


QUESTION	INTERVIEW CONDUCTED WITH: Interview 1: Outcome of interview
1.1 Define the concept new economy/new generation leadership organisations	1. Democratic change is evident 2. moving into times of change 3. Rainbow nation 4. Change of client base and focus to move to more black clients. 5. Must have adequate skills and knowledge to deal with clients
2. Has ABSA PFS made a leadership transformation	<ul style="list-style-type: none"> • YES, ABSA PFS has made a leadership transformation, however was slow to act on transformation. • Top down management approach is starting to focus on change. • Clients have a different perception of the organisation than compared to the old Volkskas days. Market has a more positive perception of what ABSA as an organisation and what ABSA PFS stands for. • Clients notice the change in the type of leadership.
<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 Beehive model to entrench change and high performance in order to renew the organisation. The beehive theoretical model consists of Seven sets of critical workplace practices;</p> <ol style="list-style-type: none"> 1) Strategy 2) Structures 3) People capacity 4) Business processes 5) Stakeholder commitment 6) Pay and incentives 7) Change leadership <p>In your opinion does any of these sets of workplace practices impacts on relationship management and on the role of relationship managers.</p>	<p>3.1</p> <ul style="list-style-type: none"> • Market has noticed changes, especially internally. • Forced onto ABSA –BEE Quotas • Bringing in different cultures and dynamics <p>3.2</p> <p>1. Strategy: strategy is important for relationship building.</p> <ul style="list-style-type: none"> • Value proposition and strategy is in line: building client relationships. • Positive impact <p>2. Structures</p> <ul style="list-style-type: none"> • Segmentation had a positive impact i.e. R750 000 income requires a specialised service. • Support structures not the best, knowledge of support staff not up to scratch. Therefore taking up a lot of time as relationship managers take care of administration. <p>3. People</p> <ul style="list-style-type: none"> • Development plan is NB • See life as a whole <p>4. Business processes</p> <ul style="list-style-type: none"> • Refining image and processes internally and staff workplace more conducive • Easier from client's point of view • Makes role of relationship manager easier <p>5. Stakeholder commitment</p> <ul style="list-style-type: none"> • Everyone's commitment and values in the organisation must be aligned with the PFS value proposition. <p>6. Pay and Incentives</p> <ul style="list-style-type: none"> • Pay should be in line with the type of job profile and responsibility, and market related. • Relationship managers not paid enough • Incentives currently not aligned • Incentives only paid to top performers and middle performers are not incentives enough. • Role of relationship manager can be better fulfilled if better paid or incentives. • Job satisfaction and reward drive motivation <p>7. Change leadership</p> <ul style="list-style-type: none"> • Need to embrace change. • Need to adapt to changes in the environment otherwise the relationship manager cannot succeed in role.
4. Has ABSA PFS abandoned old economy hierarchical power?	<ul style="list-style-type: none"> • To some extent, there is still top down approach • Down level staff not involved in decision making • Not enough support from management to give relationship manager back-up • Due to policies and procedures the job does not allow too much scope for entrepreneurship. However one manages your own client base so there is a certain level of entrepreneurship that can be exercised.

	<ul style="list-style-type: none"> Relationship managers are given responsibility and accountability to some extent, however still problem with not enough support/back-up from management.
<p>5. Has ABSA PFS entrenched new economy democracy and principles?</p>	<p>Yes</p> <ul style="list-style-type: none"> New economy democracy Cultural diverse staff Clients are cultural diverse Team learning and sharing are embraced
<p>6. How does the implementation of the five drivers of Leading the ABSA way affect the role of relationship managers?</p> <p>The five drivers of "Leading the ABSA way" are as follow:</p> <p>1. Personal mastery</p> <p>2. Self organising teams</p> <p>3. New economy leadership behaviour</p> <p>4. Change leadership behaviour</p> <p>5. Managing complexity and diversity</p>	<p>1. Personal mastery:</p> <ul style="list-style-type: none"> Encourage from a development point of view to motivate. Self –motivation Envision what the organisation stands for. <p>2. Self-organising high performance teams</p> <ul style="list-style-type: none"> There is team learning amongst relationship managers Relationship building-relationship managing is important <p>3. New economy leadership behaviour.</p> <ul style="list-style-type: none"> Shared knowledge and more responsibility impacts positively on the role of relationship managers- More room for innovation and creativity. <p>4. Change leadership</p> <ul style="list-style-type: none"> Not filtered down enough from top management The process has however started. Leadership forums are held to entrench change leadership. Feel that ground staff-input minimal. Change leadership will benefit the role of relationship managers if there is more involvement from top. <p>5. Managing complexity and diversity</p> <ul style="list-style-type: none"> Skills and knowledge is shared by different cultural diversity levels More specialised skills are needed when the subject is more complex.
<p>7. In your opinion what emerging leadership profiles should a relationship manager have in a new economy organisation.</p>	<ul style="list-style-type: none"> Young and dynamic Age is important-Get rid of old guys Enthusiastic, committed and motivated
<p>8.1 Are there any contributing factors of new economy leadership principles that impact the role of relationship managers?</p> <p>8.2 Do you think it is a positive or negative Impact?</p>	<p>8.1 There are contributing factors</p> <ul style="list-style-type: none"> To be a good –new economy leadership behaviour must be entrenched <p>8.2 Positive</p>
<p>9. Define Customer relationship management.</p>	<ul style="list-style-type: none"> All parts of the organisation to create one specific function One weak link brings whole organisation down Alignment to deliver good client relationships
<p>10.1 Does ABSA PFS focus on acquisition or retention?</p> <p>10.2 Is retention important?</p> <p>10.3 Customer relationship management is a critical aspect in order to retain clients – comment on statement</p>	<p>10.1 Focus more on acquisition than on retention. If more clients are retained more referral business can be obtained Should focus more on retention</p> <p>10.2 Retention important for that reason.</p> <p>10.3 Good service is needed to build good relationships-will lead to retaining clients. Relationship management therefore important to manage the relationship and keep client happy.</p>
<p>11.1 By implementing a CRM strategy are there any benefits to the relationship manager and its role?</p> <p>11.2 Are there any benefits for</p>	<p>11.1 Effective CRM will have a positive impact on relationship manager/management. Especially for new people joining the organisation-see what current norm is</p> <p>11.2 Focus on strategy-will lead to providing good client service-lead to good relationships.</p>

ABSA PFS to have a CRM strategy?	
12. ABSA PFS relationship managers are the ideal people to maintain the relationship-discuss the statement.	<ul style="list-style-type: none"> • The best people • One point of entry • Entrench relationships
13. 1 New economy leadership impacts on customer relationship management/managers-discuss statement. 13.2 Is it a positive or negative impact?	<p>13.1</p> <ul style="list-style-type: none"> • New economy leadership focus on value creation. • CRM also focus on value creation by building relationships. There is therefore an alignment of the two concepts <p>13.2 Positive</p>
14. Define relationship marketing.	<p>Positioning yourself in the game of relationship management. By delivering good service ,we can build good client relationships Marketing is the concept that PFS is in the game of building relationships.</p>
15. 1What is the difference between transaction and relationship marketing? 15.2 Which approach does ABSA PFS takes, a transaction marketing or relationship marketing approach? 15.3 Which approach do you think integrates with ABSA PFS vision and value proposition? Give reasons and examples to clarify answer.	<p>15.1 Transaction marketing: Holistic view from a pricing point of view, not assessing clients on an individual basis.</p> <p>Relationship marketing: Each client being different. Not looking at a batch, but on individual need.</p> <p>15.2 Relationship marketing</p> <p>15.3 Relationship marketing. There is an integration between the PFS value proposition and vision and the relationship marketing strategy. We are selling the relationship management/ manager concept in relationship marketing. We drive the concept of relationship management-therefore the integration.</p>
16.1 What is the main goal that ABSA PFS want to achieve with relationship marketing? 16.2 Can relationship management (CRM) be seen as an integrated process of relationship marketing?	<p>16.1</p> <ul style="list-style-type: none"> • Want to acquire client to keep him for life, retain clients by providing good client services. • Retention is therefore important to relationship marketing • Keeping client for life-will refer family and friends. Revenue will increase <p>16.2</p> <ul style="list-style-type: none"> • CRM is important for relationship marketing-fit hand in hand. • In service industry we drive service-provide good service we can adequately marketing client service.
17.1 Comment on how ABSA PFS aligns the following components in its relationship marketing strategy <ul style="list-style-type: none"> • Organisation culture • Values and attitudes • Leadership • Structure • People • Process 	<ul style="list-style-type: none"> • Organisation culture -Alignment from PFS is aligned to enhance client relationships - Employment of different staff and ethnic groups- client view this in organisation-diverse organisation • Values and attitudes -Must have correct values and attitudes - Self- motivation in organisation and right attitude will drive positively • Leadership Relationship manager is given adequate responsibility, to deliver client relationships. • Structure -“To many chiefs and too little Indians” - Still too many structures in place to provide best service. • People -Realise that people is the back bone of the organisation, and is the most important people in organisation -Client want from their point of view someone that they can talk to • Process -Is important to align with strategies - Processes are not fully aligned as yet

	<p>-negative of process is that one cannot stick to a fixed set of rules - When we deal with the affluent market client one should “think out of the box” -More research is required to streamline for an example the credit process - Not always easy to think out of the box due to the risk policies it is not always possible.</p>
<p>18. The objective of the new economy leadership organisation is also to create value for the customer. New economy or also called new generation organisations eradicate those activities, processes, procedures and people that do not create value for the customer. This implies that organisations that entrench new economy leadership principles are able to effect major changes in customer relationship management (CRM) and relationship marketing as are required to make it a leader in its field.</p> <p>18.1 Does ABSA PFS integrate new economy leadership principles with its relationship marketing strategies?</p> <p>18.2 What impact does new economy leadership have on relationship marketing?</p>	<p>18.1 Yes</p> <ul style="list-style-type: none"> • New economy leadership focus on creating value • Relationship marketing strategy-Is geared to create value. • Shared knowledge, innovation is needed to achieve goal of relationship marketing <p>18.2</p> <ul style="list-style-type: none"> • There is a correlation. Encompass both and providing good client services, you will have a client for life. • Use expertise and knowledge to keep the client for life. <div style="text-align: center;">  <p>UNIVERSITY OF JOHANNESBURG</p> </div>