

90 Day COO and Rising Star Programme

Alliance Partnership

Where challenges
meet solutions



ARMSTRONG WOLFE™

Armstrong Wolfe?

Connecting and Empowering the Financial Services COO Community

At Armstrong Wolfe, we bring together the global COO community in financial services to tackle shared, non-proprietary challenges that shape the industry.

Through our flagship initiatives - the International COO Community (**iCOOC**) and Women in the COO Community (**WCOOC**) - we deliver exclusive corporate membership programs designed to foster collaboration, innovation, and leadership within this critical professional network.

As a trusted partner, we facilitate high-quality, engaging discussions among our members, enabling meaningful peer-to-peer exchanges in a confidential environment governed by the **Chatham House Rule**.

These conversations are enriched by insights from our industry advisors, alliance partners, and a global network of alumni. The value lies in our unique ability to connect COOs across the financial services ecosystem, empowering them to share knowledge, navigate challenges, and drive meaningful change together.

Armstrong Wolfe has uniquely positioned itself as an effective conduit for the COO community to agree, discuss and take proactive measures to address the key themes and challenges facing the financial sector, both planned and unforeseen.

By combining peer knowledge and perspectives with deep SMEs and solution providers, AW forums and events provide invaluable support to sell and buy side COOs.

Gary Simpson

COO Global Markets
ICBC Standard Bank



Having been a COO in Markets for most of the last 20 years, Maurice and AW have been a key driver of providing definition and understanding of the ambiguous role the COO plays. More importantly, he has successfully created a sense of community (in particular through WCOOC) that has sped up the continued professionalisation of the COO role.

Since meeting him at the very first Markets COO breakfast roundtable, through to discussing my recent shift into the business, his insight and perspective have been a big help to me and I'm sure to many other COO's over the years.

Mark Price

Global CIB COO
Standard Chartered Bank



At Scotiabank, we appreciate the work that Armstrong Wolfe has done to advance a shared understanding of the COO office across financial services, build awareness of the intersection of conduct, culture, purpose in an organization and to drive connection and collaboration across the global COO community.

Loretta Marcoccia

Executive Vice President &
Chief Global Operations Officer
Scotiabank



Perspectives | Patience | Perfection

Our [Alliance Partner](#) engagements include a unique client engagement experience through our [90 day](#) multi-faceted client enrichment programme.

Role and Participation

Senior executives from Alliance Partners have the opportunity to:

- » Participate in iCOOC roundtables to share insights and collaborate with industry leaders.
- » Host or sponsor events on the iCOOC calendar, showcasing their expertise and enhancing their brand visibility.

All interactions are conducted under Chatham House Rule, ensuring a private and trusted environment for meaningful, candid discussions.

Value to the COO Community

Alliance Partners play a critical role in enhancing dialogue and debate across the COO community. They provide:

- » In-depth analysis and actionable insights.
- » Considerations and solutions that address shared challenges.
- » Expertise that complements the cross-industry discussions facilitated by iCOOC and other forums.

Areas of Expertise

The contributions of an Alliance Partner align closely with the priorities and responsibilities of COOs, offering effective solutions in key areas such as:

- » Emerging Technologies: Crypto, Blockchain, and AI.
- » Regulation and Risk Management.
- » Transformation and Innovation Risk Management.

By partnering with Armstrong Wolfe, Alliance Partners help shape the future of the financial services COO landscape while establishing themselves as thought leaders within the community.

Engagement Principles & Event Protocols

Principles Of Engagement

1. Priority to Corporate Members:

Armstrong Wolfe's (AW) obligations and priorities will always remain with its corporate members. The relationships AW maintains within the global and regional COO* community are deeply rooted in trust, established over many years.

2. Introduction of Third Parties:

It is understood by AW's membership that any third party introduced by AW has been carefully vetted and, ideally, endorsed by a fellow member.

3. Trust and Respect in the COO:

Community: The trust established between AW and its COO community, along with its members, must always be respected. This trust forms the foundation for the opportunity AW presents to an alliance partner to engage with and through AW's membership.**

4. Alliance Partner's Role:

Over a minimum engagement period of 90 days, the alliance partner is expected to integrate into AW's proven client engagement model, aiming to become an advisor and trusted voice within the iCOOC community, supported by AW's patronage.

5. No Sales Role for AW:

AW will not sell, nor will it be perceived as selling, the alliance partner's products or solutions.

6. Introduction and Contact Facilitation:

AW provides an opportunity for the alliance partner's voice to be heard and introduces them to community members. However, AW does not manage or manufacture follow-up meetings. Throughout the engagement, AW will ensure that proper permissions are obtained for distributing contact details, facilitating potential direct communication between members and the alliance partner. These follow-up conversations will occur bilaterally and will not be directly facilitated by AW.

7. Collaborative Engagement for Business:

Success: Successful alliance partner relationships with AW are based on the premise that AW's client is the business and marketing working in partnership itself. Both parties, working within a contractual framework, must collaborate and creatively explore business opportunities. Any bespoke opportunities outside the initial contract will be framed and presented by AW for the alliance partner's consideration, with appropriate pricing for additional time and activity.

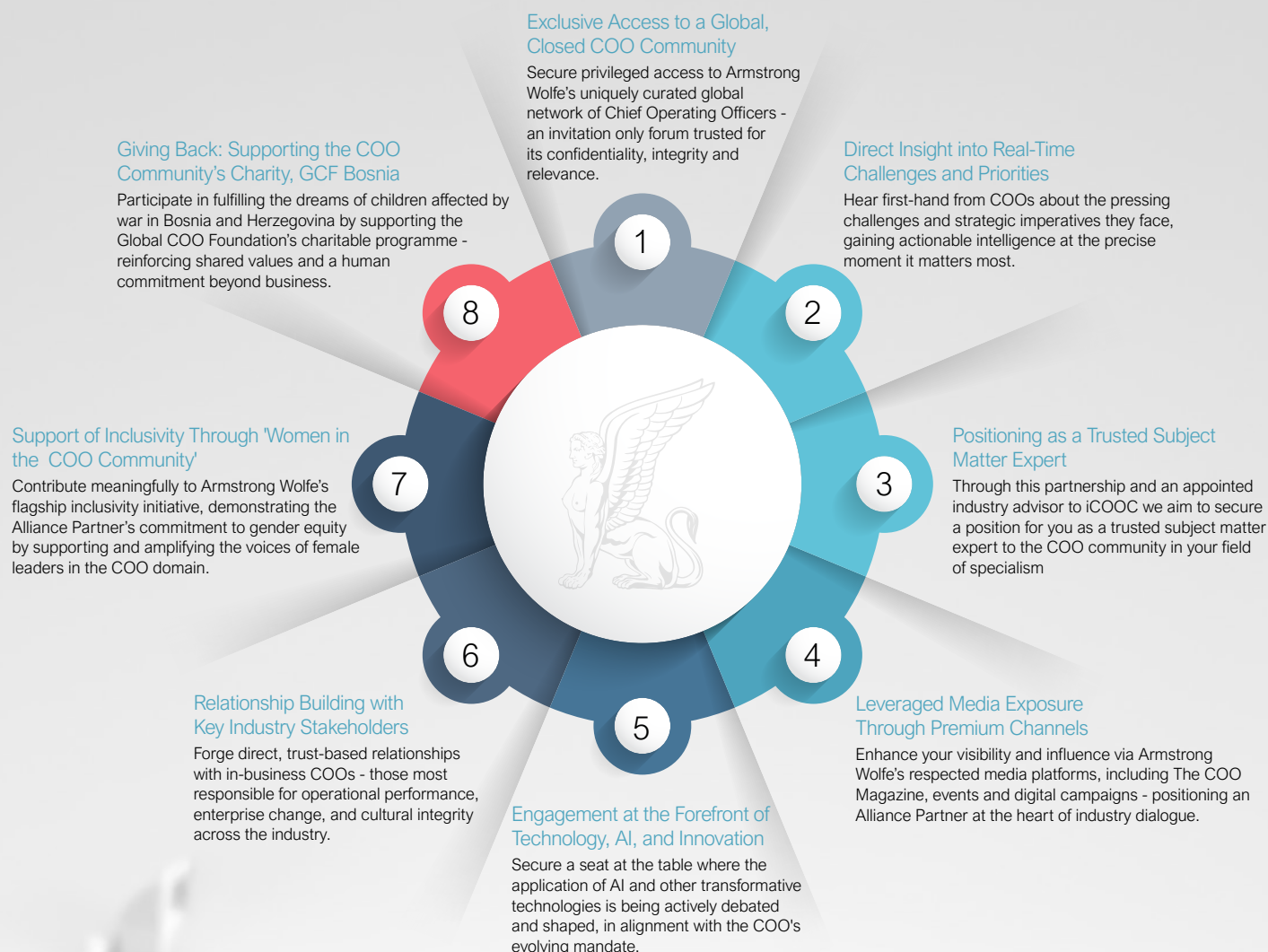
8. Marketing Support and Relationship:

Management: AW may collaborate with the alliance partner's marketing function to support the relationship, but marketing will not take over the management of the relationship. The primary relationship will always remain between AW and the Alliance Partner's executives, with AW interfacing and working with marketing as required.

* The COOs within iCOOC serve as the in-business, right-hand executives to the CEO. They are responsible for managing first-line strategy, transformation, regulatory management, controls, product development, sales, and trading business management. This role differs from the traditional COO of Operations and Technology.

** AW is not a conference company or a company managing a loosely configured network, it is the trusted partner and advisor to the global COO community of financial markets, banking, and asset management, and recognized as being the world's leading authority on the role of the COO.

8 Strategic Benefits of an Alliance Partnership with Armstrong Wolfe



The 90 Day COO and Leaders of Tomorrow programme

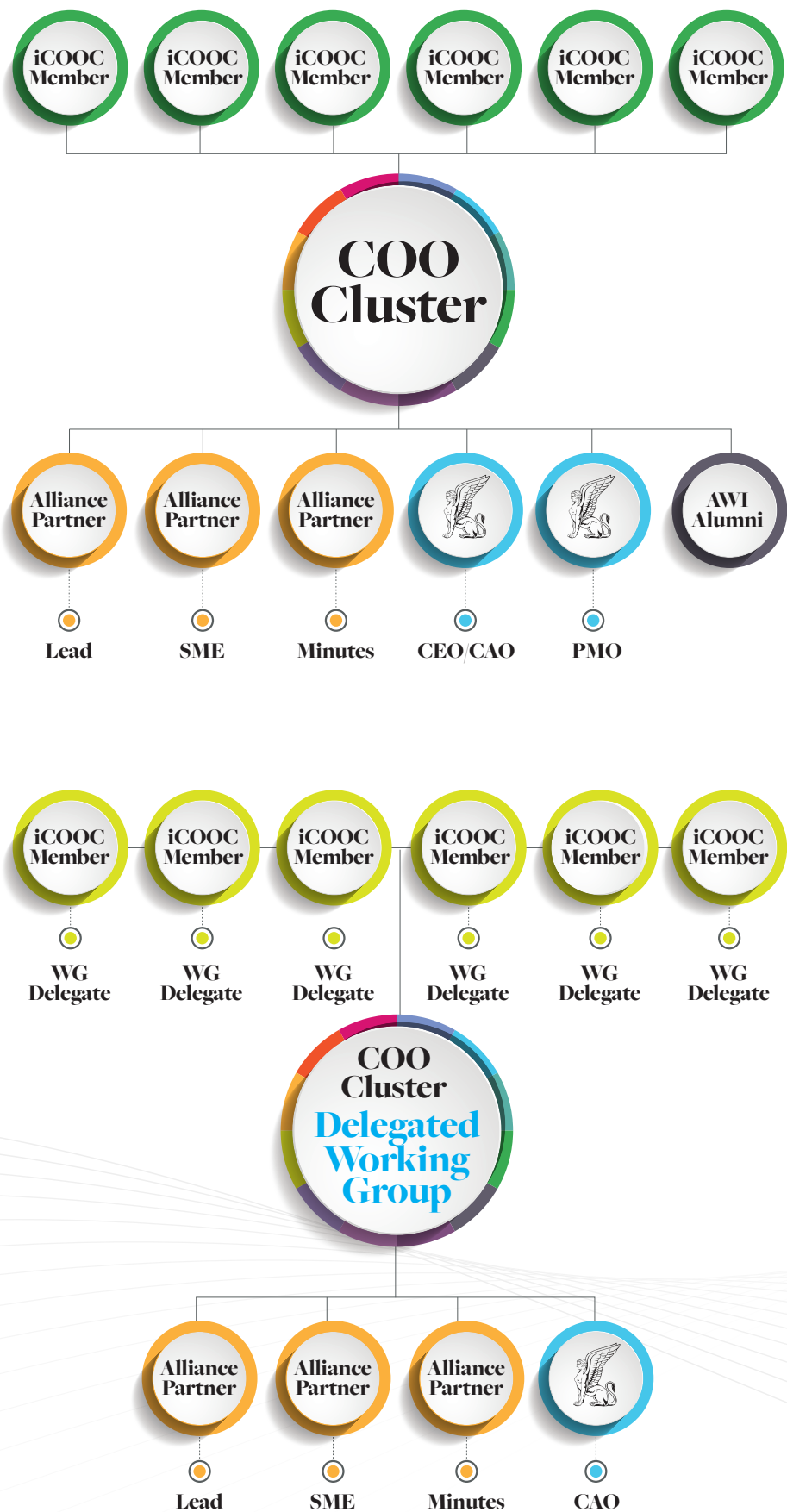
Building trust and knowledge with the International COO Community (iCOOC)
and Women in the COO Community (WCOOC)



Example areas of combined investigation



Working Group Structures and Participation



Example 90 Day Client Engagement Programme

The COO's Challenge: Driving transformation without direct control

Or as one COO noted:

"How best to manage frictionless transformation"

The discussion will be held in clusters of 4 to 6 COOs online (3 x 60-minute debates over 90 days concluding with a roundtable dinner and the provision of an industry paper upon conclusions); the aim is to share perspectives on the governance and management of change from the seat of the in-business COO

Why?

This programme has been prompted by several COOs from within iCOOC's membership stating this challenge is particularly acute when considering front to back perspectives and change programmes running horizontally across their vertical or regional axis of accountability.

"As COO, you sit at the intersection of people, process, and performance - which means you're not just an operator, you're a culture shaper. And in banking, that might be the most transformative thing you do."

"The key to success is influence over authority, leveraging relationships, stakeholder alignment, and strategic positioning to enable execution teams to succeed."

"Since execution is owned elsewhere, the in-business COO must tailor messaging to align transformation objectives with each stakeholder's priorities."

"Transformation is inherently difficult because it disrupts established norms, challenges existing power structures, and introduces uncertainty. However, COOs who build relationships, understand stakeholders, provide clear value, and communicate a compelling vision can significantly increase the likelihood of success."

"Transformation success isn't just about internal alignment - it depends on communicating across a web of stakeholders, influencers, and allies. This requires early and deliberate stakeholder mapping: identifying who needs to hear the message, when, and through what channel."

This direct accountability and/or responsibility can be very limited, whilst the COO retains visibility of all change in the business front to back but without ownership [but feels the impact of this change].

This challenge can be exacerbated for a regional COO, where there are invariably nuanced, specific influences such as regulatory demands in their location, when a change programme is global; as one regional COO stated:

"You can be left feeling like a spectator to change within your sphere of responsibility."

"Deadlines slipping due to unforeseen events (regulatory shifts, tech issues, market disruptions, vendor delays, etc.) is inevitable. The key isn't avoiding slippage, but how you manage the impact, maintain trust, and adapt quickly."

Programme Outline

Positioning the COOs of iCOOC

The COOs within iCOOC serve as the in-business, right-hand executives to the CEO. They are responsible for managing first-line strategy, transformation, regulatory management, controls, product development, sales, and trading business management and in-business innovation and change. This role differs from the/a COO running Operations and Technology.

However, iCOOC COOs hold de facto accountability delegated from the CEO for transformation and change and budgetary management across the organization, front-to-back. While they do not directly own most non-revenue-generating functions, they remain responsible for overseeing and aligning these functions within the broader strategic framework.

Programme Summary

- » **A Cluster:** 6 banks (Markets and/ Banking) attending 3 x COO 60-minute on-line Cluster Calls (date), and an end of quarter roundtable dinner to hear and debate the findings/recommendations made by Technology Company; drawn from the cluster calls.
- » **COO Cluster Participants:** 6 banks (COO [global or regional] + working group delegate), Armstrong Wolfe (CEO + project manager); Technology Company (executive lead + SMEs as required + business analyst for minute taking).

This work complemented by the establishment of a working group of VP/associate director/band 5 delegated attendees by the 6 COOs; early management level: all female, aligned to Armstrong Wolfe's DEI initiative, Women in the COO Community (WCOOC).

This working group will present its findings and a consequent co-branded 6-bank Technology Company - Armstrong Wolfe industry paper to the 6 COOs one week before the dinner: to be presented and discussed at the dinner by the COO and the delegated members of the VP working group.

- » **3 Clusters will be established:** one each for North America, Europe, and APAC



Execution

Below is an outline of how we will bring Technology Company into the conversation, as an informed advisor to the International COO Community (iCOOC), whilst simultaneously framing the challenges for the in-business COO:

- » **Programme of Debate:** The COO's Challenge: driving transformation without direct control (managing frictionless transformation)
- » **An iCOOC debate:** sharing perspectives on the governance and management of change

Problem Framing for COO

The COO's challenge is to drive transformation without direct ownership or control over the resources driving it. This often puts them in a difficult position where they need to influence change, hold accountability, but not always have the direct levers of power or the budgetary control to ensure it happens.

By focusing on the COO's ability to shape and guide transformation, especially in the context of broader company-wide initiatives, the COO is a crucial enabler of transformation even without direct responsibility for every aspect.

Transformation Programme

Identifying and understanding the key workstreams across a bank-wide transformation journey is central to this conversation of defining how the COO best affects change.

The work streams within each bank will almost certainly be reflected singularly or by the whole.

Technology Company Role

The introduction of pre-selected and recommended Technology Company as a strategic partner to bring value through their insights into transformation challenges, especially given their experience with other large financial institutions. This Technology Company (TBA) should be seen as a critical ally in driving the transformation agenda, particularly in the areas of digitization and data, which are key to current and future transformation.

3 COO Cluster Calls

This series of calls will help deepen the conversation, gain insights, and prepare for a COO roundtable dinner at the end of Q1 (target list of 6 banks). The calls will focus on how COOs in similar roles navigate transformation without direct ownership and control, but still ensure successful outcomes.

Working Group rising managers

The above activity will run in parallel to establishing a working group made up of rising talent from the 6 banks, being delegated COOs attendees by the participating in the cluster calls; this on-line working group will be administered by Armstrong Wolfe with the dialogue led by Technology Company.

This group will be asked to identify key challenges to success in transformation projects (particularly those related to data and digital adoption) and provide insights that will inform the COO conversation.

The working group members will attend the quarter end dinner with their COOs, to collectively present their insights to the COOs at the dinner, which will add a different and inclusive dimension and credibility.

Action Plan

Executive Mandate Debate: Frame the executive mandate debate around the tension between influence and control. A COO must influence change across functions but cannot always dictate the pace or outcomes. This tension can be discussed in detail during the cluster calls.

Technology Company Involvement

Emphasize that Technology Company is well-positioned to help bridge the gap between technology delivery and strategic transformation goals. Highlight its deep understanding of the industry and experience in working with organizations facing similar challenges.

Working Group Design

The working group could focus on practical barriers that hinder transformation, such as:

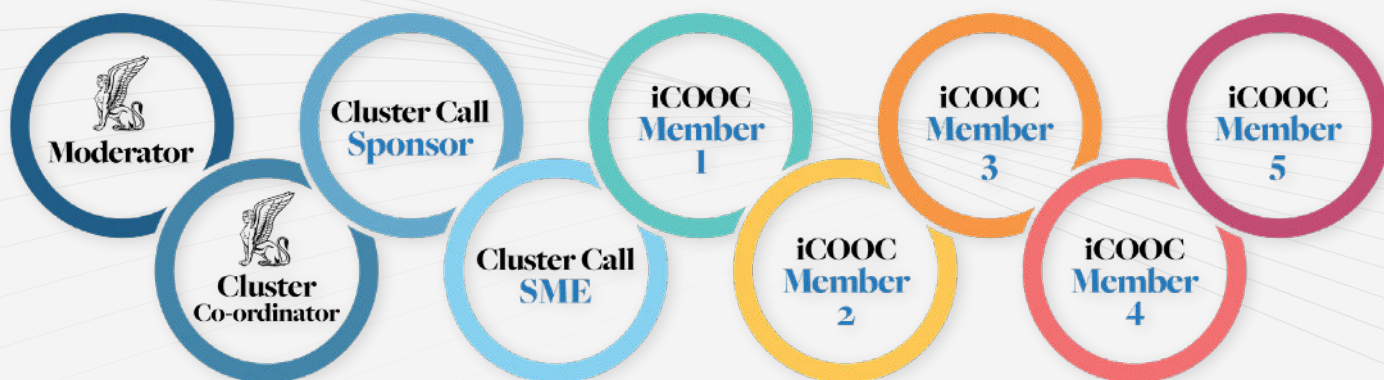
- » AI adoption
- » Data silos and integration challenges
- » Managing change resistance
- » Aligning cross-functional teams
- » Digitization vs. legacy systems

The working group's findings should directly feed into the COO roundtable discussions, providing actionable insights.

Key point summary

- » **Core Message:** The COO's role in transformation is to enable and influence change, not necessarily control it, and this is a delicate balance that requires support from trusted partners like Technology Company.
- » **Technology Company role:** Introduced as a strategic partner that understands the technology and data challenges that can derail or accelerate transformation.
- » **Operationalising the Idea:** Break down each cluster member's transformation programme into specific workstreams and use this to structure the cluster calls and roundtable discussions.

Cluster Call Structure



Participating Banks



Rising Star Working Group



"Being part of the COO Cluster was a fantastic experience - working alongside like-minded, passionate, and driven individuals made it truly rewarding. The sense of community and collaboration was invaluable, and the network we built will continue to be a real asset. It was a great journey, and I'm grateful to have been part of it."

Yazmin Kemal

UKI Regional Management -
Strategy, People and Culture,
Deutsche Bank

"It was such an honour being asked to participate on the Rising Star Cluster cohort, it was a fantastic experience to meet such inspiring peers from across the industry and to work together to create a presentation on how best to deliver Transformation. Coupled with the opportunity to come together at the end, to hear thoughts from such experienced and professional COOs, NTT Data, and Armstrong members was an amazing way to end the programme."

Kim Hunter

Chief Controls Office, **Barclays**

"This provided an adept cohort of investment banking women a welcome opportunity to network and shape banking frameworks for orchestrating large-scale change and transformation."

Amanda Anusionwu

Global Head of Regulatory
Initiatives, **HSBC**

90 Day programme Conclusions and Outputs

Industry Paper circulated Print & Digital Format to iCOOC global and regional COO members

Managing Transformation July 2025
An Armstrong Wolfe & NTT Data Collaboration

COO Insights: Managing Transformation



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COO Insights Whitepaper

iCOOC The International COO Community

Our Trusted Partners

Our partnerships with the world's leading technology and professional services companies ensure we bring our members best-in-class processes, practices, and solutions. It is not just what our partners do or provide, but how they work with us and our members that defines success - through collaboration and respect for the

trusted platform we have built over many years. I am delighted to have established a precedent of positive engagement with Andy and his team over the past 90 days of this programme, and I look forward to deepening this relationship for the benefit of our members throughout 2025.



Maurice Evelyn-Buften
CEO
Armstrong Wolfe



Richard Meirion-Williams
Associate
NTT DATA

90 Day Programme

Our 90-Day Programmes focus on problems and challenges defined by our members. **The COO's Challenge** - how to best affect transformation when accountable for the output, but not owning the levers of execution or having budgetary oversight.

"The success of transformation hinges on creating the right conditions for execution, communicating a compelling vision, and leading the cultural shift required for innovation to flourish. Effective transformation is not just about implementing change but inspiring belief in its purpose and value across the organisation even if you do not have direct control."

Foreword

As industry technology advisor to the COO 90-day programme, NTT DATA are proud to co-sponsor this COO Insights document with Armstrong Wolfe.

In 2025, the banking and financial services industry stands at a pivotal crossroads, shaped by rapid technological evolution, shifting customer expectations, and intensifying regulatory scrutiny. Amid these market dynamics, the role of the Chief Operating Officer (COO) has become more strategic than ever. Today's COO drives digital transformation, manages enterprise-wide risk, and ensures agile responses to macroeconomic volatility and regulatory change.

As banks integrate advanced technologies like AI and automation, the COO is central to orchestrating these transitions while maintaining operational stability and customer trust.

It has been a privilege to be in conversation with six banking leaders for the past few months and understanding how they face these challenges, and the innovative solutions being driven by them to deliver transformational excellence.



Andy Nelson
Head of Banking & Financial
Services NTT DATA
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Pricing

Budget Allocation over 90 Day Engagement

Resource	Days	Fee	Total Fees
a. Preparation and Administration (inc. AW - Alliance partner calls)			
CEO	3 days	£10,500	
CAO / Director	2 days	£5,000	
PMO / Desktop Design	4 days	£2,000	
Alumni	2 days	£4,000	
Administration	4 days	£1,000	
Sub-Total 1			£22,500

b: iCOOC interface time			
6 x COO 2 to 1 Meetings			
6 x COOs prep calls and 6 x Cluster calls			
Content Production: Minutes, Interim reports, Industry papers, Points of view, COO Magazine.			
CEO	3 days	£10,500	
CAO / Director	3 days	£7,500	
PMO / Desktop Design	4 days	£2,000	
Alumni	2 days	£4,000	
Administration	4 days	£1,000	
Sub-Total 2			£25,000

c: Expenses	
Travel & Accommodation	
Dinner / Entertainment	
Collateral production	
Sub-Total 3	£10,000

Armstrong Wolfe Daily Rate Card

CEO	GBP £3,500
CAO	GBP £2,500
AW Alumni	GBP £2,000
PMO	GBP £500
Desktop Design	GBP £500
Administration	GBP £250

Sub-Total 1, 2 & 3			£57,500
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d: Target Operating Margin	£22,500
Total Fee	£80,000

Contact

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Find us on LinkedIn: Armstrong Wolfe

Find us on LinkedIn: Women in the COO Community



ARMSTRONG WOLFE™