

Team 7 Executive Summary:

This report will analyze the organization design of RBC's Technology & Operations department (IT), specific to their organizational strategy, structure, internal/external environment, management, and innovation. As technology disrupts and changes the business model of the banking industry, RBC must leverage emerging technology (ex. Artificial intelligence - AI) to stay at the forefront of changing client preferences and to create a strong competitive advantage.

Looking at the current state of RBC IT, it was discovered that their strategy emphasizes redesign and enhancement of the digital experience, identifying customer needs by increasing data analytics capabilities, and reducing operating costs. More specifically, their tactics focus on employee empowerment through increased access to information and creating stronger customer relationships through machine learning. Structurally, RBC IT contains sub-departments for Innovation & Technology and Digital Development, putting more focus on the future than their competitors. Looking externally, RBC stays competitive through the following areas: shifting customer behavior and expectation, rapidly shifting tech landscapes (ex. Cloud computing), and cyber security developments, with their main competitive advantage being client-focused technological innovation (mobile platforms, machine learning, etc.). Culturally, it was found that technology at RBC has made communication less formal, promotion more fluid, and work ethics more casual. Finally, implementation funding, the cost of Brick-and-Mortar branches, and simplicity of information delivery and basic services were identified as technological limitations of RBC IT.

To address the current state identified from an IT perspective, it is recommended that RBC focus on cloud computing, by storing and retrieving data from servers offered by Google and other third party services. While security, privacy, and reliability are potential drawbacks, cloud computing will result in the integration of information across the organization and cost savings.