

turnstone



OUTLINE OF SUPPORT SERVICES

- New Technology Selection & Negotiation
 - IT Due Diligence & Systems Review

What We Do

Turnstone specialise in:

**IT Due Diligence,
Systems Review &
IT Transformation**

**Technology Selection,
IT Contract Review
& Improvement**

Our **proven track record of results**, shows clients **gaining the best solutions** and **optimising for the future**.

Read on to see how organisations are taking advantage of our unique service.



Services

1.
IT Due
Diligence



3.
Systems Review
& Implementation



2.
New Technology
Selection



4.
Key IT Contract Review
– find & fix red flags



1. Turnstone IT DD - a 360 view

Breaking the Mould

Turnstone's innovative approach combines technical due diligence with:-

- inclusion of **benchmark IT costs**
- risk **analysis** of key third party IT contracts

Ultimately to answer the key questions:

- Will IT run reliably and scale?
- Are there any major risks?
- What are the investments & opportunities?

>> **actionable intel, not just IT reports**

Areas Assessed

- 1 Suitability of IT now & future
- 2 IT Risks and Business Impact
- 3 Security and Data Protection
- 4 Ownership of IT Infrastructure & Applications
- 5 Outsourcing & Cost Benchmarking
- 6 Key Vendor Contracts: risk analysis / timebombs
- 7 IT GDPR compliance review
- 8 IT Operating model & Staffing
- 9 Carve Outs: Ease of IT separation



2. Technology Selection & Negotiation

1. IT Due Diligence 

2. New Technology Selection

3. Systems Review & Implementation 

4. Key IT Contract Review – find & fix red flags 

Why Turnstone?

- Deal Leaders** We help clients **select the right technologies** all the time
- Market Gurus** We're **independent** and bring market intel
- Contract Drafters** We get **best costs**, stronger contracts and SLAs

Agile Sourcing, or an **RFP process**, to select and negotiate the best IT solutions and deals

Requirements /
Scenarios

Bid Evaluation /
Live Presentation

Negotiations
& Contracts

- ✓ Objective Selection - not just from vendor demo's
- ✓ Competitive costs - average saving 27%
- ✓ Terms that favour **you**

“ The results have been pleasing for us in the IT function and well received at board level. Turnstone helped to lower the lifetime costs by 23%, and introduced many commercial improvements to gain us a more favourable contract. We hit every milestone and cost point accurately.”

Steve Cargill, CIO of BSI

For key IT : ERP, IT Outsourcing, SaaS, SecaaS ...



ORACLE



3. Systems Review & Roadmap

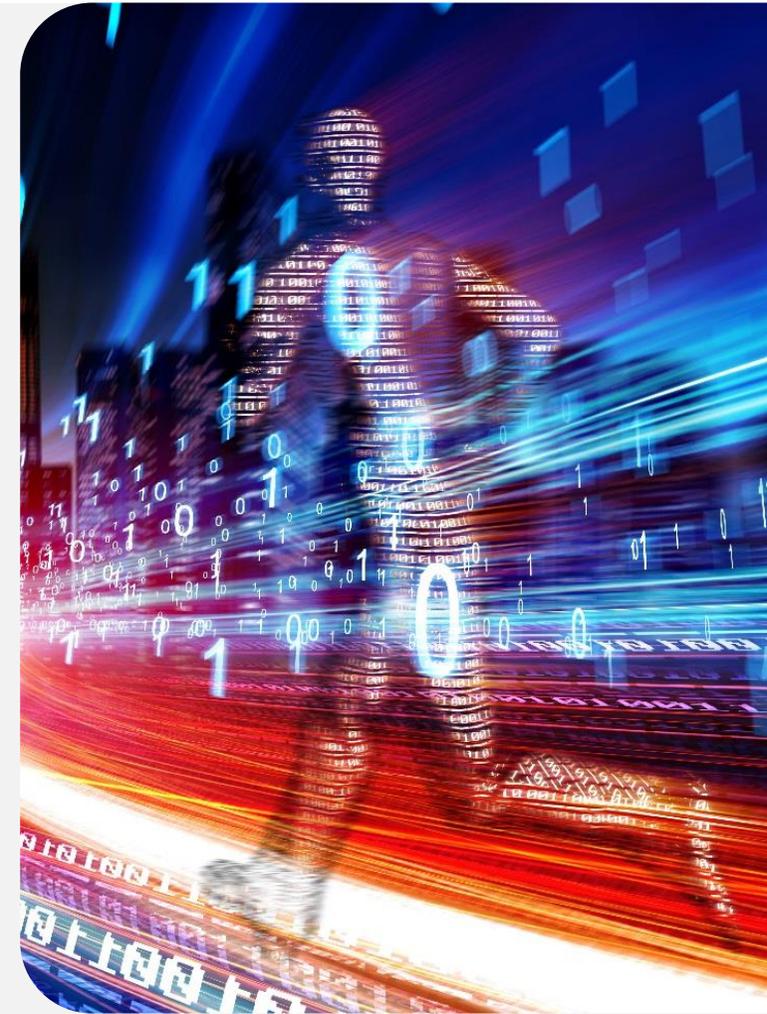
As companies grow, IT may need reviewing:

- *Is there much re keying of information, or use of Excel?*
- *Is innovation difficult?*
- *Is month end or MIS slow and painful?*
- *How secure is the business and the data?*
- *Are better solutions available on the market?*

Outputs

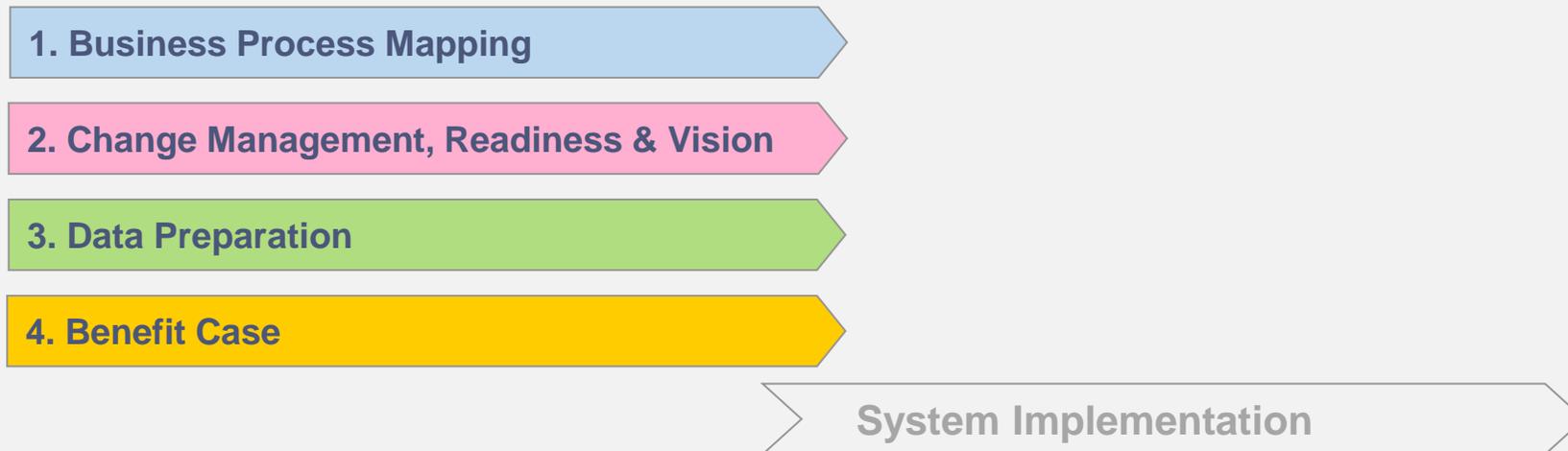
- New systems (inc ERP) vs re-deployment of existing
- Approximate costings
- Recommendations and Pro's & Cons

>> **Practical and actionable** IT strategy, plus high level requirements for market approach



3. Implementation Support

During the technology sourcing, these 4 workstreams make for a successful go live...



They are the difference between being on time /budget / quality vs a failed 'IT push' project



4. Contract MOT Review

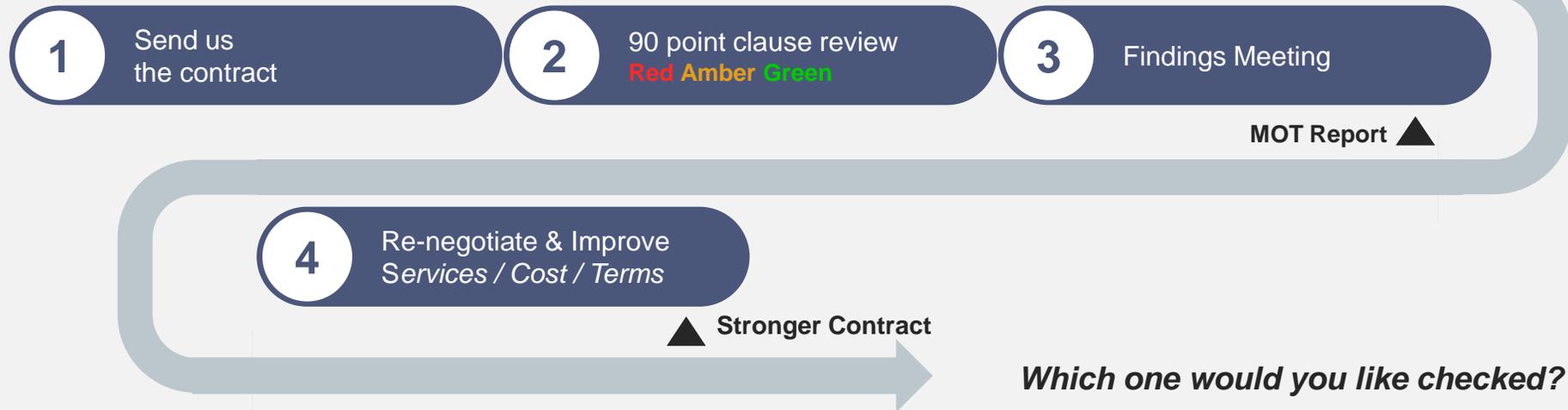
1. IT Due Diligence 

2. New Technology Selection 

3. Systems Review & Implementation 

4. Key IT Contract Review – find & fix red flags 

- Supplier contracts **always** favour them, but **are** negotiable
- The operational terms can be more important than the legal terms (50/50 split)
- **MOTs** provide an authoritative start for re-negotiations



“

We were delighted with Turnstone’s careful approach to this critical supplier. Firstly their ‘Contract MOT’ revealed the meaningful risk areas in the contract. More importantly, the subsequent negotiation plan initiated a successful renegotiation with the supplier. Out of this we achieved several important improvements, which helped to secure our position and gain clarity on the cost.”

Chris Brown, CIO Chubb Insurance



At a Glance

- 13 red flags found
- Used in SPA negotiations
- Understanding of greater complexity of IT carve out
- Essential for transition planning and risk avoidance

Client Challenge

- The client had a tight exclusivity timescale, and needed a suitably thorough review of the IT systems, including a set of key inhouse written apps, gateways and a myriad of websites.
- IT information was scarce, with little available in the data room, or from stakeholders in the target.
- There was a perception of simplicity to the IT operations, which needed investigation.
- The positions on IT GDPR compliance and on control of 3rd party IT contracts were both unknown.

Solution

Turnstone's approach covered IT **technical due diligence**, third party IT **contracts risk analysis** and an IT GDPR compliance check.

- Much investigative work, with code level analysis
- Industry knowledge of where to look
- Interview of key staff, piecing together the puzzle
- Presentation to the client in plain English
- Highlighting risks and their impact
- Provision of remediation work estimates
- Focus on carve out realities & practicalities

Outcomes

- All systems, databases, websites, phone apps, gateways and third parties identified
- Created an IT applications map on a page
- Full topology of interfaces including third parties
- 'Red flags' included code ownership, security, separation approach, key person dependencies, contracts, system documentation, DR and IT GDPR non compliance
- Cemented mgmt. understanding of multi layer IT systems and multiple components
- Raised web domain importance re transition
- 3 critical non compliances found in IT GDPR
- Draft 80 point transition and onboarding plan

“

Turnstone engaged very successfully with the target, to give us clarity of all areas needing attention.

They combined industry insight with an investigative style, following a breadcrumb trail to unearth several key points, which made it into our purchase negotiations. I'm confident transition will now run more smoothly.”

Claudia Marley, IT Director



At a Glance

- Go live in 5 months of a new ERP system
- Turnstone Change Management & BPM workstreams
- Transformative, with the business fully engaged
- Assisted a profitable PE exit in 2 years

Client Challenge

The company had been expanding organically and through acquisition, and had outgrown the current patchwork of IT systems, which were now a clear bottleneck on growth and a major risk.

A programme to overhaul this was launched, named One Noonan.

Turnstone's approach was to achieve three goals:-

- to ensure the business was ready for the **new ways of working**
- to focus senior management on **benefits realisation** as a driver for business change
- to have a pragmatic plan to make the business change **sustainable**

Solution

Business Process Mapping (BPM)

- Stakeholders build their part of the as-is process
- End to end visibility, across departments
- Prep work on ideal 'to-be' processes

Change Management

- Developing the programme vision.
- Identifying the "What's in it for me?" to ensure success became more personal
- Assessing business readiness for change
- Understanding risks and issues
- Identifying tangible and intangible benefits, as baseline for measuring success

Outcomes

- Weekly 'town hall' sessions pre Go with ~100 attendees, plus many offline viewings at weekends.
- Many Quick Wins during BPM (eg simplifying invoicing from 8 types to 3)
- 'Change Champions' fully engaging their teams
- Finance and Sales functions transformed
- On time, on budget go live, with smooth operations

"I can now see all 4 corners of the business". Declan Doyle, FD

"We set Turnstone the goal of ensuring the business was ready for the new ways of working. With their guidance and readiness to challenge us, we delivered a major programme on time and budget. It changed our culture to put the customer at the heart of what we do, and to work more collaboratively. Furthermore, the principles of benefits focus, communicating a strong vision and involving people in all aspects of the change will now apply to all our future change initiatives"

John O'Donohue, CEO



At a Glance

- Involvement from IT, Marketing, the Board and key IT suppliers
- Pragmatic set of actions
- Successful and full engagement of the board in a digital programme

Client Challenge

- The client had an IT centric strategy, and had been addressing the digital agenda in certain areas, but lacked a cohesive view or strategy.
- With digital becoming ever more important in the industry, and being an industry leader, the client wished to look at what the future may bring, and to assess their current initiatives.

Solution

Turnstone brought a market leading expert in, to meet the key stakeholders and garner their views, assess the projects and then to draw up a set of recommendations.

Key stakeholders, including board members, were interviewed to find out their digital aspirations.

The review exercise encompassed the critical IT suppliers to the client, assessing their product roadmap and fit for the future.

All findings were summarised into a report, including a prioritised action plan, and published to the board, key members of the IT and marketing teams.

Outcomes

- Major increase in board engagement, including visits to key digital vendors
- Marketing dept addressed: communication channels and the website
- Change in approach with existing IT vendors, in line with the action plan
- Several decisions escalated to the board for an extraordinary board meeting



Assessing our digital aspirations has been an enlightening exercise, and has helped gain consensus on which areas we will focus on. The Turnstone action plan has provided practical focus on next steps, some of which are already underway. Our board are now fully engaged in the programme.



Paul McGinnes , CIO



At a Glance

- **Mission critical system**
- **24% cost reduction**
- **29 contract points improved**
- **90 day money back guarantee**

Client Challenge

- The client's main IT system was stifling growth rather than supporting it.
- Turnstone were engaged to help choose the successor, taking a commercial approach to the market, using business and commercial requirements.
- Tradeskills, being a lean management team, decided to use Turnstone as the interface with all the bidders, to help score bids and crucially to negotiate a strong operational contract and best pricing.



Being the size we are, we do not employ IT SME's or Procurement specialists, so having an IT Procurement consultant has been invaluable for TS4U to select a new Learning Management System that aligns with our vision, strategy and business needs. Turnstone guided us all the way through the process, their knowledge of negotiating technical T&C's that support our business was critical to get a successful conclusion to this project ”

Neil Johnson , MD

Solution

Using a Turnstone model RFP, key requirements were quickly gathered, bidders were agreed and the RFP was launched.

- Vendors filtered from 2 > 4> 1
- Structured evaluation and scoring
- Supplier presentations
- Cost comparison of the 3 favoured bids
- 'Red flag' risk analysis of the winners contract
- Negotiation on contracts and price with the favoured supplier

Outcomes

- **24%** reduction in license costs
- **40%** reduction in integration costs
- Overall **25%** saving ~ **£57k** over 3 years
- **£25k** saving via systems decommissioning
- **29** contractual points improved, including
 - Data loss & corruption: vendor have liability
 - Removal of web T&C's (x2) to TS4U specific
 - Support services defined properly
 - 'Reasonable endeavours' more defined
 - Clearer specification of the solution
 - Implementation plan for Sage included
 - Change from annual to quarterly billing
 - Control over use of TS4U brand
 - 90 day money back guarantee



At a Glance

- Immediate negotiations save **£250k pa**
- Many operational red flags found in 10 other IT contracts
- 90% of red flags fixed

Client Challenge

- The client had no IT procurement capability, this being left to busy IT staff.
- With technology delivery being their main focus, this led to unmanaged vendors and contracts, exposing the client to operational difficulties, higher costs and bigger risk areas.
- Two vendors in particular presented immediate problems - high unit pricing, and massive exit charges for one data centre.

Solution

Turnstone ran a two prong approach of direct cost negotiations with Dell and a major data centre provider, plus a rapid review of 10 other key vendor contracts for key, operational risk areas.

Walk through sessions with client staff brought these to life, to produce an agreed negotiation plan for Turnstone to execute.

The client then chose which vendors to commence negotiations with and re draft the agreements.

Outcomes

- Cost negotiations **£250k pa** saving, and a more flexible contract
- Average of **12** red flags found per contract (total of **120**)
- Example red flags:
 - Data protection not covered
 - Old pricing
 - No exit provisions
- **90%** reds renegotiated in 6 weeks



Turnstone got quick results on cost saving and cost avoidance with two key suppliers. They then unearthed a number of material issues within our IT contracts, and rapidly re-negotiated these contracts successfully, placing us in a stronger and safer position.

Steve Blundell, CFO



About Us

Niche experts in IT, sourcing and due diligence.

Technical and
Market Expertise

A team of
seasoned CIOs
and professionally
qualified
negotiators

Practical and
Useful Outputs

Sourcing
projects save
more than they
cost (6:1)

Respectful –
working alongside
you and your team



turnstone



We look forward to discussing your needs.

See online for our full range of services, for more case studies or to set up an appointment.

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