



Subject: The HOBART Quest at BNP Paribas

Dear Students,

I'm Jean-Marc Friess, Chief Digital Services Officer at BNP Paribas Securities Services. Next week, you'll join our teams in what we call the HOBART Quest — a Business Deep Dive that is as real as it gets.

HOBART is our in-house query management tool. It sits at the core of how we serve our clients every day. It connects 1,300+ desks, 5,000+ users, and 25+ locations worldwide — handling a constant flow of internal and external queries.

Every question we receive becomes a Service Request (ticket), and teams collaborate through desks and task requests to solve it.

It works — but it could work better.

And that's where you come in.

Your Mission

This Business Deep Dive is not a case study or a simulation. It's a real optimization challenge.

We run HOBART at scale, and we need fresh perspectives to help us cut through the noise and make smarter decisions with the data we have.

You will explore one of four critical use cases, each rooted in our daily operations and strategic priorities — more details to come on Monday, Feb 2nd during the kick off session:

- Operational Efficiency
- Client Experience
- Data Quality
- Innovation & AI

Each persona asks the same question from a different angle:

How do we make better decisions with the data we already have?



What We Expect From You

AI won't solve this for you. You're dealing with a scale of complexity where tools alone aren't enough. You need to prioritize, lead, and innovate.

We're counting on you to:

- Use your critical thinking to see patterns where others see noise.
- Challenge our assumptions and propose fresh perspectives.
- Transform insight into actionable solutions that could shape how we work tomorrow.

This is your chance to make an impact on a system used every day by thousands of BNP colleagues and clients around the world.

A Final Word

This Deep Dive is for those who want to own the problem, not just run the report. You'll be guided by our teams from Paris and Lisbon, and we will be following your progress closely.

We believe that your creativity, your data mindset, and your ability to turn information into insight can make a real difference.

On Monday, I'll join you for the Kick-Off to launch the HOBART Quest alongside Suzana Tadic and Anne-Laure Villanova. We can't wait to see what you will build, discover, and challenge over the next few weeks.

Let's get to work — and let's make HOBART smarter together.

Warm regards,

Jean-Marc Friess
Chief Digital Services Officer
BNP Paribas Securities Services