


QUESTION	INTERVIEW CONDUCTED WITH: Interview 2: Outcome of interview
1. 1 Define the concept new economy /new generation leadership organisations	<ul style="list-style-type: none"> • How organisations do things differently • Being entrepreneurial, new and changed mindsets. • Everyone in organisation is considered a leader in its field
2. Has ABSA PFS made a leadership transformation	<p>Yes ABSA PFS has made a leadership transformation</p> <ul style="list-style-type: none"> • Everyone has a responsibility for the performance of the whole organisation. • Trying to leave a legacy • Current merger with ABSA Private bank-will have to take responsibility and leadership qualities to adapt to change.
<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 Yes</p> <ul style="list-style-type: none"> • ABSA PFS has entrenched diversity • Everyone is treated with respect <p>3.2</p> <p>1. People capacity:</p> <ul style="list-style-type: none"> • The more developed and trained the relationship manager is the better he /she can do his job. • Ongoing training is necessary to up skill staff. <p>2. Pay and incentives:</p> <ul style="list-style-type: none"> • Motivates people. The more motivated one is the better the fulfilment of the role of a relationship manager. <p>3. Change leadership:</p> <ul style="list-style-type: none"> • New leadership needs to adapt to change. • Innovation and creativity is needed to enhance change leadership • Innovation and creativity will assist the relationship manager to be more efficient in his/her job. 
4. Has ABSA PFS abandoned old economy hierarchical power?	<p>Yes</p> <ul style="list-style-type: none"> • More democratic in decision making • More responsibility and accountability for everyone in PFS. • No more rule by fear as in the past.
5. Has ABSA PFS entrenched new economy democracy and principles?	<p>Yes</p> <ul style="list-style-type: none"> • Team learning and knowledge are entrenched • Creating value for the whole organisation is important • Valuing diversity • Allow people to make mistakes and learn from it.
<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> <ol style="list-style-type: none"> 1. Personal mastery 2. Self organising teams 3. New economy leadership behaviour 	<p>1. Personal mastery:</p> <ul style="list-style-type: none"> • Relationship managers are more motivated and align themselves with the vision of PFS. • Focus on creating value for staff and for clients. <p>2. Self-organising high performance teams:</p> <ul style="list-style-type: none"> • Work in a team together, sharing knowledge which will positively impact on the role of a relationship manager. <p>3. New economy leadership behaviour:</p> <ul style="list-style-type: none"> • Relationship manager make use of networking to service clients better. • Due to more entrepreneurial thinking, client can be better serviced.

<p>4. Change leadership behaviour</p> <p>5. Managing complexity and diversity</p>	<p>4. Change leadership development:</p> <ul style="list-style-type: none"> • Must believe in change, must be communicated to relationship managers. • Various training courses are held to develop and implement change leadership principles and behaviours • Communication is the key factor. <p>5. Managing complexity and diversity</p> <ul style="list-style-type: none"> • Benefit of managing diversity is that there is respect for each other's cultures and beliefs. • Respect amongst relationship managers and clients
<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"> • Must be positive • Innovative • Building values and looks for opportunities to do things differently.
<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 Yes there are contributing factors such as:</p> <ul style="list-style-type: none"> • More responsibility and accountability is given to relationship managers to better fulfil their roles. <p>8.2 Positive</p>
<p>9. Define Customer relationship management.</p>	<ul style="list-style-type: none"> • To satisfy clients needs and to build 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 on both acquisition and retention. Focus more on retention due to more costs that occur when acquiring a new client, especially when you take over a client from another banking institution.</p> <p>10.2 Retention is important.</p> <p>10.3 It is critical , cannot retain client if the client does not even know his relationship manager , the client will feel that he/she is only be a number in the system.</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 ABSA PFS to have a CRM strategy?</p>	<p>11.1 Yes there are benefits</p> <ul style="list-style-type: none"> • Due to integrated processes in and between divisions, the best possible service can be delivered to the client. <p>11.2. Yes there are benefits for ABSA PFS.</p> <ul style="list-style-type: none"> • In having good relationships with our clients we will retain them. • Existing clients will refer business-will increase revenue
<p>12. ABSA PFS relationship managers are the ideal people to maintain the relationship-discuss the statement.</p>	<ul style="list-style-type: none"> • The focus in the past was on products and services only, today we need to look at relationships. • Clients will pay more for services if they can have good relationships.
<p>13. 1 New economy leadership impacts on customer relationship management/managers-discuss statement.</p> <p>13.2 Is it a positive or negative impact?</p>	<p>13.1 Does impact on CRM and on relationship managers</p> <ul style="list-style-type: none"> • There is more responsibility and accountability given to relationship managers. • Customers see you as someone that is more positive, that is there to add value. <p>13.2 Positive</p>
<p>14. Define relationship marketing.</p>	<p>Building relationships and maintain relationships over a long-term in order to create value</p>
<p>15. 1What is the difference between transaction and relationship marketing?</p> <p>15.2 Which approach does ABSA PFS takes, a transaction marketing or relationship marketing approach?</p> <p>15.3 Which approach do you think</p>	<p>15.1 Transaction marketing:</p> <ul style="list-style-type: none"> • Service clients as a whole <p>Relationship marketing:</p> <ul style="list-style-type: none"> • Looking at the individual's needs differently. <p>15.2 Relationship marketing</p> <p>15.3 Relationship marketing.</p> <ul style="list-style-type: none"> • The PFS value proposition and vision are based on building genuine client relationships.

<p>integrates with ABSA PFS vision and value proposition? Give reasons and examples to clarify answer.</p>	<ul style="list-style-type: none"> Marketing strategy focus thus on relationships/relationship building.
<p>16.1 What is the main goal that ABSA PFS want to achieve with relationship marketing?</p> <p>16.2 Can relationship management (CRM) be seen as an integrated process of relationship marketing?</p>	<p>16.1</p> <ul style="list-style-type: none"> Retain client over the long-term. Want to be a profitable organisation. Will be more profitable over the long term-important to focus on retention <p>16.2</p> <ul style="list-style-type: none"> It can be seen as an integrated process because CRM is all about building client relationships. Marketing has changed to relationships instead of the focus on product and price only.
<p>17.1 Comment on how ABSA PFS aligns the following components in its relationship marketing strategy</p> <ul style="list-style-type: none"> Organisation culture Values and attitudes Leadership Structure People Process 	<ul style="list-style-type: none"> Organisation culture: <ul style="list-style-type: none"> The way customers evaluate or use the service. Clients start to notice the cultural diversity amongst relationship managers and other ground level staff and the focus on the acquisition of black clients. Values and attitudes: <ul style="list-style-type: none"> ABSA PFS focus on personal growth of employees. This will have a positive impact on attitudes-increase motivation. Relationship managers will align personal values with values of division Leadership: <ul style="list-style-type: none"> Everyone in PFS needs to be considered as a leader in his/her job. This will increase responsibility and self- motivation. Everyone needs to co-create value for ABSA PFS. Structure <ul style="list-style-type: none"> Segmentation is important Look at each individual-each client is different. Current segmentation in PFS is good as the client's needs in each segment differ. People <ul style="list-style-type: none"> Relationship manager is the first level of entry. Relationship manager is the key person. All staff should have a vision to service client properly. Process <ul style="list-style-type: none"> The process must be aligned to add value. The current processes very slow, i.e. departments such as credit, home loans not delivering on time.
<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 Yes</p> <ul style="list-style-type: none"> ABSA PFS has entrenched the seven workplace practices to entrench and improve new economy leadership behaviour. Focus on both new economy leadership and relationship marketing is to create value for client by building relationships and to add value. This is important for retaining clients. <p>18.2</p> <ul style="list-style-type: none"> Positive impact There is a correlation between the two as new economy leadership is about being innovative, shared knowledge, having a shared vision and where everyone is considered to be a leader. Relationship marketing: is about building good relationships with customers and to create value by offering a total quality service offering. An organisation therefore needs these new economy leadership behaviours such as innovation and commitment to the whole organisation to successfully implement the relationship marketing strategy.

<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>	
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