

CHINESE CLIENT COVERAGE INITIATIVE IN HONG KONG

ICBC Standard Bank

OVERVIEW

1. Situation

- ✓ To capitalise on ICBC's substantial client base, there was a strategic need to establish a dedicated Chinese Client Coverage business within the Hong Kong office. This initiative aimed to enhance service offerings and capture significant market opportunities

2. Task

- ✓ As a Management Consultant and Business Manager, I was responsible for leading this strategic initiative, which involved designing operational control frameworks, developing staff onboarding programmes, and overseeing recruitment and support efforts to ensure a successful launch

3. Actions

- ✓ 1. Operational Control Frameworks:
 - Designed and established robust control frameworks that enhanced first, second, and third lines of defence (1LOD, 2LOD, and 3LOD) capabilities
 - Implemented strategic operational processes to mitigate risks and ensure compliance with regulatory requirements in both HK and UK
- 2. Staff Onboarding and Training:
 - Developed and delivered a comprehensive onboarding and training programme, facilitating smooth operational integration and adherence to new processes for all staff members
- 3. Recruitment and Support:
 - Recruited a dedicated support team in Hong Kong and provided significant onsite assistance, ensuring the successful establishment of the Client Coverage business and maximising revenue potential

4. Results

- ✓ - Successfully established the Chinese Client Coverage business in Hong Kong, leveraging ICBC's client base to enhance service offerings and position the business for significant revenue potential
 - Implemented robust control frameworks and operational processes that ensured compliance with regulatory requirements
 - Achieved smooth operational integration through effective staff onboarding and training programmes

5. Affected parties

- ✓ - Senior Management: Gained confidence in the establishment of the new business unit, enhancing strategic alignment with ICBCS's goals
- ICBC Assignees: Benefited from comprehensive onboarding and training, leading to improved business engagement with Global Markets and Investment Banking
- Compliance and Monitoring teams (Singapore and UK): Assured by a secure operating environment in Hong Kong, remaining fully informed on compliance matters. Ensured adherence to established frameworks, minimising risks and protecting the bank's reputation