



Introduction to NextWave's Strategy Practice

The Digital Acceleration Consultancy

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Introducing NextWave Consulting

Our Products and Services

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 **TISAtch**
- 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.

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.





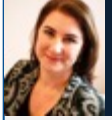





We believe that technology is fundamental to solving problems – and can help shape and deliver projects

Leadership Team - UK

We have 180+ years of progressive FS Business & Technology industry practitioner & leadership experience in our senior team...

NextWave Partners lead our Practice teams and are hands-on client delivery deployable on key client initiatives

 Tony Clark Founder & CEO	 Iain Ivey Founding Partner	 Charles Rustin CGO & Commercial	 Phil Kent Partner	 Kirstie Galloway Partner	 Stuart Duncan Partner	 Phil Sturmer Partner	 Emma Karlake Head of Ops
Strategy & Leadership <ul style="list-style-type: none"> Digital Transformation & Consultancy Accenture & Boutique FS Consulting, MD Synechron UK Startup & scale consulting, new technology and alliances 	Strategic Advisory, Data & Alliances <ul style="list-style-type: none"> Risk, Finance, Data & Operations Technology Strategy, Data & Architecture, COO & consulting roles at HSBC, ABN Front-back Infrastructure change delivery & new technology 	Business Growth & Commercial <ul style="list-style-type: none"> Trusted Advisor to CXO CRM & Business Development Growth Strategy Strategic FinTech Partnerships Building high-performing teams 	Digital & Automation <ul style="list-style-type: none"> Risk, Finance & Trading Tech 11 yrs as MD in Business & Tech, leadership at CS, HSBC Technology evangelist, product owner & data scientist 	Strategy, Digital Transformation <ul style="list-style-type: none"> TOM, strategy development & integration Asset Mgmt, Trading, Fraud Risk, Compliance & Op Resilience Transformation leader, ex CIO HSBC AM, JPM, Goldman Sachs 	Strategic Advisory & Execution <ul style="list-style-type: none"> Strategy development and execution, Transformation delivery Finance, Risk, Technology 8 yrs as MD, Head of Finance and Risk Change, Barclays, CS, MS 	Data Intelligence & Transformation <ul style="list-style-type: none"> Ops / Business Management, Reg, Treasury & Cash IB, Comm Banking & AM, MS, LGIM. Bus Consulting lead @ Synechron Consulting leadership & delivery. ESG. 	Business Operations <ul style="list-style-type: none"> Leadership team member Business operations, recruitment and talent management

Strategic Advisory, TOM Design, Digital Strategy Development and Execution

Project & BA Teams – Reg, Risk, Finance

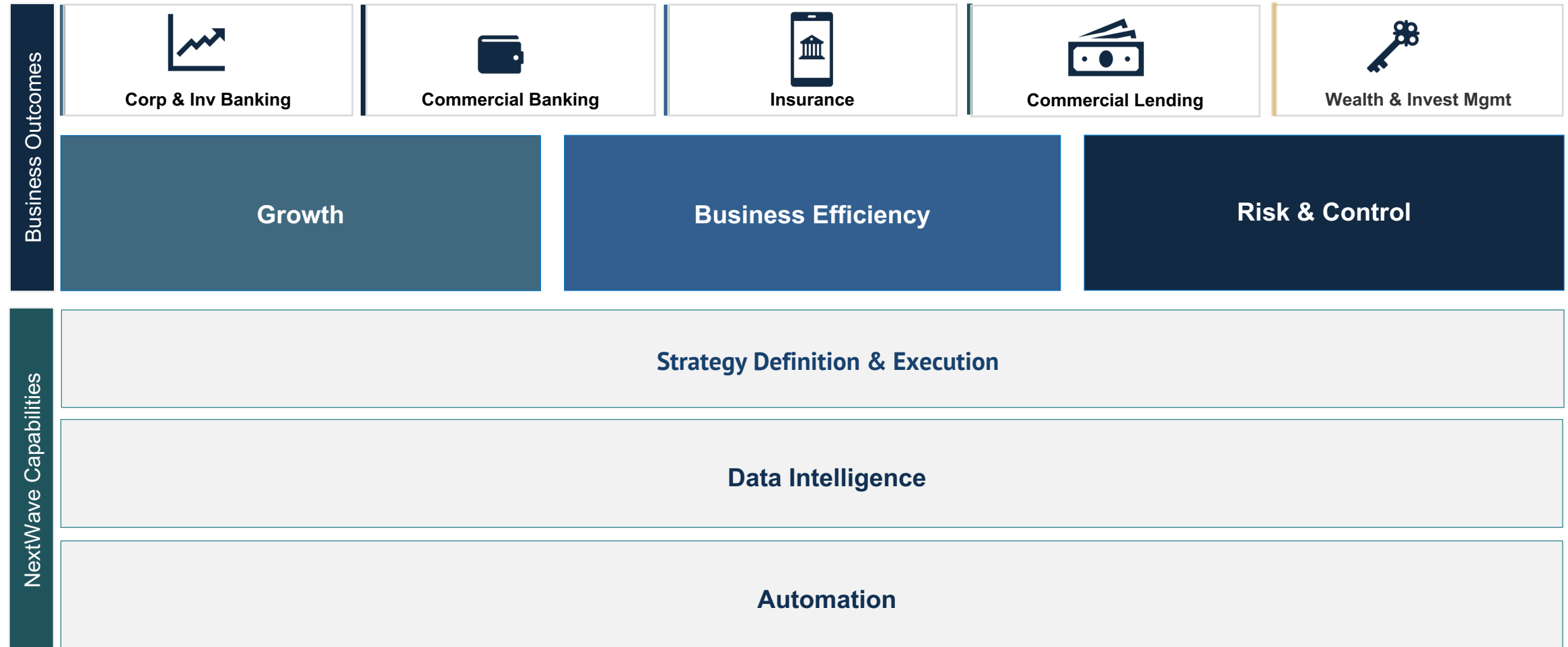
Data Consulting & Engineering

Digital & Automation

Transformation Delivery

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, TISAtch**
- 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



 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 | • RequirementOne |
| • Alteryx | • Solidatus |
| • Appian | • Synechron |
| • Celonis | |
| • Quantexa | |

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

Programme & Project Managers	Strategic Advisors & Subject Matter Experts	Business Analysts	Architects	Engineers	Technical Consultants
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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					

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.

Methodology capture & execution – MethodGrid

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



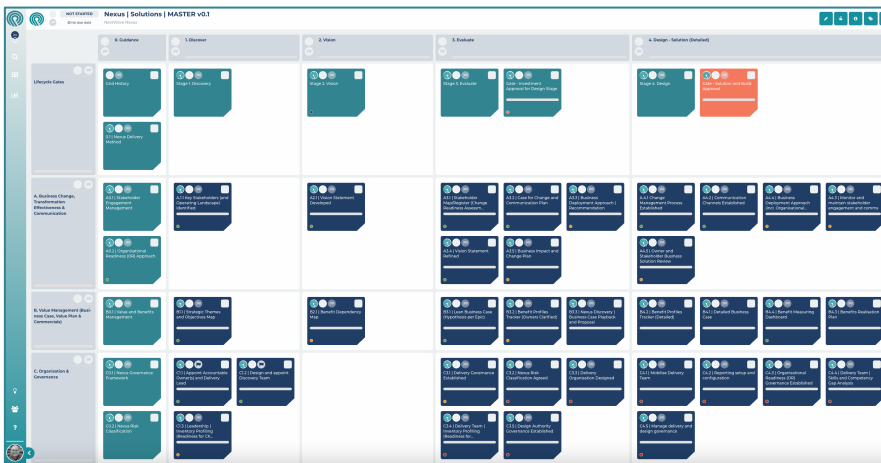
MethodGrid

- 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





How we can
help you

Increasing the value of the
companies you invest in

Common strategic challenges

Common strategic challenges facing C-level leaders in Financial Services organisations

- 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 we help C-level leaders with these challenges



Design and deliver a growth and transformation strategy

- Build a convincing business case for investment
- Understand the key value drivers for the 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 investments and rationalise the change portfolio



Define and communicate the strategy

- Interweave data and technology into the 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 the 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 priorities
- Coach leaders to be successful
- Empower and incentivise colleagues



Accelerate delivery

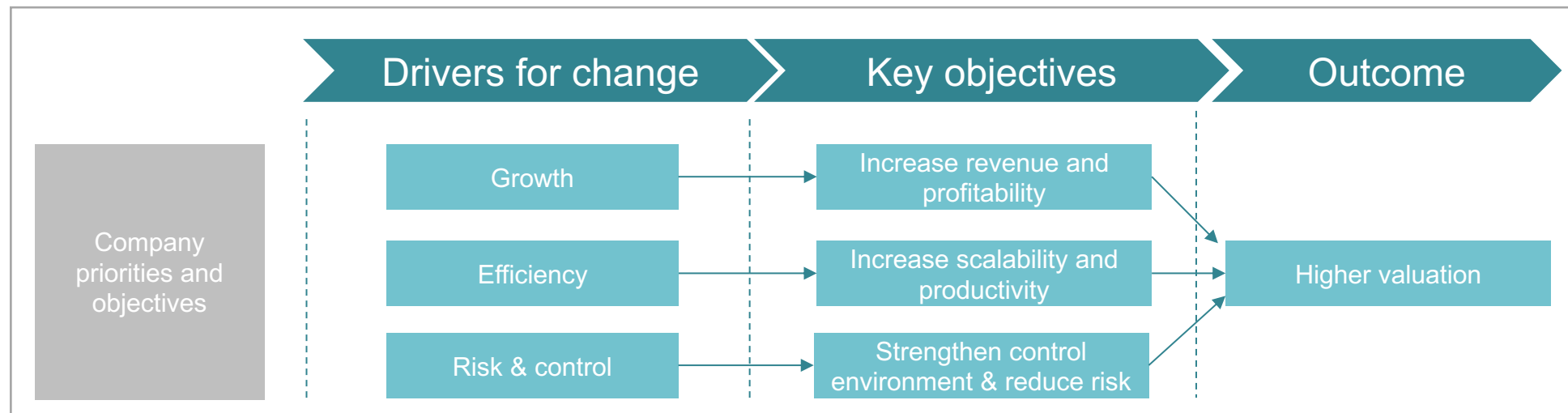
- Automate quickly and incrementally to build momentum
- Leverage people with both business and technical experience
- Use prior transformation expertise to remove roadblocks

When is a strategic approach to transformation required

Organisations which are established and want to continue to grow over a sustained period of time require a strategic approach to transformational change.

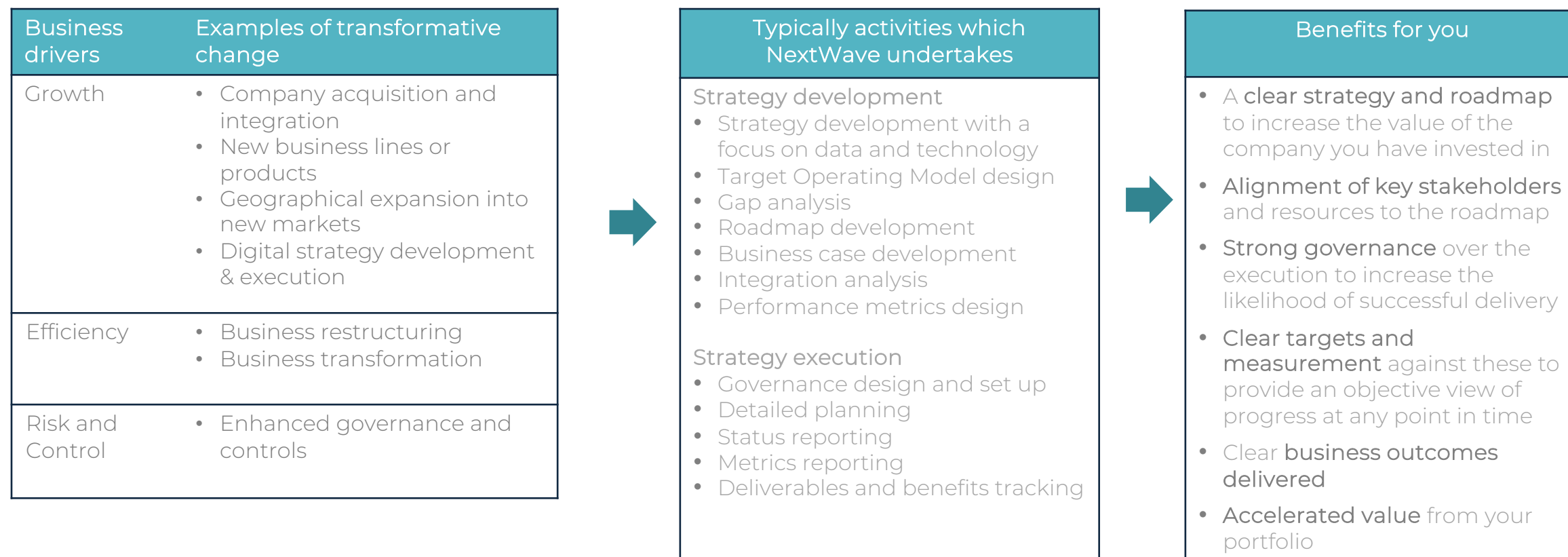
Whilst growth is typically one of the main drivers for transformational change particularly in newer companies, other drivers become more important as the scale and complexity of the organisation increases.

Companies who can develop an effective strategy and show strong progress on the execution of their strategy, should see an improvement in their financial results and attract a higher valuation.



How we can help companies in your portfolio

NextWave has deep experience in the Financial Services industry and in particular how data and technology can be leveraged by companies in this sector 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.



What other services can we offer

As well as strategy development and execution, NextWave can provide other services which you may be interested in:

Accelerate the transformation of a portfolio company post investment

- Deploy engineering teams to build data and technology solutions to accelerate the transformation
- Gather customer insights to drive product and service enhancements and improve Customer Experience
- Provide experienced industry practitioners to perform interim management roles (e.g. Chief Information Officer, Chief Transformation Officer)

Preparing for a divestment

- Help companies in your portfolio to prepare information for a private sale or an IPO (e.g. Articulation of the data and technology strategy)

Assessing potential investments

- Provide specialist expertise on data and technology to help you assess potential investments as part of the due diligence process



Our Strategy Practice

What We Offer

Digital maturity assessment

NextWave's digital maturity assessment is a useful starting point for companies who haven't developed their 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.

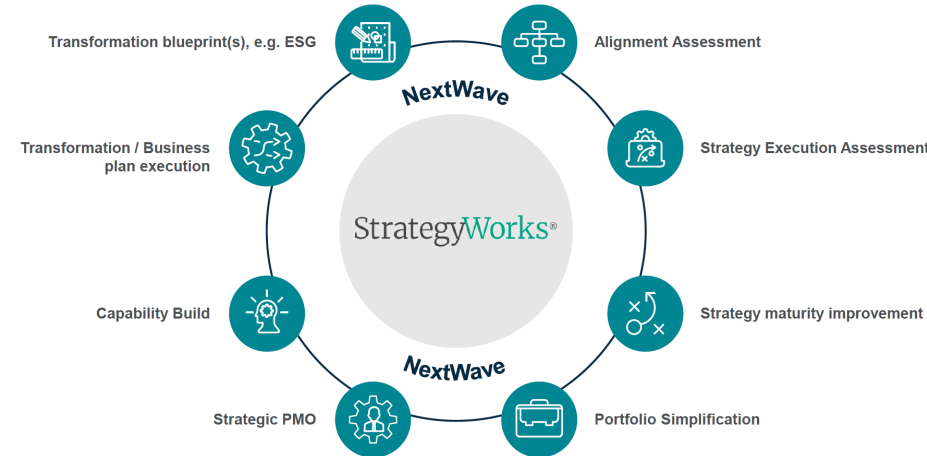


Target state

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 the delivery of a company's strategy



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 – Strategy 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.

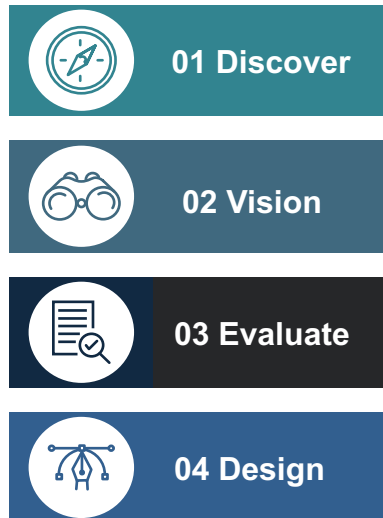


Leverage: Track delivery against the execution plan – milestones and KPIs. Refine priorities and investments to deliver the most value and fully leverage capabilities and solutions deployed.

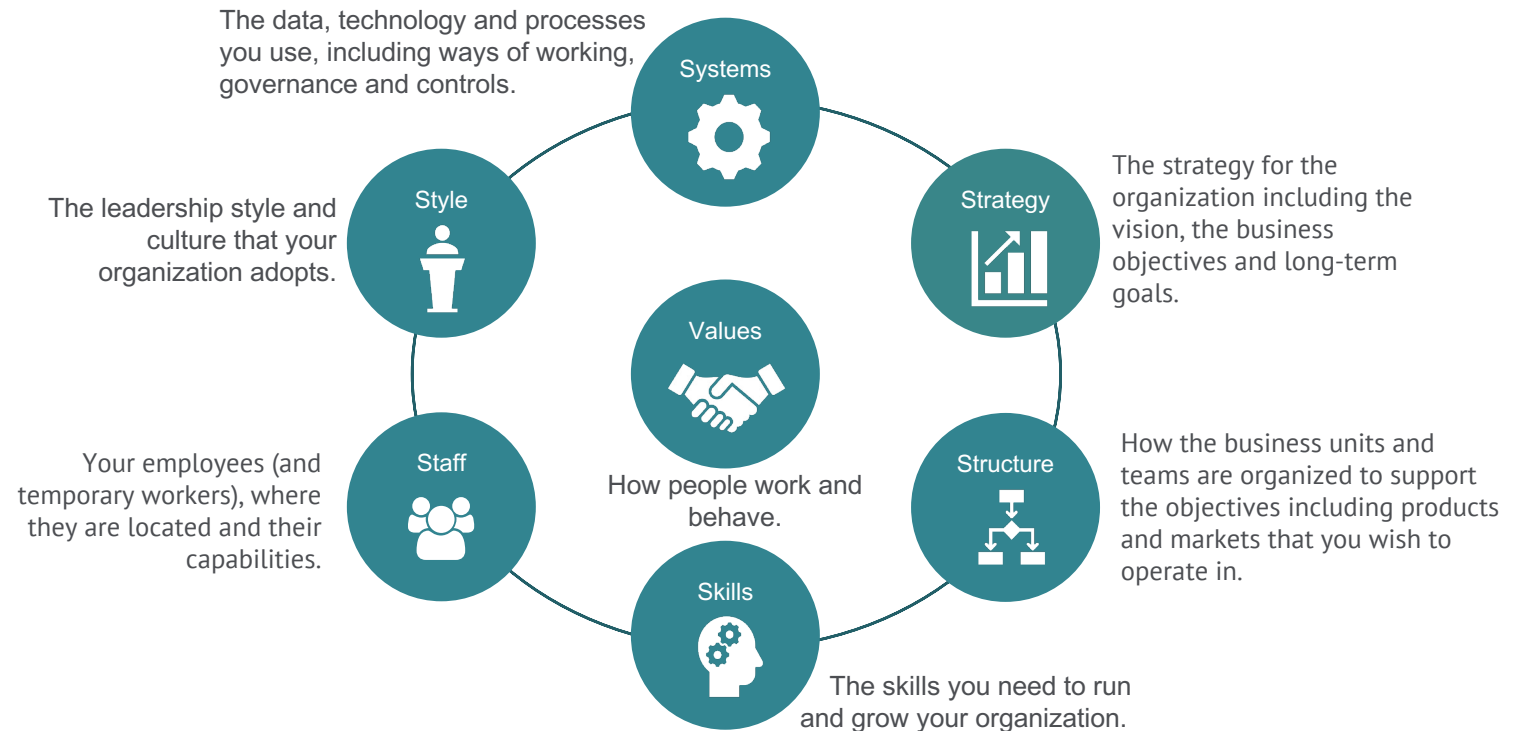
Strategy development – 7s framework

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

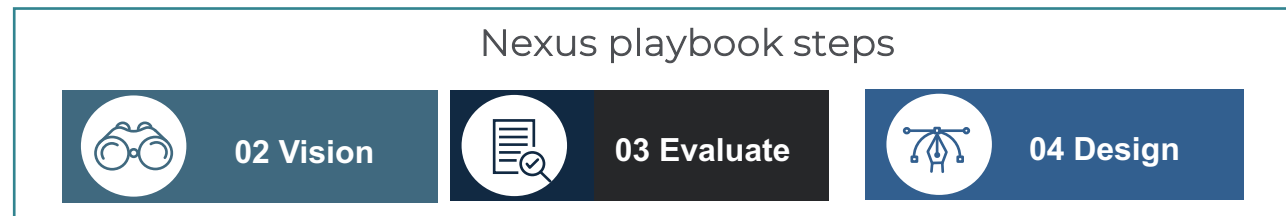


Strategy and target operating model dimensions




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.



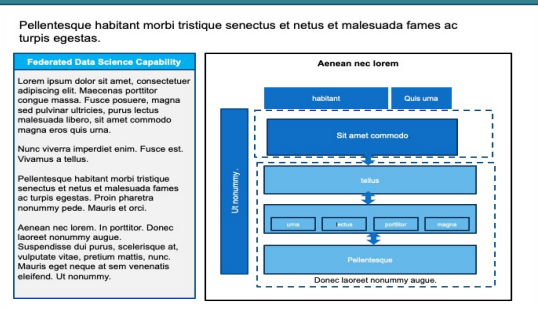
Strategy and target operating model templates

Objectives & capabilities



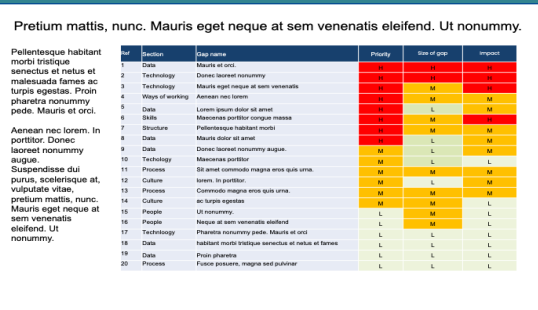
- Vision and mission
- Strategic objectives, financial goals
- Capability definition

Target state



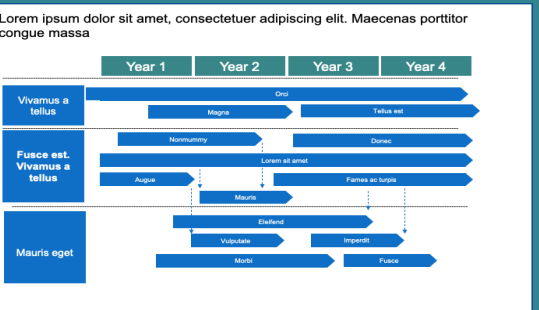
- Target state for the organisation
- Covers multiple dimensions: Data, technology, processes, ways of working, people, skills and values

Gap analysis



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

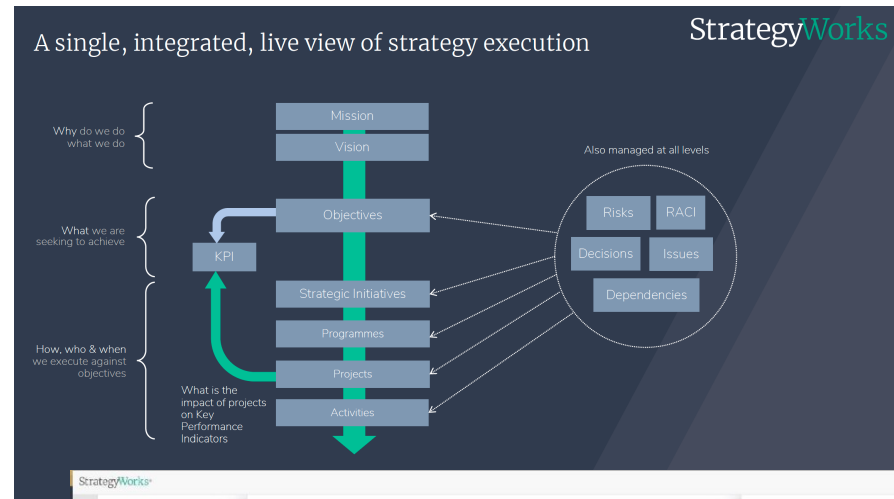
Roadmap



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

Strategy execution – using StrategyWorks

StrategyWorks



StrategyWorks

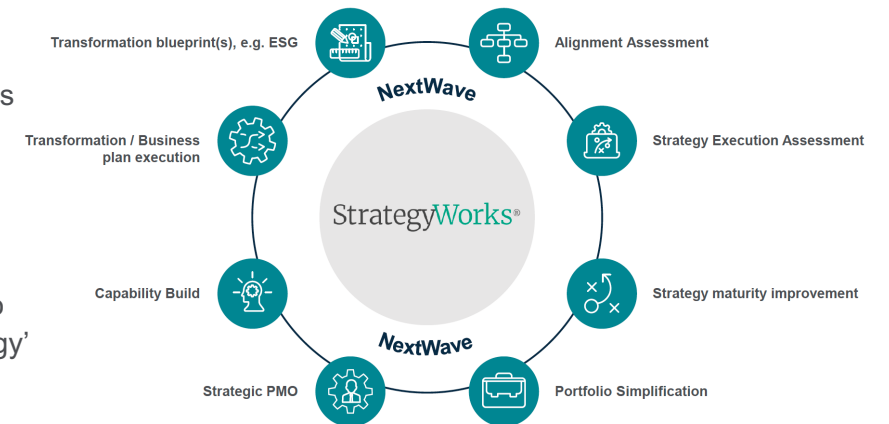
- provides a single, live integrated view of your strategy execution status
- ensures direct linkage and alignment between Mission, Vision & Objectives and your underlying project portfolio programs and projects.
- integrates with existing PMO/Project platforms into a single view linked to outcomes and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





Data & Technology

Solutions to accelerate
strategy execution

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?	➔	 <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 coordinated 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

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.



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