

The Evolving Role of CIO/ CTO

As part of the ERM Initiative by NC State University and Protiviti, 1,081 board members and executives across industries and geographies were surveyed to assess the impact of 36 unique risks on their organisations over the next 12 months and over the next decade, into 2030. Unavoidably leaders are increasingly concerned about technology and innovation, as companies across the globe strive to strengthen their competitive position by advancing their digital maturity and embracing the transformative potential of technology.

Executive Perspective on Top Risks/ Key Focus Areas

01	Adoption of digital technologies will require new skills or significant efforts to upskill/reskill existing employees	06	Cyber threats
02	Rapid speed of disruptive innovation may outpace our ability to compete	07	Digital transformation across strategy approach implementation for continuous risks improvement
03	Privacy/ identity management and information security	08	Data analytics <ul style="list-style-type: none"> • Understand data relevance and validity • Interpret the data well • Test hypotheses • Create easy-to-understand visualizations • Help decision-makers see the big picture and act on the results of analysis
04	Ability to compete with “born digital” disruptors and other competitors	09	Develop data governance strategies enabling organizations to develop and deliver trusted data to harness business value
05	Inability to utilize data analytics and “big data” to achieve market intelligence and increase productivity and efficiency	10	Data Architecture – responsible for visualizing and designing organization's enterprise data management framework

<https://www.protiviti.com/CA-en/insights/2021-top-risks-survey>

The CIOs/ CTOs are under pressure to act as the digital architect to integrate and transform the enterprise, the channel, customers and supply chain. Effective CIOs/ CTOs are expected to plan the transformation of the enterprise with all latest technologies in mind. They are expected understand the capabilities and limitations of technologies, and know what, when and how to deploy them to enable new capabilities while solving existing problems better.

How We Can Help



Protiviti provides targeted assistance and/or end-to-end support, working with clients to imagine the possibilities; define a roadmap to success; design, prototype, build and deliver solutions; enhance skills and capabilities; and as appropriate provide on-going support through managed solutions. Our consultants bring a deep understanding of the industries in which they operate, awareness of leading practices, expertise in new and emerging technologies and disruptive thinking to help clients innovate, transform and succeed.

Adapt to the new business reality.

Innovate. Transform. Succeed.

Strategy and Business Case Definition



Develop and quickly align on a business-oriented DX strategy. Define business cases, design target operating models and technology architecture. Plan and mobilise a DX program.

Transformation Program Definition



Transform a vision into an actionable plan, with clearly defined key activities, roles, and responsibilities. Maintain a focus on people, technology, process, and change management

Customer Experience/Journey Mapping



Analyse and enhance the end-to-end customer experience (CX). Design and map the customer journey, capturing the voice of the customer and applying design principles for continuous improvement.

Transformation Program Execution



Design, prototype and deliver high-quality solutions to the market. Demonstrate a return on investment and set a foundation for growth.

Protiviti brings deep capabilities in

- System integration;
- Cloud transformation and enablement;
- Advanced data analytics and business intelligence;
- Intelligent automation.

You get access to custom software development capabilities and creative talent, along with expertise in program governance, security, privacy and other compliance requirements.

Culture, Skills & Capabilities



Better understand organisational strengths and weaknesses through Digital Maturity assessments and benchmarking. Define and execute digital talent management programs to transform how your organisation acts and thinks.

Digital Transformation Case Studies

Energy & Utilities

Transformed a large Oil & Gas company with an enterprise-wide digital program to address revenue leakage and operational inefficiencies across the business.

Using multiple technology solutions, including RFID, Smart Cards, and Smart Tokens, our team optimised operations across the entire supply chain, from receiving fuel products, to reengineering the fuel station layout, to finance processes such as reconciliation of sales revenue.

The client launched digitally-enabled fuel service stations with advanced payment options, enhancing customer experience and reducing wait times at peak times by 20%

Financial Services

Accelerated the digital transformation of the Global Insurance business for one of the world's largest Financial Services providers

We designed and operationalised a customised agile methodology to create the greatest efficiencies in a complex financial services environment. A cross-functional team with dedicated offshore scrum developers delivered over 13 new revenue-driving, customer centric digital journeys and introduced them to the 8 new markets.

The applications we developed quickly demonstrate a return, with the Stock Trading Investment app generating over \$5m per week in a matter of months and the digital Endowment customer journey met its initial goal of \$20m in 6 weeks.

Technology / FinTech

Responded to a significant decline in traditional license sales, with demand for competing cloud-based SaaS solutions increasing, at a large global software company.

We led the transformation effort, taking a SaaS offering to market, including a cultural benchmarking study to identify areas requiring attention. We established a new organisational structure, including build out of Risk & Compliance teams, including preparing leadership for regulatory engagement.

The company upskilled its existing workforce and onboarded a significant number of new employees with the skills and capabilities required to operate the retail banking SaaS platform – the new growth engine of the business.

Contact the Business Performance Improvement Team for a Discussion



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