THE 1801 CONSULTING GROUP

Data-driven value creation

[DATA INTELLECT]

SOVEREIGN

Case study: Data Intellect - Backoffice scaling project

Client: Data Intellect Services Limited
Size: SME - 100-500 employees
Sector: IT Professional Services
Industry: Capital Markets (predominantly)
Head office: EMEA
Presence: Global

Private Equity partner: Sovereign Capital Partners
Funding cycle: Management buy-out / 1st cycle

Project Sponsor: David Richardson (Client)
Account & Technical Lead: Connor Metcalf (1801)
Project Manager: Ryan Kelly (1801)

DATA INTELLECT

Backoffice scaling project

Project SOX   (18 months duration)

Commercial Terms: Fixed Price

Delivery method: Hybrid

Net promoter score

9 ☺

Client pain points (Apr 23)

1. Operationally inefficient with manual and inconsistent processes (wasted time)
2. Poor data quality & multiple versions of the truth (inaccuracy, data distrust)
3. Hard to integrate other companies (more time, effort, cost)
4. Lacking key reporting metrics around revenue, cost and profitability (decision making)
5. Recently PE-backed, swift value creation strategy execution expected (credibility)

Headlines

Project stats

⭐ **'Team of the Year' award finalist**

From weeks to hours on data-driven decision making

52% effort reduction in Hire-to-Billing value chain

Reduced month-end duration
23%

Process optimisations
107 days saved per year

RFP vendor ave. discounts
40%

Project objectives (Apr 23)

1. Develop an integrated end-to-end business platform
2. Develop a reporting platform which meets the management and board reporting requirements
3. A platform which allows for growth (scalable) and acquisitions (ease of integration)

> *[1801's] expertise helped us ask questions we otherwise wouldn't have thought of and this made the process smoother.*
> *- Talent Acquisition Manager*

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Milestones delivered

5 Core systems configured   **5** Integrations / customisations   **5** BI dashboards

Working with vendor partners, we implemented four brand new core systems, reconfigured one, along with integrations between most systems. To top this off we then provided a dashboarding framework to surface the now accurate data.

Core systems configured

1. Legacy Talent tool migrated to best-of-breed
2. Legacy HR tool migrated to best-of-breed
3. Implemented green-field Professional Services Automation (PSA) tool
4. CRM Reconfigured for scalability & reportability
5. On-premise Finance ERP Migration to Cloud best-of-breed

How the business has benefitted

The business

- Faster Decision-Making
- Data Accuracy
- Forward Looking Insights

Enhanced data integrity and single sources of truth enable precise, data-driven decision-making, enabling swift, confident action. We now have a forward looking view across the business with improved forecasting accuracy. Improved efficiency across the value chains and quicker financial processes ensure better cash flow and timely board reporting, contributing to prior year EBITDA improvement.

The company is now ready for seamless M&A integration, supporting future growth strategies. Enhanced data protection compliance mitigates legal risks. These enhancements make the company more agile, efficient, and scalable, aligning with PE investors' goals of maximising returns and sustainable growth.

Talent

- Streamlined Hiring
- Automated Workflows
- Data-Driven Inclusivity

People

- Centralised Data Accuracy
- SSOT Comp & Bens
- Systemised Perf. Mgt.

Sales

- Automated Reporting
- Time Savings
- Enhanced CRM Granularity

Consulting

- Project & Resourcing Visibility
- Utilisation & Margin Tracking
- Global Expense Mgt.

Operations

- Centralised PSA Tool
- Real-time RevRec
- Significant Cost Savings

Finance

- Accelerated Financial Processes
- Streamlined Expense Mgt.
- Enhanced Financial Insight

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Services maturity journey - Apr 2023 to Jul 2024

Using the well-known SPI services maturity model, we measured the Executive team's view on business maturity at the project's start and end. This comparison highlights significant improvements made across the organisation and highlights clear areas for continuous improvement. two years on following Data Intellect's management buyout, the stage is now set for scaling and continued growth.

Apr 2023

Key: Aspects of Maturity / Consistent Maturity

MATURITY LEVEL	LEVEL 1 Ad Hoc Opportunistic	LEVEL 2 Piloted Pockets of excellence	LEVEL 3 Deployed Basics in place for all key elements	LEVEL 4 Institutionalised in organisations DNA	LEVEL 5 Optimised Visionary, agile, innovative, continuous improvement
LEADERSHIP	Ad Hoc, reactive, tactical	strategy and business plan emerges	Strategic growth plan translated into portfolio	Market dominance	Visionary, agile, innovative, aligned
CLIENT RELATIONSHIPS	Tactical, reactive, instinctive	Campaign-driven, point solutions	Programmatic comprehensive solutions	Strategic, global brand, quantified value	Industry-leading, innovative, trusted advisors
TALENT	Jack of all trades, Heroic	Defined roles, skills, competency measurements	Skill & career planning, employee satisfaction	Integrated talent management plan	Thought-leading, industry leading, trusted advisors
SERVICE EXECUTION	Manual, Inconsistent	Standard methodology & tools	Globally consistent methods, tools, standards, IP	Resource mgt., knowledge mgt., PMO, IP	Collaboration, advanced systems, tools
FINANCE & OPERATIONS	No plan, budget, systems or metrics	Budget, metrics, controls introduced	Integrated systems, budget, metrics, controls	Streamlined, real-time, self-service	Real-time analysis & insight

PROFESSIONAL SERVICES MATURITY →

Jul 2024

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PROFESSIONAL SERVICES MATURITY →

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2024's Workplace & Employment Awards' Large Business "Team of The Year" finalist, against Deloitte & EY. Submission was for the Operations change journey over 18 months that Project SOX spanned.

A note from the 1801 Project SOX team

"We really enjoyed working on this project and witnessing Data Intellect's transformation. Following their PE Management Buyout (MBO), Data Intellect was at a crucial growth inflection point, seeking end-to-end change to scale. Steve Turner, CEO, provided a clear vision of the destination and recognised the need for an external team to help lay the tracks to get there quickly.

This clear strategic alignment made this a dream project. The most enjoyable part was working closely with the Belfast teams on-site each week, witnessing first-hand a maturing data culture, ownership of new systems and processes, and a receptiveness to change. Their nomination for 'Team of the Year' was truly deserved. While it's impossible to fully quantify the positive business impacts achieved by everyone involved, this write-up aims to capture the essence of our collaborative success."

[1801 were] fun - relaxed, which is a very good thing...It was also good they worked at our offices - that personal element was really important.
- Director of People

The People project team celebration following People system launch

People system Launch Day

Services hire-to-billing value chain

A large proportion of the process optimisations in Project SOX can be attributed to the below value-chain. For a professional services firm, predominantly in the Capital Markets space, Data Intellect's main priorities are recruiting in consulting talent inline with demand, ensuring they pass background checks, resourcing projects and then billing delivery, are where most efficiencies can be gain.
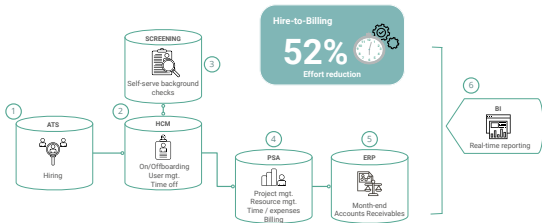
*Note; the completed CRM reconfiguration is not represented in this visual*

Partners & Tools worked with during project

Throughout Project SOX, we collaborated with a diverse range of vendors, including both outgoing providers and those introduced through the comprehensive RFP process. The vendor logos below represent those with whom we either forged strong partnerships or utilised extensively, ensuring that we leveraged the best tools available to achieve the project's goals while also leaving strong relationships in place with the outgoing software providers.

Multiple other vendors engaged with during the RFP phase of the project.
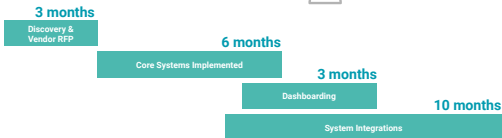
> *Communication between [1801] and myself was great, I felt involved throughout and that opinion mattered.*
> *- Head of Consulting*

Project Timeline

3 months
Discovery & Vendor RFP

6 months
Core Systems Implemented

3 months
Dashboarding

10 months
System Integrations

Key characteristics of 1801's project SOX delivery

Lower Client Risk with Fixed Price Agreement   Flexible Resourcing Adjusted to Demand

Consistent Onsite Presence for Key Phases   Comprehensive Vendor Management by 1801

Data Intellect customer journey

Advisory

1
Full 1801 Discovery package

2
Vendor RFP process (Discovery)

3
Design & Recommendation

Identifying Data Intellect's position in their digital maturity journey enabled us to support them in selecting the most appropriate vendors. We also recommended the best-fit solution architecture to align with their goals, providing accurate costs and expected delivery timelines.

Delivery

Following the advisory work, we led an agile delivery process, implementing and embedding four core systems within six months. This was followed by the implementation of a fifth system, additional integrations, and BI dashboards over the remainder of the project.

4
Delivery

5
Training

6
Embedding

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What Data Intellect & our partners say about us

Exec sponsor (CEO)	Project sponsor (Director of Operations)
"With 1801 we've moved from flying blind to having clear, forward-looking visibility. Our improved data accuracy and reporting now empower faster, more confident decision-making, turning what used to take days or weeks into just hours. Plus, we've built a solid platform for growth, setting us up for even greater success." Steve Turner **DATA INTELLECT**	"Our Partnership with 1801 is helping our scale-up journey, generating significant value on our quest to have a fully integrated end-to-end process! Their hands-on, structured approach, coupled with genuine care, has streamlined our five implementations, fostering a sense of ownership and pride within our teams." David Richardson **DATA INTELLECT**

Partner feedback	
"The quality of a system implementation is often in close relation with the quality of its integrations, but making configuration decisions while considering the implications on the entire ecosystem is no easy task. That's where working with 1801 made the difference! Being able to paint the big picture for their client and help them seamlessly zoom in & out, as necessary, ensured not only that the project stayed on track, but that we weren't making decisions in a vacuum and that we were designing the most effective, scalable solution possible. Oriana	Udder **UDDER**	"Partnering with 1801 (Connor & Ryan) sped up my client's People experience maturity journey, helping meet our goals through tailored system implementations. The ability to share our objectives and trust in their agility and expertise to help realise them was invaluable. Their collaborative approach in technical design & implementation, with an end-to-end complete business view, distinctly enhanced our outcomes." Kirit	One of a Mind **one of a MIND**

Learnings from project

1801: Own learnings...	How would we deliver Project SOX differently if we were starting over again? (1801 answers)	Client: Even better if...	What would you want Data Intellect to do differently if we were starting over Project SOX over again? (summary of answers from 7 project stakeholders)
Timeline for integrations optimistic	We proposed three timeline options in the Discovery recommendation (Low, Medium, and High risk). In hindsight, the High Risk plan required more thorough scrutiny of specific vendors, especially where the project had significant bottleneck dependencies. Consequently, what was projected to take 12 months extended to 18 months due to lack of vendor buy-in on timeframes.	Clearer roles and communication	Ensure all team members understand their specific roles and the importance of their attendance from the beginning. Provide detailed expectations, a comprehensive timeline, and a clear vision of the end features right at the project's start. Overcommunicating why we were doing the project and where it was taking us.
Expectation setting for customisations	Balancing customisation complexity with ROI is essential. While we did eventually identify the limited ROI of integrating CRM to PSA and adjusted the scope, doing so earlier would have benefited the project. We aim to improve early decision-making to enhance project efficiency.	Earlier introduction of key personnel	Introduce key personnel at the project's inception to foster better collaboration and alignment from the start.

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