

## Dear Colleagues,

I would like to make some clarifications on how to improve interoffice cooperation the most effective way. We think that the situation when one office attracts another office for the tasks of its clients is understandable.

Let's take as an example a situation that occurs very often in our network: a company (potential client) from Turkey requests our office in Astana (Kazakhstan) to register its branch in Astana.

### In most cases our colleagues act as follows:

- The Astana office initiates direct correspondence with this potential client.
- Provides this client with a service for this registration.
- The Astana office earns some certain amount of money as agreed with this client.
- **At this point our cooperation with this client ends.**

✗ **This is the wrong approach!**

### The correct algorithm must be the following:

- The office in Astana has to inform the client that GRATA has an office in Istanbul (Turkey).
- Astana shall introduce our colleagues from Istanbul to the client and recommend them to discuss the case/request together. At the same time the Istanbul office will not interfere in the price and conditions of this particular request as such conditions logically shall be defined by the Astana office.
- The office in Istanbul shall meet (offline or online) the client to discover more info about the client and this particular project, to agree a convenient form for cooperation (including payment preferences, etc).
- The office in Istanbul should discuss with this client whether they need the same or other services in countries, where we have offices.
- The client and this project have to be entered into GI-Direct as Istanbul client.
- Office in Turkey should become in GI-Direct as an outbound office, an office in Astana - inbound office. This project is becoming an interoffice project!
- On this client, the office in Astana will earn almost the same amount (minus 20%). And the Istanbul office will earn mentioned 20% as outbound office fee.
- **But, most importantly, cooperation with this client does not end here, but only begins!**

- Further, the Istanbul office must develop our cooperation with this client and try to generate more requests for themselves and other offices. This client should not stay as one-time project, but become a regular client with the appropriate Relationship Manager, which:
  1. Get to know this client and his management better.
  2. Learn about the client's plans for Kazakhstan and other countries.
  3. Offers this client other services in all our countries and, of course, in Turkey.
  4. The office in Turkey also offers its coordination services when legal services are provided by several offices.

✓ **This is the right approach!**

This is one of the efficient ways to use our geographical spread and synergy of being in the network. This will allow occasional clients to turn into regular clients with multiple tasks across different countries.

In addition, we would like to add that inter-office projects are the best way of cooperation between our offices. We must strive to increase them and improve their quality as much as possible. Please, do not forget that we have KPI for interoffice projects for offices. If these KPI are not met, the Integration Center will raise the issue of exclusion of this Participant before the Global Council.

In order to minimize financial risks in inter-office projects, the outbound office should strictly use the prepayment mechanism for new or unreliable clients. Once we build better relations with such clients and do more work for them, then less financial risk we will have.

**Dear colleagues,**

**Please follow the above mentioned recommendations!**

**We wish you success and prosperity!**

With best regards,  
Tlek Gusman  
The Global Board Member