

# The Evolving Role of the CIO

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# The Vanguard Group

## Global strength & resources

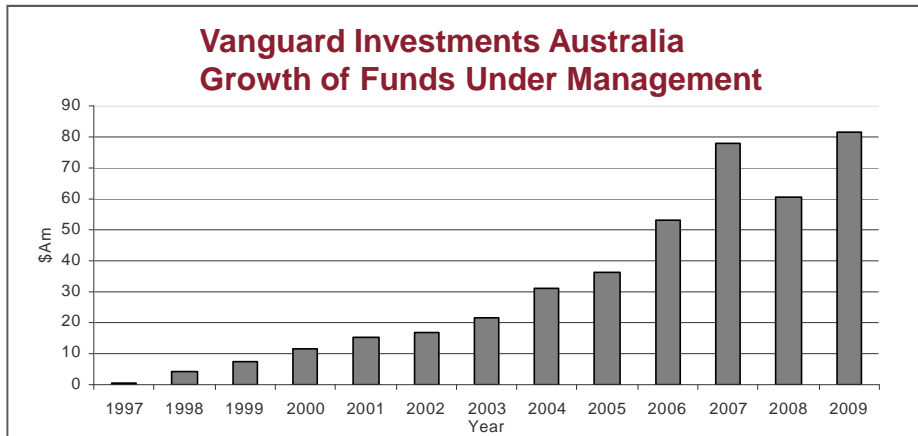
- The Vanguard Group began in 1975
- US\$1.3 trillion under management
- Index pioneer/active & quantitative specialist
  - Index FUM: US\$792bn
  - Active FUM: US\$707bn
- > 23 million customers
- > 12,500 crew members
- Unwavering focus on client value
  - Client first
  - Cost efficiency
  - Open & candid

## Group Mission

“To help clients... by being the world’s highest-value provider of quality investment products & services.”

# Vanguard Investments in Australia

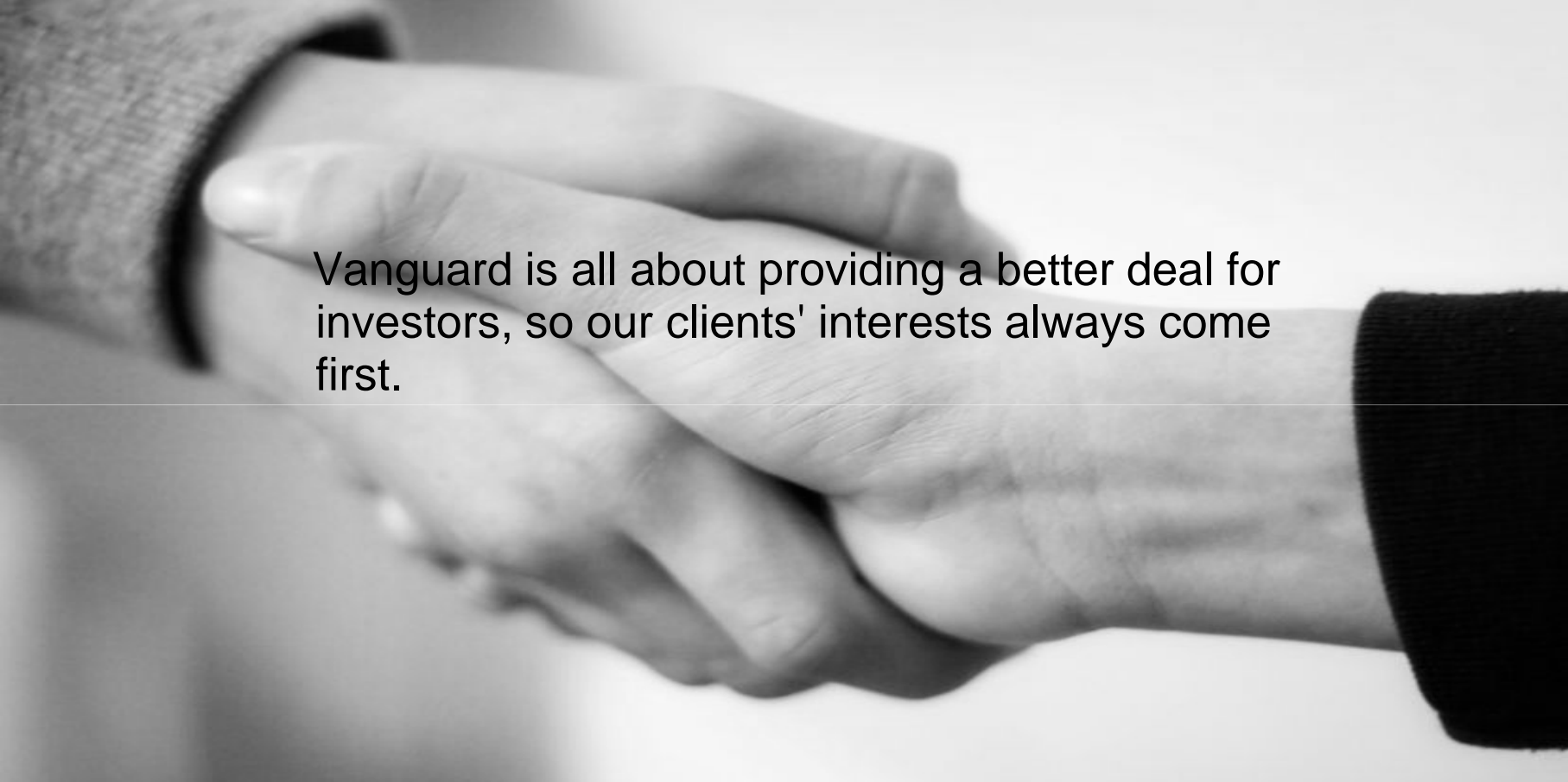
A quantitative investment specialist with strong indexing capabilities



**13** Years in Australia  
**> A\$81bn** Funds under management  
**Specialist** Indexing  
**200+** Crew



## Our promise to clients



Vanguard is all about providing a better deal for investors, so our clients' interests always come first.

# CIO - foundations

- Technology & solutions delivery capability
- Consults to the Executive team on IT solutions
- Departmental leader
- Senior business leader  
– seat at the business leadership table



# COO – building on the CIO foundations

- Business enabler - bridging the gap between where the business wants to go and how it is going to get there
- Trusted adviser to the executive team and staff
- Influencer – knowing the businesses strengths and weaknesses
- Business leader – maintaining ‘end to end’ harmony in the business – via the ‘PTP’ lense



(Your technology expertise is a given)

# Understand what makes your business successful

- ☑ Keeping costs low
- ☑ Maintaining efficiency in operations
- ☑ Knowing the areas of risk
- ☑ Balancing processes, technology & people
- ☑ Adhering to client value principles



# Key relationships of a COO

- Loyal and trusted deputy to the CEO
- Working in tandem with the leadership team
- Coach and leader to all staff
- Engaging all areas of the business
- Key voice to the Board

# Tapping into your people

- Understand your business culture
- Accept that you do not necessarily know it all but you can find the solutions in your people – command and control is a limiting model
- Look for ways to create energy and motivation – your achievement lies in the achievement of the business and your staff
- Look for ways to advance your staff - points of enablement

# The landscape has fundamentally changed

- The digital era - fast, integrated access to information - will shape the future of businesses ability to compete and be successful
- It has also created new challenges and risks
- The role of a COO is paramount to leading an awakening of how the world is changing through social media and the evolution of the digital revolution
- Keep in mind your future clients and staff – tapping into GEN Y
- Finding where the opportunities lie in your industry sector



# The transition from information to operations

- Functional leader → business leader
- IT capabilities → harmonising capabilities
- Contributing to the business strategy → orchestrating achievement of the strategy
- Trusted adviser to the executive team → point of truth on business effectiveness

## In short

- The transition means moving from being a functional leader to becoming a whole of business leader.
- Don't just think about your technical ability – its more about your ability to influence others and lead people.
- Constantly think and act with a view of the broader business – value all parts of the business (PTP view).
- Upgrade and update - the norms you started out your career with are most likely not the norms any more.

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