

## ARM Retail Customer Service Manual

### Contents

<b>1.</b>	<b>Introduction .....</b>	<b>2</b>
<b>2.</b>	<b>Objective for ARM Customer Services.....</b>	<b>2</b>
<b>2.1</b>	<b>Key Activities for Customer Services staff include:.....</b>	<b>2</b>
<b>3.</b>	<b>Structure.....</b>	<b>2</b>
<b>4.</b>	<b>ARM Business model .....</b>	<b>3</b>
<b>5.</b>	<b>ARM Products and Services .....</b>	<b>4</b>
<b>6.</b>	<b>Equipment and Resources for Customer Services.....</b>	<b>5</b>
<b>7.</b>	<b>Operations .....</b>	<b>6</b>
<b>7.1</b>	<b>Mutual Funds .....</b>	<b>6</b>
<b>7.2</b>	<b>Real Estate &amp; Pensions.....</b>	<b>14</b>
<b>8.</b>	<b>Reports.....</b>	<b>15</b>
<b>9.</b>	<b>Glossary.....</b>	<b>15</b>
	<b>Appendix 1 – How to use and answer the telephone.....</b>	<b>16</b>
	<b>Appendix 2 – Daily Checklist of services (Websites, MF Prices, Phones, IVR etc)</b>	
	<b>.....</b>	<b>16</b>

## 1. Introduction

The purpose of this document is to achieve the following:

- Provide step-by-step guide for key Customer Service processes.
- Enhance access to client investment information
- Minimize process clog and case resolution
- Ensure continuity and uniformity of process in the event of staff turnover
- Ensure adequate controls of all processes

## 2. Objective for ARM Customer Services

Strategic Objective – To enhance and create positive experience for our clients.

### 2.1 Key Activities for Customer Services staff include:

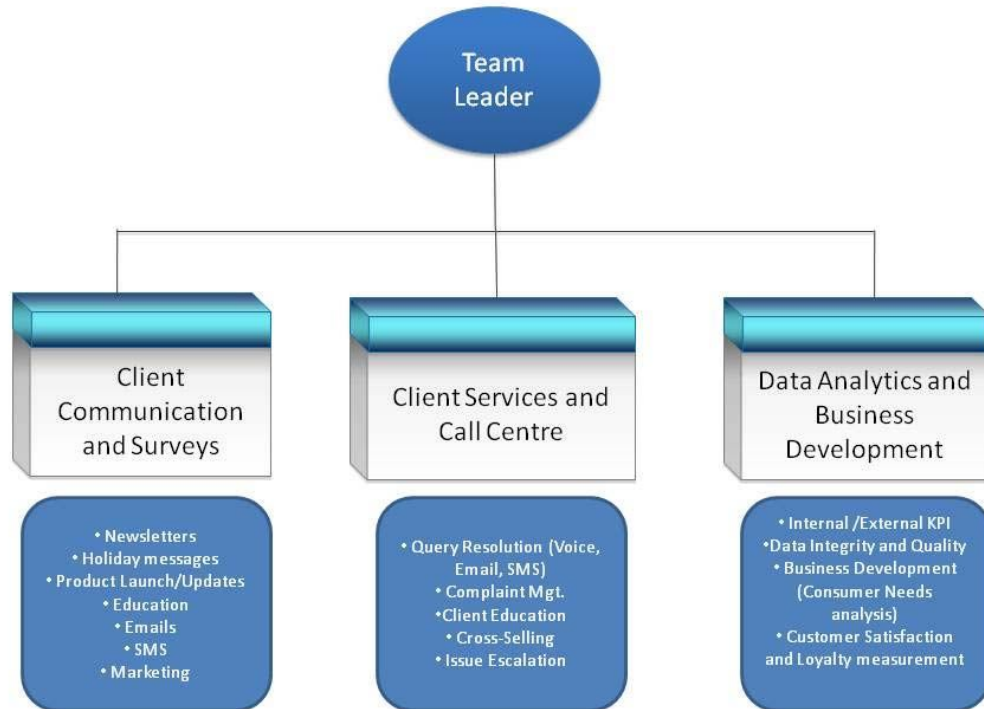
- To address customer complaints and provide resolutions
- To identify areas where services can be improved
- To provide relationship management service to clients
- To populate and maintain the CRM database
- To grow revenue from existing client base leveraging on customer analytics data
- To provide clients with consistent and clear communication
- To educate clients via Newsletters and other communication
- To provide clients with regular information on products and services of the firm
- To provide a channel by which issues can be escalated

## 3. Structure

The Customer Services unit is made of the following logical structure as in the diagram below:

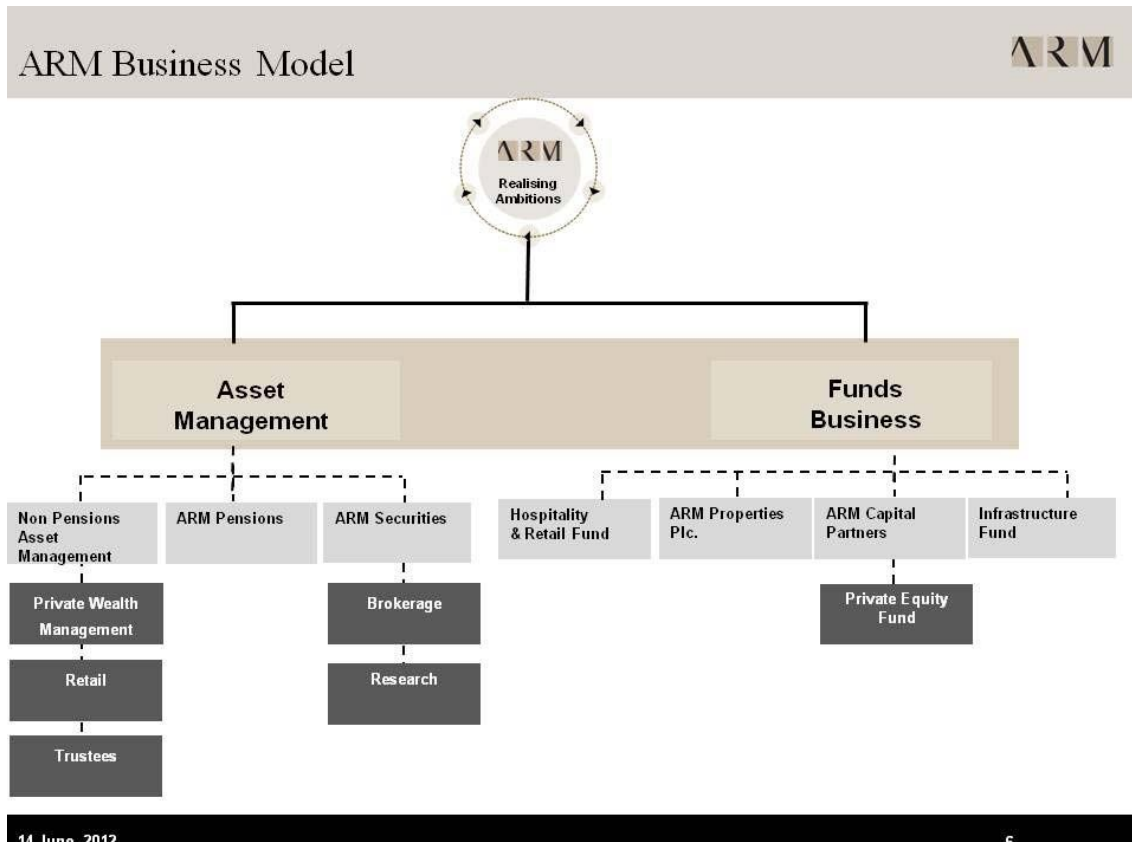
1. Client Services and Call Centre – responsible for client queries
2. Client Communication – responsible for client communication
3. Data analytics – responsible for data analytics, data integrity and customer feedback surveys

## ARM Customer Services structure



## **4. ARM Business model**

Below is an illustration of the ARM Business model and various businesses



## 5. ARM Products and Services

ARM Products and Services include:

1. Asset Management Non-Pensions – Wealth Relationship Management (WRM), Private Wealth Management (PWM) and Trust
2. Mutual Funds – Discovery, Aggressive, Ethical and Gift of a Lifetime (Vouchers) for Mutual Funds
3. Fixed Income or MMF
4. ARM Securities – Stock Broking
5. ARM Pensions
6. ARM Real Estate
7. Private Equity Funds – ARM Capital Partners
8. Infrastructure Funds
9. Hospitality and Retail Funds

## 6. Equipment and Resources for Customer Services

All Call Centre agents should have the following equipment and access to the following:

1. Telephone handset connected to the main E1 Customer Services line – 014488282. 0700 CALLARM and or backup
2. Headset connected to the phone handset
3. A note pad
4. Each desk should be a sufficient distance away from the other desk or screened such that conversations with clients are to an extent private
5. Each CSO workstation should be configured for access to the following applications only. The workstations would be locked to this configuration.

Application	Description
1. Hitrust	Fund Administration software
2. Maximizer CRM	Customer Relationship Management application
3. WRAP	Client Login portal for checking statements online etc
4. WRAP ID program	For creating WRAP id for new clients
5. Zanibal	Brokerage/Stockbroking application
6. Crystal Reports	To run reports for clients, mostly statements
7. ARM Intranet – Customer Services DMS	To obtain documents relating to customer services
8. Websites	
WRAP – <a href="https://www.myarmwealthplanner.com">https://www.myarmwealthplanner.com</a>	Client Login Portal
<a href="http://www.arminvestmentcenter.com">http://www.arminvestmentcenter.com</a>	ARM Investment Center website
<a href="http://www.arm.com.ng">http://www.arm.com.ng</a>	Corporate website
<a href="http://www.armpension.com">http://www.armpension.com</a>	ARM Pensions website
<a href="http://www.armsecurities.com.ng">http://www.armsecurities.com.ng</a>	ARM Securities website
<a href="http://www.armpropertiesplc.com">http://www.armpropertiesplc.com</a>	ARM Properties website

# ARM Retail Customer Service Manual



<a href="http://www.lakowelakes.com">http://www.lakowelakes.com</a>	ARM Properties Lakowe Lakes Golf Estate website
<a href="http://www.myadiva.com">http://www.myadiva.com</a>	ARM Properties Adiva Estate website
<a href="http://www.quickteller.com/arm">http://www.quickteller.com/arm</a>	ARM Retail Online payment platform
<a href="https://newmail.arm.com.ng/owa">https://newmail.arm.com.ng/owa</a>	ARM staff email via the web
<a href="http://armintranet">http://armintranet</a>	ARM Intranet internal site

## 7. Operations

### 7.1 Mutual Funds

PROCEDURE	PROCESS OWNER	TIMELINE S	CONTROL
<p><b>Attending to Walk-In Clients'</b></p> <p>Investors walk into the office to gather information to guide them in making financial and investment decisions.</p> <p><b><u>Potential Investor(s)</u></b></p> <ul style="list-style-type: none"> <li>▪ Potential Investor is ushered in with a smile and offered a seat</li> <li>▪ Purpose of visit is established</li> <li>▪ Personal Information is gathered and entered on Maximizer as a lead</li> <li>▪ Potential Investor is introduced to the concept of ARM Investment Center and asked for specific information to guide investment solution offered.</li> <li>▪ Potential Investor is assigned to an Investment Advisor for follow up</li> <li>▪ At the end of the month, Front Desk/Customer Service officer must generate a report on Potential Investors</li> </ul>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>Same Day</p>	<p>Personal information must include contact phone number and email address. Investment Advisor assigned to client must be specified on Maximizer</p>

<p><b><u>Existing Investor</u></b></p> <ul style="list-style-type: none"> <li>▪ Client is ushered in with a smile and offered a seat</li> <li>▪ Investor's records are opened up via Maximiser to determine previous trend in enquiries (if any) made by the investor</li> <li>▪ Purpose of Visit is established</li> <li>▪ Details of meeting/inquiry is captured on the case created on Maximizer</li> <li>▪ At the end of the month, Front Desk/Customer Service officer must generate a report on Customer Cases created</li> </ul>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>Same Day</p>	<p>All customer service cases created must either be assigned or resolved in line with specified timelines. Cases that have been assigned for more than 48 hours must be escalated</p>
<p><b>Setting up Re-Investment of Dividend Mandates</b></p> <p>Investors willing to re-invest their dividends need to do the following:</p> <ul style="list-style-type: none"> <li>▪ Client indicates intention to have dividends re-invested by sending a request letter in this regard</li> <li>▪ Customer Service validates client's personal and investment information on HITRUST</li> <li>▪ Mandate is set up on HITRUST</li> <li>▪ Customer Service case is created on Maximizer</li> </ul>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>Same day receipt and 3- week processing time with Registrars</p>	<p>Client instructions must be adhered to and recorded on Maximizer</p>
<p><b>Setting up Online Access for Clients</b></p> <p>Investors require access to their investments online to enable them view their transactions and monitor the performance of their investments.</p> <ul style="list-style-type: none"> <li>▪ Client indicates by email/ phone call or personal visit the desire to access investment details online.</li> <li>▪ Client investment information is verified from Hitrust</li> <li>▪ Password is set up on Hitrust and client is set up on WRAP backend portal.</li> <li>▪ An email using the standard template is sent to clients stating their WRAP ID(customer code) and Password</li> <li>▪ Client is advised to access his account after 24 hours of receiving the login details</li> </ul>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>Same Day</p>	<p>Passwords are case-sensitive and can be changed in the preferences section of the portal. This must be communicated to client.</p>

## ARM

Page No 8 of 16



<ul style="list-style-type: none"> <li>▪ Customer Service case is created on Maximizer</li> <li>▪ Request is sent to Head Office, Ikoyi</li> </ul> <p><b><u>Change of Name</u></b></p> <p>The update is recommended for individuals who have changed their investment names based on reasons best known to them</p> <ul style="list-style-type: none"> <li>▪ Client indicates by email/ phone call or personal visit the desire to update personal information</li> <li>▪ Customer Service validates client's personal and investment information on HITRUST</li> <li>▪ Client is expected to provide the following supporting documents: Letter of request for change of name Sworn affidavit Banker's confirmation of signature Newspaper publication</li> </ul> <ul style="list-style-type: none"> <li>▪ Customer Service case is created on Maximizer</li> <li>▪ Request is sent to Head Office, Ikoyi</li> </ul>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>Same day receipt and 2-3 weeks processing time with Registrars</p>	<p>Documents must be properly scrutinised before sending to Head Office, Ikoyi</p>
<p><b><u>Transfer of Investment</u></b></p> <p>This applies when an investor intends to transfer units held in any of our mutual funds to an existing or potential investor</p> <ul style="list-style-type: none"> <li>▪ Client indicates by email/ phone call or personal visit the desire to transfer some or all units held in any of our mutual funds</li> <li>▪ Determine if transfer is to be made to an existing or prospective investor</li> <li>▪ Client is expected to provide the following supporting documents: 1. Letter of request for transfer of investment 2. Original Investment Certificate (or sworn</li> </ul>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>Same day receipt and 2-3 weeks processing time with Registrars</p>	<p>All documents must be properly scrutinised before sending to Ikoyi. <b><u>No changes</u></b> must be effected on HITRUST from any of the branch locations.</p>

<p>affidavit/Indemnity Form in the absence of a certificate)</p> <p>3. Initial Investment Form (for new/prospective investor)</p> <ul style="list-style-type: none"> <li>Customer Service case is created on Maximizer</li> <li>Request is sent to Head Office, Ikoyi</li> </ul>			
<p><b>Handling Death of an Investor</b></p> <p>All Supporting documents are scrutinised. These include:</p> <ul style="list-style-type: none"> <li>Two photocopies of letters of administration and probate</li> <li>Two photocopies of death certificate</li> <li>Original Banker's confirmation of the Administrator(s) signature(s)</li> <li>Administrators bank account number is required on the banker's confirmation, along with passport photograph(s) of Administrator(s) endorsed by the bank</li> <li>Request Letter</li> <li>Payment of specified sum for the confirmation of letters of administration</li> <li>Original Share certificate and dividend warrant for endorsement</li> <li>Newspaper publication/photocopy of gazette</li> <li>Customer Service case is created on Maximizer</li> <li>Request is sent to Head Office, Ikoyi</li> </ul>	<p>First Registrars</p>	<p>N/A</p>	<p>Customer Service must ensure that documents are complete and accurate</p>
<p><b>NOTE: A cheque will be required for the processing of the probate letter. The amount to be paid is dependent on the Registrars.</b></p> <p><b>Redemption Process</b></p> <p>An investor decides to dispose of units of investment in any of the Mutual Funds</p> <ul style="list-style-type: none"> <li>Probe for redemption reason and try to discourage partial or full redemptions</li> <li>Client completes redemption</li> </ul>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>7 working days – Lagos and 10 working days – Outside Lagos</p>	<p>Ensure that the number of units, redemption amount, telephone number and account details are specified on the redemption form. Only the new NUBAN account</p>

<ul style="list-style-type: none"> <li>▪ Client attaches certificates (or indemnity and sworn affidavit in the absence of certificates)</li> <li>▪ Customer Service case is created on Maximizer</li> <li>▪ Request is sent to Head Office, Ikoyi</li> <li>▪ Client is contacted by phone when cheque is ready</li> </ul>			<p>numbers should be used.</p> <p>Registrars will return any redemption requests with the following issues:</p> <ol style="list-style-type: none"> <li>1. Irregular signature</li> <li>2. Units discrepancies</li> </ol>
<p style="text-align: center;"><b>Subscription Process</b></p> <p>An investor decides to invest in any of the Mutual Funds</p> <ul style="list-style-type: none"> <li>▪ Investor completes initial investment form.</li> <li>▪ Ask for supporting KYC documents: Passport photo, thumbprint, copy of government issued ID card</li> <li>▪ Client can make payments at the nearest GTBank, First Bank and Zenith Bank branches. Alternatively, client can make online payments</li> <li>▪ The initial investment form and deposit slip is received from the client. A copy of both is time-stamped and handed over to the client for record purposes</li> <li>▪ Investment Form is passed to Operations Ikoyi to create Investor's profile on Hitrust</li> <li>▪ Operations will follow up with the processing</li> </ul> <p><b>NOTE: Certificates should be ready for dispatch to client within 6 - 8 weeks of investment processing.</b></p>	<p style="text-align: center;">Front Desk/Customer Service Officers at the various Investment Centers</p>	<p style="text-align: center;">Within 24-48 hours</p>	<p>Customer Service must ensure that forms are legible and accurately completed</p>
<p style="text-align: center;"><b>Setting Up a Direct Debit</b></p> <p>An investor who banks with GTBank, First Bank or Zenith Bank can place a standing instruction that will encourage consistent investments</p> <ul style="list-style-type: none"> <li>▪ Client completes the direct debit mandate (and includes a cancelled cheque leaf if the mandate will be set up with FBN or Zenith.</li> <li>▪ A copy of mandate is given to the client</li> <li>▪ Customer Service officer creates a Customer Service case on Maximiser</li> </ul>	<p style="text-align: center;">Front Desk/Customer Service Officers at the various Investment Centers</p>	<p style="text-align: center;">1 week</p>	<p>Client must be advised to allow for 2-week interval for commencement date to ensure that debit is set up accordingly</p>

<ul style="list-style-type: none"> <li>Debit form is sent to the Head Office, Ikoyi for further processing</li> </ul> <p><b>Cancelling a Direct Debt</b></p> <p>For reasons beyond an investor's control, the standing instruction can be cancelled</p> <ul style="list-style-type: none"> <li>Customer Service office enquires why the client wants to cancel the debit mandate. The aim of this probe is to be sure that it is not service related</li> <li>Client prepares a letter for this purpose</li> <li>Customer Service case is created on Maximizer</li> <li>Client's request is sent to the Head Office for onward notification to the bank</li> </ul> <p><b>Requests to Registrars</b></p> <p>Typically, all requests going to the registrars must be accompanied by a request letter and supporting documents (if need be)</p> <p><b><u>Certificate Re-Issuance</u></b></p> <p>A client who has not received a certificate after 1 year of investing will be required to provide the following:</p> <ul style="list-style-type: none"> <li>Letter of request for re-issuance</li> <li>Completed Indemnity form to support the request</li> <li>Customer Service case is created on Maximizer</li> <li>Client's request is sent to the Head Office and forwarded to the Registrars</li> </ul> <p><b><u>Certificate Retrieval</u></b></p> <p>This applies to clients whose certificates were returned undelivered and archived at the Registrars</p> <ul style="list-style-type: none"> <li>Client will be requested to do a letter requesting for the retrieval of certificate</li> </ul> <p><b><i>Expected response time is 1 week</i></b></p> <p><b><u>Dividend Re-issuance</u></b></p>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p> <p>Registrars</p> <p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>1 week</p> <p>6-8 Weeks</p> <p>1 week</p>	<p>Ensure that client provides full investment name and account number on the letter</p> <p>Customer Service Officer must confirm that certificate <b><u>has not been</u></b> returned to the registrars before embarking on the re-issuance request</p> <p>Customer Service Officer must confirm that certificate has been returned to the registrars before embarking on the re-issuance request and retrieve storage number from the registrars</p>
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<p>This applies to clients who are yet to receive and claim/or misplace their dividends after 6 months of dividend payout</p> <ul style="list-style-type: none"> <li>Client will be requested to do a letter requesting for the re-issuance of dividend</li> </ul>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>2-3 weeks</p>	<p>Customer Service Officer must confirm the status of the dividend warrant from the registrars before requesting for re-issuance</p>
<p><b><u>Dividend Retrieval</u></b></p> <p>This applies to clients whose dividends were returned undelivered and archived at the Registrars</p> <ul style="list-style-type: none"> <li>Client will be requested to do a letter requesting for the retrieval of dividend warrant</li> </ul> <p><b>General Guidelines</b></p> <ul style="list-style-type: none"> <li>All documents should be filed up immediately after use.</li> <li>Desk should be tidy, clean, and bare of all paper and documents at close of work.</li> <li>Hard copy of working documents must be filed up appropriately.</li> </ul>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>2-3 weeks</p>	<p>Customer Service Officer must confirm the status of the dividend warrant from the registrars</p>
<p><b>CREATING/ESCALATING CUSTOMER SERVICE CASES</b></p> <p>Maximiser is the primary Customer Relationship Management for the Investment Centers. The process for creating Customer Service cases include the following;</p> <ol style="list-style-type: none"> <li>Client lodges a complaint at the IC</li> <li>Customer Service Officer creates a service log on Maximiser and assigns to the respective officer-in-charge</li> <li>Case should be resolved in 24-48 hours depending on severity</li> <li>Head of customer service should be informed</li> </ol>	<p>Front Desk/Customer Service Officers at the various Investment Centers</p>	<p>24-48 hours</p>	<p>Customer Service must update Maximiser daily.</p>

## 7.2 Real Estate & Pensions

Page No 14 of 16

## 8. Reports

The following reports would be produced on a monthly basis:

1. No of phone calls received
2. No of emails received
3. No of walk in clients
4. No of calls to existing clients
5. No of calls to leads, opportunities
6. No of complaints received
7. No of resolved and unresolved complaints
8. Results of feedback survey
9. Data integrity checks
10. No of clients with multiple products
11. No of dormant clients
12. No of re-activated clients
13. No of clients with a recurring investment approach (DD , Online payment etc)
14. No of clients with the firm for over 5, 3 and 1 year
15. No of clients with the firm for less than 1 year and less than 6 months
16. No of redemptions (Full and partial)
17. No of WRAP hits

## 9. Glossary

**Investment Receipt:** A document sent to investors after confirmation and processing of their initial and additional investments. It includes investor's full names, correspondence and email address, investment amount, price and number of unit is allotted.

**Fund Statement:** A document detailing the position of an investor's account. It gives a summary of all transactions and the value of the investment as at a certain date.

**Registrars:** This body is in charge of issuance of certificate and dividends; they provide up-to-date investment information as it relates to an investor's account.

**Symbols:** This is the application used for capturing and processing stockbroking transactions.

**Investment Center (IC):** This is the retail platform that offers access to investment opportunities in Real Estate, Stock Broking and Mutual Funds.

**Hamilton Hammer (HH):** This is the stockbroking arm of the group where stockbroking transactions are completed.

**Sale Mandate (SM):** This is the document a client completes for the purpose of instructing a sale of stocks

**Purchase Mandate (PM):** This is the document a client completes for the purpose of instructing a purchase of stocks

**Contract Note:** This is the document generated after trade confirmation and includes the following; Name, Client details, Unit Price of Stock(s), Units bought/sold, and charges

## **Appendix 1 – How to use and answer the telephone**

1. Answer the phone before the 3<sup>rd</sup> ring
2. Say “Good morning or applicable, you are through to ARM Customer services and you are speaking to (name), how may I help you.
3. Request for ID number and use WRAP or Hitrust to bring up client details
4. Ask and verify a few details such as email address and phone number, if details are different to what is within the database, apologise for the delay while you update or note down the changes for later update.
5. Ask for details on the query and proceed to resolve
6. Suggest any other services, cross-selling opportunities
7. End by confirming that you have offered the assistance requested and thanking the client for their custom.

## **Appendix 2 – Daily Checklist of services (Websites, MF Prices, Phones, IVR etc)**

1. Check phone lines are working dial 014488282; 0700 CALLARM
2. Check websites are up and running ([www.arm.com.ng](http://www.arm.com.ng) and <https://www.myarmwealthplanner.com>)
3. Check that the Mutual Fund prices have been updated on [www.arminvestmentcenter.com](http://www.arminvestmentcenter.com)
4. Any other checks to minimise the impact of unplanned outages