

## Protiviti – The Evolving COO Role

### Background

As organisation experience accelerated transformation, the traditional operations efficiency driven COO are now in the centre stage of helping the organisation pivot change to address market dynamics and internal expectations whilst enabling organisational growth.

As organisation's emerge from the pandemic situation, COOs are now in the core of strategic transformation and need to reposition operations whilst restructuring the COO organisation. The future COO needs to:

- Ensure a sustainable and agile operations that will strengthen enterprise operations and supply chain.
- Continuously assess the upstream and downstream impact from emerging technologies on operations (e.g. artificial intelligence / machine learning, blockchain)
- Take a leading role in integrating the organisation structure (people, process, systems) whilst maintaining business as usual as organisation embrace the new norm.



Key Focus Areas 2021	Objective
Resilient Operations, Continuity and Supply Chain	Continuity planning for agile operations; managing third-party risks; driving critical processes
Technology Enablement and Resilience	Ensuring technology availability and security for a mobile workforce; leveraging automation for efficiencies
Regulatory and Government Actions	Responding effectively and efficiently to changing regulatory requirements and government actions
Crisis Management and Response	Establishing a crisis management team and stakeholder responsibilities; developing agility
People Safety, Productivity and Success	Prioritizing employee safety; developing a resilient and remote workforce while driving success



In addressing the above focus areas, it is important to any organisation in today's environment of rapid change, operational resilience continues to be top of mind for industry executives and regulators around the world. Our Protiviti Operational Resilience Framework identified key components firm must consider when formalising and managing resilience of the critical business services they operate.

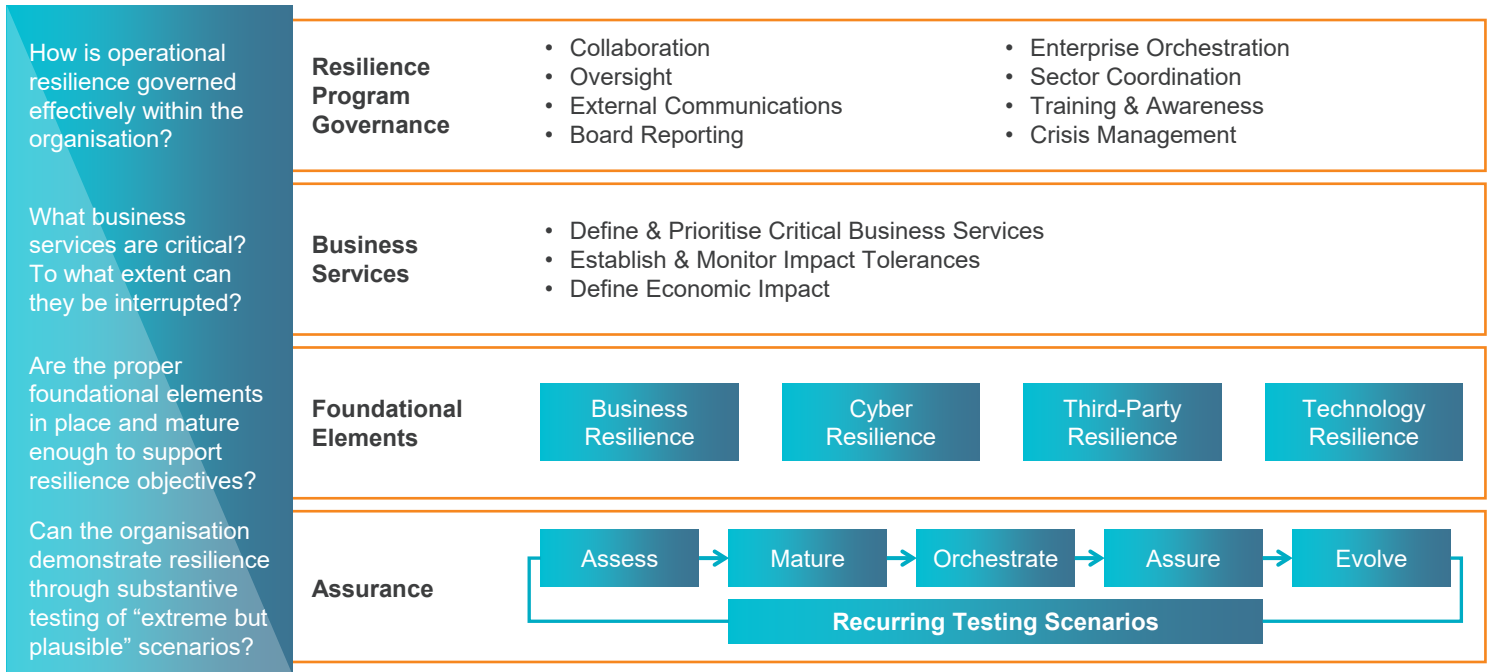
**Operational Resilience:** The ability of an organisation to withstand adverse changes in its operating environment and continue the delivery of business services and economic functions.

### Why is it important ?

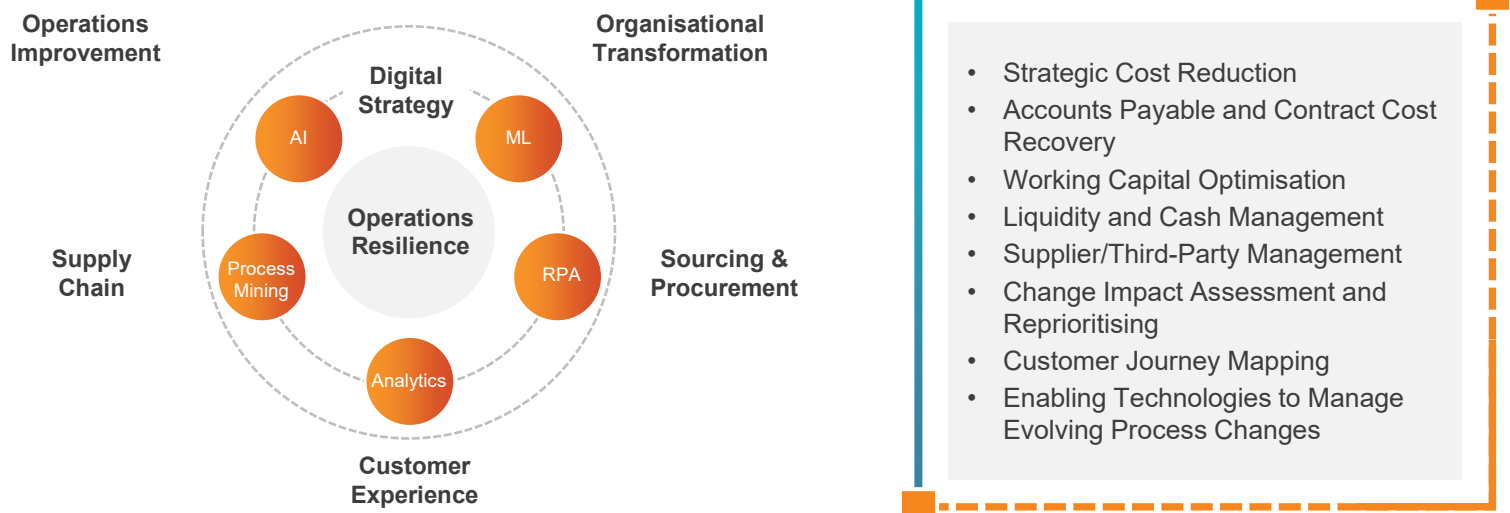
- ⦿ Dynamic landscape increases the risk of "extreme but plausible" events
- ⦿ Impacts the stability of the financial system as well as the viability of firms
- ⦿ Key focus area for the regulators
- ⦿ Resilience events can increase risk and threaten growth
- ⦿ Enhancing a firm's resilience can create long-term competitive advantages and mitigate cost

## Understanding Operational Resilience

Protiviti's Operational Resilience Framework identifies the key components firm must consider when formalising and managing resilience of the critical business services they operate.



## Helping Organisations Address the Now and Focus on Recovery



## Contact the Business Performance Improvement Team for a Discussion



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