



Strategy development & execution

Client proposition deck
November - 2022

Contents

Strategy development and execution



1	Strategic challenges	3
2	Our services	11
3	Our approach	12
4	When we can help	17
5	Data & Technology	28
	Appendix	34



Strategic challenges

Common C-level challenges
and how to deal with them

Common strategic challenges 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 ?

How to deal with the strategic challenges



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



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



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



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



Understand the transformation

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



Develop new capabilities and future-proof the business

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



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



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 services

What we offer

Why NextWave?

How we add value and accelerate transformation with our clients

NextWave is a **Digital Acceleration Consultancy** with a purpose, to create **better financial services through technology**.
 We help our clients deliver financial services **better, faster and safer** by combining **industry expertise** with the
 innovative deployment of **business solutions** built on market leading technology.

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.

Digital maturity assessment

Our NextWave digital maturity assessment may be a useful starting point for you, if you have not developed your strategy.



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 development - how can we help ?

If you don't invest time in developing your strategy up front up front you are likely to fail in the execution stage.

As well as the articulation of the vision and the strategy, it is critical to get support from the key stakeholders for a new strategy to help pave the way for the execution.

Appropriate time invested in the strategy definition will ensure that the organization is not only aligned on what it needs to do, but also on what it will take to deliver the strategy.



Market insight

We have a deep understanding of market trends in the Financial Services industry and how to use data and technology to drive digital acceleration. We look across industries to identify best practices which are relevant to multiple sectors.



Vision and strategy

The business and technical strategy needs to be understood by multiple stakeholders. Our strategy consultants can help you integrate business, data and technology concepts and ideas to form a clear and comprehensive strategy.



Value generation

Long term financial goals such as revenue targets and value drivers should be defined as the strategy is developed. Our consultants can help you develop your financial measures and KPIs and link them to your strategy.



Roadmaps

The vision and strategy define where you want to be, a roadmap shows how you get there. We use our experience to develop roadmaps which fit your investment profile and demonstrate how you can achieve your financial goals.

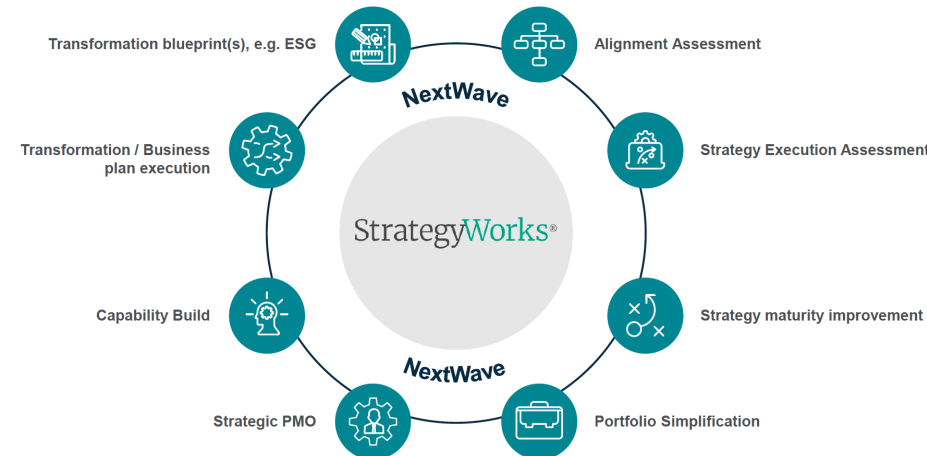


Target state

To deliver your strategy you will probably need to build new capabilities and restructure your business. We use our business knowledge, and data and technology expertise to design a target state that works for your business.

Strategy execution – how can we help ?

We use our Deep industry experience to help you accelerate your strategy execution



Stakeholder alignment

Effective stakeholder management should not be underestimated when you embark on a new strategy or a change in direction. We have extensive experience of dealing with C-level stakeholders and can help align the senior team.



Governance

You will need an effective governance structure to oversee the execution of your strategy, including programme plans and processes to track execution. We can support your existing PMO teams to put this in place or set up a new Programme Office for you.



Portfolio alignment

Embarking on a new strategy will require changes to your existing initiatives. Our experts can review your current portfolio and recommend how this is adjusted to align to your strategy. This includes starting or stopping initiatives.



Risks and issues

Our extensive experience of delivering large scale transformation enables us to identify risks and issues early and ensure that these are highlighted to senior stakeholders. Taking mitigating actions early can prevent costly mistakes.



Accelerators

Delivering a strategy usually takes several years. NextWave's accelerators can help you to generate quick wins. These accelerators include established and emerging Fintech solutions.



Our approach

How we work

Methodologies – The Nexus playbook

NextWave's unique delivery methodology - the Nexus playbook, contains the process steps and deliverables we use to develop and execute a strategy.



Strategy development



Discover: Rapidly identify current status of the strategy development and execution, the external landscape, the drivers for change and the business priorities.



Vision: Define the vision, mission and strategy for the organisation. Complete high level design for key areas of the Target Operating Model.



Evaluate: Perform a gap analysis against the target state. Produce an implementation roadmap. Prepare and review business cases and prioritize areas for investment.



Design: Design the operating model in detail including products, services, capabilities, solutions, technology & data architecture, processes and organization structure.

Strategy execution



Deliver: Set up the execution governance structure, align resources to the priorities and build capabilities. Complete detailed planning. Deploy accelerators to speed up execution and remove roadblocks.

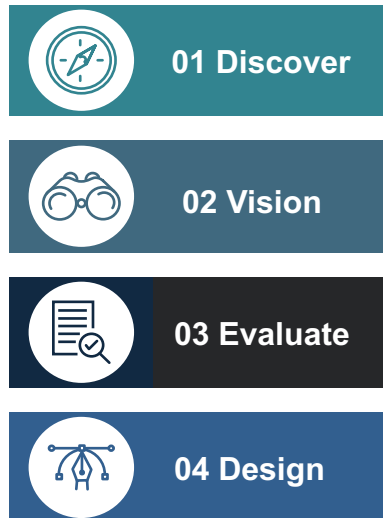


Leverage: Track delivery against the execution plan – milestones and KPIs. Refine priorities and investments to deliver the most value and fully leverage capabilities and solutions deployed.

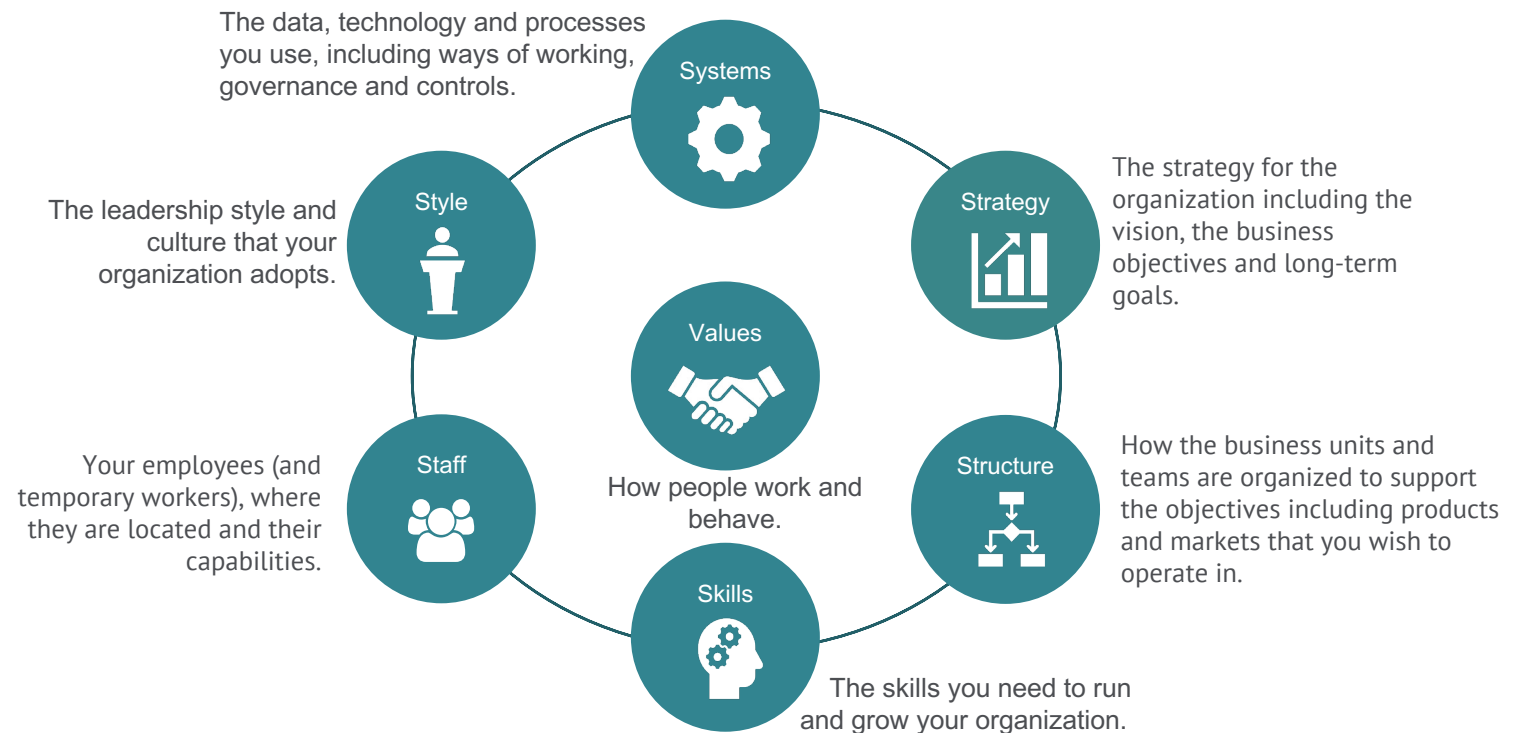
Strategy development – 7s framework

NextWave also leverages the 7s framework when developing different dimensions of the strategy and the target operating model. The depth of work required in each area will vary depending on the nature of the business and the client's priorities. One of NextWave's primary areas of expertise is data and technology strategy.

Nexus playbook steps

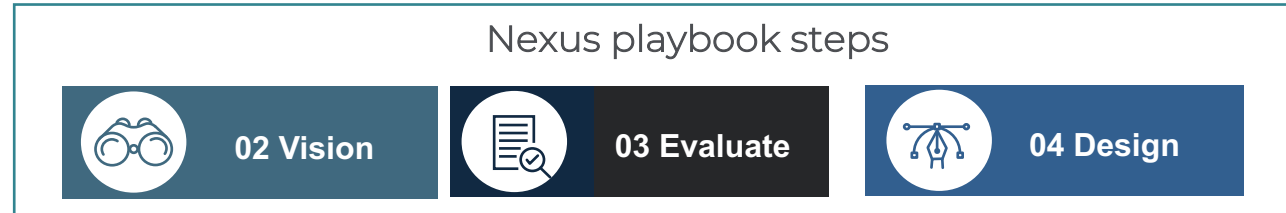


Strategy and target operating model dimensions




Strategy development – Templates

NextWave has templates which can be used to document elements of the strategy and operating model during the vision, evaluate and design phases.



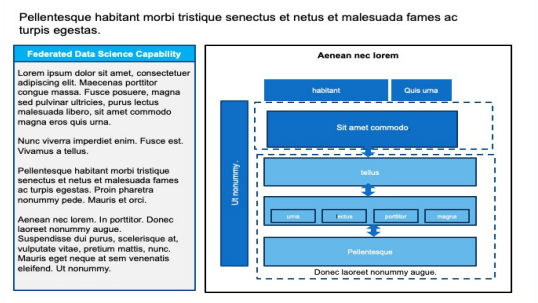
Strategy and target operating model templates

Objectives & capabilities



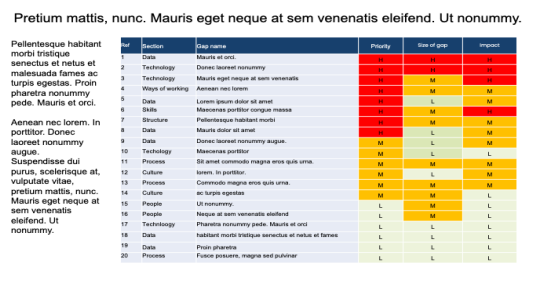
- Vision and mission
- Strategic objectives, financial goals
- Capability definition

Target state



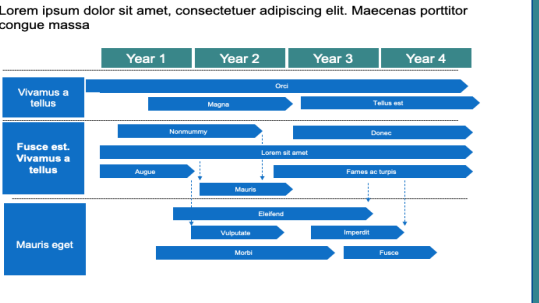
- Target state for the organisation
- Covers multiple dimensions: Data, technology, processes, ways of working, people, skills and values

Gap analysis



- Detailed analysis of the gaps between the current and target state
- Prioritisation and approach to close each gap

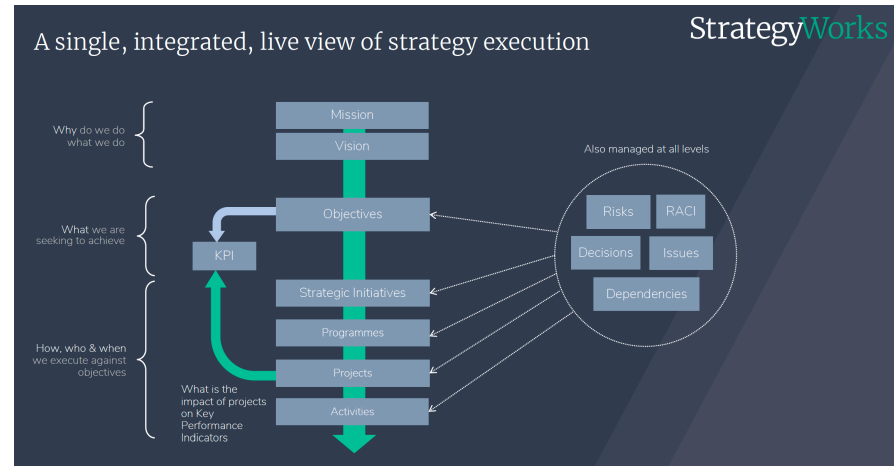
Roadmap



- One year and multi year roadmaps
- Logical sequencing and dependencies
- Risks and issues
- Link to business objectives

Strategy Execution – Governance and portfolio alignment

You will want to be able to track progress on strategy execution as part of your governance process. StrategyWorks provides a single, integrated, live view of the execution status.



StrategyWorks

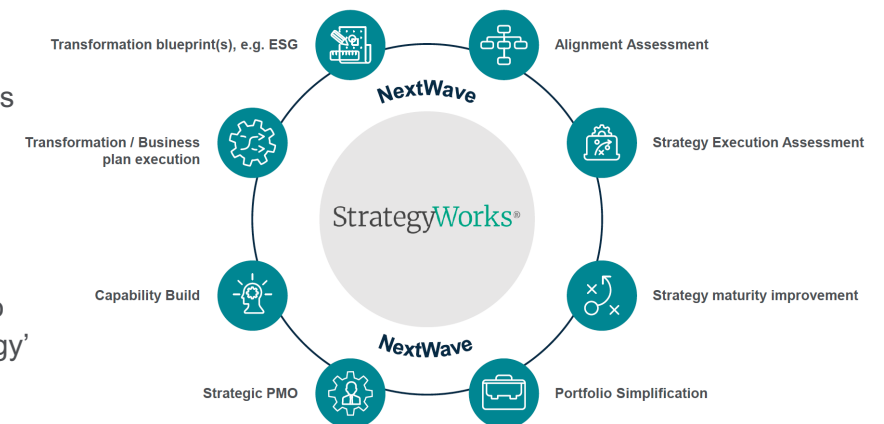
- provides a single, live integrated view of your strategy execution status
- ensures direct linkage and alignment between Mission, Vision & Objectives and your underlying project portfolio programs and projects.
- integrates with existing PMO/Project platforms into a single view linked to outcomes and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



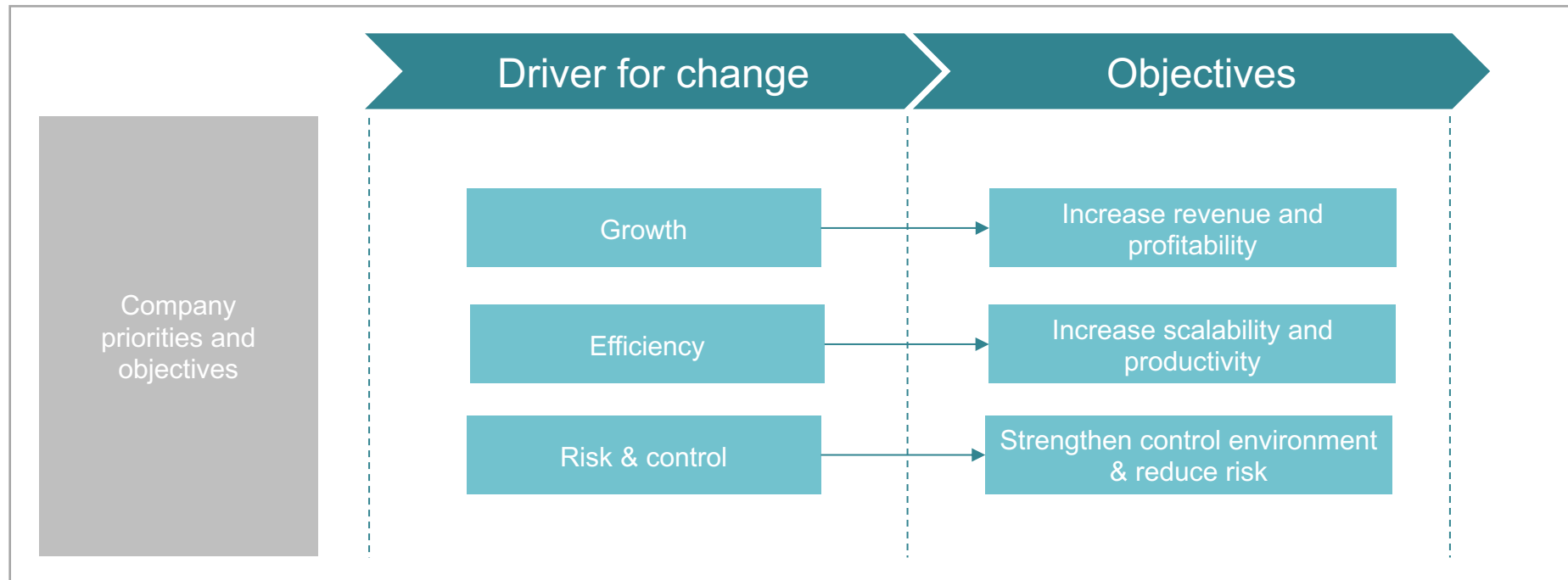


How/when can we
help

When is a strategic approach
required

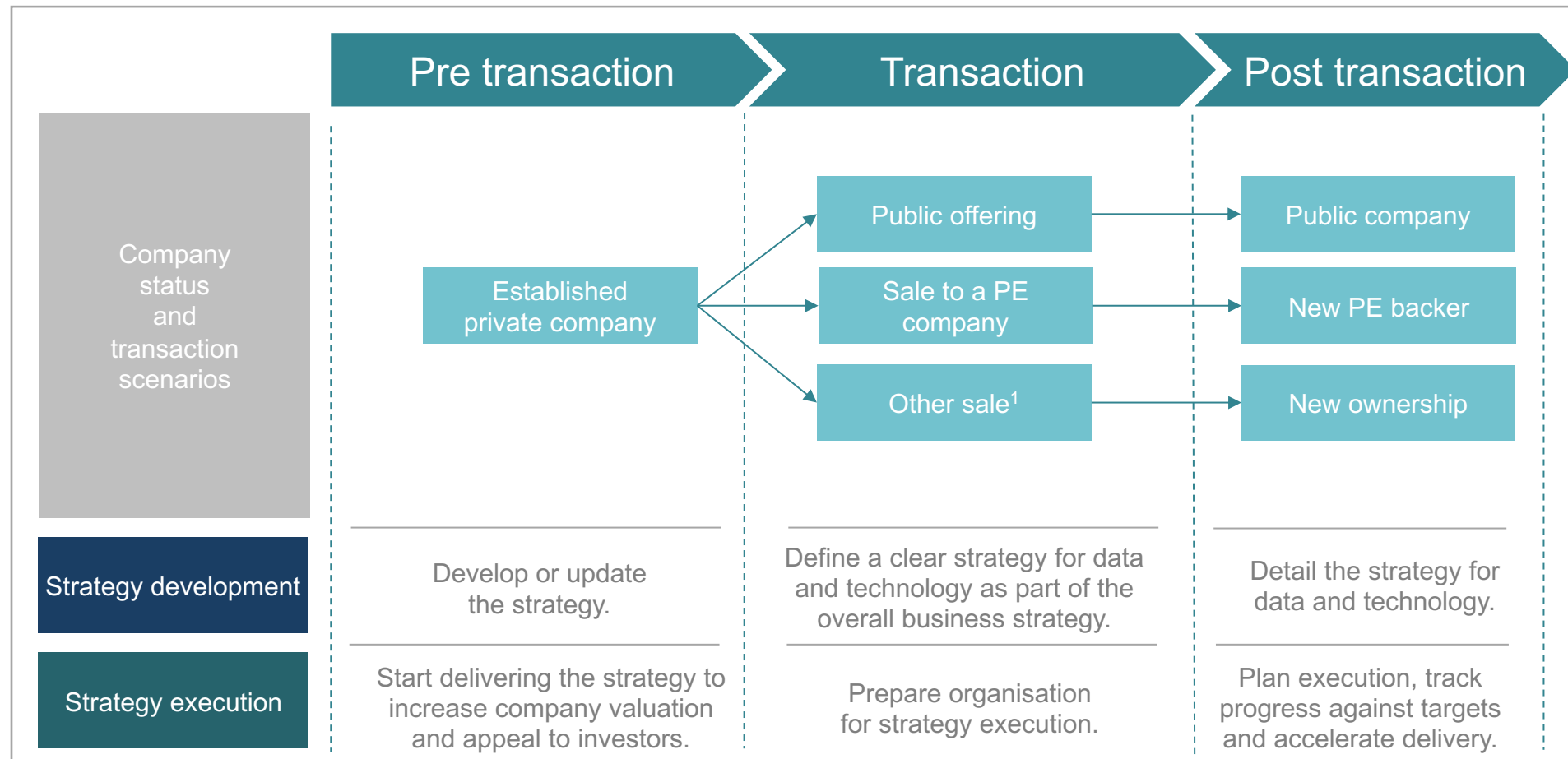
Strategy development & execution - When we can help

NextWave helps organisations to develop and execute their strategy. A strategic approach will be required if you want to achieve large scale transformational change in your organisation. There could be a number of drivers for this such as growing your business, improving efficiency or enhancing your control environment. Your focus may be in one or all of these areas



Strategy development & execution - When we can help

Strategy development and execution work may be required in preparation for a future transaction such as an IPO or private sale, during such a transaction or after the event.



NextWave's focus

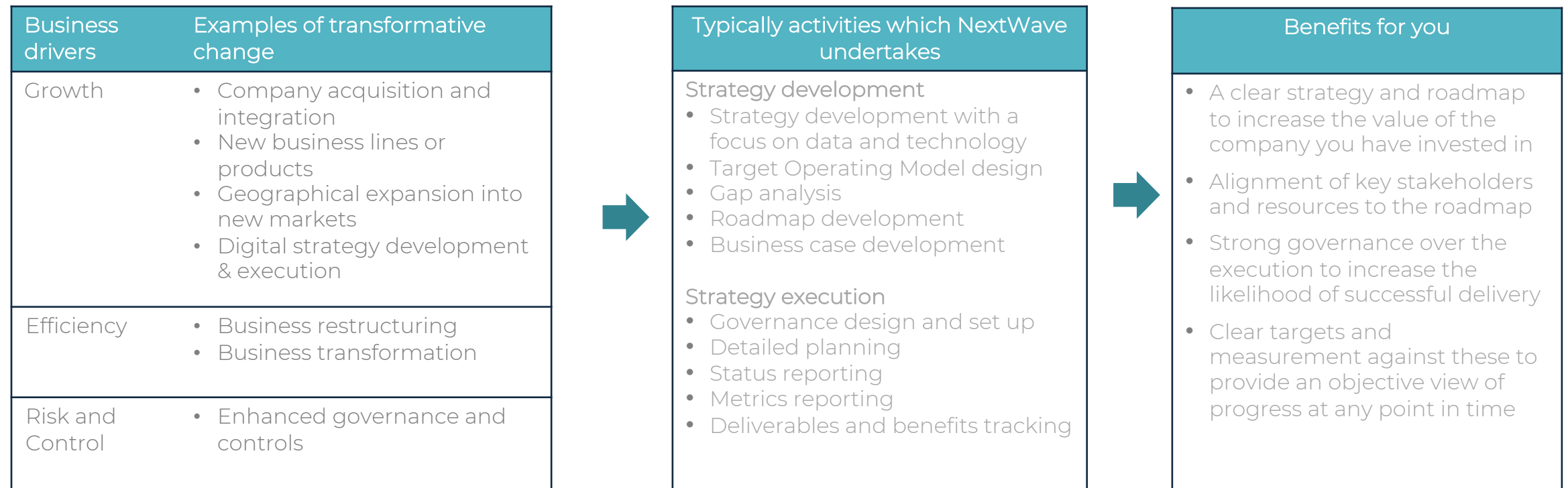
NextWave helps established companies to develop their data and technology strategy and to execute their strategy.

NextWave also uses its industry expertise to help Financial Services and Technology companies develop their overall business strategy.

¹ Includes trade sale, management buy-out or buy-in, sale to a financial institution.

How we can help companies in your portfolio

NextWave has deep experience in the Financial Services industry and how data and technology can be leveraged by companies in all sectors to accelerate transformational change. We can help companies you have invested in to develop and execute their strategy. This will help you to maximise the return on your investments.



Strategy development & execution – When can we help

NextWave's consultants help financial institutions with different types of strategy and operating model engagements. These could be for a specific part of the business or the overall organisation. See below for some examples of typical engagements which we work on:

Business driver	Engagement type
Strategic growth	<ul style="list-style-type: none"> • New business line • Geographical expansion (new markets) • Digital strategy for all or part of the business • Company acquisition and integration
Efficiency	<ul style="list-style-type: none"> • Business function transformation (e.g. Operations, Finance, Risk) • Technology transformation • Business restructuring
Risk and Control	<ul style="list-style-type: none"> • Strategic controls programme



Engagements include the following types of activities:

Strategy development

- Strategy development
- Target Operating Model design
- Gap analysis
- Roadmap development
- Business case development

Strategy execution

- Governance design and set up
- Detailed planning
- Status reporting
- Metrics reporting
- Deliverables and benefits tracking

Use cases
[Select as appropriate]

Example engagement: Strategy development & execution – Preparing for a future sale

Scenario description

A company is preparing for a sale in a few years time. The data and technology strategy which is critical for the company, has not been defined and communicated. The company would like to be able to demonstrate tangible progress on the delivery of the strategy ahead of the sale, and improve EBITDA to maximise its value and appeal to investors.

Strategy development	Strategy execution
<ul style="list-style-type: none">• Define the strategy and ensure that senior stakeholders are aligned.• Complete the high level design for the target state and identify gaps.• Identify key value drivers to increase financial performance.• Prepare a roadmap to implement the strategy and link this to KPIs.	<ul style="list-style-type: none">• Enhance the governance and align the organisation structure and investments to the strategic priorities.• Start to develop the new capabilities needed to support the transformation and optimise key elements of the operating model.• Remove roadblocks impeding progress.• Identify and invest in solutions which can accelerate the transformation.

Example engagement: Strategy development & execution – Preparing for an IPO

Scenario description

A company is preparing information for an IPO. The company would like assistance to detail the role data and technology plays in the strategy and to articulate how this will increase the value of the business.

Strategy development	Strategy execution
<ul style="list-style-type: none">• Articulate the strategy in sufficient detail to build investor confidence, including the data & technology story.• Ensure that the business, data and technology strategy is clear and consistent.	<ul style="list-style-type: none">• Prepare the groundwork for the execution of the strategy, starting with the governance structure, high level operating model and strategy execution approach.

Example engagement: Strategy development & execution – Operating as a PLC

Scenario description

A company has reviewed and updated its strategy as part of the IPO process and the Board has been strengthened. The organisation needs to be restructured to align to the new strategy and internal governance processes need to be improved. The strategy for data and technology needs to be defined in more detail and the execution plan completed, so that the company has confidence that it can deliver on its financial targets.

Strategy development	Strategy execution
<ul style="list-style-type: none">• Add more detail to Strategy (e.g. Data & Technology target state, capabilities).• Confirm priorities and prepare an implementation roadmap.• Validate financial projections.• Expand communication and tailor this for different groups.	<ul style="list-style-type: none">• Strengthen the enterprise governance model and reporting processes.• Align the investment spend and organisation structure to the strategy and prepare teams for execution.• Plan the strategy execution and build the foundations for delivery.• Accelerate delivery through acquisitions, partnerships and/or investments in strategic capabilities and solutions.

Example engagement: Strategy development & execution – Due diligence

Scenario description

A PE company is about to carry out the due diligence on an acquisition target. As part of the process the PE company is seeking help to evaluate the organisation's data and technology strategy and its ability to execute the strategy in the future.

Strategy development assessment	Strategy execution assessment
<ul style="list-style-type: none">• Cohesiveness of the business strategy and the data and technology strategy.• Clarity of the vision for data and technology.• Completeness and effectiveness of the target state design for data and technology.• Quality of the roadmap for the implementation of the data and technology strategy.• Understanding of value drivers and the linkage to the data and technology roadmap.	<ul style="list-style-type: none">• Effectiveness of the governance and accountability model for strategy execution.• Effectiveness of the change portfolio management and investment allocation process.• Ability of the organisation to define objectives and targets and deliver against them.• Maturity of key capabilities and ways of working.• Execution risks and issues.

Example engagement:

Strategy development & execution – Regional growth

Scenario description

A global organisation is looking to grow its operations in Europe. This includes launching existing products and services in new countries and acquiring new customers. The organisation has set ambitious revenue targets for the region which it would like to achieve over the next 5 years. The organisation would like help to develop the data and technology strategy which will enable the planned growth. It would also like help to prepare the organisation for execution of this strategy.

Strategy development	Strategy execution
<ul style="list-style-type: none">• Define the vision for data and technology and a high level strategy which will support the planned growth.• Prepare the high level target state design for data and technology, including key design features and solutions which can accelerate the delivery.• Build a roadmap for the implementation of the data and technology strategy.• Link the data and technology roadmap to the key business drivers and growth plan.	<ul style="list-style-type: none">• Design the governance and accountability model for the strategy execution.• Review and update the budget allocations to align to the strategic priorities.• Define key success measures and confirm achievability of revenue targets.• Identify capability gaps and changes to ways of working.• Assess significant execution risks and issues.• Set up the programme office and reporting processes to track progress.

Example engagement:

Strategy development & execution – Strategic controls

Scenario description:

A regulator has expressed concerns around the effectiveness of the front to back controls in one of the business units of a global bank. A series of internal audit reviews has also highlighted a number of significant control weaknesses in the front office and the functions which support this business unit. Many of the issues relate to problems with data or the technology being used. The bank would like to develop a comprehensive data and technology strategy which strengthens the front to back control environment and prevents similar issues occurring in the future.

Strategy development	Strategy execution
<ul style="list-style-type: none">• Assess the control issues and environment.• Define the vision for data and technology.• Prepare the high level target state design for data and technology, including the key design features which improve controls.• Prepare a gap analysis between the current and target state, incorporating the control issues which have been highlighted to date.• Build a roadmap for the implementation of the data and technology strategy.• Link the data and technology roadmap to the delivery of control improvements.	<ul style="list-style-type: none">• Design the governance and accountability model for strategy execution.• Review and update the budget allocations to align to the strategic priorities.• Define key success measures.• Identify any capability gaps and changes to ways of working which are required.• Assess significant execution risks and issues.• Set up the Programme Office and reporting processes to track progress.

Example engagement: Strategy development & execution – Technology transformation

Scenario description

A global organisation is looking to improve the efficiency of its operations as the business grows incrementally. It would like to continue to grow revenue year on year without a corresponding increase in its cost base. As part of this it is looking to improve the productivity of its data and technology teams and maximise the value it gets from its technology cost base.

Strategy development	Strategy execution
<ul style="list-style-type: none">• Assess the current organisation.• Define the vision for the data and technology organisation and high level strategy.• Prepare the high level target state design for the data and technology organisation, including key design features.• Build business cases and prioritise investments.• Build a roadmap including the key initiatives which progress the organisation towards the target state.• Link the roadmap to the expected efficiency improvements.	<ul style="list-style-type: none">• Design the governance and accountability model for the execution.• Review and update the budget allocations to align to the strategic priorities.• Define key success measures.• Identify capability gaps and changes to ways of working.• Assess significant execution risks and issues.• Set up the Programme Office and reporting processes to track progress.



Data & Technology

Solutions to accelerate
strategy execution

Fintech Ecosystem Consulting – Advisory & Execution

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

- **For our clients:**

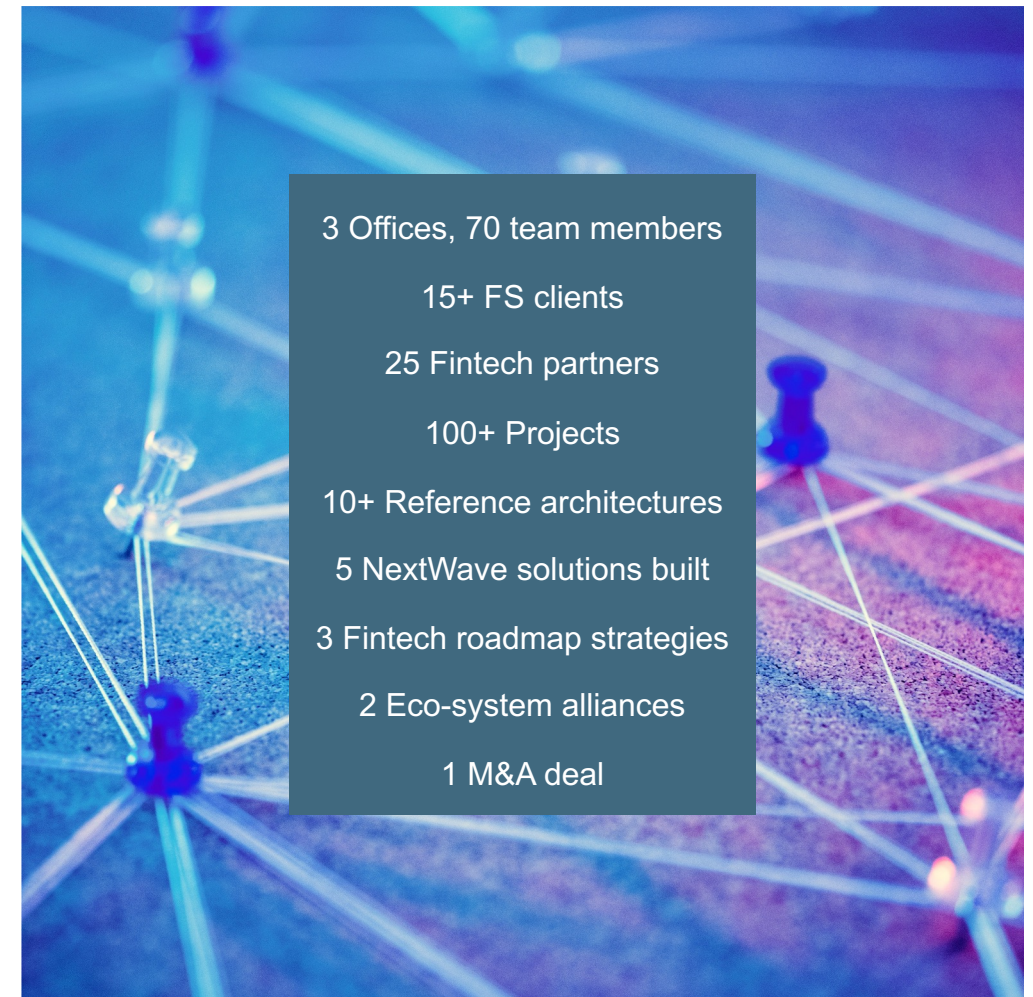
- Fintech horizon-scanning, navigation and introductions (why / what / who / how)
- Business solution visioning, shaping & new-stack reference architectures
- Fintech evaluation and due diligence (for both integration & potential investments)
- Rapid prototyping (including cross-fintech platform solutions)
- 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
- Legal advice and support through our partnership with **CMS**




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



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

Strategy Development - Infrastructure and Tech Design

In order to grow your business safely and at pace there are some key design strategies / principles that come into play. We believe adopting these strategies improves the pace at which change can be delivered

Data

Not understanding or controlling data is one of the biggest challenges to changing at pace. 'Data Debt' is a bigger drag on change speed than 'Tech Debt'. Tooling now exists that bring the 'CDO Data Governance' approach much closer to operational use and understanding of data.

Risk, Controls & Process

The design of Risk Frameworks, Controls are often one step removed from the actual operational process. It helps if Risk, Controls and Process are looked at and designed as one. Link Risk Frameworks & controls to underlying operational process data and operate with a continuous control mentality (e.g. perpetual KYC).

Cloud based Platforms

New platforms and solutions are predominantly cloud based. Initially much more of a 'data and analytics' play, or non-critical processes. Solutions / platforms and the regulatory environment are now mature to allow core and critical processing to operate in public cloud.

Automate, Automate, Automate






Automation is often focussed on transaction processing / STP rates through core transaction processing . Don't forget other processes – the exceptions and the ancillary processes will add costs very quickly and slow ability to grow.

Design to cross Org barriers

Design solutions that explicitly cross organisational boundaries – otherwise you build your systems and processes to match your organisation and create artificial barriers that limit the speed at which you can deliver change.

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

Accelerators – Data and digital

Examples where the NextWave team have successfully leveraged the new technologies to accelerate transformation

	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



Appendix 1

Case studies

AN EXTENSIVE TRACK RECORD

CASE STUDY

Data and Technology Strategy for a UK insurance and technology group



Background

- The Executive Committee of a UK insurance and technology group had recently reviewed and updated its business strategy and objectives.
- NextWave was engaged by the Group CIO to assist him to develop and document the data and technology strategy to support the delivery of the business strategy.

THE CHALLENGE

- Senior leaders in the organisation were unclear how data and technology would enable them to achieve the business objectives that they had recently agreed.
- The organisation was looking for ways to accelerate the speed of its digital transformation.

THE APPROACH

- Daily meetings with the CIO to discuss different aspects of the strategy and develop ideas.
- Interviews with ExCo members to confirm their priorities.
- Workshops with senior leaders within the CIO function to develop specific areas within the strategy.
- A detailed strategy document including business objectives, capabilities, target state, gap analysis and a roadmap.
- An executive pack for the Board.
- A one page overview of the strategy for internal communication.

THE OUTCOME

- Around 8 weeks to document the data and technology strategy for the group at a detailed level.
- Progress in the readiness of organisation to deliver the strategy and an increased awareness and acceptance of the changes required.
- Very positive feedback from the CIO on the work performed.

AN EXTENSIVE TRACK RECORD

CASE STUDY

Operating model for a UK listed Commercial Road Transport (CRT) Group



Background

- A commercial road transport Group based in Eastern Europe has recently listed on the London Stock Exchange.
- The Group Strategy is to pivot from a traditional energy supplier and provider of toll and payment solutions to a Digital platform for the CRT industry.
- NextWave was engaged by the Group COO to assist him to develop and implement the target operating model for the Group.

THE CHALLENGE

- The Group is founder led and its business units have historically operated with a high level of independence.
- The transition to a public company requires a more formalised governance structure and other improvements to the operating model to enable the organisation to scale effectively.
- The creation of a digital platform business requires a more integrated organisation structure, cultural changes and new capabilities and skills.

THE APPROACH

- Frequent meetings with the COO, CSO and Business Unit leads to discuss different aspects of the strategy and the operating model.
- Workshops with senior leadership teams to clarify areas of the strategy and develop Product roadmaps.
- Use of the Strategic framework and templates to design elements of the new Operating model and prioritise investments.

THE OUTCOME

- New governance structures and RASCI designed and implemented.
- Investments in Products and Technology assessed and prioritised.
- Strategic framework agreed and operating model deliverables produced (e.g. Maturity assessments, Organisational models).
- Plan developed for the overall transformation programme.
- Engagement extended from an initial period of a few weeks to 10 months.

AN EXTENSIVE TRACK RECORD

CASE STUDY

Robotics strategy...



Background

- XX

THE CHALLENGE

- XX

THE APPROACH

- XX

THE OUTCOME

- XX

PK updating



Appendix 2

NextWave profiles

Leadership Profiles

Add relevant profiles



Contact Us

Charles Rustin

Commercial Partner & Chief Growth Officer

charles.rustin@nxwave.co.uk

Mob: +44 (0)7957 931556

United Kingdom (London)

NextWave Consulting Ltd

71-75 Shelton Street, Covent Garden,

London WC2H 9JQ

info@nxwave.co.uk

Europe (Amsterdam)

Infinium Consulting B.V.

9th Floor, UN Studio, Parnassusweg 819,

1082 LZ, Amsterdam, The Netherlands

info@infinium.consulting

www.nxwave.com

