

Technology Operating Model

Intelligence Product Overview
July 2023

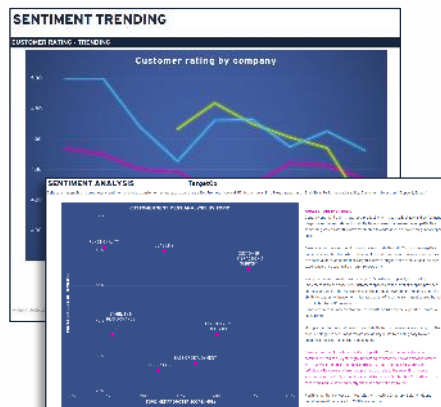
“Deltabase is the ‘Swiss Army Knife’ of Benchmarking”

DIRECTOR, DELTABASE CUSTOMER

Due Diligence & Value Creation Accelerators

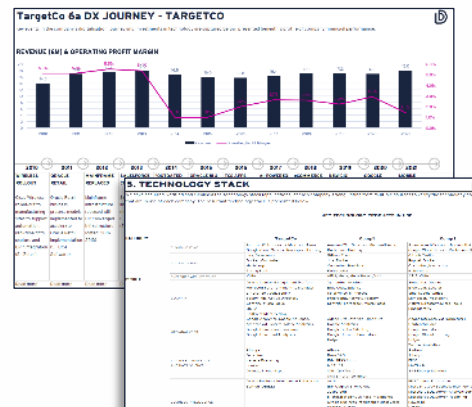
Commercial

- Products & Services
- Feature comparison (apps, software, eCommerce)
- Customer Sentiment
- Web traffic analysis
- Social channel performance



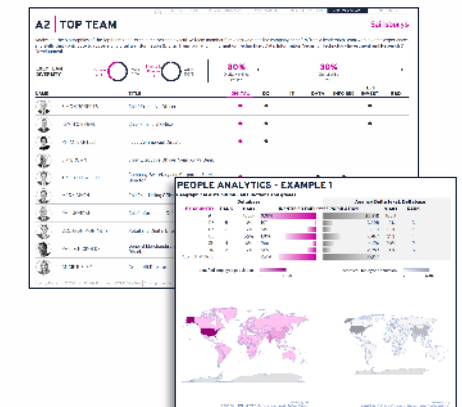
Technology & Digital

- Tech Stack
- Tech Skills & Recruitment
- Tech Operating Model
- Dx Journey Timeline
- Cyber (tools, skills, people)



People & Ops

- Skills & Recruitment
- Headcount Analytics
- Culture & EX
- Diversity & Inclusion
- Salary Intelligence



Technology & Digital

Every time a business implements a new software product, develops its own bespoke system or launches a new digital product, 'digital breadcrumbs' are left behind in a range of sources.

We use proprietary techniques to acquire, process and analyse the data within these breadcrumbs and we benchmark the technology capabilities of companies against their competitors.

Our technology & digital intelligence & benchmarking products include:

- [Technology in use](#)
- [Dx journey timeline](#)
- [Technology operating model](#)
- [Digital maturity](#)

Understand the size and composition of a company's in-house technology teams by sub-team, location and seniority.

Technology sub-teams often include (non-exhaustive):

- ✓ Product management
- ✓ Development & engineering
- ✓ Data science & analytics
- ✓ IT service & support
- ✓ Cloud & infrastructure
- ✓ Strategy & architecture
- ✓ Cyber security

Benchmark companies against their competitors to identify areas which appear over-indexed or under-indexed versus peer-set averages.

Features and Benefits



Like-for-like tech team comparison

Identify size of technology teams relative to total headcount to understand scale of in-house technology capability versus competitors and peer-set averages.



Geo analysis

Identify geographic distribution of technology teams, and understand the use of low-cost geographies.



Focus areas for recent recruitment

Analyse team tenure and composition of new joiners to understand where companies have invested most in technology recruitment.

Use Cases



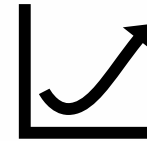
M&A Advisory

- M&A due diligence (Tech DD)
- M&A integration (identify technology overlaps, capability gaps)
- Value Creation



Consulting

- Technology Consulting
- IT Strategy
- Data & Analytics
- Digital Transformation





Business Development

- Data-led client conversations
- RFP responses
- Account planning



Screenshots

Compare size and shape of technology function

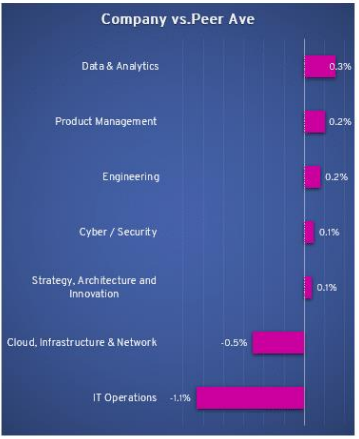
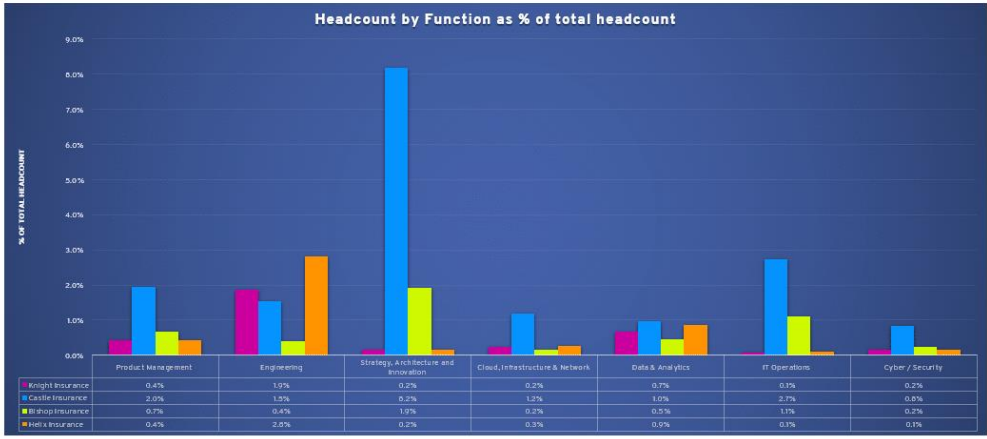
| 4. TECH OP MODEL | | |
|--|--|---|
| Deltabase has compiled this headcount analysis utilising LinkedIn data to build a picture of technology headcount and geographic distribution (see GEO ANALYSIS). | | |
| |  Knight Insurance |  Helix Insurance |
| TECHNOLOGY HEADCOUNT (source: LinkedIn analysis) | | |
| Number of individuals detected | 2014 | 5410 |
| Total headcount detected | 55729 | 112939 |
| Technology-skilled people as % of total headcount | 3.6% | 4.8% |
| Average tenure (all employees) | 4.5 Years | 4.8 Years |
| TECHNOLOGY HEADCOUNT BY TECH FUNCTION | | |
| Product Management (Product Managers, Product Owners, Product Directors, Product Strategy) | 239 | 475 |
| Engineering (Engineers, Developers, SCRUM, QA, Testing, Full-Stack, UI/UX, DevOps) | 1038 | 3193 |
| Strategy, Architecture and Innovation (Tech Strategy, Architecture, Innovation, R&D) | 90 | 180 |
| Cloud, Infrastructure & Network (Infrastructure, Networks, DBA, Cloud, Administrators) | 132 | 300 |
| Data (Data Architect, Data Science, Analytics, Data Protection) | 381 | 988 |
| IT Operations (Service, Operations, Support, Helpdesk) | 44 | 106 |
| Cyber / Security (InfoSec, Security Architect, CISO, Cyber Ops, SOC, Security Operations) | 90 | 168 |
| Total Technology Headcount Detected | 2014 | 5410 |
| TECHNOLOGY FUNCTION SIZING AS % OF TOTAL EMPLOYEES | | |
| Product Management (Product Managers, Product Owners, Product Directors, Product Strategy) | 0.4% | 0.4% |
| Engineering (Engineers, Developers, SCRUM, QA, Testing, Full-Stack, UI/UX, DevOps) | 1.9% | 2.8% |
| Strategy, Architecture and Innovation (Tech Strategy, Architecture, Innovation, R&D) | 0.2% | 0.2% |
| Cloud, Infrastructure & Network (Infrastructure, Networks, DBA, Cloud, Administrators) | 0.2% | 0.3% |
| Data (Data Architect, Data Science, Analytics, Data Protection) | 0.7% | 0.9% |
| IT Operations (Service, Operations, Support, Helpdesk) | 0.1% | 0.1% |
| Cyber / Security (InfoSec, Security Architect, CISO, Cyber Ops, SOC, Security Operations) | 0.2% | 0.1% |

Visualise each company versus peer-set averages

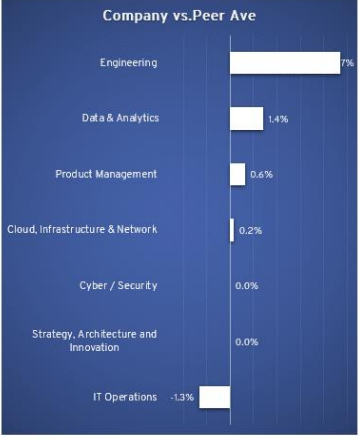
D 2.4 HEADCOUNT COMPARISON

Debase has visualised headcount analytics data to assist with interpretation of the data and to make it easier to draw comparisons across the peer set.

1. HEADCOUNT BY TECH FUNCTION



2. RECENT RECRUITMENT (LAST 12 MONTHS)



Analyse tech headcount by geography

4.1a GEO ANALYSIS - KNIGHT



Deltabase has compiled this headcount analysis utilising LinkedIn data to build a picture of technology headcount and geographic distribution.

| Knight Insurance | | | Product Management | Engineering | Strategy, Architecture & Innovation | Cloud, Infrastructure & Network | Data | IT Operations | Cyber Security | TOTAL |
|---|---------------|------------|--------------------|-------------|-------------------------------------|---------------------------------|------------|---------------|----------------|-------------|
| TECHNOLOGY HEADCOUNT BY LOCATION | | | | | | | | | | |
| | Canada | | | 4 | | | | | | |
| | China | | | 6 | | | | | | |
| | India | | | 19 | 6 | | 3 | | | |
| | UK | 233 | | 961 | 79 | 129 | 372 | 40 | 88 | 1902 |
| | United States | | | 12 | | | | | | 12 |
| | Other | 6 | | 36 | 5 | 3 | 6 | 4 | 2 | 62 |
| | TOTAL | 239 | | 1038 | 90 | 132 | 381 | 44 | 90 | 1976 |

| Knight Insurance | | Product Management | | Engineering | Strategy, Architecture & | Cloud, Infrastructure & Network | Data | IT Operations | Cyber Security | TOTAL |
|---|---------------|--------------------|--------------|--------------|--------------------------|---------------------------------|--------------|---------------|----------------|--------------|
| TECHNOLOGY HEADCOUNT (%) BY LOCATION | | | | | | | | | | |
| | Canada | 0.0% | 0.0% | 0.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| | China | 0.0% | 0.0% | 0.6% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| | India | 0.0% | 0.0% | 1.8% | 6.7% | 0.0% | 0.8% | 0.0% | 0.0% | 0.0% |
| | UK | 97.5% | 92.6% | 92.6% | 87.8% | 97.7% | 97.6% | 90.9% | 97.8% | 96.3% |
| | United States | 0.0% | 0.0% | 1.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.6% |
| | Other | 2.5% | 0.0% | 3.5% | 5.6% | 2.3% | 1.6% | 9.1% | 2.2% | 3.1% |
| | SUM | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

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