



Introduction to NextWave

The Digital Acceleration Consultancy

2023

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Introduction – Digital Acceleration

NextWave's vision is to be the leading Digital Acceleration Consultancy in FS



NextWave is the only **Digital Acceleration Consultancy** that delivers 10-Week Value Outcomes to Financial Services Leaders using Transformational FinTech and the NextWave Nexus Playbook

Nextwave – Digital Acceleration Consulting

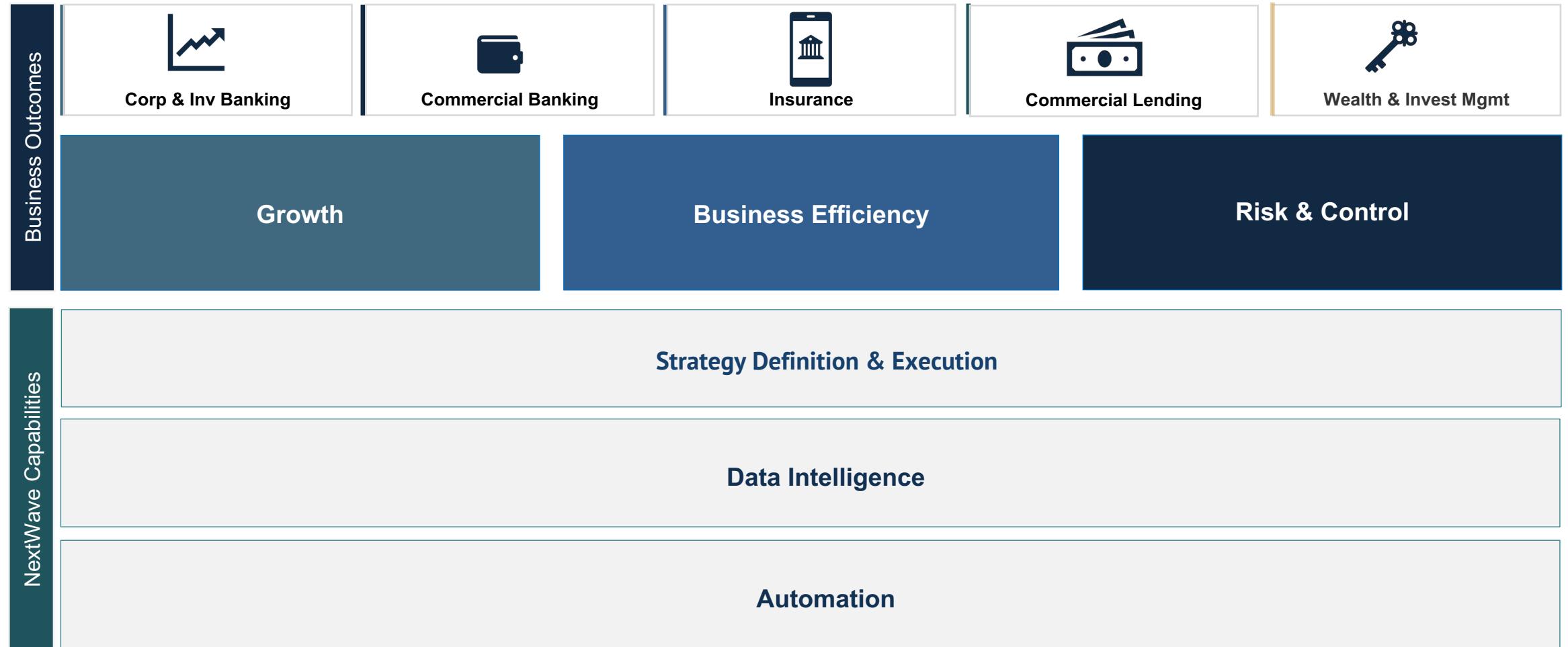
Experienced practitioners – Latest technologies



- NextWave is a **Digital Acceleration Consultancy**. We help our clients deliver financial services better, faster and safer through the **intelligent orchestration of people and technology**. We support C-Suite and Senior Leadership with **strategy** and **transformation delivery** to build **future facing** businesses.
- **60+ consultants across 3 offices** (London, Amsterdam, Milan), since 2020. **15 Client MSAs** and teams deployed across **Banking, Insurance, WAM and Fintechs** themselves. **5 NextWave proprietary Industry Solutions** built.
- **Consulting Partner** (and 'super-connector') to **FintechConnex** and **TISAtech**
- NextWave is built on a high calibre team of Financial Services industry change leaders and new talent. We have **technology in our DNA** at all levels of the firm.
- Our senior team, comprised of **ex-MDs from top-tier firms**, are **hands on** and able to provide immediate value. With offices in **London, Amsterdam and Milan**, and a wealth of financial services expertise, we are ideally positioned to help our clients with their biggest challenges.
- We are the **consulting partner of choice** for leading **FinTechs** and for progressive **top-tier banking, wealth, insurance and market infrastructure clients** across the FS market. We help our clients **navigate the FinTech landscape** and **deliver business value faster**.
- We combine our in-depth industry expertise with the latest technologies to **build & deliver innovative business solutions & consulting services** to financial institutions by **leveraging new technology platforms** that accelerate **large scale transformation**.
- We are giving something back through the unique **NextWave 'One4One' social impact programme**. We provide a 'life changing' career start internship for a young person from a disadvantaged background in tandem with each of our client engagements. 20+ undergraduates have been through the programme to-date.

Digital Acceleration Consulting – Impact Areas

What we do...



Fintech Ecosystem – Advisory & Execution

NextWave is connecting the dots with 25+ Fintechs, 2 key Industry networks and our Clients to drive business value...

- **For our clients:**

- Fintech horizon-scanning, navigation and introductions (why / what / who / how)
- Business solution visioning, shaping & new-stack reference architectures
- Fintech evaluation and due diligence (for both integration & potential investments)
- Rapid prototyping (including cross-fintech platform solutions)
- Enterprise solution building on new-stack data & automation platforms (front-back, cross-sector)

- **With our Fintech alliance partners:**

- Go-to-Market narrative and FS client introductions
- Product roadmap strategy & engineering
- Cross-fintech synergy referrals & solution innovation
- Capital / investment introductions

- **Industry-wide:**

- Eco-system consulting partner: **Fintechconnex, TISAtech**
- Expert perspective & solution advisory




A focused partner ecosystem

NextWave delivers solutions with our best-in-class Fintech & Platform technology partners

- We work with progressive Financial Services clients, technology platform and service partners who are at the forefront of making finance services more effective, agile and safe.
- Our Technology Partners are at, or beyond, the scale up stage and have been carefully selected based on best-in-class technology, client growth and values. Each of these companies is a leader in their field of Data, Automation or Analytics.
- We leverage our industry experience to help our FinTech partners to focus their product offerings to maximise positive business outcomes

 Data	 Digital	 Cyber
 altviz  alteryx  quantexa  Solidatus  squirro  SYNTHESIZED  Praevisum	 appian  celonis  genesis Code Less, Do More™	 panaseer  BlueVoyant
 Industry		
 StrategyWorks®  SCHEMATIQ  arivu  KAIZEN® REPORTING  ADHARA  Suade  ORCHESTRADE  CASHFAC  Logical Construct  Aptitude™ SOFTWARE  FIS  REQUIREMENTONE		

 Dedicated NextWave solutions & delivery engineering practices: **alteryx, quantexa, appian**

Services & skill sets

Team focus & capabilities

1 Sector focus across buy and sell side

- Global Markets, Investment Banking, Commercial banking, Asset Management, Wealth business, Security Services

2 Divisional focus

- We deliver large scale complex transformation across:
- Finance, Regulatory and Compliance initiatives
- Risk, Quants and Operational Resilience
- Technology and Data
- Surveillance

3 Capabilities

- Senior practitioners and SMEs – Leadership and troubleshooting
- Brexit: Complete entity stand-up, front to back
- Architecture, strategy and operating model
- Programme shaping and delivery – Programme, PM, BA teams
- Solution delivery – Solution design and specialist platform engineering
- People and Coaching – Team Performance optimisation

4 NextWave FS Solutions (sample)

- Model Risk Manager (MRM)
- Process Workbench
- Finance / Risk Of The Future
- Regulatory Horizon Scanning, Client onboarding automation
- Fraud, AML, Trade, Credit, Client Contextual Data Intelligence

5 Locations

- UK & EMEA focus
- Global capability via alliance eco-system

6 Alliances (Sample)

- Accolite
- Alteryx
- Appian
- Celonis
- Quantexa
- RequirementOne
- Solidatus
- Synechron

7 Team Sizes

- Fast mobilisation of teams of 2-20
- With transformation partners: 20 – 200



Subject matter experts and project delivery teams

Nextwave consultants are subject matter experts with business knowledge and change skills

We have experienced consultants in several locations who can work in business, technical and change delivery roles. Our consultants have expertise in many different areas.

CONSULTANT ROLES



EXPERTISE

LOCATIONS

Sectors	Functions	Platforms	Projects	Locations
Banking	Risk	Appian	Efficiency & Automation	UK
Capital Markets	Finance & Treasury	Quantexa	Platform Implementation	Netherlands
Insurance	Lending	Fis	Data Governance & Solutions	Italy
Asset & Wealth Management	Compliance	Alteryx	Control Remediation	India
	Operations	Celonis	Legal & Regulatory Compliance	
	Technology		Operating Models	
	Security		New Business	

Social enterprise - NextWave One4One

NextWave 'One4One' social impact programme creates a paid internship in tandem with each consulting engagement, to give socially disadvantaged youngsters their first step in their careers.

One4One has helped 20 young people kick-start their careers over the last 3 years through a unique and immersive internship experience.

Our interns take part in two weeks of presentations, meetings and workshops designed to provide them with a solid understanding of Financial Markets and the changing landscape that is being driven by new technology (One4One).

Our clients, alliance partners and internal practice teams all play a part in delivering and mentoring One4one and the resulting energy and insights are dramatic.

Our One4one alumni invariably move forward to more informed higher education choices and great jobs with major firms – some of them even now work for NextWave.

To find the best candidates for our One4One programme we partner with Generation Success in the UK, a not-for-profit organisation dedicated to empowering young people of diversity to reach their career aspirations.



Selected credentials

A track record in delivering large scale and complex transformation

We have a reputation for delivering hard to do, complex challenges, in fast paced, dynamic environments. From the winding down of Global banking networks to standing up new entities, front to back, to re-engineering complete functions, we are proven and trusted by some of the worlds largest Financial Institutions.



FinTech Solutions

Business outcome focused solutioning through cross-platform Fintech integrations.
Unique NextWave solution accelerators



Digital Platforms

Digitising the investment process for a leading Wealth Manager on Appian low-code workflow



Capital Resolution

Specific expertise in balance sheet and capital optimisation as a result of business wind-down activities



Finance & Risk Transformation

Strategic whole-function transformation through definition and implementation of an automation roadmap using rapid low-code deployments



New Entity Stand Up

The leading consultancy in The Netherlands that has enabled clients to establish major Financial businesses in the EU



Regulatory Automation

Building a regulatory mapping digital service, linking horizon scanning with regulatory policies for a Tier 1 Universal Bank



Risk Data Intelligence

Fraud and Compliance contextual data intelligence solutions for Tier 1 banks on the Quantexa CDI platform



C-Suite Strategy

Advisory on CFO automation & data science agenda, CIO Digital Maturity roadmap & technology valuation.
M&A in the FinTech space



KYC

Large scale transformation combined with the latest cutting-edge solutions for process automation, context and real-time analysis

Why NextWave?

How we add value and accelerate transformation with our clients

Building Businesses for the Next Generation

FS Industry Experience

- Deep Industry & Domain knowledge
- Industry Partner experience at C-Suite levels in major banks

Strategy

- Track record of C-level Strategy definition and delivery
- NextWave nexus^R Strategy methodology & toolkit

NextGen Technology Solutions

- Partnerships with best-in-class automation, digital & data technology
- NextWave solutions built for the industry using the latest platform technologies

Operating Model & Services

- Hands-on FS capabilities in strategy, operating models & solution building
- Real world experience delivering across functions & stakeholders



We deploy senior industry expertise that can rapidly understand and help shape the problem and response



We are able to navigate and support senior executives in complex problem solving



We have an opinion. We are experienced professionals and like to express our point of view.



We believe that technology is fundamental to solving problems – and can help shape and deliver projects

Digital Transformation – what we offer

NextWave offers a range of products and services which can help you accelerate your digital transformation

Digital Delivery Services



Digital maturity assessment

An on-line questionnaire, report and workshop with our senior leaders to assess your digital maturity.



Strategy development & execution

Industry experts to help you develop your strategy including your target state and roadmap.



Programme & project management

Experienced programme and project managers to lead and manage your transformation initiatives.



Subject matter expertise and project delivery teams

Subject matter experts with business knowledge and change skills to analyse your business problems and help you transform your processes.



Platform innovation and engineering

Engineers and technical consultants to design and build innovative bespoke solutions to meet your requirements.

Digital Acceleration Services



NextWave Nexus Methods

We have packaged our collective experience and know-how into a series of methods using platform tooling for accelerating your delivery.



Programme acceleration

Senior transformation experts to review your existing programmes and to identify opportunities for improvement and accelerators.



Solutions & accelerators

A suite of technology solutions, platforms and reference architectures to help you accelerate your Strategy Execution and Digital Transformation



Transformation coaching

Coaches to prepare people and teams in your organisation for the transformation and help them learn new skills and ways of working.

Methodologies – NextWave Nexus

NEXTWAVE Nexus – Our Unique Delivery Methodology



- 
Discover: Rapidly identify current state – Business objectives / pain points & opportunities, Stakeholders, Organisation, Processes, Data, Technology
- 
Visualise: Definition of Target state business footprint, capabilities and requirements, Business targets & KPIs, Solution concepts & Roadmaps
- 
Evaluate: Identify, evaluate & choose from business case & solution options, deployment approaches, service designs & implementation plans
- 
Design: Business case & delivery plan details. Services, solution, technology, data, operating model detail architecture & design
- 
Deliver: Service & product build. Data, application and infrastructure integrations & testing. Deployment & operation.
- 
Leverage: Benefits realisation & KPI measurement. Backlog and next phase opportunity review & prioritization. Lessons learnt. Communicate & leverage.

Strategy development and execution

Common questions facing C-level leaders

- My Board is pursuing a growth and transformation strategy, how do I deliver it ?
- Is my strategy for the business clear and do people understand it ?
- How do I get a better understanding of the transformation work which my teams are doing ?
- Is the organisation fully aligned to the strategy and are people equipped for success ?
- How much am I investing and what are the outcomes ?
- Are we selecting the best solutions or are there better, faster options ?
- What new capabilities should I be building to future-proof my business?
- How do I accelerate the delivery of the strategy ?

Strategy development & execution – Our recipe for success



Deliver a growth and transformation strategy

- Build a convincing business case for investment
- Understand the key value drivers for your business
- Develop unit economics and pricing models



Define and communicate the strategy

- Interweave data and technology into your business strategy
- Build a consistent executive narrative and stories
- Set believable timelines and goals



Understand the transformation

- Develop a roadmap for your strategy execution
- Track progress using milestones and metrics



Align the organisation and equip for success

- Align the organisation structure and your priorities
- Coach your leaders to be successful
- Empower and incentivise your colleagues



Evaluate investments and outcomes

- Leverage industry experience to identify winning strategies
- Understand the potential risks and outcomes
- Review your investments and rationalise your change portfolio



Find the best solutions

- Create a single architecture and operating model blueprint
- Understand when and how to use new technologies
- Quickly identify and evaluate emerging Fintech solutions



Develop new capabilities and future-proof the business

- Build specialist data and technology capabilities
- Develop people with hybrid skills and breakdown barriers

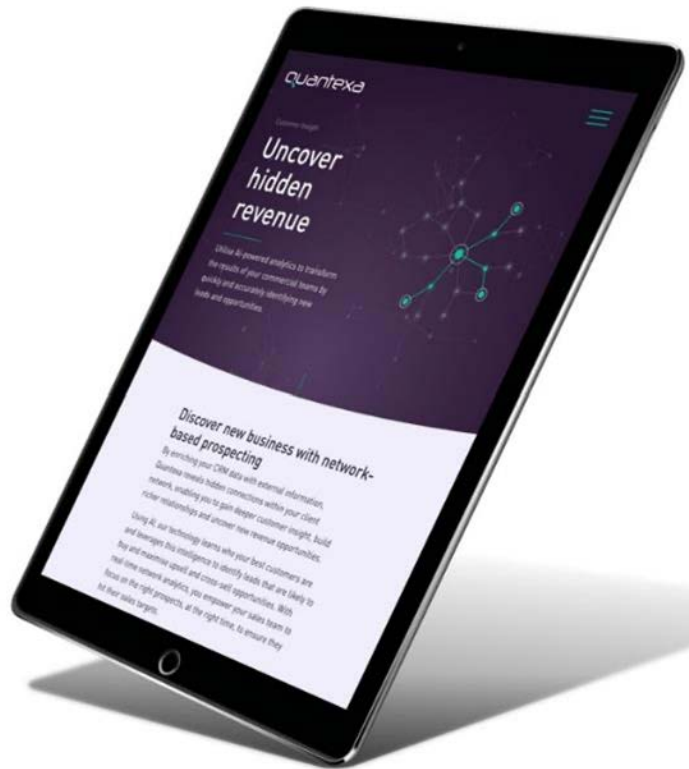


Accelerate delivery

- Automate quickly and incrementally to build momentum
- Leverage people with both business and technical experience
- Use prior transformation expertise to remove roadblocks

Our Relationship with Quantexa

An Extensive Track Record



Trusted strategic partners to Quantexa since 2019. We provide our clients with highly skilled and experienced data analysts and engineers with practical execution capabilities, working with senior cross business stakeholders to deliver impact.

We help clients put contextual intelligence at the forefront of business transformation strategy with solutions ranging across Risk and Compliance, Data Management, and Customer Intelligence to detect hidden risks, criminal activity, and to help businesses grow through data informed insight.

Highlights Include

- Working with Quantexa and major financial institutions across the UK and EMEA using data to address real problems many of which have a direct impact on people, society, and the environment
- Strong relationship with Quantexa founders, technical, delivery, and Product R&D teams

Quantexa Projects

- Markets AML - detecting Money Laundering activity and preventing money launders from taking advantage of capital markets
- Correspondent Banking AML - looking at transaction data to establish illicit flows
- Trade Based AML - detecting risk in complex trade flows, revealing hidden risk in relationships
- Fraud - looking at 'delay repay' scammers, and more general ticket fraud

Own Developed Assets

- Partnered with the NextWave Appian Practice team to create the Quantexa / Appian integration solution— embedding Quantexa contextual search within an Appian Know Your Customer workflow with risk-based decisioning.

Our Relationship with Appian

An Extensive Track Record



We have been Appian Partners in both the UK and EMEA since 2019 and we have long standing relationships between our senior teams and the Appian senior leadership that stretch back many years. We not only deliver Appian projects, but we have also been buyers of the platform and have developed solutions as employees of major Financial Institutions.

Highlights Include

- In 2020 and 2021 we were awarded the Innovation Partner Of The year
- Partnership with Appian as a Platinum partner at Appian Europe 2021
- We have strong relationship with Appian technical and delivery teams from previous deliveries

Appian Projects

- Regulation Mapping – identification, triage and linking of regulatory obligations to the Enterprise Risk Framework.
- Asset Management Deal Pipeline Management – Standardising the deal information and managing the workflow through the filtering and approval process from sponsor provided initiatives through to Investment Committee approval
- KYC / AML Case Management – Integrating a contextual know your customer, anti-money laundering and financial crime package with Appian to provide full case management, automatic rule-based routing, audit trail and management information.

Own Developed Solutions

- Quantexa / Appian integration – embedding Quantexa contextual search within an Appian Know Your Customer workflow with risk-based decisioning
- Model Risk Manager (available on the Appian App Market)
- Process workbench – Execution and maintenance of process run-books

Our Relationship with Alteryx

An Extensive Track Record



We have been Alteryx Partners in both the UK and EMEA since 2021 and we have long standing relationships between our senior teams and the Alteryx senior leadership that stretch back many years. We not only deliver Alteryx projects, we have been buyers, sponsors and implementers of the platform and delivered many high impact business outcomes as employees of major Financial Institutions.

Highlights Include

- Supporting the decision, adoption and skills scale up for a FTSE250 Insurance company focused on automating existing spreadsheet environment to reduce cost, reduce time to outcome and reduce operational issues.
- Strong relationship with Alteryx technical and delivery teams from previous deliveries for fast-tracking client queries

Alteryx Projects

- Finance EUC elimination – understanding and migrating Excel based processes onto Alteryx for a FTSE250 Insurance company
- IFRS17 cost allocation – analysis and build of a IFRS17 cost allocation engine in Alteryx with sub 1-minute execution time
- Bordereau Processing – automation of manual processes to save both manual effort and reduce operational errors
- Faster Close – automating the process for FX rate generation to remove ½ day from month end close

Own Developed Assets

- Design pattern best practice – common problems frequently seen in Excel to accelerate outcomes
- Release pipeline – practical best practice for managing the control of deployment between environments
- Alteryx Adoption – hands-on approach to best approach for both technical adoption of Alteryx and skills adoption






Solutioning for great business outcomes at pace






Examples where the NextWave team have successfully leveraged the new technologies to transform businesses

	Private Equity Deal Pipeline	Fraud Case Manager	Payment Processor	Insurance Finance	Insurance Operations
Problem Statement	<ul style="list-style-type: none"> Legacy share-point and e-mail driven decision process Manually co-ordinated across all points including deal updates 	<ul style="list-style-type: none"> Leading-edge fraud detection tool but no ability to manage events Lack of feedback loop to factor in false positives in future results 	<ul style="list-style-type: none"> Rudimentary and legacy work scheduler for allocating onboarding, credit control, etc 	<ul style="list-style-type: none"> Excel spreadsheets driving critical business processes Key person knowledge risk 	<ul style="list-style-type: none"> E-mail and Excel managed processes across all Ops areas Desire to remove sensitivity of headcount numbers from volume
Pain Points	<ul style="list-style-type: none"> Investment professionals time spent administering Operational errors causing compliance issues 	<ul style="list-style-type: none"> Significant gap in capability for prospective customers Unable to demonstrate full front to back lifecycle of a fraud event 	<ul style="list-style-type: none"> Limiting the capability of the business to scale without hiring No transparency of effort / fails Missing comms with customers 	<ul style="list-style-type: none"> Operational cost of repeated spreadsheet based processes Errors due to incorrect operation and legacy coded behaviour 	<ul style="list-style-type: none"> Manual nature of work causing both errors and prioritisation Customer experience impacted by time taken to execute
Solution and outcomes	<ul style="list-style-type: none"> Appian workflow from deal sourcing through approvals and execution to exit Golden sourcing of deals capturing all events and updates Additional benefits of structured data for in-depth analysis 	<ul style="list-style-type: none"> Appian workflow to capture triggered events Flow through a level 1 triage, level 2 investigation, level 2 escalation and Financial Investigation Completed front to back solution capability 	<ul style="list-style-type: none"> Appian workflow to manage the handoffs and customer communications from a single unified portal Automation of key effort consumers Human-in-the-loop only for value-add activities 	<ul style="list-style-type: none"> Alteryx based migration of critical spreadsheets onto a controlled server Rapid implementation and skills transfer to existing team Time and effort elimination including removing ½ day from month end critical path 	<ul style="list-style-type: none"> Appian Proof of concept built on two core business processes to demonstrate the value and user experience of an Operations Workbench NextWave commissioned to build the workbench across all processes
	8 weeks	12 weeks	8 weeks	8 weeks to first releases	4 weeks for proof of concept

Automating manual effort patterns

Providing tools and training to tackle the common patterns is scalable to solve the majority of the manual effort

	 Communicating Outcomes	 Manipulating Data	 Running a process	 Maintaining Information	 Rekeying Information
	<ul style="list-style-type: none"> Powerpoint decks of results E-mailing of static slides to broad sets 	<ul style="list-style-type: none"> Extracts of data from systems Excel vlookup / pivot tables Cut-and-paste information 	<ul style="list-style-type: none"> E-mail chasers and hand-offs Status and results captured in Excel 	<ul style="list-style-type: none"> Excel spreadsheets holding critical business information E-mails used for updates and approvals 	<ul style="list-style-type: none"> Legacy systems with no automated interface Side by side screen scraping Cut & Paste
Effort consumers	<ul style="list-style-type: none"> Driven by previously raised questions No insight to the reality of data being used to make decisions Iterative conversation with business to drill down on numbers 	<ul style="list-style-type: none"> E-mailing large data-sets Manually collating the data to run the process Fixing for bad data or unexpected changes Guess-timing modelling 	<ul style="list-style-type: none"> Chasing people and follow ups for outputs and status E-mailing updates or handing off to another person No capture of effort spent Process individual driven and not guaranteed repeatable 	<ul style="list-style-type: none"> Possibility of data copies No audit trail No approval control Lack of structure Cannot be integrated in an automated flow 	<ul style="list-style-type: none"> Manual re-keying from e-mails / spreadsheets / screen shots into other systems Manual transcription errors Cut and paste duplicates or missed areas Cannot scale

Visualisation	Data Science	BPM	Case Management	Robotics
				

Programme & project management

Deep industry experience

We have a mixture of consulting and senior industry firepower that understand how to deliver change successfully.

From defining a new digital or data strategy, through planning, shaping and delivery of both technology and business change; we have experience of both success and 'battle scars' that have shaped our careers.

We understand that success is more than just managing a plan and hitting milestones; it is delivering sustainable business outcomes and organisational behavioural change alongside technology delivery.



Vision and Strategy

A clear vision and strategy – this isn't a one time PowerPoint; it is embedded in communication and action through the organisation. Leadership is crucial in aligning and delivering on the vision and strategy.



Governance

Active and organisationally aware governance combined with genuine stakeholder engagement to ensure alignment between strategy and delivery.



Delivery Approach

A programme structure that provides the optimum balance between speed and control. Joint teams using an Agile approach to help overcome organisational barriers and deliver changes quickly and incrementally.



Focus on Outcomes

Programme leads who understand the business and ensure there is laser focus on the outcomes as well as milestones. Prior experience of delivering similar initiatives provides a clear understanding of the critical path to successful delivery and the key risks.



People and Behaviours

Research shows that employee engagement and emotional intelligence is a significant contributor to programme success. Our Programme leads understand how behaviour can impact outcomes.



NextWave Solutions

Accelerators to deliver business outcomes faster

Our partner solutions

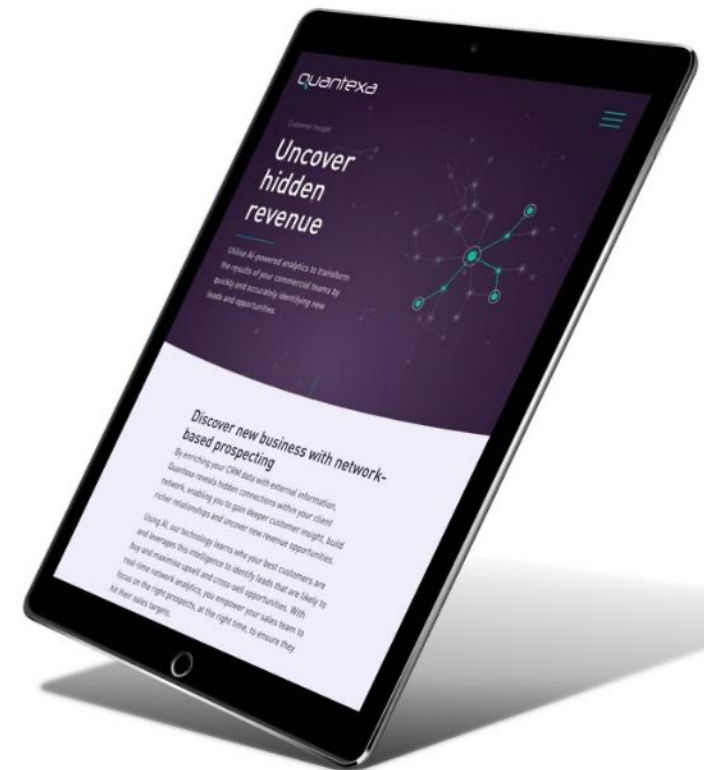
We Deliver Alongside our Best in Class Partners

FinTech solutions: Data driven, Low-code, automated...

Know your customer	Fraud
AML	Regulatory intelligence
Regulatory reporting	People focused solutions

Our people have first hand experience of delivering projects using the latest technology, all with a focus on Financial Markets and Services

Working with Quantexa, Alteryx & Appian, we help our clients really understand their customers, ecosystems and supply chains. Make better lending decisions, faster.



Digital Transformation – NextWave Maturity Assessment

Digital Maturity Assessment



Our senior Financial Services leaders at NextWave have used their extensive industry expertise and market insight to develop a digital maturity model

The model can be used by Financial Institutions to benchmark their digital capabilities against the market and to identify opportunities for transformation. The model focusses on the areas which are the most influential in driving digital transformation

The output of the model can be used to develop a transformation strategy and plan for a specific process or function or for the wider organisation



Maturity scores for each capability



Features

- Digital maturity assessment via an on-line questionnaire of 50-60 questions.
- Five key capabilities covered.
- An individual report with your scores, industry comparisons and recommendations.
- An option of a 2 hour workshop to discuss your results and recommendations.
- Free of charge to invited participants.

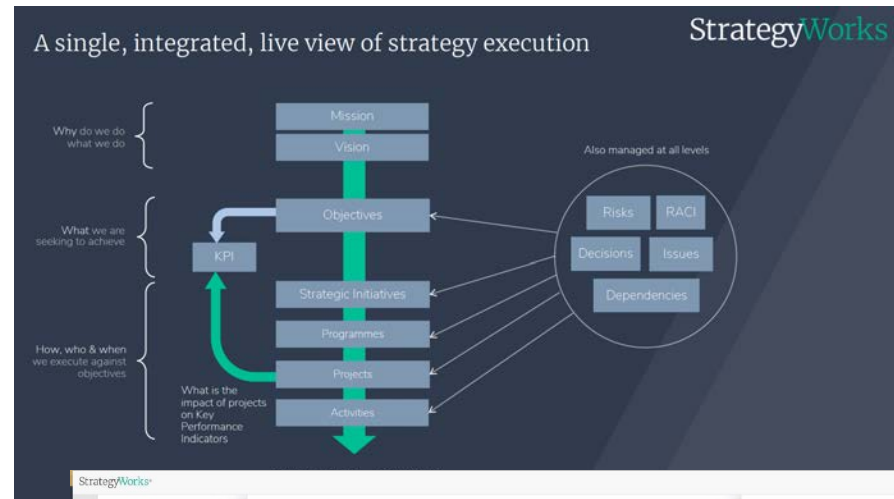


Detailed analysis of results



Strategy execution – using StrategyWorks

StrategyWorks



StrategyWorks

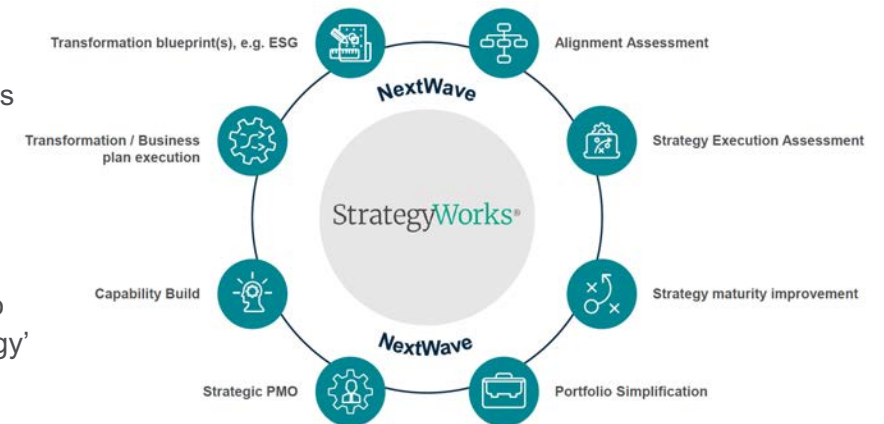
- provides a single, live integrated view of your strategy execution status
- ensures direct linkage and alignment between Mission, Vision & Objectives and your underlying project portfolio programs and projects.
- integrates with existing PMO/Project platforms into a single view linked to outcomes and objectives.

This makes it the perfect strategy management solution for PMOs, leadership teams and regulators to understand at the click of button how the outcomes will be achieved.



StrategyWorks & NextWave

- NextWave the **primary consulting partner** for StrategyWorks and provides the execution and change management professional services for end clients
- NextWave is using StrategyWorks at a client to consolidate multiple 'strategy' tools (ppt and xls) into a single aligned solution



Finance Of The Future

- Top down strategy, skills and architecture to a business-outcome driven delivery framework
- Practical examples delivered by NextWave partners across our client base using the framework



NextWave solution - Model Risk Manager (MRM)

Nextwave solutions

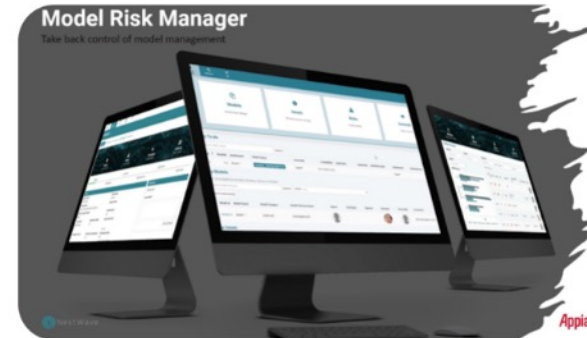
Model Risk Manager

Model Risk Manager is a cloud-based workflow solution to proactively control and administer an organisation's entire model estate.

The solution is built with the user at the centre with a highly responsive and intuitive user interface allowing those tasked with model oversight actions to focus on executing those actions successfully rather than fighting a user interface or requiring extensive training.


The Situation

- Models are prevalent across all areas of a **Financial Services** organisation
- Departments from the front to back use a variety of models for **decision making**
- These models can cover **risk management, pricing, forecasting, fraud detection, etc**
- A subset of models require **regulatory approval**, for example RWA calculations
- **Governance** of the model estate has typically been retrofitted over the estate
- Consequentially providing **assurance** and **oversight** can be a highly manual process
- Tracking **issues** and **risks** becomes a manual chasing and compiling exercise



Challenges

- Production usage of a model **not approved** or out of date
- Lack of **clarity** of roles and responsibilities between different participants in the processes
- **Issues** not being closed out in the time required
- Models used **inappropriately** due to lack of documentation on weaknesses
- Development documentation **not attached** to the models
- Models becoming **stale** or out of **calibration** due to market moves
- Businesses **growing** beyond the originally intended materiality levels
- **Extended time** taken for regulatory approval, document collation
- **Risks** not having appropriate mitigating actions or not followed through
- **In-correct** input data to models, **un-approved** curves or rates



Workflow Led Solution

The workflow approach drives and enforces the operating model, roles and responsibilities between the various participants (model sponsor, developer, owner, implementer and reviewer) capturing the key data at each stage, and recording the required approvals at each stage.

Proactive prompts via e-mails or alerts will highlight any delays in the process and reporting indicates either up or down ticks in progress.

Risks And Issues Tracker

Issues can be raised against a model in any phase of its lifecycle and issues can be raised against more than one model if it is a regional, product, country issue. The issue workflow requires the issue owner to acknowledge and accept, at which point actions to resolve the issue are

Regulatory Alignment

Regulatory submissions are all tracked through a list of required artefacts for each regulator including standard submission templates, formal approvals, and evidence as examples.

The submission process will only flag

Simplified Model Review Process

Model review against policy and market environment can be dramatically simplified with the ability to link models to the appropriate policy parts and/or market and product data. A change in policy can quickly be traced back to all models that require reviewing and a change in the market environment can quickly be resolved back to the models that would be impacted.

Model Risk Manager automates the process of governing the model lifecycle eliminating the manual coordination, reconciliation, tracking and tracing that exists today. Efficiency of the broader organisation is uplifted through the automated hand-offs and controls ensuring tasks are not sitting in in-boxes, are automatically escalated on delay and gaps in submissions are eliminated at source.

Stay In Control

Pro-active monitoring of model execution is provided through a model execution server where models post their execution, input market data, parameters and results depending on the organisations' appetite.

This allows the detection of models running that are stale and out of approval, models that should not yet be running due to lack of approval, result sets that are out of bounds for the given materiality or model execution errors that are not being reported through the primary system in a timely way. This control provides assurance that the models used to drive an organisations decision making and reporting are the ones that were formally approved.

Easy Integration And Reporting

Model Risk Manager can integrate with existing golden sources of information with low-friction data integration options allowing automated updates to audit logs, issue repositories or to hand off sub-work flows into other management tools such as Jira avoiding rekeying and duplication.

To provide overall control and insight, reporting is available at an individual owner or an aggregate department level to track the most important KPI's such as issues, risks or actions over-due and by how much and what level of materiality, number of days taken to get through each stage of approval. Key metrics can be monitored both to drive compliance and efficiency.

NextWave solution – Process workbench

Capture manual processes to drive automation, control and efficiency with rapid pay back

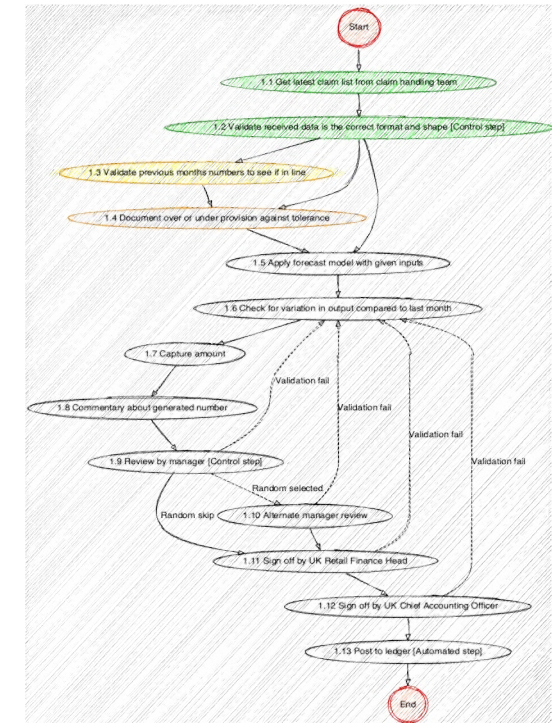
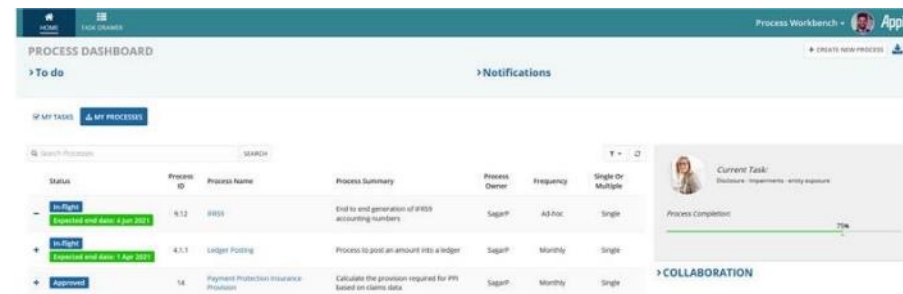
NextWave Process Workbench has been built to tackle the capture and automation of the manual processes that glue departments processes together with a low friction and low up-front investment approach.

The solution has been specifically designed to ensure the **process owners** and **task owners** retain ownership and ability to change their own processes with no dependency on a IT team to support if required.

With new regulatory demands on process management and the need to drive efficiencies, **Process Workbench** allows a light-touch method of capture that guarantees accuracy at the same time to **enabling automation and optimisation**.

Static paper-based process documentation is no longer required. **Real-time reporting** of status, critical path breaches and failures are automatic and instant.

Issues and risks are tracked through the process execution. Individual process steps can be made into **control points and explicit attestations** and evidence submission required before completion.



- **Integrated** light-touch and intuitive process inventory
- **Process definitions** owned by the business
- **Fast idea-to-action** with full approval audit trail
- **Pro-actively** track and monitor issues and risks

- Monitor **process execution** to detect failures and optimise
- Seamless **integration** with corporate systems
- **Ways-of-working** reports to monitor timelines

Capture manual processes to drive automation, control and efficiency with rapid pay back

Methodology capture & execution – MethodGrid

MethodGrid is a knowledge management platform for bringing methodologies and knowledge to the end users



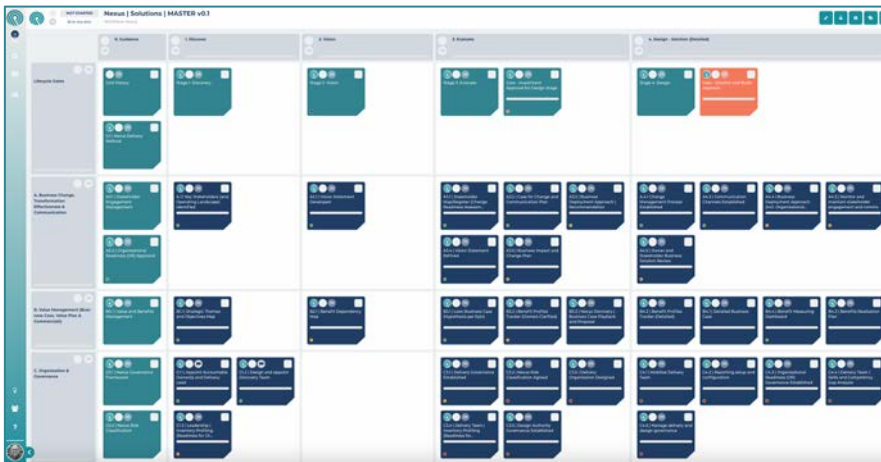
MethodGrid

- Allows you to create 'master' project methods and operating models using an intuitive grid structure
- Create project templates by cloning master grids to help embed the methodology and track progress for project assurance
- Capture knowledge and best practice as you go – continuous improvement of method rather than 'shelf-ware' methodology.
- Dashboards for monitoring progress / compliance



MethodGrid & NextWave






- NextWave have recently adopted MethodGrid to capture our 'Nexus' methodology and best practice guides
- Allows us to capture and embed collective experience into re-usable methodologies
- Master Grids for Solution Delivery, Strategy and Data methodologies
- Use for internal processes and checklists - great as a tool for helping with staff on-boarding and guiding them to the right materials and training
- Easy to find re-usable assets and case studies



Partner Solution Strategies for Data

Our partner technology companies can help to address what historically have been some of the trickiest problems in the data domain – with some examples highlighted below.

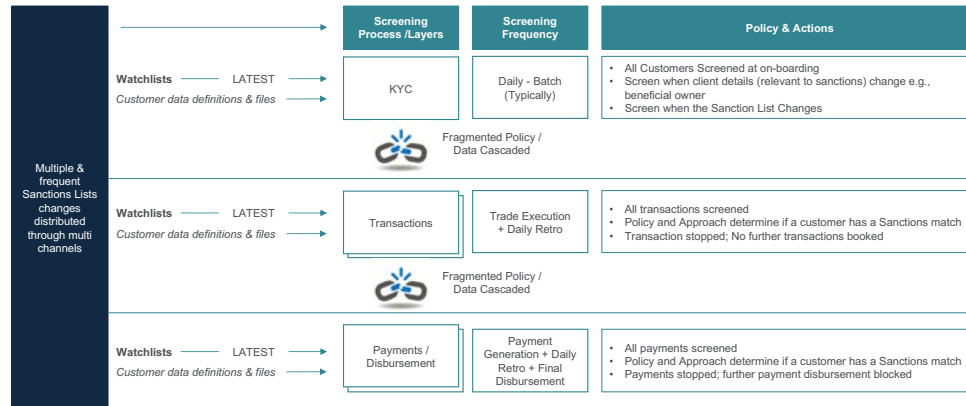
Data Function

Data Function	Question	→	NextWave solution driven approach	Description
Single View of Client	How can you rapidly identify the ‘single view’ of client when there are multiple internal client / counterparty data sets ?	→		Uses entity resolution capability to identify the ‘correct’ single view from internal and external data
Data Governance & Lineage	How do you discover and track how data is used across the organisation?	→	 	Automation of Data Lineage discovery based on live transactions / logs Data Lineage & Data Governance using visual metadata repository
Data Policy	How can you enact complex Data Policies (including privacy) at a operational level in an automated way?	→		Automate the enforcement of data policies at a granular data level, down to individual records and data attributes at motion and at rest.
Scaling Data Safely	How do you create and scale data for testing and model development in a rapid and safe way?	→		Creation of synthetic data sets based on production data that can be used for system testing and training / developing models.

Data privacy & sanctions – using Exate

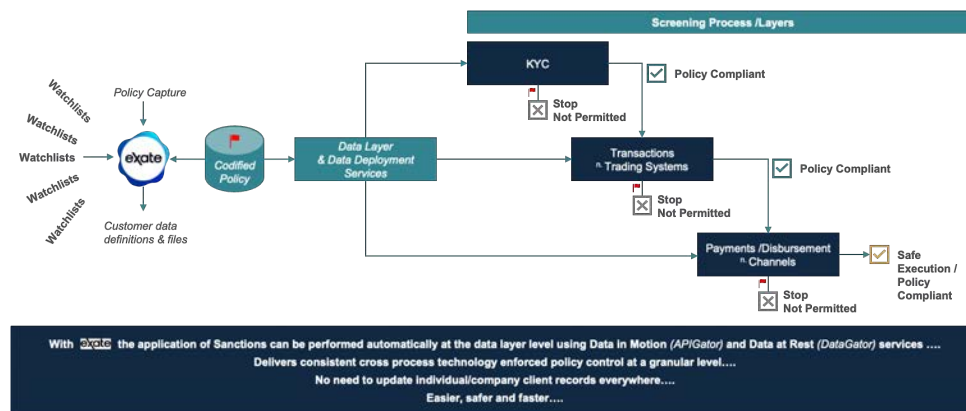
A single consistent way to protect data and apply policy at the data level – increasing efficiency and reducing cost and risk

• Before - Fragmented Application of Sanction Rules



- Exate solutions work at the data interaction level to identify and automate the enforcement of data protection policies at a granular data level, down to individual records and data attributes.
- With Exate the application of Sanctions can be performed automatically at the data layer level using Data in Motion (APIGator) and Data at Rest (DataGator) services
 - Delivers consistent cross process technology enforced policy control at a granular level....
 - No need to update individual/company client records everywhere....
 - Easier, safer and faster.... 'real time'.

• After - Single enactment of codified policy & rules using Exate



Exate & NextWave

- NextWave work closely with Exate to solve our clients business problems
- The Sanctions use case is one that is important to the industry and we have worked hand in hand with Exate to shape the solution



Leadership Team

Profiles

Tony Clark

CEO



- Leadership, scaling and business strategy expert with proven track record including 2 successful exits & 1 Enterprise scale up
- Experienced in growing a consulting firm from 60 to 950 headcount globally in >5 years
- Top Tier institution experience as well as Accenture & niche consultancy leadership
- Management consultancy delivery & commercial focus
- FinTech Board Advisor

Career Summary

- Tony has a unique blend of big-firm consultancy, start-up and enterprise delivery and commercial experience, across the business, digital and technology sectors within Financial Services, delivering transformation consultancy at clients including HSBC, Barclays, UBS, RBS, DB, Bear Stearns, Merrill Lynch, CS, JP Morgan, Citi and GS.
- Tony has worked in key roles across global Investment Banks and Asset Management Institutions on a wide variety of initiatives including business start-ups, systems change, technology strategy and governance.
- Tony is a passionate advocate and industry speaker on all things Digital and has a strong industry network. Tony is board advisor to two London Fintechs and a mentor to aspiring professionals at Generation Success events.

Experience

- 9 years Accenture Capital Markets as a business consultant and then part of the founding team at m.a. partners as a Partner. Spent 8 years at m.a. partners from inception to sale to Detica in 2007.
- Led the commercial business development department for Detica financial services for 2 years, prior to acquisition by BAE systems. Founding team member at Crossbridge Consulting and built business over 7 years as co-managing partner until the successful sale to Synechron in 2015
- As Synechron MD and Head of the UK business over the last 4 years, Tony ran the UK Consulting, Digital and Technology practices, growing the UK regional business from 60 heads in London in 2015 to \$70m revenue and 950 heads across UK and India today. 14 years as a consulting partner to HSBC (delivery & account leadership).
- Established NextWave Consulting as Founder & CEO in 2019.

Iain Ivey

Founding Partner



- Senior Strategy and Enterprise Architecture expertise
- Strategic front-to-back change programme shaping & leadership
- 'C' Level experience – Risk and Operations
- Sponsor and adopter of leading-edge technology
- Driving innovation and cultural change transformation
- Trusted advisor on emerging technology usage and opportunity

Career Summary

- 30 years Financial Services experience in business change, technology delivery, data and architecture; across Finance, Risk, Operations and Front Office. Iain has held senior roles in Technology and Global Markets Operations at HSBC for the last 11 years and prior to that was a Partner at Detica / m.a.partners (niche Financial Markets consultancy).
- Iain has spent his career in consulting and industry, in both technology and business change and technology roles across multiple functions. Iain is a specialist in shaping and managing strategic large scale programmes, and is skilled in simplifying complex scenarios, managing conflicts and interests in order to enable delivery.

Experience

- Head of Data Design for Group Functions – leading the delivery of a combined IT solution to align data sourcing and usage across Risk and Finance as part of overall Basel 3 programme.
- Interim Risk CIO and programme lead for Brexit for Risk and Ring Fence Bank initiatives – ensuring stakeholder engagement and programme delivery. Budget responsibility of \$400mn
- Head of Reg Compliance IT – defined IT strategy and introduced new digital solution to create strategic platform for modernising Compliance
- Chief Risk Architect responsible for architecture alignment and governance, as well as delivery of BCBS 239 globally for Risk IT.
- Leadership of global teams up to 1,100 IT professionals and annual budgets in excess of \$400M USD including run and change

Charles Rustin

CGO



- Commercial Partner & Chief Growth Officer
- Trusted advisor helping clients solve complex problems and deliver successful outcomes
- Focused on business strategy & commercial success
- Experienced in the growth and sale of a Financial Services consultancy business
- Oversight for cross-function business and IT change, automation and front-to-back Digital transformation
- Develops strategic relationships, partnerships and collaboration to deliver best in class solutions
- Advocate of coaching as an integral component of successful change management

Career Summary

- Charles has 20+ years' experience of consultancy, business and technology transformation in financial services across Banking, Asset & Wealth Mgt. and Insurance. As Co-owner of S&H Consulting, Charles guided the strategic growth and management of the business while working with clients on cross-function change initiatives. He held day-to-day responsibility for P/L, the Client Relationship Team and Operations of S&H prior to acquisition by Sheffield Haworth.
- Following the sale to Sheffield Haworth in May 2019, Charles was closely involved in the integration of the two businesses. He introduced and developed a number of strategic partnerships in order to provide clients with innovative, best in class, Consultancy Services & Technology Solutions for process efficiency, automation and digital transformation.
- Charles is Commercial Partner & Chief Growth Officer at NextWave, responsible for developing our key client and partner relationships while guiding the strategic growth of the business

Experience

Experienced in business growth strategy, commercial partnerships and leading Client Relationship Teams working with financial institutions including Bank of America, BNP Paribas, Credit Suisse, Morgan Stanley and UBS.

Oversight for a variety of complex business, IT, risk & regulatory transformation projects including:

- Design and implementation of a framework for delivering regulatory transformation in a consistent way for a tier-1 buy side client.
- Delivery of regulatory projects including Brexit, MiFID II, Derivatives Reform and SFTR.
- Post-Merger integration programme for an acquisitive Wealth Manager.
- Project management, analysis and test leadership for a multi-year cross business front-to-back Murex implementation at a tier-1 Investment Bank.
- Remediation of Model Governance issues for a number of Group Risk and Regulatory programmes at a tier-1 investment Bank

Phil Kent

Partner



- Strategic front-to-back change programme leadership
- Trading, Finance and Risk business and IT experience
- Evangelising and adoption of leading-edge technology
- Driving innovation and cultural change transformation
- IT leadership, talent development and operational management
- Trusted advisor on emerging technology usage and opportunity

Career Summary

- 20 years+ Financial Services experience delivering business transformation and process excellence through leading-edge technology adoption across leading European banks including HSBC, Credit Suisse and Santander.
- Phil has been the change lead for the business CFO's at HSBC over the last 5 years following on from various IT leadership roles at Credit Suisse including Derivatives IT and European CIO for the Investment Bank.
- Phil has spent his career hands-on across the front and bank office with roles covering e-Commerce, Trading Risk & Pricing, Credit & Market Risk, Finance, Product Control, Reference Data and High-Performance Compute.

Experience

- IT lead delivering the regulatory mandated Strategic Derivatives Implementation change program for Credit Suisse implementing risk management systems and reworking front to back valuation flow. Removed all duplicate models and implemented golden source valuations, risk and trade facts eliminating operational breaks at source.
- Finance Change lead for implementation of HSBC UK Ring Fence Bank accountable to UK CFO.
- Created and led the Finance Professional Of The Future for HSBC setting out the target skill set for the department and the roadmap to implement. Drove the cloud and code-lite adoption with over 1,000 people trained across visualisation (QlikSense), workflow (Appian) and Python migrating month / quarter / year end.
- Leadership of global teams up to 1,200 IT professionals and annual budgets in excess of \$220M USD including operational and incident management oversight.

Stuart Duncan

Partner



- Change management expert with extensive experience of managing C-level stakeholders
- Large global programme delivery and leadership of teams of up to 700 people
- Systems implementation, transformation, control remediation and regulatory compliance programmes
- MD roles in Finance, Risk & Technology
- Qualified accountant (ACA)

Career Summary

- Stuart has over 20 years of transformation and change management experience in top Tier Global Banks including Barclays and Credit Suisse.
- He held several MD level change management roles in Risk, Finance and Technology at Barclays. These roles included Head of Risk and Finance Strategic Change, Head of Finance Change management and Head of Portfolio and Planning for the Chief Technology Office.
- He is recognised for being highly organised, results orientated and data driven. He possesses extensive experience in the leadership and management of global change programmes and portfolios and a wide functional knowledge of processes, controls and technology within the Risk, Finance and Technology functions. He has led multiple system implementation projects at Corporate and Investment Banks including data stores, risk management systems, reporting systems and ledgers.

Experience

- Markets IT and data strategy - Led the implementation of the IT and Data Strategy for a large global bank. This was a cross functional programme with a budget of £150m p.a. which was set up to address control risks with the end-to-end processes and technology. Generated strong momentum on the programme and increased delivery focus which resulted in 90% of the milestones being completed on schedule.
- Risk Control remediation - Successfully delivered a key regulatory control remediation programme in the Risk function at a global bank. This included major technology and process enhancements for Market and Credit Risk.
- Finance transformation - Led the global transformation of a Finance function of 4,000 people. Delivered £50m annualized cost savings (a 15% reduction) through automation, process improvements and organisational changes.
- Governance & control improvements - Increased the overall effectiveness of the Agile software development controls at a global bank from “needs improvement” to “satisfactory”. This was achieved this in less than 6 months using a data driven approach and effective engagement with key stakeholders representing 500+ product teams

Kirstie Galloway

Partner



- Strategic planning and delivery of large-scale IT transformation initiatives
- Portfolio delivery and change management
- Crisis management and turnaround
- IT Risk management and operational resilience
- Financial crime, compliance, KYC and AML technology
- IT governance and leadership of global teams

Career Summary

- 30 years financial services experience in business change, technology delivery and transformation within top tier Investment Banking and Asset Management Institutions including Goldman Sachs, JP Morgan and HSBC.
- Kirstie was the CIO of HSBC Asset Management for over 3 years and has also held a variety of senior Global Head of IT roles on the sell side at HSBC including global responsibility for KYC / client onboarding, compliance, financial crime, data, global market sales and research and operational utilities.
- Kirstie is a creative, forward-thinking, and results driven transformation agent who possesses deep commercial experience in the leadership and management of global technology portfolios and functions.

Experience

- Led a major global IT transformation and digital integration portfolio of work at HSBC delivering \$USD14M of sustainable saves over 3 years.
- Delivered the first Global Markets Financial Crime Risk system for HSBC Global Markets that used predictive analytics with advanced social network analysis to identify suspicious behaviours (NetReveal), designed to significantly reduce financial losses due to fraud
- Five years in Asia building out the regional Equities trading IT function including the infrastructure to electronically interface to the Tokyo Stock Exchange
- Leadership of global teams of >550 IT professionals and budgets of >\$150M USD
- Portfolio & Programme Governance (as both representative and chair in Steering Committees) as well as acting as technology advisor and accountable IT executive to many HSBC Fund Boards, internal risk management steering committees, external auditors and other regulatory bodies.

Phil Sturmer

Partner



- People first leadership approach to building highly effective global teams with a proactive approach to collaborative deliver of front-to-back change
- Programme and Project delivery lead
- Driving innovation adoption and cultural change transformation
- Shaping & leadership of fintech partnerships
- FinCrime AML, KYC, compliance change
- Operational Risk and Controls assessment and remediation
- Passionate about Data and ESG impact

Career Summary

- Phil has a blend of experience across financial services business change, IT services, as well as working for both buy and sell side firms. With 30 years Financial Services experience Phil has strong delivery, business development, and commercial experience, across the business, digital and technology sectors delivering transformation at clients including, Natwest Markets, HSBC, UBS, CITI, RBS, ICBC, Investec, MeDirect, WestLB, Bankers Trust
- Phil has worked as an operational practitioner in organisations such as Morgan Stanley and Legal & General Investment Management, as well as holding senior change roles in area; spanning clearing & settlement, payments, custody, treasury liquidity and cash management, and regulatory change

Experience

- Successfully led major business and technology change delivery and business development at Synechron, building highly effective global data teams and experience design led capabilities.
- Head of UK Synechron Business Consulting, driving vision, strategy, business and people development, and member of the London business management team.
- Innovation labs and partnership director, building fintech partnerships and designing digital solutions
- Global Cash Management Programme lead at Morgan Stanley delivering leading edge Treasury solutions
- Extensive front-to-back operations and global business change experience across investment and commercial banking, wealth and funds management



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