



## Who We Are

### *[s]Cube Provides Turnkey Solutions to Enable Recurring Revenue*

[s]Cube is a privately held, software implementation services company with its corporate office located in Schenectady, New York. The company was founded in 2015 by a group of ex-GE and Xerox executives, each with more than 20 years of management experience in high tech services delivery. Today, [s]Cube has more than 60 employees and performs its operations throughout the United States and Canada.

We specialize in complex SAAS/cloud-based platform implementations which automate critical business processes for the public and private sectors. Examples include eDiscovery, licensing and permitting, workflow automation, court management systems, tax solutions, and more. [s]Cube is highly adept at pivoting to new platforms and sectors, partnering with SAAS providers or their private equity partners to bring efficiency and discipline to complex customer projects. In doing so, [s]Cube enables clients to reach billing milestones and recognize recurring revenue streams while eliminating the pitfalls and financial burdens of disjointed project implementations.

[s]Cube is engaged by partners or their private equity backers with SAAS offerings who need to augment or completely outsource their project implementation work, thereby allowing them to focus on developing innovative software and not being mired in complex customer implementations.

## Skills & Services | Augmentation To Turnkey

*Our teams provide the full range of implementation services including:*

- Business process workflow consulting, ensuring clients get innovative solutions that drive efficiency and value.
- Project management services to assist in keeping projects on time, on budget and to the terms of the contract.
- Data conversions and “ETL” services, transforming legacy data efficiently and accurately.
- SQL reporting and data analytics services ensuring clients can see and act on critical business data in the new platform.
- Infrastructure implementation and support work (cloud or on-prem) ensuring that all systems are properly designed for scalability, security, and reliability with proven SLA uptime metrics.
- Scripting and platform customization (using supported APIs), where required to close functional gaps and free development teams from one-off customization requests.
- Integrations/interface development, to build reliable information exchange protocols and processes to and from other business critical systems.
- QA and QA Automation services, to test both the work of our teams efficiently and accurately and to potentially assist and help improve release processes for our partners as well.

## Differentiators

[s]Cube has a proven ability to pivot quickly, learn new SAAS platforms and business sectors, and provide highly flexible and customized teams to assist in bringing complex customer projects online quickly, efficiently, and with contract discipline. As a result, our partners get referenceable clients and predictable financial outcomes with transparency every step of the way.

Our Executive Team stays involved with each project, regularly checking on project KPIs and providing updates to partner executives to ensure client objectives are being met, avoiding surprises by getting in front of any changes in scope or deliverables. Partners gain access to not only a strong and experienced [s]Cube operational team, but also a seasoned executive working closely with them to ensure that team members are hitting the mark.

Finally, [s]Cube's teams are extremely adept at learning new and complex platforms. The [s]Cube hiring strategy since inception has been to selectively target only the top technical resources from our collective networks of contacts built over the last 20 years of operating in a variety of high-tech sectors. The all-star team approach has created a culture of can-do and teamwork which has been carefully fostered and leveraged to achieve over-the-top outcomes.

## Results

The Company has pivoted to three new platforms in the last two years alone and have successfully taken multiple clients live on each of them in under tight timelines, sometimes in as little as six months from engagement. The result for [s]Cube's partners has been quicker contract completions and subsequent ability to invoice for recurring revenue streams. In many cases [s]Cube was responsible for helping partners recover from damaged relationships on critical accounts...avoiding costly and potentially litigious situations. In short [s]Cube services have allowed our partners to focus on developing innovative software solutions, while avoiding the potential cost and contractual headaches frequently associated with complex client implementations.

[s]Cube also consults with our partners on providing accurate cost estimates for future project implementations with detailed contracts and statements of work that are enforceable with clients. These instruments are the lynchpins in protecting our partners from project scope creep and cost overruns, which commonly lead to "upside down" engagements. This is our specialty.

## Data Driven Approach

### *Modern implementation strategies—backed by data, not opinions*

The approach includes the following principles and elements:

- We are an "Agile" shop and engage directly with our partners' customers to ensure implementations are completed efficiently, to spec, with cost and contract discipline.
- We make sure clients are engaged early and often, and that "sign-off" is achieved at appropriate stages to manage scope creep and drive change-orders where appropriate.

- Work is tracked in detailed project management and ticketing systems, which are visible and transparent to clients.
- Regular KPI reporting is provided to partner teams and executives, such that project health can be monitored constantly.
- We provide detailed cost reporting and project profitability analysis on a regular basis such that costs and deliverables can be closely monitored by executive teams.
- We can “white label” our services to provide a seamless service delivery team. We can also work as partners to contract directly with customers if desired.
- We are engaged when critical projects are not going well, or when our partners want to focus on software versus implementation.

## Partners & Projects

[s]Cube has taken over 200 clients live on various SAAS platforms in the last five years for our partners. Every partner is referenceable. 85-90% of [s]Cube’s work comes from repeat business, a figure which reflects our project discipline and technical prowess. We take great pride in those statistics.

[s]Cube is currently partnered with several large private companies, including a venture capital backed holding company that specializes in government software. Our company is always seeking to diversify its client base and is seeking partners who need to turn on recurring revenue streams on a SAAS platform but do not want to carry the cost and burden of complex project implementations, or which do not have the expertise or staff to do so.

*A sampling of our current, active partner network base is as follows:*

**Accela:** Developers of land-use and permitting platforms for very large cities and counties across the US. [s]Cube is the leading East coast partner to Accela. [s]Cube has implemented hundreds of projects either directly or in partnership with Accela since 2015. We also partner with many other Accela partners and product add-ons including a variety of payment systems, financial systems, asset management systems, document management and plan review systems. The Accela relationship is still the bedrock of our business, driving the majority of our revenues since our inception. To date we have a 90% contract renewal or extension record with our clients. This is an ongoing and growing relationship.

**Software Consulting Associates:** Developers of cloud-based municipal permitting software and licensing solutions which targets smaller cities and counties (SCA was recently sold to the ICC). [s]Cube delivered implementation services for 20+ legacy accounts, bringing 90% of these accounts online and improving adoption rates dramatically. [s]Cube also has worked to recover a number of previously damaged relationships for SCA and has been successful in doing so.

**eGOV:** Provider of cloud-based government tax solutions to counties throughout the Southern US. [s]Cube was engaged on multiple troubled accounts and achieved project turnarounds and go-live for critical strategic account in the Florida marketplace, heading off a potential legal dispute, achieving recurring revenue objectives and positioning the company for future growth in the Florida marketplace. [s]Cube provided extensive, client facing project management services, assisted with re-organizing eGOVs operational methods, and built extensive QA automation systems, which dramatically improved the efficiency and accuracy of software releases.

**Pioneer Technologies:** Developers of court management and land management software systems for customers across the US, including several state-wide implementations. [s]Cube was initially engaged on a portfolio of backlogged projects and troubled accounts, where full, turnkey implementation teams were stood up and trained on an aggressive schedule. The [s]Cube teams successfully took our first client live within 6 months of engagement. Positive client feedback and results drove a contract expansion to 20+ projects, in a 24+ month engagement. This is an ongoing and growing relationship.

**Icon Technologies:** Developers of various court and land-use management systems (and now merged with Pioneer Technologies). [s]Cube was initially employed to perform “ETL” services for legacy to cloud migrations. The teams successfully wrote an automated process which reduced the ETL timeframes by 50%. We are currently in discussions to take a larger role for Icon’s customer migrations, providing additional client facing resources. This is an ongoing relationship.

## The Process

[s]Cube has a proven process for adopting new platforms and accelerating our ability to complete client project implementations quickly, efficiently, accurately, on time and on budget.

The process is customized depending upon partner and client requirements and on the availability of key partner resources. It is important to note that the resourcing requirements for partners are significant and should not be understated. To succeed, this process requires an investment of time from top technical and project resources who perform this work today. It can require as much as 50% of those resources for an initial 90-day period (though not across all disciplines and with some variability depending on roles). From there the commitment will scale down substantially as the team takes hold. The platform initiation process typically consists of four distinct phases each with several steps as follows:

***NOTE:** prior to beginning Phase 1 work, an NDA must be executed to protect all parties. [s]Cube has a template but is also willing to rely on partners’ existing templates.*

### **Phase 1: Pre-Work and Training. Time: Day 0 - 30 days.**

**a. Initial product demonstrations and technical reviews.** Time Estimate: 1-2 weeks. The initial step is to learn the technology, platform architecture, customer use cases, interfaces, configuration options, administrative tools, etc. This first phase consists of an initial product demo followed by a series of technical meetings with a [s]Cube representative from each of the various project disciplines (project management and oversight, architecture, database/conversions, engineering, and interface development). The team participates in technical “deep dives” and interrogates the current partner teams about design and customer use cases. We also review (and obtain) product documentation, training videos, manuals or any other product artifacts that might help us come up to speed.

**b. Industry and competitive research.** Time Estimate: 1 week. To help us understand the business sector and product capabilities, [s]Cube spends time investigating competing products and the industry sector to understand business objectives and challenges of clients, typical budgets, typical product capabilities, industry standards and KPIs, and alternatives which customers may use to

measure the performance of the solution. This work ensures that the [s]Cube team uses the appropriate language when interacting with customers, and also furthers the alignment on client challenges and goals.

**c. Contract and client project knowledge transfers.** Time Estimate: 1 week. Once familiar with the technology, the team reviews project backlogs, customer contracts, typical project timelines, SOWs, project plans and artifacts, requirements gathering methodologies, ticketing and workflow systems, and any other tools, systems or roles used to provide project delivery services to customers. Lots of questions are asked about how partners run their projects and what their clients' expectations are for service, responsiveness, and communications. This work ensures the teams understand how projects should be run, what the clients are looking for, and ensures we understand the contractual "guardrails" for the project.

**d. Sandbox setups and self-guided training with Q&A.** Time Estimate: 1 week and ongoing. It is essential that [s]Cube teams can get their hands on a pilot/sandbox environment where the seed team members can begin configuring systems on a trial basis, interrogating the back end and database at a lower level, and building out sample environments to client specifications. Technical details are TBD here but can be run in Partner cloud environments or in our AWS infrastructure. While this is ongoing it is recommended to establish 2-3X per week "office hour" type check-ins for the team to raise questions with experts from the current implementation teams. This step ensures the [s]Cube teams are getting hands-on experience working with the platform and gaining practical knowledge of the systems rapidly.

## **Phase 2. Initial Project Participation. Time: Day 30 – 90**

**a. "Seed team" project participation and mentoring ~ 30 days:** At this juncture, a "seed" team of top performers and leaders in each required service area is assembled, who will participate in an active project setting, led by current implementation team members and experts, to listen, learn, document and, where appropriate, ask questions. This usually means simply inviting a new group of super-users from [s]Cube into ongoing client implementation project meetings, so the team can get an actual look at the day-to-day mechanics of a project, listen to client concerns and objectives, hear how current project leaders interact with clients, review project plans with the client, and get the culture and cadence down. The [s]Cube teams are also continuing to test and learn on the product in parallel, using the sandbox environment and engaging your product experts frequently.

**b. Seed Team begins execution with oversight. 30-45 days.** Once our seed team has seen and learned the core required skills and familiarized themselves with the technologies in play, they can begin to execute on discreet tasks as assigned by the current project team. Daily stand-ups for questions will be required, and this is the most intensive phase of the engagement process, requiring 50% of the top 2-4 current SMEs from the implementation teams, in each functional area required (database, configuration, infrastructure, project management, etc.). By the end of this phase, the seed team is well trained and ready to begin an engagement, albeit with some oversight and support still required.

c. **Consolidation and Preparation of Project Plan Templates and Artifacts.** In parallel to other Phase 2 activities, the project management teams are working to compile and prepare all of the necessary project artifacts required for a successful implementation. This would include formal project plans, meeting note templates, ticketing systems access, requirements gathering questionnaires and templates, KPI reports, contracts and SOWs (including any relevant pre-existing change orders). Further, to the extent the team has been given notice of an initial engagement, these artifacts are customized for that specific customer engagement, to the extent possible.

### **Phase 3. Active Project Engagement. Time: Day 90- Ongoing**

a. **Seed Team executes on initial project in lead capacity.** The [s]Cube team is now ready to start a project with a client, with minimal oversight and assistance. Appropriate resources are assembled into a formal team and are introduced to the customer by client representatives. Initial project artifacts have been prepared, including templates for the full project, for gathering and documenting client requirements, along with detailed plans for the timelines and project resourcing. Materials are reviewed with customers, meeting cadences are established, and KPI metrics and reports discussed and agreed upon. From here forward the project is self-sustaining, with regular check-ins scheduled with project leaders and executives to ensure the project is going as planned.

b. **Regular technical check-ins, and ad-hoc trainings and escalations.** Once the project team is running, they will still require access to top-end technical resources, likely in development, engineering, support, and project services. These meetings can be established as twice a week session but note that ad-hoc project and technical escalations will still be required, with quick response times to appropriately service client projects.

c. **Project Reporting and Executive check-ins.** Once the team is up and running on a project, [s]Cube insists on monthly Executive check-ins at a minimum, to ensure teams stay aligned on priorities, that projects and customers are being serviced appropriately, to obtain feedback from key parties, and to review project KPIS, including cost and P&L analysis. These sessions are essential to [s]Cube's long-term success and ability to be a good partner who can adjust to the changing needs of our partners clients and business needs.

### **Phase 4. Scaling as Necessary. Start + 90-120 days.**

a. **Resourcing plans are built to support additional projects as needed.** Based on experiences to date, and if required to meet additional project demand, the team leads and [s]Cube leadership team now meet to confer and identify resource team requirements necessary to achieve client and customer objectives on the timelines required, and within each project discipline. Internal resources are then identified where possible, and some external scaling may be required, based on project sizes, scope, complexity and timelines and numbers. Final headcount and role numbers are presented to partner executives for discussions and approval.

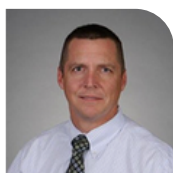
## Executive Team



**Patrick Gray, Founder and President:** Patrick leads and helps steer the overall strategic vision of the organization. His abilities to manage, inspire and lead a team were recognized and further refined early in his career. He is an energetic problem solver experienced in start-ups and is a recognized leader with proven negotiating skills. Mr. Gray has extensive understanding in strategic partnerships, raising capital, contract services sales and product marketing. Mr. Gray has founded numerous start ups, is on the board of multiple publicly traded companies and brings his entrepreneurial spirit to the team.



**Haileab Samuel, Chief Executive Officer:** Responsible for driving company strategy, innovation, and growth. Over 25 years of experience leading highly effective software implementation teams and projects in a variety of industry sectors. Strong technology executive with an extensive record of successful project delivery and successfully turning around troubled projects. Expert at implementing organizational policies and procedures that improve operational efficiency, client satisfaction, and service quality that helps [s]Cube deliver exceptional service to their customers.



**Adam Bell, Chief Operations Officer:** Responsible for all project delivery related services, and ultimately for driving client satisfaction. Over 30 years of experience in leadership roles with regional and global high-tech service providers servicing corporate and government customers. Expert at team-building, creating efficient and scalable processes, and developing data driven operational delivery methods which are cost effective, and which drive on-time/on-budget results for [s]Cube partners and clients.



**Paul Ciullo, Chief Financial Officer:** Responsible for all aspects of the company's financial reporting and financial management, working directly with operational leaders to drive sound business decisions grounded in solid economic measures and direction. Over 20 years of experience specializing in strategy development and financial performance, project management, and the formation and execution of contracts.



**Alan Poirier, Chief Technology Officer:** Responsible for all technologies to support internal and customer IT and Security teams. 20 years of implementing and supporting complex infrastructures and technical solutions to allow for optimum performance of systems and workflows. Acts as main liaison between operations and IT to identify and drive implementation of solutions to resolve issues surrounding complex deployments of internal and customer platforms.



**Scott Mogavero, Chief Strategy Officer:** Responsible for developing transformative client solutions that deliver lasting benefits. An accomplished executive with over 25 years of global leadership experience in large corporations with the ability to deliver results (cost, cycle) through all market lifecycles. A strong operational leader with the ability to drill deep where needed to root cause issues and understand the levers that will position clients and deliver expected results.



**Stephen Graham, Chief Information Officer:** Responsible for leading technology teams in designing and building enterprise software solutions. Major focus on operational efficiencies and scalable architecture. Over 15 years of experience implementing corporate software engineering initiatives from product inception through delivery. A strong technology leader responsible for talent acquisition, team organization, direction, and thought leadership.