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GET YOUR DATA RIGHT

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critical role in this promotion. ”

Natalie Morrison, CTP, FPAC

Manager of Financial Planning &
Analysis, *WaterOne*



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Implementing Data Driven Decision Making

Kayla Davis



Head of M&A
ABM Industries
New York

David Gold



Regional Finance Director
Covetrus
London

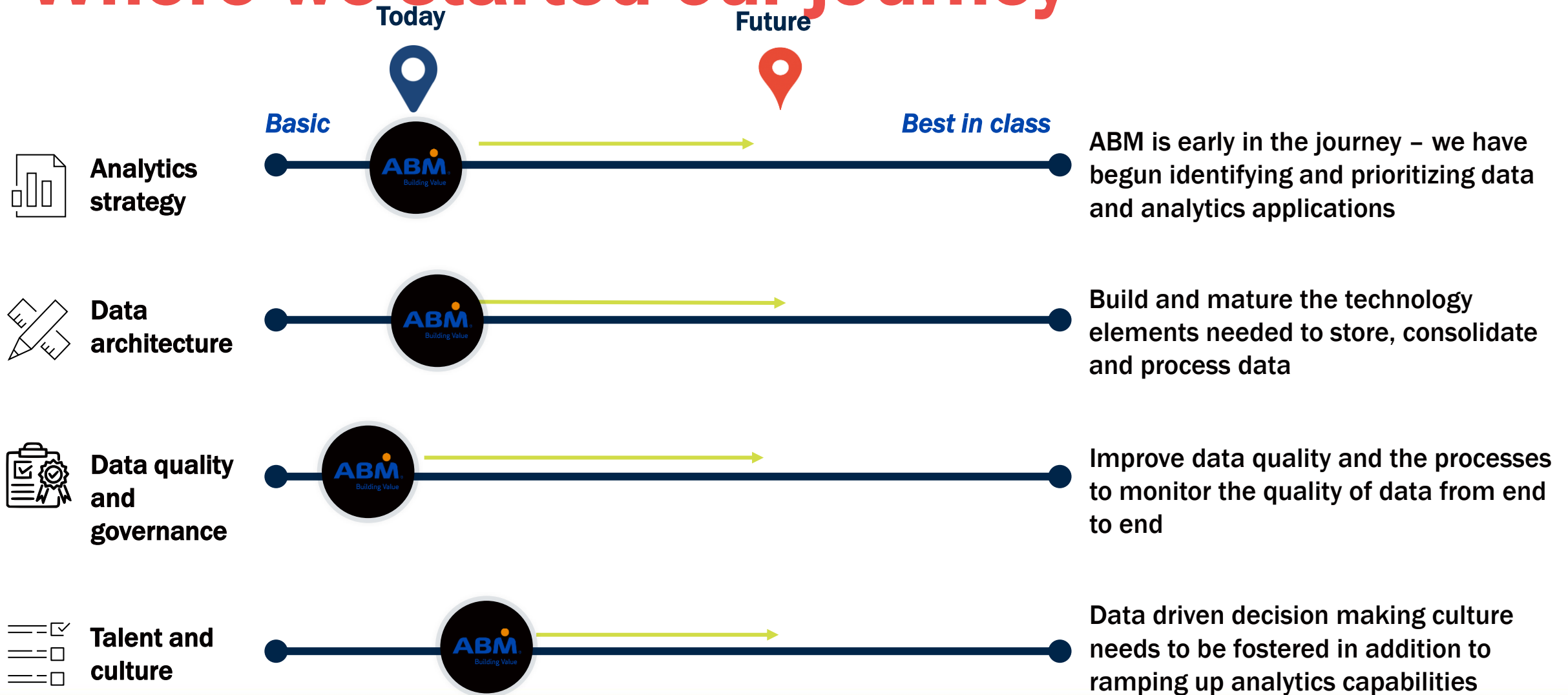


A Virtual Event for Finance Professionals

Implementing Data Driven Decision Making

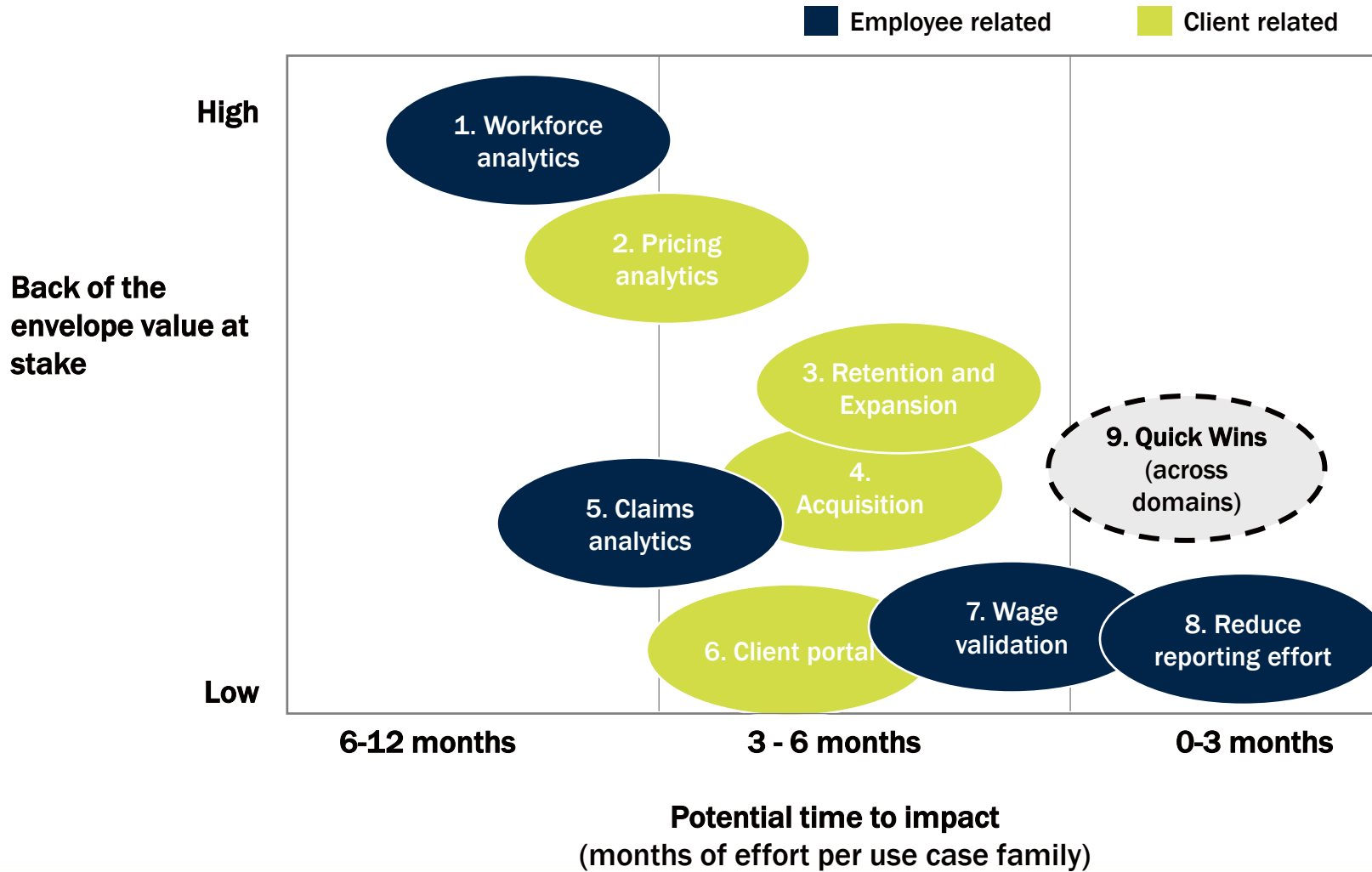
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Where we started our journey



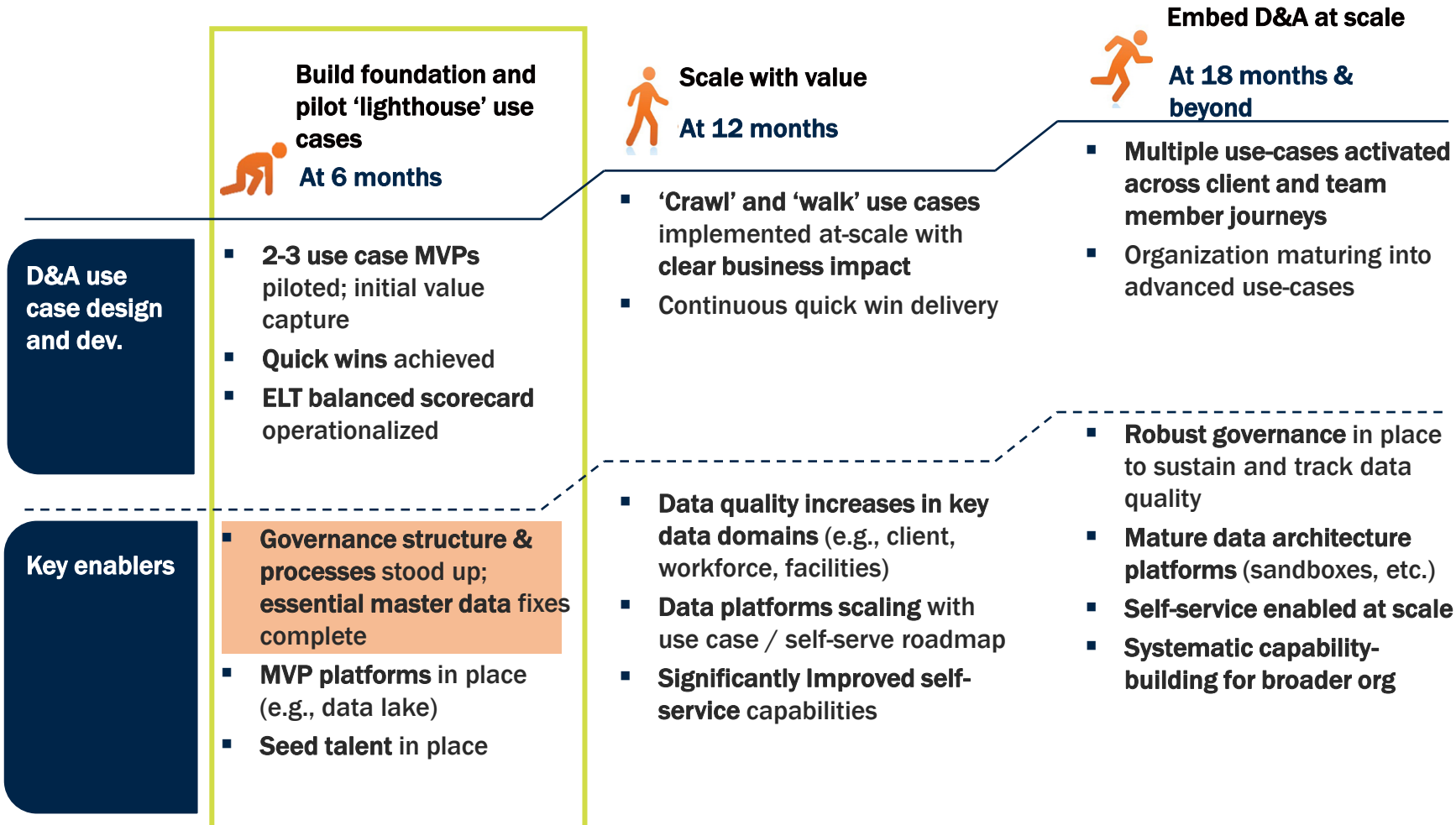
Identify and prioritize use cases

High level assessment of value vs. time to impact



Data & Analytics Journey

Data governance is a key enabler



Improving the quality of our data is an enabler for all our future use cases

We hope that this group can guide data quality improvements across ABM and ensure we have a focused approach to targeting improvements in data quality

“Data integrity is our number one issue over the last several years because we have no clear data ownership”

Interviews with ABM business leaders (Nov 2020)

Data distributed across different systems

Customer

Lead and customer related master data including location, contact information etc.



Finance

Transactional and derived data for all financial transactions



Vendor

Vendor lists, invoices pay orders, price lists – From procure to pay



Workforce

Applicants, employee and subcontractor data from hire to retire



Service & Operations

Data to servicing work orders and daily ops (history, incidents, inspection etc.)



Contracts

Past and current contract data including terms and conditions etc.



Facilities

Facility characteristics including location, sq-ft, type of facility etc.



Inventory

Assets and material management data



- **Data integrity is a significant challenge** across most domains (e.g. miscategorized invoice line items, employee status not updated etc.)
- **There are multiple systems of record within each domain** that need to be reconciled (e.g. two instances of JDE)
- **Data integration across systems is a significant pain point** with most workflows involving exporting data and combining it in Excel

✓ Data available in dashboard

Starting with the basics of what is available

Specific role level data segregation will be determined in future

	Metric	Level	Enterprise	Industry Group	Region	Area	Branch	District	Project	BU	
Finance	Revenue	All	✓	✓	✓	✓	✓	✓	✓	✓	
	EBITDA	All	✓	[Greyed out]							
	Operating Profit	Drilldown only	✓	✓	✓	✓	✓	✓	✓	✓	
	VGP	Drilldown only	✓	✓	✓	✓	✓	✓	✓	✓	
Client	Bookings	All	✓	✓	✓	[Greyed out]					
	Booking target	All	✓	✓	[Greyed out]						
	Sales Pipeline	All	✓	✓	✓	[Greyed out]					
	Client Retention	All	✓	✓	✓	✓	✓	✓	✓	✓	
	Win Rate	All	✓	✓	✓	[Greyed out]					
	Avg. Revenue per proj.	All	✓	✓	✓	✓	✓	✓	[Greyed out]		
	Avg. Services per client	All	✓	✓	✓	✓	✓	✓	[Greyed out]		
	Ops.	Claims Frequency	All	←—————				To be confirmed		—————→	
Revenue per FTE		All	←—————				To be confirmed		—————→		
People	Employee Turnover	All	←—————				To be confirmed		—————→		
	nsor AAPP Open Positions	All	←—————				To be confirmed		—————→		

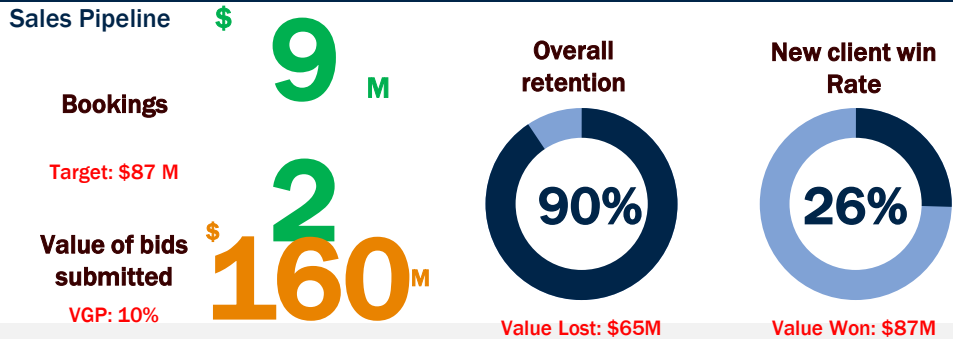
MVP Metrics Dashboard Use Case



METRICS DASHBOARD (ILLUSTRATIVE)

- xX Significantly trailing target
- xX Trailing target
- xX Better than target

Client Q3 2020



Operations & Productivity Q3 2020

Claims Frequency

YTD Claims **76**

Same time last year: 78

Revenue per FTE

\$ **7.2** K

Last Quarter: \$4.5 K

Strategic Initiatives Q3 2020

Enhanced clean

Penetration

9%

of clients

Net Promoter Score

7.2

Historical Average: 6.8

Service penetration

1.1

Avg. services per project

\$ **24** K

Avg Revenue per project

Shared services productivity

Average cost per transaction

\$ **46**

Rolling 12 month average: xx

Target: 50

Digitization Index

People Q3 2020

Team member engagement

Team member engagement score

8.

Average: 6.8

Team member turnover

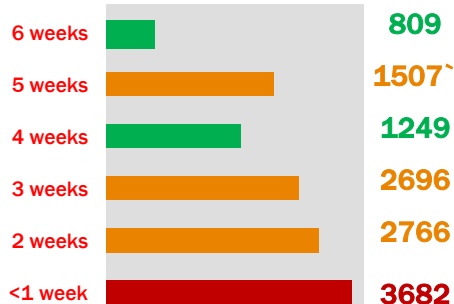
Monthly Turnover Rate

3
8%

Average: 9.2%

Open Positions by Age

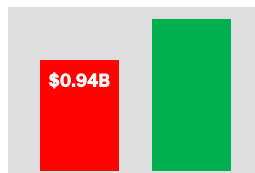
12,709



Financials Q3 2020

Enterprise Revenue

\$ **1.07** B

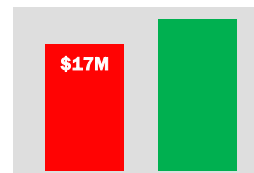


Budget Actual

EBITDA

\$ **7** M

14% margin



Budget Actual

Liquidity

\$ **42** M

Cash on hand


Last Quarter: \$13M

Leverage ratio: 0.5

Other strategic initiative metric

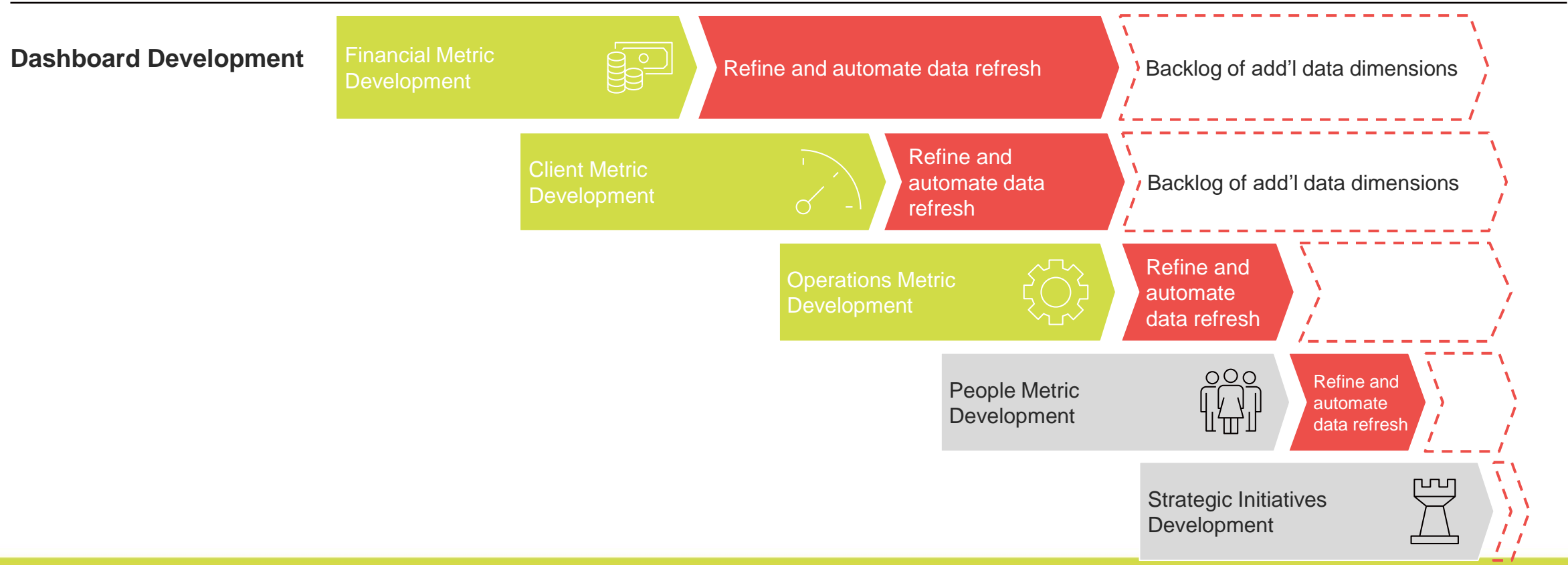
Agile approach – working with 2-week sprints

With ongoing input and validation from business metric and data owners

 We are here

 Current focus

W1 W2 W3 W4 W5 W6 W7 W8 W9 W10 W11 W12



We will complete a set of metrics every two weeks working closely with metric and data owners to validate

Set a 3-year aspiration

Vision



“By 2023, leverage our rich data at scale to enable growth, improve decision making and unlock operating efficiencies”

Client and Employee journeys



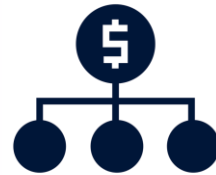
Key enablers



Our Journey: 3 Factors for Success



**Clear Vision /
Strategy**



**Investment in
people, tools and
processes**



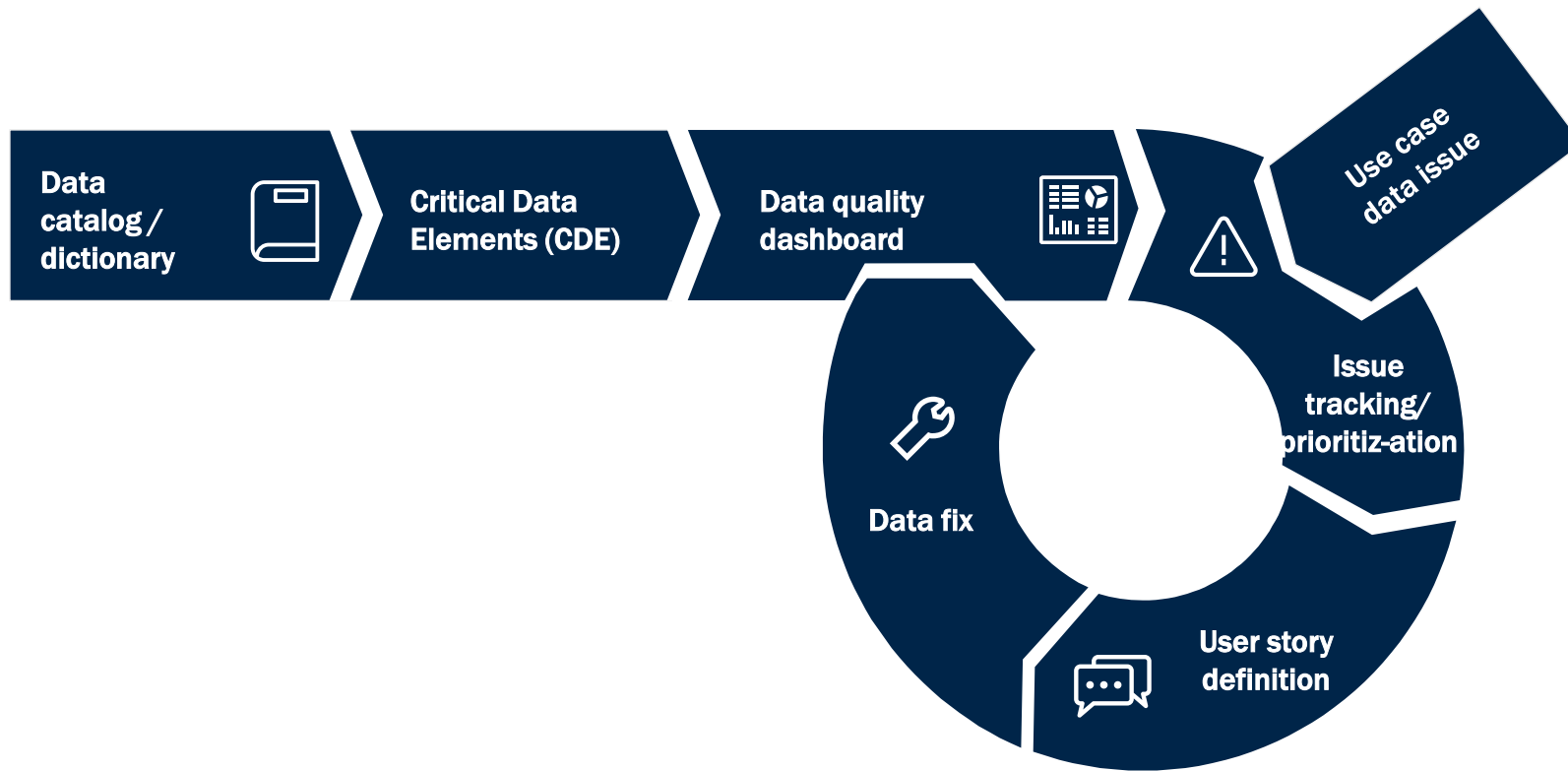
**Collaboration / buy-
in**

Chartered a team and built tools/processes to make the aspiration a reality



- Created interdisciplinary teams to build use cases in agile sprints
- Build analytics talent and capabilities
- Elevate impact from use-cases through advanced analytics
- Accelerate data management

Build the processes and tools to keep data clean



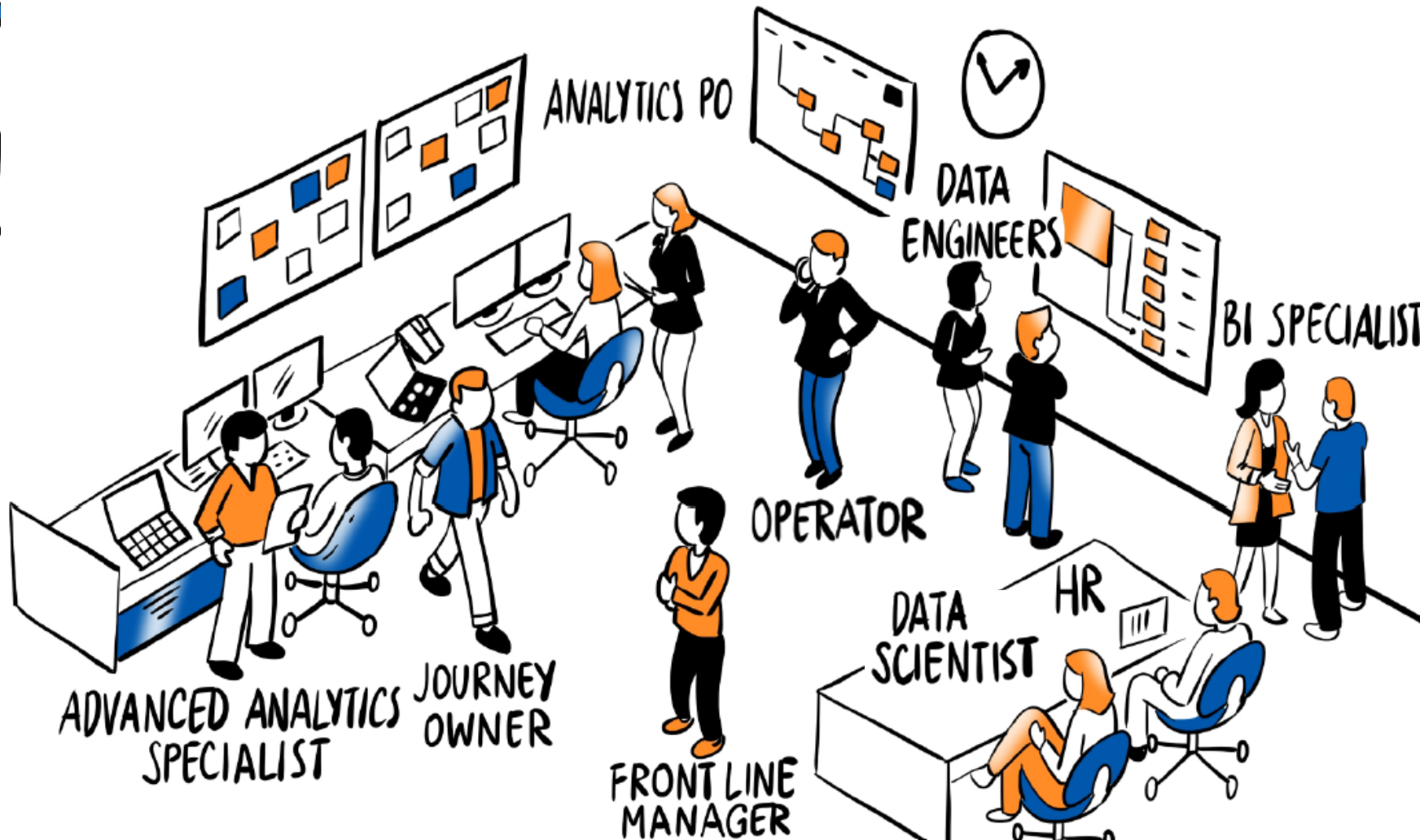
Data management involves everyone

- Functional leaders
- Business stewards
- Data analysts and engineers
- Data architects
- Legal, CISO

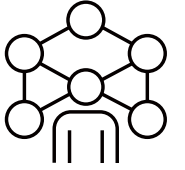
Solutions built iteratively by a cross functional team of business and technology stakeholders

Solutions built by **cross-functional team members** from business (e.g., operators), strategy and data & analytics (e.g., data engineer)

The teams work with the business in an **agile manner to iteratively develop the MVP** in 'sprints' and get **rapid feedback from end users**



Key learnings: What made the difference in ABM's transformation



- 1 Build internal capabilities**
People who understand the business and can be smart buyers of analytics internally
- 2 Business value first**
Staying anchored on the quantified business impact avoids 'death by 1000 pilots'
- 3 Run the 'last mile' first**
Start by engaging front-line users in design and adoption planning
- 4 Data management is not just a job for tech**
Business users should be accountable 'stewards' for clean data
- 5 Progress over perfection**
Don't wait for all the right data or technology to move forward with an "MVP mindset"