer is seen as someone the marketer does something to, instead of what the organisation can do for you.</p> <p>Relationship marketing; Where interactions and co-operation exist at some level, the customer and the supplier or service provider are not totally isolated from each other. In the relationship marketing approach the customer to some extent do purchases on mutual influences.</p>	<p><b>15. 1What is the difference between transaction and relationship marketing?</b></p> <p><b>15.2 Which approach does ABSA PFS takes, a transaction marketing or relationship marketing approach?</b></p> <p><b>15.3 Which approach do you think integrates with ABSA PFS vision and value proposition? Give reasons and examples to clarify answer.</b></p>

			<p>There is therefore an inter - dependence between the two parties In the relationship approach the organisation creates value, and provide possible value solutions in order to satisfy customer's needs.</p> <p>15.3 relationship marketing approach-we are in the business to build relationships</p>	
<b>16. Goal of relationship marketing</b>			<p>Maximising lifetime value of a customer.</p> <p>Lifetime revenue/profitability. Lifetime contributions for the company.</p> <p>Grönroos(2000:29): Relationship marketing, for the same reason as modern management principles, requires a process management approach</p>	<p><b>16.1 What is the main goal that ABSA PFS want to achieve with relationship marketing?</b></p> <p><b>16.2 Can relationship management (CRM) be seen as an integrated process of relationship marketing?</b></p>
<b>17. Components of relationship marketing</b>			<ul style="list-style-type: none"> <li>• <b>Organisation culture:</b> Culture is very important in relationship marketing as it influences the ways customers evaluate and use services.</li> <li>• <b>Values and attitudes</b> . Organisational values need to change from the focus on profit, growth and control to organisations that entrench values such as personal fulfilment of employees, taking responsibility for the whole and for service delivery.</li> <li>• <b>Leadership</b> The viewpoint of the new economy leadership is to see the organisation, leaders and customers as one and choose to co-create instead of only creating value for one .</li> <li>• <b>Structure</b> <b>relationship marketing impacts on the entire organisation and can therefore result in</b></li> </ul>	<p><b>17.1 Comment on how ABSA PFS aligns the following components in its relationship marketing strategy</b></p> <ul style="list-style-type: none"> <li>• <b>Organisation culture</b></li> <li>• <b>Values and attitudes</b></li> <li>• <b>Leadership</b></li> <li>• <b>Structure</b></li> <li>• <b>People</b></li> <li>• <b>Process</b></li> </ul>



