The Solvas Integration: One Platform, One Business

A centralized data platform let a fund administrator absorb a 200-person software acquisition 66% faster than its average, retaining 90% of clients and $30M in revenue.

Client: Global fund administrator, Data and Analytics unit

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THE CHALLENGE

A Luxembourg-based fund administrator with about $2 trillion under administration set out to become a tech-led company. Over two years we built its data team, launched several data products, and, most importantly, built a centralized data platform that every product and dataset ran on.

In 2023 the firm acquired Solvas from Deloitte: a 20-year-old loan and debt servicing platform serving CLO asset managers and trustees, with 200+ people and three products. The question was whether it could be absorbed onto that platform without losing clients.

Three constraints shaped the integration:

- **Regulated clients:** SOC 1, SOC 2, Luxembourg CSSF requirements and ISO 27001 all had to hold for the combined business.
- **Contracts in flight:** existing client SLAs and deliverables carried over and could not lapse during transition.

A legacy estate: on-prem and mixed-cloud infrastructure, separate toolchains and legacy codebases.

BUSINESS OUTCOMES

66%	Faster integration than the firm's average across its earlier acquisitions
90%	Of acquired clients retained through the integration
$30M	Acquired revenue retained, taking the unit to a $40M business
200+	People from the acquired business onboarded without a platform rebuild
95%	Retention across a combined 150-engineer organization
4	Regulatory and security frameworks met: SOC 1, SOC 2, CSSF and ISO 27001

THE APPROACH

The foundation: a centralized data platform. Before the deal, the unit had built one AWS-native enterprise data platform on data mesh principles, with shared data, tooling, security and deployment standards. It served as a landing zone: acquired technology would be moved onto a known foundation rather than rebuilt or run on the side.

Phase 1: Diligence beyond the code. Technical strategy was owned from diligence through integration.

- **Product and code:** evaluated product, code, team and process across three products and portfolios.
- **Contracts:** reviewed existing client SLAs, deliverables and obligations that would carry over to the new owner.
- **Risk and compliance:** assessed security posture against the SOC 1, SOC 2, CSSF and ISO 27001 bar the combined business had to meet.

Phase 2: Secure compliance and client commitments. Regulatory standing and client trust came first, because they decided whether revenue stayed.

- **Attestations and certification:** took the acquired products through SOC 1 and SOC 2 attestations and ISO 27001, and aligned them with Luxembourg CSSF regulatory requirements.
- **Client contracts:** closed out SLA and deliverable commitments so nothing lapsed in the transition.
- **Operating functions:** staffed IT, security, DevOps and DBA teams for the enlarged estate; Solvas engineering reported into the unit from close.

Phase 3: Move everything onto the central platform. The acquired estate was consolidated rather than maintained in parallel.

- **Cloud migration:** moved the estate on-prem to cloud and cloud to cloud onto firm standards.
- **Data:** integrated Solvas data into the centralized data platform alongside the firm's own datasets.

- **Products and tooling:** merged the acquired products with existing data products into one unified offering, and consolidated toolchains, environments and stacks.
- **Codebase:** migrated legacy codebases to the target stack using LLM-assisted code translation.

PEOPLE, PROCESS, AND TECHNOLOGY PLATFORM

- **People:** a combined 150-engineer organization across the US, EMEA and India held 95% retention, with auxiliary teams staffed early because they gated the compliance work.
- **Process:** diligence covered contracts and operating habits, not just code, since client SLAs and team processes drove integration cost more than the codebase did.
- **Technology platform:** the centralized data platform was the landing zone that let a 200-person acquisition land in months, not years.

THE IMPACT

The Solvas integration closed 66% faster than the firm's internal benchmark, retained 90% of clients, and added $30M to a data and analytics business that reached $40M. It showed that the decisive investment in an acquisition strategy is made before the deal: a centralized platform, compliance built in, and the operating functions to carry an acquired business onto them.

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