

SMART-OP

Operational Processes Diagnostic Survey

Description

The objective of this survey is to identify the main pain points and improvement opportunities within the operational processes of Central Securities Depositories (CSDs), as well as to capture existing solutions and ideas for collaborative co-creation.

All responses will be used exclusively for the purposes of the SMARTOP diagnostic.

SECTION 1 – Participant Profile

1. Primary role within the organization

Type: Choice

- Operations
- Technology / IT
- Risk Management / Business Continuity
- Digital Transformation / Continuous Improvement
- Senior Management / Executive
- Other

2. Processes in which you are directly involved

Type: Multiple choice

- Settlement
- Custody
- Corporate Actions
- Reconciliations
- Liens / Special Events
- Operational Client Services
- Other

3. What do you consider to be the overall operational maturity level of your CSD?

Type: Rating (1 to 5)

Labels:

1 = Very low

5 = Very high

SECTION 2 – Current Operational Efficiency

4. How efficient do you consider the current operational processes?

Type: Rating (1 to 5)

1 = Very inefficient

5 = Very efficient

5. How frequently do rework or reprocessing activities occur?

Type: Choice

- Never
- Occasionally
- Frequently
- Very frequently

6. Rank the factors that most impact operational efficiency

Type: Ranking

Options:

- High dependency on manual tasks
- Lack of system integration
- Lack of standardization
- Excessive controls or validations

- Workload volume exceeding operational capacity
- Regulatory and/or Compliance Constraints

7. Processes where operational delays are most concentrated

Type: Multiple choice

- Settlement
- Custody
- Corporate Actions
- Reconciliations
- Liens / Special Events
- Other

8. To what extent do data quality issues (static or reference data) contribute to operational errors or delays?

1 = Data quality issues do not contribute at all to errors or delays.

2 = They contribute minimally; the impact is occasional and not significant.

3 = They contribute in a noticeable way and generate recurring impacts.

4 = They contribute significantly and frequently affect operations.

5 = They are a primary cause of operational errors or delays.

9. Rank the gaps you identify in operational resilience:

- Incident detection
- Decision-making
- Third-party dependency
- Staff capacity
- Technology resilience
- Crisis communication

10. Which operational risks are currently outside the direct control of the CSD?

Type: Long text

SECTION 3 – Digitalization and Automation

11. Current level of automation by process

Type: Rating matrix

Rows (processes):

- Settlement
- Custody
- Corporate Actions
- Reconciliations
- Liens / Special Events
- Operational Client Support

Columns:

- Manual
- Semi-automated
- Automated
- Advanced automation / AI

12. Alignment of technological tools with operational needs

Type: Rating (1 to 5)

1 = Not aligned at all

5 = Fully aligned

13. Main constraints to advancing automation initiatives

Type: Multiple choice (maximum 3)

- Budget limitations
- Regulatory constraints
- Lack of internal capabilities
- Data quality / availability
- Dependency on external vendors
- Strategic prioritization

SECTION 4 – Operational Risk and Resilience

14. Level of preparedness for critical operational events

Type: Rating (1 to 5)

1 = Very low

5 = Very high

15. Are there documented and tested business continuity plans?

Type: Choice

- Yes
- Partially
- No

16. Most recurrent operational risks

Type: Multiple choice

- Technology failures
- Dependency on key individuals
- Manual processing errors
- Regulatory risks
- Insufficient operational capacity

SECTION 5 – Talent and Capabilities

17. Level of team capabilities to operate current processes

Type: Rating (1 to 5)

18. Main capability gaps identified

Type: Multiple choice

- Deep process knowledge
- Use of digital tools
- Data analysis skills
- Continuous improvement methodologies
- Change management
- Automation Competencies (RPA, BPM, Orchestration, AI)

19. Does the current operating model allow demand peaks to be absorbed without impacting quality?

Type: Choice

- Yes
- Partially
- No

SECTION 6 – Identification of Operational Pain Points (Core Section)

20. Describe up to three (3) critical operational pain points currently faced

Type: Long text

(Recommendation: one pain point per line)

21. Impact level of the identified pain points

Type: Rating (1 to 5)

1 = Low impact

5 = Critical impact

22. Frequency with which these pain points occur

Type: Rating (1 to 5)

1 = Very occasional

5 = Very frequent

23. Urgency level to address these pain points

Type: Rating (1 to 5)

1 = Low urgency

5 = Immediate urgency

SECTION 7 – Solutions and Co-Creation

24. Which operational practices or tools have significantly improved your performance and/or operational resilience?

Type: Long text

25. Has your organization implemented solutions that mitigate any of these pain points?

Type: Choice

- Yes
- No

26. If you answered “Yes”, briefly describe the solution and its benefits

Type: Long text

27. Would you be willing to share or co-create solutions with other CSDs?

Type: Choice

- Yes
- No
- Depends on the topic