



## CONTEMPRORY MARKETING ASSESSMENT

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## **1. HSBC - BACKGROUND & HISTORY:**

HSBC is one of the world's largest banking and financial services organisations that look after the needs of over 60 million customers, across 80 countries and territories including every major economy in Europe, Asia-Pacific, the Americas, Middle East and North Africa (MENA). HSBC worldwide connections are aimed to provide customers a truly global outlook based on local knowledge and expertise.

In the beginning, HSBC was developed on a simple concept which was; a local bank serving international needs. Hong Kong was the first country where HSBC started its business operations in March, 1865.

The name HSBC is derived from the founding member, The Hong Kong and Shanghai Banking Corporation Limited, the purpose of its establishment was to finance the rising trade between Europe, India and China. HSBC lead the way in contemporary banking services, the first bank to open in Thailand and printed the country's first banknotes.

In start of the 1900, HSBC was the leading financial organisation in Asia. The 20th century was challenging for HSBC, but the bank did survived from the chaos of World War 2 and even played important role in the recovery of Hong Kong economy. HSBC has remain steady in the recent economic challenges, through number of acquisitions and strategic partnerships in different countries specifically USA and the UK, with the strength of diversification and focus on its core values, it has made itself strong enough to operate in this indecisive world. (HSBC, 2013)

### **1.1. Estimated Market share:**

HSBC market share ratio can be divided as Europe (51.6%), Hong Kong (20.0%), Rest of Asia-Pacific (12.3%), MENA (2.4%), North America (17.9%) and Latin America (4.7%). Within these regions, the specific countries that are considered as growth markets for HSBC are; Hong Kong, Australia, India and China in Asia-pacific; UK, France and Germany in Europe; Egypt, Saudi Arabia and UAE in MENA and Canada, USA, and Brazil in Americas. (HSBC Annual Report, 2013)

### **1.2. Resource base & Expertise:**

The resource based view of HSBC, shows that it strengths lies in, "its network, that make transactions with markets, which are important in international financial flows, HSBC access

and disclosure to high-growth markets and businesses and in the strong balance sheet of HSBC, that help the bank to produce a flexible stream of earnings." Since its formation, the expertise of HSBC is trade finance of local and international businesses. (HSBC, 2013)

### **1.3. Diversification:**

Board of HSBC strongly believe in the diversification to remain globally stable in the competition and economic crisis. Diversification accumulates benefits both for customers and for the organisation through diversified universal banking model and from scale. For this reason, HSBC product portfolio is divided across various sectors, which can be seen in Appendix 1. (HSBC Group, 2013).

## **2. MARKETING MIX FROM THE PERSPECTIVE OF HSBC:**

According to Blythe, J, (2009), the integral part of marketing mix is the product portfolio. Portfolio planning is a strategic matter as it provide an idea about the overhead direction of the company, it is presumably a complicated task to be managed, but a requirement, if the company want to utilise its marketing resources in an efficient way.

### **2.1. HSBC Extended Product Portfolio:**

In marketing terms, the difference between service products and physical products is insignificant. So, in case of HSBC the focus is on services. In ‘financial services’, HSBC has the segment of personal financial services that include the products of current and savings accounts, mortgages & personal loans, credit cards and local international payment services and consumer finance.

‘Wealth management services’ provide insurance and investment product. Insurance products are comprised of loan protection, life, property, health insurance and pensions. Investment products consist of bond funds, structured funds and funds-of-funds.

‘HSBC finance’ offer sale credit services, consumer lending, retail services, motor vehicle, credit card and taxpayer financial services. ‘HSBC direct’, is for online customers in various markets, which deal with personalized products. ‘HSBC global banking and markets business’ offer tailored financial solutions to government, corporate and institutional customer around the globe. (Market Watch, 2011)

### **2.2. Pricing and Macro Factors:**

The macro factors that can influence HSBC pricing strategy development process are highlighted below: (Blythe, J, 2009).

The HSBC annual report (2013), states that its 'Corporate objective' is to become the leader in financial services market, this can put impact on their pricing strategy by choosing the exclusive end of the market. 'Costs' is another factor, in April, (2012), the high costs and strong competition in the Middle East, left the HSBC with the only option to reduce its private banking operations rather than competing useless on the grounds of pricing. (Market watch, 2012). The pricing strategy also depend on the 'Marketing programme' of the company and HSBC is keen on it, its evidence is from the UK, where HSBC, has recently called a review of their UK retail direct marketing practices in order to assure that the actual pricing and the one, used for marketing of particular service, do not contrast. (Brand Republic, 2013).

In considering the environment, 'Government regulations' is the important factor. According to Telegraph, (2013), HSBC, is considering to spin off its UK retail business because of the rising costs of UK regulation, the changes in the UK bank tax, are expected to cost £611m, which is greater than any other lender, this will affect the HSBC discounts for valuation and will make it more restricted in terms of pricing and ultimately influencing the business.

For the influence of 'Distribution channel', the group has launched the strict codes of ethics plus guidelines which are available on their website. A distributor can presumably influence HSBC pricing, in selling one of the products of HSBC, for example a bond, so the cost that associates with distributor will affect the price paid by the customer of HSBC.

'Competitors' is an explicable factor, that has a major effect on pricing strategy for instance HSBC has to consider the price/interest rate of RBS, NatWest or Metro bank in the UK for offering loans or credit cards to customers.

HSBC consider 'Customers' as the most important factor that involves in their pricing strategy, for that reason customer value is a part of the Group core values, which describe caring about customers, building connections with them and be aware of their issues, an examples is HSBC mortgage, HSBC offer variable, flexible in terms of price and secure mortgage plans to its customers. In fact they have options for different buyer types and also limits the mortgage to a maximum loan amount, from all these advantages, the main objective is maximum loan to value, thus making convenient for customers. (HSBC, 2013).

### **2.3. Promotion Tools:**

The process of promotion relates with marketing communication, that include several aspects, these are explored below from HSBC perspective;

The theory of Blythe, J, (2009), describe that 'Advertising' is a powerful force that can change attitudes and make a significant contribution to people knowledge and understanding. The

outcome of advertising will be only identified, if a company actually knows what it is trying to achieve through advertising. For this reason, the up to date advertising strategy and campaigns of HSBC, are aim towards the future of HSBC, which is based on what you can expect from HSBC and how is every aspect of life relating to banking sector in the future. HSBC new initiative features a graphic style that relates each idea with 'In the future', as a common link to each story.

For full details and campaigns please visit: <<http://www.hsbc.com/about-hsbc/advertising/in-the-future>> (HSBC, 2013).

'Public relations' relate to the efforts, by management of the company, in order to identify and close any gap between, how the organisation is perceived by its main public and how the organisation would like to be perceived.

The recent 'Public relations' activities from HSBC include, the opening of an online community resource, which objective was to collect the views of its customers that how HSBC can enhance its products and services. HSBC also use social network sites to provide customers with a forum to share their perceptions. Moreover, in current time, HSBC is struggling with their social media platform, as according to Davies, A, the bank social media approach is years behind. HSBC is focus on customer reaction towards their advertising on facebook, as recently the hype about its privacy policy, made HSBC to evaluate its marketing through facebook, as it was showing unfairness. (Brand Republic, 2013). Another PR tool is 'Sponsorship', which is effectively practised by HSBC, by sponsoring a range of major sports events around the world, that include golf (the Open Championship), rugby (British & Irish Lions) and tennis (Wimbledon). (Mintel, 2013).

One of a dominant moves from HSBC that kick off the 'Personal selling' activities for the organisation was the opening of super sale centres also known as HSBC hyper banks around the main city centres of the UK, in London, Birmingham and Leeds. This idea was generated from the concept of Apple stores and the objectives behind it were to increase the product sales and provide services that emphasize the positive qualities of particular product or service. (Daily Mail, 2009)

'Sales promotion's common promotion technique, HSBC introduce various sales promotions in their business time to time for instance, the recent one, shop online with the HSBC debit card and have a chance to take cash rearwards for everything you buy. (HSBC, 2013)

The process of 'Direct Marketing' is based on four key factors: Targeting Customer needs, getting response, controlling value and building relationship with customers. (Blythe, J, 2009). HSBC Direct is a solid example, easy banking through direct channels like internet and telephone. Professional and friendly customer service available 24 hours and 365 days. (HSBC, 2013)

## **2.4. Distribution of products and services:**

The efficient method is getting the products into the right place at the right time. The 'distribution mix' of HSBC describe that most of the HSBC products and services are distributed by the organisation itself, that is through telephone and online channels, in addition to their 6,600 offices & branches, which serve 55 million customers across the globe. Some important measures are taken by HSBC frequently, to ensure the accessibility of their every service, for example in the UK, HSBC invested £50 million in upgrading express banking services, that include the installation of cash machines in the BT phone stations, also set up in-branch radios, internet banking points and spaces for one-to-one meetings, thus making easy for the customers to utilise the related services. (Brand republic, 2009)

In consistent with provision of services, HSBC recently faced some issues, for instance; in 2012, HSBC decided to cut the number of firms that are attached with HSBC to persuade mortgage borrowers, which was criticised by estate agents because the decision was conveying that HSBC will lose its representation in some counties and major cities for this particular service. (Mortgage strategy, 2012)

For Extended Marketing mix of HSBC (People, Process and Physical evidence), please refer to Appendix 2.

### **3. MARKETING APPROCHES FROM HSBC:**

The following marketing approaches are explored from the perspective of HSBC.

#### **3.1. GLOBAL MARKETING:**

As discovered earlier in the report, HSBC has a strong Universal recognition, so Global Marketing is a requisite for HSBC to maintain and further improve its image globally.

In his book, Kurtz, B, (2012), defines a Global marketing strategy as, "*standardized marketing mix with minimal modifications that a firm uses in all of its domestic and foreign markets.*"

In order to analyse the application of Global marketing, the author has attempted to explore HSBC's 'International Marketing environment with its recent Global marketing initiatives'. This is explained as below:

Nation's size, income level and changes in exchange rate, are some factors of 'International economic environment', that influence the company's global marketing strategy. The global research team, part of HSBC global banking and markets is responsible to provide a detail and updated analysis and reports about day to day economic trends and global market conditions, which make the job easier for marketers. The recent report from November 2013 was about the Euro zone economic situation. (HSBC Global Research, 2013)

Foster, D, (2012), argument from (Kurtz, B, 2013), highlight that any organization should have enough information and understanding of the 'International social-cultural environment' in order to achieve or expand something in the cross-cultural markets. HSBC obtain sufficient knowledge about their operating countries across the globe, which is helping them to practice global marketing efficiently, for example; in recent past, they launched an Indian-theme campaign, titled as 'Understanding culture is our business' to promote their sponsorship of 'Indian summer', the campaign aim was to get attention of Indian community, that HSBC can help customers to do business in India. (Marketing magazine, 2012).

'International technological environment' is now not just about providing services on telephone or internet, marketers need telecommunication innovations to enhance global marketing. HSBCnet Mobile is one of the technology advancement, where no applications and downloads are required simple logon details and banking is in the palm of customer from anywhere in the world, its services include; priority payment, inter account transfers and cross border payments. (HSBC, 2013). Problems related to technology are discussed by Ogle, C, Global head of HSBC Marketing, as he argues that, large customer group of HSBC is still using Dial up, that make the ability to interact, difficult for the firm and also the measurability of technology outcome is bigger issue. (AOP conference, 2013)

The global marketers need to be aware of 'International political-legal environment', that is embedded of laws and regulations in each country of business, for instance; HSBC campaigns are strictly reviewed by the conservative law bodies of regions like Middle East and some Asian countries. (EBSCO, 2012). Moreover, HSBC operate in high regulated industry so they have 'internal control system' organised by the Directors, that monitor global standards, operations, changes and risks related to international environment.(The details can be viewed on the link: <<http://www.hsbc.com/investor-relations/governance/internal-control>>).

Other major HSBC global marketing activities include: the adaptation of content-led marketing strategy by starting a 'business series' on BBC called as 'The Ideas Exchange', it features global business leaders, who manage present and future businesses; they discuss current business landscape and share their secrets of success. It reflects the focus of HSBC on emerging markets. (Marketing magazine, 2012). Emerging markets are economies that stand on low-income, but rapid-growth and use economic liberalization as their primary engine of growth. (Hoskisson et al, 2000). HSBC emerging markets include Brazil, China and India.

To highlight its own global custom, HSBC has made sponsorship deal with Victorian merchant ship cutty Sark. Through this, HSBC wants to gain attention of international trade roots. Cutty Sark represents the opportunities and excitement of global trade. (Marketing magazine, 2012).

HSBC in partnership with JWT has launched global TV campaign titled as Fresh Lemonade. It shows that HSBC knows that in future, business growth is driven by international connections. See appendix 3 for full details. (HSBC, 2013).

**HSBC Premier**, is a strategic approach of HSBC's Global marketing, it is described as, a world-class group of services that enable customers to build, manage and protect wealth at home and abroad. (HSBC, 2013). For details please visit: <http://www.hsbc.ca/1/2/personal/banking/hsbc-premier>.

**HSBC Global connections** is a forum that recognise and reward the UK businesses by providing them access to about £3bn for lending to help them in international growth. (HSBC Global connections, 2014). Telegraph has recently launched HSBC's Global Connections 2014 Campaign with media first, that illustrate, how HSBC can help UK businesses to start their Global connections journey. (In publishing, 2013). See appendix 4 for details.

### **3.2. BRANDING:**

In his book, Kurtz, B, (2012), defines a Brand as, *"Name, term, sign, symbol, design, or some combination that identifies the products of one firm while differentiating them from those of the competition."*

### **3.3. HSBC AS A BRAND:**

HSBC is operating under a single brand name and logo, since 1998. HSBC has build up a well-known personality and style, through the conventional campaigns all over the world, visibility of the brand and broad airport marketing. (HSBC, 2013). In 'worldwide' poll that mark the most powerful brands, HSBC has number 8 place in top 100, it was previously placed at number 33, in year 2007. (Brand republic, 2012)

The brand image of HSBC has counted some remarkable achievements, for instance, in 2011, its annual profit was £13.8bn, that was incredible rise of 15% from last year and that made HSBC, the most profitable bank in the western world. (BBC, 2012).

However, the recent cost-cutting plan from the chief executive, to dismiss retail banking operations in about half of the 80 global markets, now make the claim of 'The world's local bank' unjustified. This reinvention has also determined the need to steer the brand, this task has been handed over to Chris Clark, who has strong experience of brand building from Toyota and Barclays. The change is considered as painstaking process by the firm as it is not simple to just rip off the world's local bank image from the customers mind. The main aim of re-branding is to fulfil the need of change for HSBC and to take the firm a step forward. This will be accomplished by starting a fresh conversation with customers. HSBC has started campaigns focused on the future of business and trade; these campaigns are based on product-driven rather than brand-led advertising. The re-branding will retain the 'wit and charm' of previous marketing but will sketch out service to make consumer feel assured about dealing with HSBC. The 20% of marketing budget is assigned to brand marketing. Another

objective of this fresh brand is to create a sense of cheerfulness in those customers who are fed up of seriousness. (Marketing Magazine, 2013).

For the purpose of rebranding, HSBC is also restructuring its worldwide marketing operations and changing the functions from regional team to specific business units. Clark and his team will ensure that in this whole process, the brand is sustained in a good shape globally. Clark argued that a moment might come in the future of HSBC, where it will retain a permanent brand image along with successor of World's local bank. (Marketing Magazine, 2013).

In this rebranding, HSBC is emphasising on digital innovation. Through that, HSBC wants to demonstrate that it understand customer needs and provide services accordingly and also can introduce those aspects which customers even did not recognised before as there need. Thus boosting brand perceptions. (Marketing week, 2013)

Another fresh brand promotion activity was from HSBC owned First bank, which made a five year deal with venue operator SMG, to become a title sponsor of new arena in Leeds, UK. The main concept behind this is to "re-energise" the brand with new marketing approach focusing on its main objective of recruiting young consumers. (Marketing Magazine, 2013).

Developing global brand is other important area of branding (Kurtz, B, 2012), HSBC is centre on it, the firm has recently divided £400m global ad account between three global creative agencies, that are, Grey London, Saatchi & Saatchi and JWT, they will carry out HSBC global brand development of individual business sections.(Campaign, 2013).

‘Brand recognition’ play an important role in global branding (Kurtz, B, 2012), a successful brand name or image in one country may perform poor in others, such as 'HSBC direct', when it was launched in the US, Korea and Taiwan, it went successful in US but was failed in Korea and Taiwan, due to uncertain brand recognition, as customers confused it with HSBC premier. (Brand Republic, 2010)

#### **4. STRATEGIC RECOMMENDATIONS:**

From the critical analysis of the report and with the help of academic theories, the author has proposed some strategic recommendations for the future growth of HSBC. These are described as following:

##### **4.1. Social Media Marketing Plan:**

The author determined the issues of HSBC in analysis related to social media, from that, the author concluded to recommend a 'social media marketing plan' for HSBC that can address the current problems as well as contribute towards future growth.

For HSBC, this plan can be setup, by first setting the goals like building their new brand awareness or to increase customer satisfaction. Target audience will depend on the need and want, which HSBC is trying to satisfy, for example as the fresh brand strategy is focused on future, so from author's perspective it can be targeted initially towards youth by conveying the message that HSBC is devoted towards fulfilling their personal and career future needs.

Keeping in mind that all customers do not use single platform for communication and business with HSBC, so the firm can utilise variety of platforms like facebook and twitter to frequently interact and engage with customers while considering legal and privacy issues. Number of customer cannels could be developed on these platforms that are easily accessible and supportive to customers. (Kurtz, B, 2013). HSBC current 'app' doesn't seem any attractive or useful from the reviews and perception, so they need to launch a new app with extended options rather for just checking balance and transferring money.

#### **4.2. Competitive Advantage Strategy:**

In addition to the competitors influence on HSBC pricing strategy, the discussion of sustaining current brand impact plus developing a new brand aimed towards change and from the pressure of new customer focused banks such as Metro bank and Virgin Money (Marketing Week, 2013), the author concluded to recommend a 'Competitive advantage strategy' for the future growth of HSBC.

HSBC has somehow still the image of traditional banking but the industry has definitely changed for example the innovative strategies from Metro bank, who demonstrate its branches similar to retail stores and give a personalised feeling by declaring 'no stupid bank rules' slogans (Brand Republic, 2013) or the deal of Barclays and Asda to open branches in supermarkets in 2014. (Mintel, 2013). These advancements highlight a need 'to compete' for HSBC.

In choosing the markets for competition, the author will recommend HSBC to first concentrate on their weak markets for example MENA or some developing countries in Asia. HSBC can stick to the world's local bank strategy in these regions because confusion might be created among consumers from re-branding approach, which will make objectives hard to achieve, they could invest more in standard market research, that will help to explore the need factors of the operating local communities such as accessibility, productivity, finance and safety. HSBC has the capacity to exploit its fresh brand in emerging markets like china and rapid growth markets like Indonesia and Egypt.

From the author's perspective, only the rebranding and advertising that surround the future of banking, is not completely applicable for competitive advantage. HSBC require practical approaches to justify this, for instance if they are targeting youth, then being one of the successful banks in the world, they are expected to come up with ideal finances and loans for

young students and entrepreneurs, which are more supportive and valuable than any other competitors.

The main strength of HSBC lies in the strategy of world's local bank, so, HSBC is supposed to take constant measures to maintain it that can be done through expansion and renovation of their branches. From analysis, the author observed the lack of customer focus in HSBC marketing strategy. The firm should take important measures in order to create a personalised feeling with customers, this can be achieved by providing services inappropriate methods, targeting different market segments, every segment can be approached by their level of information, wants and needs and their expectations from the bank. The common methods like feedback, engagement and customer focused event need more advancement consistent to rebranding.

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## **APPENDICES:**

### **APPENDIX – 1: HSBC PRODUCT PORTFOLIO**

#### **Commercial Banking:**

It services include; Business Banking, Corporate Banking and International services.

#### **Global Banking and Market:**

It operate in three main divisions; Corporate Sector Group, Financial Institutions Group and Resources & Energy Group, there product & services are listed as: Advisory, Financing, Prime Services, Research and analysis, Securities services, Trading and Transaction banking.

#### **Private Banking:**

Is based on three main services;"Bank, Invest, (offer services like presenting Portfolio management, Investment products and Alternative investments), and Plan: where specialists recommend the most beneficent approach".

#### **Retail Banking and Wealth Management:**

This include HSBC Premier, that provide priority services for everyday banking, devoted Premier hubs across the globe and a devoted relationship manager, who gives response to all

the queries and HSBC Advance; its aim is to make the current banking needs simple for customers as well as help them to achieve their future financial needs.

## **APPENDIX - 2: EXTENDED MARKETING MIX OF HSBC**

### **People:**

In extended marketing mix, the 'People' of HSBC can be break down as; 'Contactors' could be sales people in their branches or in the call centres, involved in direct marketing, they should be highly trained to maintain good customer relations. 'Modifiers' internal audit and finance team of HSBC, despite of no role in company's marketing, they should be aware of organisation's marketing strategy. HSBC 'Influencers' could be people of high management like Directors, who are involved in marketing mix but have no regular contact with customers. Accountants, IT, and other operations people are the 'Isoteds' for HSBC, there main role is to arrange conditions under which marketing and customer focused people can perform their job. (Blythe, J, 2009)

### **Process:**

In marketing, any deal or 'process' merges with four resources; basic assets, explicit knowledge, tacit knowledge and procedure. For instance, recently HSBC has moved its £20 million UK retail and wealth management advertising account to the agency JWT London, from agency Grey, this marketing process include the reputation and goodwill of JWT, the explicit knowledge is their customer database and how they handle the market research. Tacit knowledge is the innovative employees of JWT, who can bring creativity in advertisements for HSBC. The procedure is carried out mutually by HSBC and JWT, to achieve the outcomes of advertising. (Campaign, 2013)

### **Physical Evidence:**

Physical evidence is basically something that is used as a reminder of the benefits, which customers obtain from the services of an organisation. HSBC website press section comprises number of evidences, for example; Lincolnshire technology company Microwave Marketing has achieved a growth after their move to new purpose-built premises, which was developed with £1.2 million funding package from HSBC commercial bank. (More can be seen at: <<http://www.newsroom.business.hsbc.co.uk/press/release>> (HSBC Business, 2012).

## **APPENDIX – 3: HSBC GLOBAL CAMPAIGN**

## **Fresh Lemonade: HSBC launches new ad**

**07 Mar 2013**

HSBC has launched a commercial as a follow up to the successful 'Lemonade' TV campaign which saw a young girl's lemonade stand accept multiple currencies. The new ad builds upon the initial story to dramatise how international supply chains will generate growth for businesses.

'The Lemon Grove' was created by JWT London and will air across global and local markets, in-flight channels and online. In the follow-up film, our young Lemonade seller travels to India to meet an equally ambitious and entrepreneurial lemon trader to become business partners.

It's only when a young French lemonade seller enters the story that we realise her business has grown from a simple American front lawn to connect with an Indian supplier and a French distributor.

The charming story demonstrates that HSBC recognises that the future of business growth is powered by international connections. HSBC's international footprint and expertise are uniquely placed to deliver against this.

The activity is part of HSBC's wider 'In The Future' campaign which places international banking at the heart of HSBC's capabilities. The activity will be supported by HSBC's business divisions from traditional advertising through to customer engagement.

Andrea Newman, HSBC Global Head of Advertising and Marketing Communications, said: 'HSBC's global footprint, knowledge and resources facilitate international business opportunities for its customers. The marketing aims to bring this to life with a sense of warmth, simplicity and optimism to inspire growth.' (HSBC Personal Finance newsroom, 2013).

## **APPENDIX – 4: HSBC'S GLOBAL CONNECTION CAMPAIGN BY TELEGRAPH**

The activity, which runs in-paper and online until autumn 2014, kicks off with a global media first, says the Telegraph - a front cover, print cascade ad. The three-tiered creative powerfully showcases how HSBC can help UK business to go further and encourages all those with innovation and ambition to start their Global Connections journey.

The innovative new ad format is part of phase one of the campaign which uses further high-impact ad placements and inspiring case studies from previous winners and finalists to recruit entries to the annual national business competition.

Phase two sees 45 regional shortlisted businesses embark on a global journey of discovery, which will be followed across The Telegraph's Business portfolio.



Academic Assist

In summer 2014, 15 UK businesses will be announced as national finalists and will win a financial reward of up to £120,000.

Finally, in autumn 2014, three overall winners will be announced who will see their financial reward doubled to £240,000.

Christine McCarthy, Senior Marketing Manager, HSBC said: “Global Connections is all about innovative UK businesses that have the drive and passion to take their businesses further. We are delighted to be working with The Telegraph again, whose editorial expertise and innovative execution will perfectly capture the excitement of this campaign and communicate it to the country's leading business decision makers.”

Melanie Danks, Client and Partnership Director, The Telegraph said: “It has been a real privilege to work in partnership with HSBC for three years now to help them develop and grow their Global Connections campaign. Every day, our two companies champion British business. This year's collaboration perfectly pools our combined business expertise and should see more UK companies than ever witness the benefits that Global Connections can bring. Great news for HSBC, UK business and the global economy.”