

Marco A. Ciobo

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Target Role

Group Executive / Chief Transformation Officer • COO (Tech & Operations) • Chief Digital & Technology Officer (FSI)

Open to permanent or interim executive roles in Australia and New Zealand (NZD 500k+ total package equivalent)

Value Proposition

Board-tested transformation and outcomes-focused leader with 30+ years across banking, telco and government, including listed and regulated environments. Scales enterprise change, fixes revenue leakage, and aligns multi-year investment to strategy. Combines MBB-grade problem-solving with client-side operating depth; known for low-ego, high-trust delivery with CEOs, Boards and regulators. Over 170 engagements over career to date.

Recent Signature Outcomes

- \$80M+ p.a. revenue recovery program — identified, proposed and stood-up for a major ANZ infrastructure/telco in 2025; now delivering with line owners.
- \$250M+ third-party tech spend reduction on a \$1.8B base for a global telco; vendor reset and operating-model changes.
- +40% YoY growth of Deloitte NZ Banking to \$10.6M in 12 months; built senior account coverage and solution factory.
- \$400M+ IT investment alignment for a major Australian bank; portfolio governance and benefits realisation discipline.
- Agile-at-scale design for 2,000+ tech FTEs; 30% faster time-to-market and \$20M efficiency improvement.

Executive Experience

Senior Advisor, Bain & Company (Bain Advisor Network) — Asia Pacific • 2024 — Present

- Counsel to Boards and ExCo on strategy, digital and operating-model change; originator on revenue-lift and cost-down programs.
- Engaged on both transformation governance and interim executive assignments across the APAC region.
- Accountability: Reports into Bain affiliate leadership; engages directly with CEOs, Group COOs and Boards.

Executive Partner (Secondment), Fujitsu Uvance Oceania — NZ/AU • 2022 — 2024

- Member of NZ executive team with commercial and operational oversight; led practice build and integration; supported ~NZD 130M NZ portfolio.
- Accountability: Dual reporting to NZ CEO and regional leadership.

Partner & Associate Director, Boston Consulting Group (DigitalBCG) — NZ/AU • 2021 — 2022

- Helped relaunch Auckland office; originated and led FS/telco programs; frequent board engagement on capital governance.
- Accountability: Reported into regional leadership; worked directly with client ExCos.

Senior Partner — Banking Sector Leader, Deloitte NZ — Auckland • 2017 — 2021

- Led banking sector across all service lines; grew portfolio 40% in year one to NZD 10.6M; led multiple CEO/Board-sponsored programs.
- Accountability: Reported into Managing Partner and CEO of NZ; accountable for sector strategy, P&L and growth.

MD, Technology Strategy (ANZ), Accenture Strategy — Melbourne • 2015 — 2017

- Led 35-person team; enterprise and tech strategies for banks, utilities and healthcare; portfolio and operating-model resets.
- Accountability: Direct client executive relationships with major FS institutions; reported into Accenture regional CEO.

Partner, Digital Strategy Leader (ANZ), Monitor Deloitte — Melbourne • 2014 — 2015

- Member of Monitor Deloitte Leadership team for ANZ; responsible for digital transformation and strategy practice.

Earlier: A.T. Kearney (Principal, FS & IT Practice Head ANZ, Melbourne) • NAB (Head of IT Strategy, reporting to Group CIO across retail, institutional and wealth) • Westpac (Chief Architect, Retail Bank, reporting to CIO) • BCG (Project Leader, Technology Strategy & FS Practice)

Selected Board and Executive Team Facing Work

- Regular board presentations and governance advice: BNZ, Westpac, NAB, Spark NZ, Fonterra, Telstra, BT Group, St Johns Hospitals, Victorian Government, EnergyAustralia, Trustpower, Morrisons & Co, Mercury Energy, AMP, Suncorp, South East Water.
- Capital and programme governance: multi-year portfolio design, steering committees, benefits assurance across programmes of AUD 400M+.
- Digital, AI and cyber oversight: pragmatic risk and controls frameworks linked to growth outcomes in financial services, telco and infrastructure.
- M&A governance: led or directly participated in seven large-scale integrations across multiple industries and geographies, including technology due diligence presented directly to banking boards.

Scope and Leadership

- Teams: built and led consulting units up to 35 FTE; program teams of 1,000 — 2,000+ FTE in matrix.
- P&L: practice growth to NZD 10.6M; executive accountability across ~NZD 130M country portfolio; hundreds of millions in capex governed.
- Engagements span both permanent and interim executive mandates, including rapid stand-ups and transformation oversight roles.
- Reporting lines at C-suite and Board levels throughout career.

Publications

Forthcoming (Oct 2026)

- Governing in the Digital Era: A Boardroom Blueprint for Technology, Risk and Opportunity — practical governance playbook for directors, chairs and executives on navigating technology, AI, cybersecurity and digital disruption. Preliminary chapters available on LinkedIn.
- A New Blueprint for SME Digital Transformation (Wiley) — distils large-enterprise digital transformation strategy into actionable frameworks for SME leaders.

Articles and Papers

- How Artificial Intelligence is Transforming the Financial Ecosystem (CIO: AI in Financial Services)
- Big Data and the Creative Destruction of Today's Business Models
- IT 2020: Preparing for the Future
- Multiple papers on governance of capital and investment portfolios for major organisations.

Education and Credentials

MBA (Distinction), UNSW / University of Sydney (AGSM) • **MSc (Hons) Physics**, University of Auckland • **Digital Strategies for Business**, Columbia Business School

Member: NZ Institute of Company Directors (from June 2026) • Australian Institute of Company Directors

AICD Award: Best Non-Executive Director in a Non-Profit (2012) • Languages: English (native), Italian (professional)
Seed Investor: IceHouse Ventures (NZ)

Impact Appendix — Selected Transformation Engagements

Banking Digital & IT Strategy

Problem: Major bank faced legacy architecture, slow delivery and regulatory pressure.

Action: Led digital and tech strategy, redesigned enterprise architecture, drove investment prioritisation and vendor rationalisation.

Result: Portfolio aligned to growth and regulator agenda; accelerated delivery; improved resilience.

Telco Third-Party Spend Review

Problem: Global telco with \$1.8B third-party spend lacked cost transparency.

Action: Led vendor rationalisation, commercial model reset and operating model redesign.

Result: \$250M+ spend reduction and increased investment flexibility.

Utility Board Transformation Programme Review

Problem: National utility program drifting with weak governance and unclear benefits.

Action: Board-engaged strategic review; governance reset; benefits assurance structure implemented.

Result: Restored confidence, sharpened delivery and value realisation roadmap.

Insurance Multi-Brand Digital Marketplace

Problem: Insurance group needed to modernise distribution and unify customer experience.

Action: Built multi-brand digital marketplace, unified engagement model, introduced scalable platform.

Result: Expanded distribution reach and improved cross-sell performance.

National Broadband — Revenue Assurance (\$80M+ p.a.)

Problem: Major infrastructure operator experiencing significant revenue leakage.

Action: Identified, proposed and stood up revenue recovery program with line owners.

Result: \$80M+ p.a. recovery now in delivery.

M&A: Retail Bank & Credit Card Company Integration

Problem: Integration risk across tech, products, regulatory and service models.

Action: Led M&A integration: governance structure, product rationalisation, platform migration.

Result: Seamless integration; accelerated growth of payments business.

Keywords

Banking; Insurance; Financial Services; Telco; Enterprise Technology; COO; CIO; CTO; Transformation; Portfolio Governance; Benefits Realisation; Operating Model; Agile at Scale; Enterprise Architecture; Cloud; AI; Data; Cyber; M&A; PMI; Cost Transformation; Revenue Assurance; Risk & Regulatory; Interim Executive; Turnaround; Regulated Industry; Listed Company; Australia; New Zealand.

Referees

Available on request: current and previous CEOs, Chairs and CIOs across financial services, telco and infrastructure.
Testimonials at [linkedin.com/in/marcociobo](https://www.linkedin.com/in/marcociobo).