

# Case Study - Organisational Change Program

## Company Environment

HSBC is one of the world's leading banking and financial services organisations. While a global organisation, HSBC advocates a 'personal touch', adopting the slogan 'the world's local bank'. Services offered within Australia include personal and commercial financial services, trade finance, non-advisory stockbroking, treasury and financial markets, funds management, investment advisory and securities custody. Priding itself on innovative practices and a commitment to employee development, HSBC has a real presence in the community with active involvement in sponsorships and support for environmental sustainability.

## Business Challenge

Future Platform was enlisted to develop an organisational transformation strategy to create a sustainable, competitive position for HSBC within the Australian / New Zealand banking industry. HSBC needed to streamline its operational efficiencies and adopt a more targeted approach to customer acquisition and retention. This drive was a result of increased regional expectations, communicated through the Managing For Growth strategy released by the bank, targeting significant revenue increases and growth by 2008 and the need for a more competitive ROE.

The HSBC Focus Group Review conducted by Future Platform in November 2004, provided specific indications of what was needed to build a great business and consequently, the executive team recognised the need to revolutionise the way the bank operated.

## Evolution in partnership with Future Platform

The overall objectives of the transformation strategy were:

- To strengthen the capability of HSBC by adopting better operational efficiencies and setting and managing stronger performance benchmarks
- Improve strategic continuity and alignment by focusing on areas of strategic advantage
- Enhance staff engagement by consolidating core messages and measurements when managing teams and incorporating transformation

As such, a detailed one year plan was developed by Future Platform and HSBC, which incorporated five key stages:

### Stage 1) Planning & Communication

- CEO Discussion & Team Management Planning
  - Strategic discussions; Executive Team workshops
  - Internal marketing and branding design in partnership with group Communications
  - Increasing regional awareness and endorsement for the change initiatives

### Stage 2) Data Collection & Diagnosis - Transformational Readiness

- Determining the information through which change is validated
  - Corporate Character Survey
  - Departmental / Divisional existing performance criteria/measures
  - Focus Groups
  - Customer Satisfaction Evaluation

### Stage 3) Extensive Communication

- Engendering the commitment to achieve - Departmentally, Team & Individually
  - State of the Nation: Presentation ensuring all staff were engaged to facilitate and support transformation - a combined 'core message and transformation training'
  - Departmental Sessions: Half days during which teams had the opportunity to explore how they would embrace changes and how they would be measured
  - Executive Coaching: Influencing individuals received tailored coaching

### Stage 4) Evaluation and Continuous Institutionalisation

- CEO Quarterly Road Shows displaying the achievements of the business per quarter and relative to the final goal
- Regional Education / Wins Sharing taking the achievements of the Aust / NZ business to the regional teams so they were open and supportive to Australia / NZ initiatives
- Ongoing education and support of team managers and teams
- Success rewarded and reinforced - directly linked to remuneration → Performance Based Bonus Scheme
- Ongoing communication supporting the desired and achieved future state
- Key Measures Tracking: A post implementation culture assessment conducted to assess whether desired future states were being achieved - Using tools created in Stage 2

At the end of each stage, an executive report was generated which gave an overview of:

- Activities per stage
- Key relationship issues
- Progress against time frames
- Opportunities & barriers

#### Business Benefits

Future Platform created a multi dimensional program which addressed individual and group needs within the context of business requirements.