

Driving The Right Culture

HSBC's Value Stream Journey

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Securities Services Business context

What are we here for ?

\$10 trillion
Assets under Custody

A global value chain with local, regional and global clients.

38
Countries and territories

10%
Revenue YOY

8%
PBT YOY

We connect our clients and their investors to investment opportunities



- ◆ Asset Managers
- ◆ Asset Owners
- ◆ Banks
- ◆ Broker Dealers



 **HSBC**
Securities Services
Investor Services

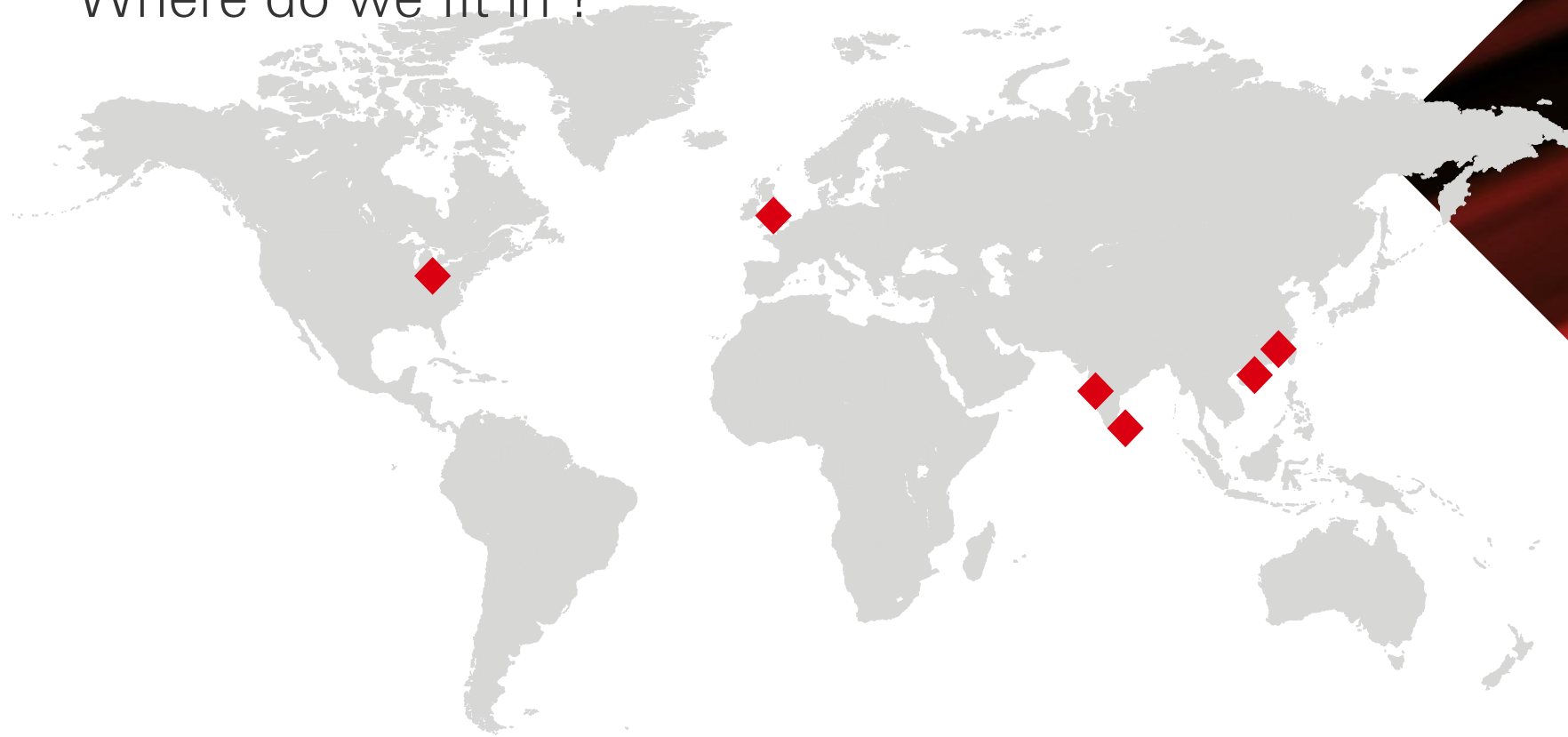



Opportunities

80
Industry Awards

Transaction Management for Fund Services

Where do we fit in ?



- ◆ Danielle leads the Product Delivery team, primarily responsible for Business Analysis & Client Onboarding to our Transaction Management platforms
- ◆ Lee leads the Technology team, owning, developing and supporting our core Transaction Management Platforms

Global delivery team of **120 people** across **8 locations**, covering core processing function for managing Clients' incoming transactions across Middle Office and Fund Administration

Platforms processing direct Client transactions for multiple Clients – core transaction management for feeding Global Fund Accounting, Middle Office and Global Custody platforms

We are closely aligned on our **core values and principles** which has given us a great base in building out the culture of the delivery organisation

What was the starting point, and what were the challenges & opportunities we were trying to address?



◆ **Platform aligned teams** – Vendor apps at the core



◆ **Team Satisfaction** – Improve teams' engagement in bringing them closer to Business context



◆ **Speed of delivery** – Were we focusing on the right areas to deliver maximum Business Value



◆ **Team empowerment** – How do we create space for teams to ideate/experiment and have a voice to share thoughts openly (psychologically safe environment)



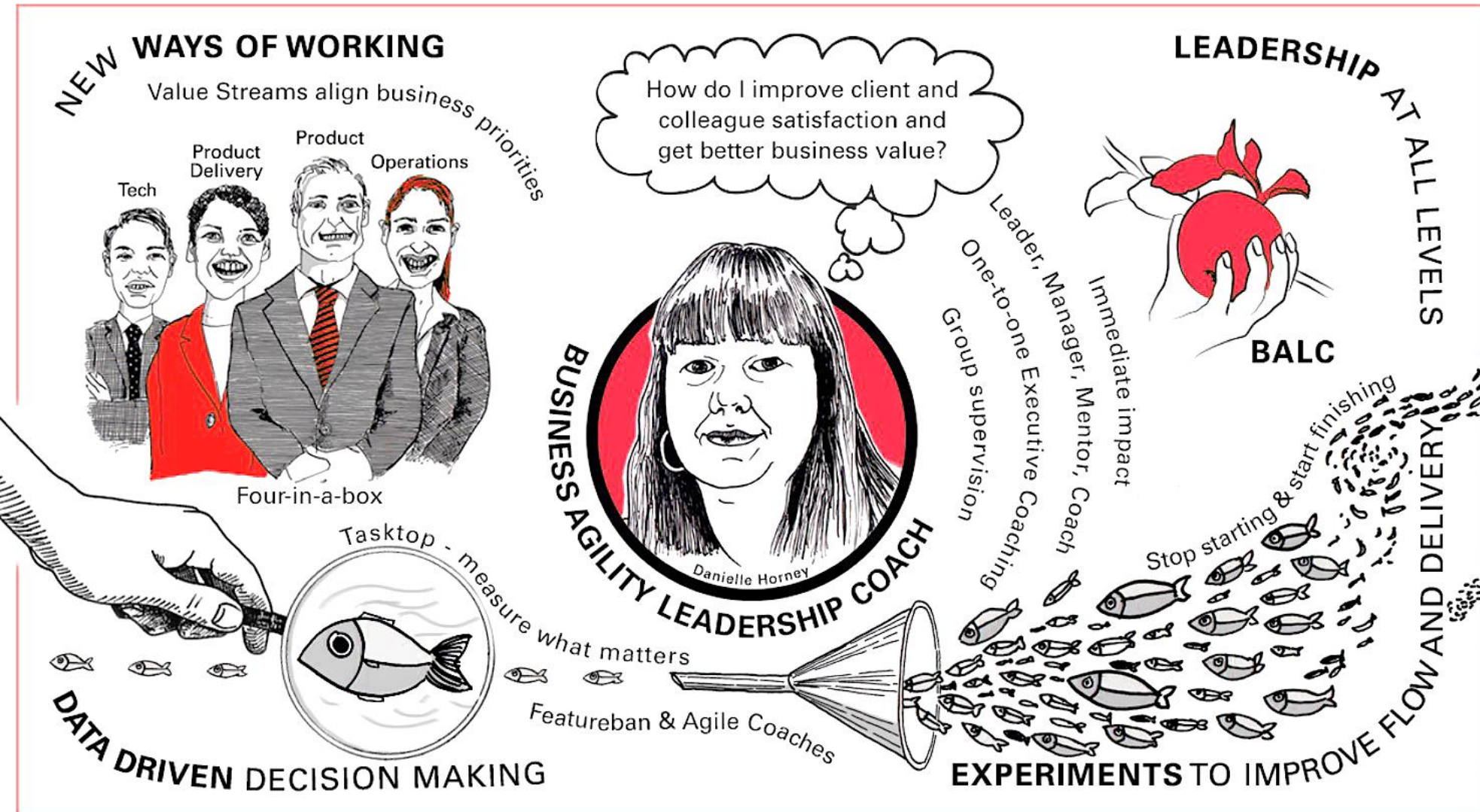
◆ **Client Satisfaction** – Looking to improve Client onboarding and change experience – speed of delivery



◆ **Project Mindset Complexities** – Project funding model, platform aligned teams, product aligned business and functionally aligned strategies

Tackling our challenges & opportunities...

The journey so far



.... as a result:

- ◆ **Developed culture of Psychological Safety** – Empowered people who challenge, experiment and openly discuss problems without fear
- ◆ **Empowered, dynamic and collaborative delivery function** – Globally distributed team of circa 120, working collaboratively as one cohesive function
- ◆ **Deliver when ready** – Go Faster, Break Less!
- ◆ **Rapid Client Onboarding** - Flexible Trade Capture model removed development dependency for onboarding – allowing developers to focus on other value-add areas
- ◆ **Business Value Calculator** – Simple tool that allows us to prioritise delivery of backlog that offers most Business value
- ◆ **Aligned to Vision '27 HSBC Tech Strategy** – Speed of Work and People pillars

What next...

The journey continues, as we have only just begun...



- ◆ **Develop full end-to-end pods** – cross-functional teams working from inception to delivery, bringing in the knowledge to allow the teams to truly deliver E2E for products



- ◆ **FTC widget** – “Low Code” simplified version of Flexible Trade Capture that increases the speed of onboarding even further



- ◆ **Flow measurement to identify and track improvement and speed of work** – Using tooling to identify opportunities within our flow to further experiment and evidence improvements made



- ◆ **WIP limits** – so we can stop starting and start finishing



- ◆ **Project to Product Budgets** – changing our budget process to fund Products not Projects, to support stable delivery teams (reduce feast and famine funding) and further empower Value Streams to drive their Product forward - For a large organisation like HSBC this is a big challenge to address



- ◆ **Team Supervision** – rolling out these sessions further within the teams to create a truly trusted and secure environment

What did we learn along the way?

Start now, get perfect later.... don't wait for the path to be perfect, you can make good progress without all the stars aligned

Don't let blockers get in the way

Share successes and failures with the team – promote and open culture where failure is shared as much as success, it's a part of progress

Do it with a smile on your face – work can be stressful at times, support each other and enjoy the journey

Here's the help we are looking for...

- ◆ Does anyone have experience of successful value streams within large complex organisations – we're always open to learning from others' experience
- ◆ Sharing of any lessons others have learnt on similar journeys

Thank you

