DR MARK DAVISON

Executive Profile

Mark is a senior executive with significant experience of the creation and implementation of corporate, product and acquisition strategies. He is very growth focussed and driven by a strong execution dynamic.

He has seen how the requirements of a company change dramatically as it progresses through different life stages. Repeatedly he has demonstrated an ability to create a team, strategy or process where there has been none, then measure performance, flex and grow it as the requirements evolve over time.

One of the original founders of Callcredit Ltd in 2000 (the second largest and fastest growing of the three UK Credit Reference Agencies). Mark was then part of the leadership team that subsequently created Callcredit Information Group in 2004. He is the only member of the executive team to have seen the journey through from initial creation to the ultimate sale in 2018 to TransUnion with an enterprise value of £1 Billion.

The company grew strongly both organically (always double digit per annum) and through acquisition (ultimately including EuroDirect, GMAP, Broadsystem, Legatio, Decision Metrics, Process Benchmarking, Numero, Confirma Sistemas, Soluciones Confirma and Recipero). The acquisition strategy was primarily tuck-in driven – focussed on close product and/or marketplace adjacency and ability to readily integrate.

The journey started in earnest in 2004 where an initial MBO pulled together Callcredit, EuroDirect and GMAP – then it was highlighted by two private equity backed MBOs (Vitruvian Partners and GTCR) both delivering massive value growth for its investors (IRR's of 55% and 30% and MOIC's of 9 and 3 respectively) of culminating in the final sale to TransUnion, a $13B US listed company present in 43 countries.

In the early years Mark lead on technology solutions and product build, growing the group's capability and efficiency. In the latter years he focussed very much on longer term commercial strategy driven from innovation of data and software products. At all stages of the company Mark sat on the main board, and in various incarnations chaired or attended product strategy, data governance and investment boards

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Career History

2019-Present	Mobysoft Ltd	**Non Executive Director**
2015-2018	Callcredit Information Group	**Chief Data Officer** – created and lead a dedicated innovation function, focussed on industrialising the process of innovation. Successfully grew the team and embedded the process to deliver an annual return on investment of greater than 20:1 by identifying new data assets, new value from existing data and new technology to drive further insight from all group data.

Highlight projects delivered and passed to development function included

- Developed a materially different way to create credit scores to assess credit risk using a Machine Learning approach. Demonstrated an increase in predictivity of 5-6 GINI points. This is a material benefit for a client – e.g. for a credit card portfolio writing 60,000 new cards with a £3,500 average balance and a 7% bad rate i.e. £210m total lent. This increase in predictivity leads to a £1m reduction in bad debt
- Lead the discussions with the two largest online estate agencies into fundamentally changing the consumer journey as a consumer considers, researches, completes and then manages a new house purchase. Critically affordability and access to finance would be linked into every step.
- Researched into how credit data could be used to predict a variety of insurance risk indicators – proved that credit data provides significant uplift to existing models for life insurance and motor insurance fraud
- Created the group's Open Banking Strategy which turned a major business model risk into a strategic advantage by adopting a hybrid approach, providing clear benefits by layering Open Banking data alongside existing products

The final transaction of the company came in 2018 where the company was sold to TransUnion for £1B. After an appropriate handover, Mark felt it the right time to depart on a high and pursue other ventures

2014-2015		**International Development Director** - Key leadership role leading the group's international expansion. Role included interim MD role for GMAP subsidiary and taking responsibility for all aspects of P&L

This was a particularly challenging role as it quickly became clear that it fell between the current CEO's vision of future of the company and that of the new PE owners. This situation was resolved by the arrival of the new CEO, Mike Gordon and the creation of the CDO function and a reinvestment in innovation

2011-2014		**Architecture Director** – created and lead the group's Enterprise Architecture function ensuring that cost of change was driven down, and speed of innovation was driven up. This new function was

created as the company had grown to a size and complexity that it increasingly saw the negative effects of a "bow wave" of technology debt, and an expanding and disparate technology base from acquisitions.   Its primary gains were to map all systems, technology and data flows across the organisation and understand duplication, gaps and risk. This enabled us to co-ordinate and channel demand from diverse sources into single Information Services Change Program, ensuring that all IT investments were aligned to the business strategy, and provide competitive edge for the organisation

This provided a real clarity of technological capability and a demonstrable ability to create competitive advantage through technology as we went through the second MBO process in 2009 - culminating the sale to GTCR for a little less than £500M.

2000-2011		**Technology Development Director –** created and grew all aspects of the groups development functions including Software and Database Development, QA, Business Analysis, Project Management and Strategic Data Quality. Mark's area rapidly expanded during this time period from a handful to over 120 heads. He implemented and refined an organisational structure and a complete set of processes including Software Development Lifecycle, Product Strategy and Data Management. During this time the core of all of the credit bureaus systems was built including data loading (ETL), Credit Reports, Anti-Money Laundering, Affordability, Real time alerting, Identity Verification services. These enabled a growth in revenue from zero to ~£70M from these products. They are all still in operation today and revenue has more than doubled since then. From a corporate finance perspective – it was during this role that the companies were pulled together into a single group "Skipton Information Group" in 2004 (subsequently renamed Callcredit Information Group) and refinanced to ensure stability. The first MBO was pursued supporting Skipton Building Society's sale of the asset to Vitruvian Partners for circa a little less than £100M
1998-2000	EuroDirect Ltd	**Database Director** – recruited to found the creation of the database hosting teams that paved the way to enable the company to move from from a commodity data business model into a recurring revenue model powering the growth.
1995-1998	GMAP Ltd	**Senior Software Analyst**

Education

2018	Cranfield School of Management	Non-Executive Director Residential Course
1992-1995	University of Leeds	PhD entitled "Visualization and Verification of nonlinear systems"
1989-1992	University of Leeds	1st Class BEng (Honours) in Electronic and Electrical Engineering with specialisation in Applied Computer Systems