

NAVOS

Technology solutions you can trust

Managing Tech at Pace

David Davies

CEO

David Davies

Chief Information Officer & Director of
Hargreaves Lansdown until 2020

Founder of Navos Technologies

25 years' experience

Led transformation projects whilst assuring
availability and security of the platform,
24/7



Managing Tech at Pace

- Ratify what BAU is
- What good looks like
- Continuous improvement
- Simplify existing processes
- Balancing the old with the new
- Anytime transactions
- Transaction speed & information availability
- Minimal security processes and 'clicks'
- Regulator focused on security and resilience:
 - Operational Resilience
 - Senior Managers & Certification Regime
 - Consumer Duty

Managing Tech at Pace



- Disrupt for the right reasons
- Retaining momentum
- Outcome driven
- Fail, don't Fall
- Avoid bureaucracy and favour innovation
- Rarely plain sailing

Managing Tech at Pace



- Unexpected hits
 - Some bigger than others!
- Risk is key
- Right people, in the right place
- Full Time vs Third Party
- Thin on the ground?
- Deadlines

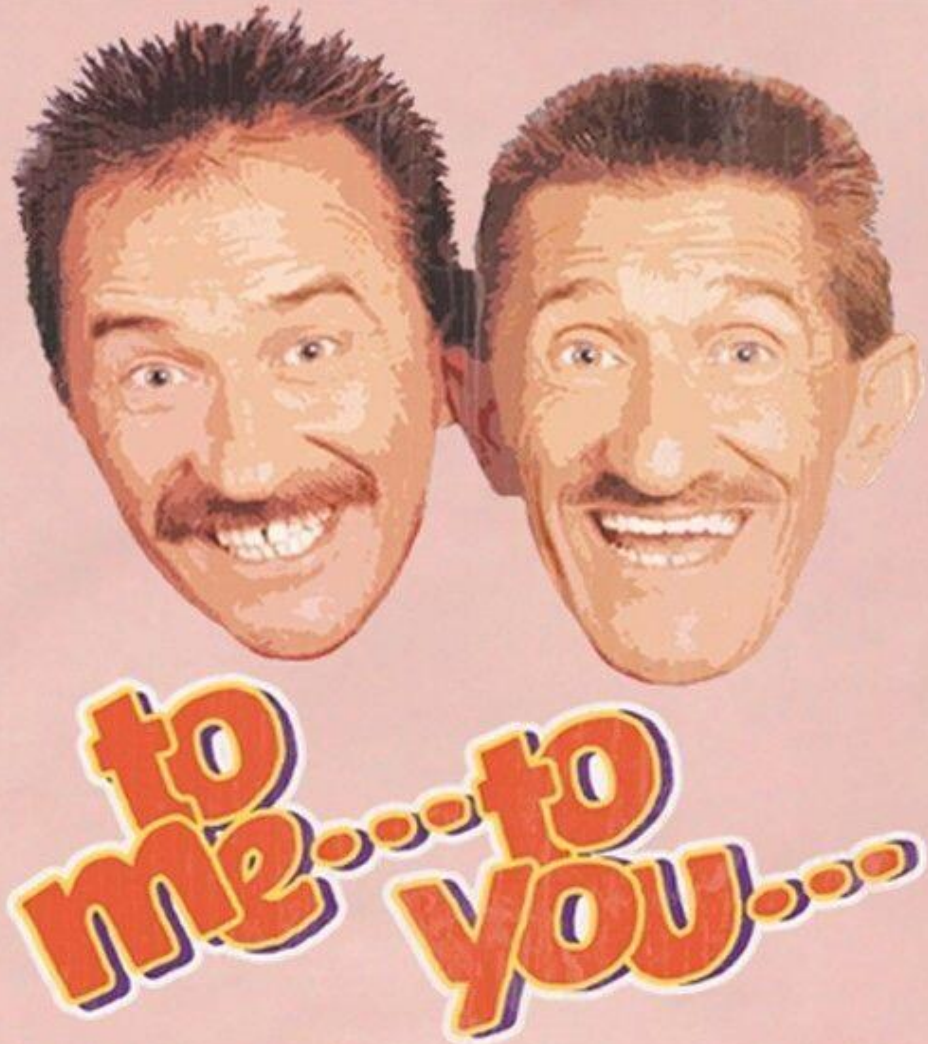
Allow tech to flex with your business...

....not against it

- Stick to your path, or divert?
- Right design, for the right job
- No substitute for experience
- Systematic change
- Small changes can have big effects



Measure Twice, Cut Once



- Sat Nav your journey
- Tail wagging the dog?
- Functional vs Non-Functional
- "Can you just..."
- Trust!
- Celebrate success but **expect failures**

Why is change so important?

- During rapid change, your business, and your people can be vulnerable
- Regulatory change can reduce innovation
 - Buy vs. Build
- Everyone is a tech expert, including clients, so be prepared!
- The Amazon effect - industry is becoming less important
- First to market or best in class?
- Build for tomorrow, not today

Themes within the industry?

Acquisitions in certain sectors

Migration of existing systems

Data from multiple sources

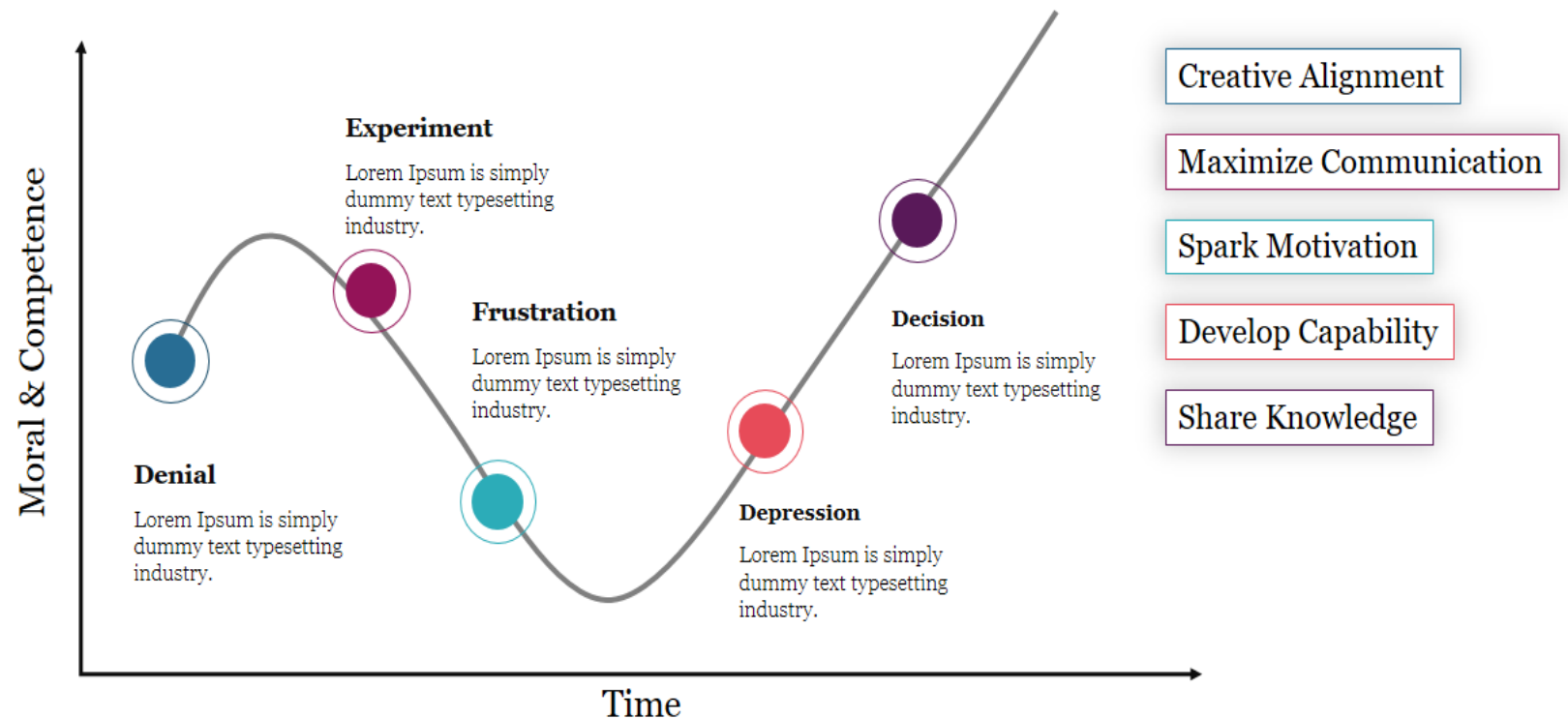
Desire for 'own platform', IP & increase future value

Lockdown has spring boarded digital across the industry

Taking people on the journey

- Staff and Partners
- The missing cog!
- Comms
- **Inclusion**
- FOMO is real – especially with tech
- Replaced by robots?

Change Curve Model



How to assure change

Speed can bring issues:

Doing too much at once

Risks not considered

Security overlooked

People not engaged / demotivated

Personal accountability = SM&CR

Impact on wider market (TSB)

Negative PR, investor and shareholder confidence

Trust in the brand, team and business (technology) offering

In summary

To manage technology at pace:

- ✓ Plot your route – yes, the business **NEEDS** to know where it wants to go!
- ✓ Expect issues but plan well – fail fast
- ✓ Have the right team around you
- ✓ Set deadlines
- ✓ Add the necessary rigour but don't be bureaucratic
- ✓ Be prepared to learn
- ✓ It won't be plain sailing but enjoy the journey
- ✓ Oil tankers take time to turn but it doesn't have to take an age

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For a free no-obligation consultation, please contact the team:



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