

玉山商業銀行股份有限公司 雲端策略與治理規劃顧問專案 工作說明書 (SOW)

13 May 2023

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Important Notice

Hewlett Packard Enterprise Company

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本工作說明書為 HPE 專有並包含 HPE 機密資訊，未經 HPE 明確書面授權，不得全部或部分披露。除為執行本專案相關事宜外，本工作說明書的任何部分均不得以任何目的或理由進行複製或使用。

Table of Contents

1. Statement of Work	4
1.1. 工作說明書介紹 (Introduction)	4
2. 解決方案描述 (Solution Overview)	5
2.1. 專業服務描述 (Services Description)	6
2.2. 各工作主題規劃說明 (Work Package Details)	7
2.2.1. Track 0: 專案啟動	7
2.2.2. Track 1: 雲端發展策略與藍圖規劃	14
2.2.3. Track 2: 十套應用系統搬遷與 TCO/ROI 評估	20
2.2.4. Track 3: 雲端資安評估與發展路線圖	32
2.2.5. Track 4: 轉型成熟度評估 - E2CAF 之四個領域: 策略與治理、維運、人才培養與 DevOps	42
2.2.6. Track 5: 設計與建置最小可行雲	53
2.3. 專案管理 (Project Management)	65
3. 專案權責 (Project Responsibilities)	70
3.1. 客戶權責範圍 (Customer Responsibilities)	70
3.2. HPE 的權責範圍 (HPE Responsibilities)	72
4. 專案限制、依賴性和前提 (Limitations, Dependencies, and Assumptions)	76
5. 驗收流程 (Acceptance Process)	81
6. 服務起始 (Services Schedule)	83
6.1. 專案服務期間 (Services Commencement)	83
6.2. 服務地點 (Services Location(s))	91
7. 訂單與付款時程 (Order and Payment Information)	92
7.1. 其他 (Others)	92
Attachment A—Change Request	93
Attachment B—Sample Weekly Status Report	94

1. Statement of Work

1.1. 工作說明書介紹 (Introduction)

本工作說明書約定於 2023 年 06 月 01 日 (“生效日期”) 起生效，本工作說明書 (以下簡稱 “SOW”) 由慧與科技股份有限公司 (以下簡稱 “HPE”) 遵循 SOW 之工作範圍，提供專業服務 (Services) 於玉山商業銀行股份有限公司 (以下簡稱 “客戶”或 “玉山銀行”)。

本工作說明書的作業範圍僅限定在玉山銀行本身的雲端策略與治理規劃顧問專案的專業服務範圍 (以下簡稱 “本服務”)，並不包含玉山金控其他子公司的任何雲端治理作業實施細節。

本工作說明書將定義 HPE 在本服務範圍將為客戶提供的專業顧問服務。本工作說明書也受 HPE 與玉山銀行之間的雲端策略與治理規劃顧問專案之合約(「本合約」) 約定拘束。

This Statement of Work (“SOW”) is effective as of the June, 1st, 2023 (“Effective Date”) by and between Hewlett Packard Taiwan Ltd.(“HPE”) and E.SUN Bank Co., Ltd. (“Customer” or “ESB”) and identifies the professional services (“Services”) HPE will perform for Customer.

The service scope is limited to E.SUN Bank for Cloud Strategy Project (“Service”), does not contain any operational implementation details for cloud governance or other E.SUN group’s subsidiaries.

This SOW will define the professional consulting services that HPE will provide in the scope of this service. This prospectus is also subject to the terms and conditions of the contract and confidentiality agreement (“NDA”) between the HPE and E.SUN Bank.

2. 解決方案描述 (Solution Overview)

根據玉山銀行雲導入策略的專案需求，HPE 設計規劃了為期十一(11)個月，五項工作主題以輔導玉山銀行未來整合公有雲環境過程中，能縮短其學習曲線並加速雲端導入的進程：

According to the E.SUN Bank's project requirements of cloud strategy, HPE has designed and planned five (5) tracks across a period of eleven (11) months, a series of work themes to guide E.SUN Bank in the process of integrating the hybrid cloud environment in the future, which can shorten its learning curve and accelerate cloud adoption:

- Track 1: 雲端發展策略與藍圖規劃
Track 1: Cloud Development Strategy & Roadmap planning
- Track 2: 十套應用系統搬遷與 TCO/ROI 評估
Track 2: Right-Mix Advisor and TCO/ROI Analysis for 10 Applications
- Track 3: 雲端資安評估與發展路線圖
Track 3: Cloud Security Assessment and Roadmap; SAM
- Track 4: 轉型成熟度評估 – E2CAF 之四個領域: 策略與治理、維運、人才培養與 DevOps
Track 4: Transformation Maturity Assessment using E2CAF for 4 domains: Strategy and Governance, Operation, People and DevOps
- Track 5: 設計與建置最小可行雲
Track 5: Minimum Viable Cloud (MVC) Design, Build and Migrate.

Project Tracks (Start from June, 2023)	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan' 24	Feb' 24	Mar' 24	Apr' 24	Estimated Duration
	Phase 1 (Track 1, 2, 3)				Phase 2 (Track 4, 5)							
Track 0: Contract Signoff and project kickoff 合約簽訂與專案啟動	Jun. 1st											6/1: Kickoff
Track 1: Cloud Development Strategy & Roadmap planning 雲端發展策略與藍圖規劃	2w											2 weeks: 6/12 - 6/23
Track 2: Right-Mix Advisor and TCO/ROI Analysis for 10 Applications 十套應用系統搬遷與TCO/ROI評估	2w	4w	1w									7 weeks: 6/19 - 8/4
Track 3: Cloud Security Assessment and Roadmap (SAM) 雲端資安評估與發展路線圖		2w	4w	2w								8 Weeks 7/17 - 9/8
Track 4: Transformation Maturity Assessment for E2CAF 4 domains: Strategy & Governance, Operation, People and DevOps 轉型成熟度評估 - E2CAF之四個領域 (策略與治理、維運、人才培養與DevOps)				1w	4w	1w						6 Weeks 9/25 - 11/3
Track 5: Minimum Viable Cloud (MVC) Design, Build and Migrate 設計與建置最小可行雲					2w	4w	2w	2w	3w	4w	3w	16 - 20 Weeks 10/16 - 4/30 (Depends on APP complexity)

2.1. 專業服務描述 (Services Description)

HPE 將提供本工作說明書 (SOW) 中的項目服務，以下將具體地說明項目服務的名稱與內容。

先決條件：列出在開始此工作主題前必須完成的任何先決條件。

Prerequisites – Lists any prerequisites that must be completed prior to commencement of this Work Package.

專業服務描述：定義服務內容與交付項目的特性。

Services — Describes the activities to be undertaken as part of this Work Package.

客戶責任：描述客戶參與專案的責任、關鍵活動與交付項目，為專案能否成功的關鍵因素。

Customer responsibilities — Describes any responsibilities, activities, or deliverables to be provided by the Client and considered critical to the project's success and upon which HPE's performance is dependent.

交付項目：列出 HPE 將作為此工作主題的一部分提供的所有可交付成果。

Deliverables — Lists all Deliverables to be provided by HPE as part of this Work Package.

驗收流程 -- 說明客戶接受完成此工作主題的流程。

Acceptance Process — Details the process under which customer will accept completion of this Work Package.

關鍵成功要素：除了第 4 章中列出的一般假設之外，還描述了工作主題的成功要素。

Critical Success Factors — Describes any specific assumptions to the Work Package in addition to general assumptions as listed in section 4.

不在專案範疇：列出工作主題的特定排除項目

Out of Scope — Lists specific exclusions to the Work Package.

2.2. 各工作主題規劃說明 (Work Package Details)

2.2.1. Track 0 : 專案啟動

Track 0: Project kick off

先決條件 Prerequisites	<p>在 HPE 提供此工作主題涵蓋的服務之前，必須先完成以下先決條件：</p> <p>Prior to HPE providing the Services in relation to this Work Package, the following prerequisites must be met:</p> <ul style="list-style-type: none">雙方已簽署本 SoW，HPE 已收到並接受客戶與本 SoW 相關的專案合約簽署及客戶已指派客戶專案經理 <p>This SoW has been signed by both parties and HPE has received and accepted Customer's signed contract relating to this SoW; and Customer has appointed the Customer Project Manager.</p>
服務 Services	<p>HPE 將與客戶專案經理會面，並就以下事項提出其建議以供雙方同意：</p> <p>HPE will meet with the Customer Project Manager and present for mutual agreement its proposals for the following matters:</p> <ul style="list-style-type: none">啟動會議所需的議程、與會者、日期和準備工作 <p>The agenda, attendees, date and preparations required for the kick-off meeting.</p> <ul style="list-style-type: none">本 SoW 交付過程的治理 <p>The governance of the delivery of this SoW</p> <ul style="list-style-type: none">服務執行的營運管理和控制的詳細資訊 <p>Details of the operational management and control of the Services to be performed.</p> <ul style="list-style-type: none">HPE 將為啟動會議做準備，客戶需安排與此專案相關的長官及同仁共同出席專案啟動會議。 <p>HPE will make its preparations for the kick-off meeting and the Customer Project Manager will organize and manage</p>

Customer project team members to attend project kickoff meeting.

HPE 將與議定的與會者召開專案啟動會議，介紹專案範疇及服務。啟動會議將介紹這份已簽署的 SoW，以確保所有與會者都了解並理解以下內容：

HPE will lead one kick-off meeting with the agreed attendees to introduce the project scope and services delivered. The kick-off meeting will involve a presentation of this signed SoW to ensure that all attendees are aware of and understand the following:

- 服務範圍，包括各種工作主題的細節
The scope of the Services, including a breakdown of the various Work Packages
- HPE 將提供的服務和交付項目之描述
The description of the Services and Deliverables to be provided by HPE.
- 交付項目的驗收流程
The acceptance process for Deliverables
- 推進每個工作主題所需的先決條件
The Prerequisites required to progress each Work Package
- 工作時程（啟動階段僅提供概略時程）
The Work Schedule (high level at this Initiation stage)
- 資源計劃和團隊結構，記錄在專案管理計劃中
The resource plan and team structure, to be documented in the Project Management Plan
- 支持工作時程的假設和客戶責任
The Assumptions and Customer Responsibilities to support the Work Schedule
- 溝通計劃和治理流程，包括：
Communications plan and governance processes covering:
 - 報告 Reporting
 - 風險與問題管理 Risk and issue management
 - 會議結構 Meeting structure
 - 變更控制 Change control.

	<ul style="list-style-type: none">○ 驗收 Acceptance• 啟動會議之後，HPE 將收集對上述內容的回饋意見並製定專案管理計劃，該計劃將用於描述服務的營運交付模式 Following the kick-off meeting, HPE will capture comments on all of the above and produce the Project Management Plan which will be used to describe how the Services will be operationally delivered.• 專案管理計劃將包含一份工作時程表，其涵蓋由 HPE 將要展開的每個工作主題詳細活動資訊、計劃時程和里程碑、驗收流程，以及客戶責任。客戶承認並同意專案的進展過程中可能會產生本工作說明書所載之客戶責任。 The Project Management Plan will contain a Work Schedule covering the activities split by each Work Package to be undertaken by HPE, planned timelines and milestones, the acceptance process, and where possible capturing Customer responsibilities. Customer acknowledges and agrees that as the Project progresses further Customer Responsibilities may be identified in each track of this SOW.
<p>客戶責任 Customer Responsibilities</p>	<p>除了 SoW 中規定的一般客戶責任外，客戶還應根據專案管理計劃和工作時程執行以下事項，以使 HPE 能夠提供與此工作主題相關的服務：</p> <p>In addition to the general Customer responsibilities set out in the SoW, Customer shall do the following, in accordance with the Project Management Plan and the Work Schedule, to enable HPE to provide the Services in relation to this Work Package:</p> <ul style="list-style-type: none">• 向 HPE 提供任何可能影響專案管理計劃和工作時程表中所規定的服務執行且 HPE 未知的因素（例如：相關客戶工作計劃、與第三方的協議）。HPE 將評估這些影響以確定工作時程是否需要調整。此類調整可根據變更控制流程進行處理。 Provide details to HPE of any factors that may be unknown to HPE that may affect the Project Management Plan and the execution of Services as set out in the Work Schedule (for

	<p>example: other relevant Customer work programs, agreements with third parties). The impact of these will be assessed by HPE to determine if the Work Schedule requires adjustment. Such adjustments may be handled in accordance with the Change Control Process.</p> <ul style="list-style-type: none"> • 建立專案治理結構和所有必要的流程，以有效帶領和管理由客戶和客戶供應商承擔的專案內容 <p>Establish governance structure and all necessary processes required for effective leadership and management of Project components to be undertaken by Customer and all suppliers engaged by Customer.</p>
<p>交付項目 Deliverables</p>	<p>本工作主題的交付項目為：</p> <p>The Deliverables of this Work Package are:</p> <ul style="list-style-type: none"> • 專案目標 Project Objective • 專案時程及執行計畫 Project Schedule & Execution Plans • 溝通計畫 Communications Plan • 團隊組織架構 Project Governance Framework
<p>交付項目範例 Deliverable Samples</p>	<p>範例 - 專案啟動會議綱要</p> <p>AGENDA</p> <div data-bbox="564 1283 1402 1516"> <div>專案目標 PROJECT OBJECTIVE</div> <div>專案時程及執行計畫 PROJECT SCHEDULE & EXECUTION PLANS</div> <div>溝通計畫 COMMUNICATIONS PLAN</div> <div>團隊組織架構 PROJECT GOVERNANCE FRAMEWORK</div> </div> <p><small>HPE POINTNEXT SERVICES</small></p> <p><small>CONFIDENTIAL AUTHORIZED 6</small></p> <p>範例 - 專案預估時程規劃</p>

	<table><tr><th>Project Tracks (Start from June, 2023)</th><th>Jun.</th><th>Jul.</th><th>Aug.</th><th>Sep.</th><th>Oct.</th><th>Nov.</th><th>Dec.</th><th>Jan' 24</th><th>Feb' 24</th><th>Mar' 24</th><th>Apr' 24</th><th>Estimated Duration</th></tr><tr><td></td><td colspan="4">Phase 1 (Track 1, 2, 3)</td><td colspan="8">Phase 2 (Track 4,5)</td></tr><tr><td>Track 0: Contract Signoff and project kickoff 合約簽訂與專案啟動</td><td>Jun. 1st</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>6/1: Kickoff</td></tr><tr><td>Track 1: Cloud Development Strategy & Roadmap planning 雲端發展策略與藍圖規劃</td><td>2w</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>2 weeks: 6/12 - 6/23</td></tr><tr><td>Track 2: Right-Mix Advisor and TCO/ROI Analysis for 10 Applications 十套應用系統搬遷與TCO/ROI評估</td><td>2w</td><td>4w</td><td>1w</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>7 weeks: 6/19 - 8/4</td></tr><tr><td>Track 3: Cloud Security Assessment and Roadmap (SAM) 雲端資安評估與發展路線圖</td><td></td><td>2w</td><td>4w</td><td>2w</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>8 Weeks 7/17 - 9/8</td></tr><tr><td>Track 4: Transformation Maturity Assessment for E2CAF 4 domains: Strategy & Governance, Operation, People and DevOps 轉型成熟度評估 - E2CAF之四個領域 (策略與治理、維運、人才培養與DevOps)</td><td></td><td></td><td></td><td>1w</td><td>4w</td><td>1w</td><td></td><td></td><td></td><td></td><td></td><td>6 Weeks 9/25 - 11/3</td></tr><tr><td>Track 5: Minimum Viable Cloud (MVC) Design, Build and Migrate 設計與建置最小可行雲</td><td></td><td></td><td></td><td></td><td>2w</td><td>4w</td><td>2w</td><td>2w</td><td>3w</td><td>4w</td><td>3w</td><td>16 - 20 Weeks 10/16 - 4/30 (Depends on APP complexity)</td></tr></table>	Project Tracks (Start from June, 2023)	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan' 24	Feb' 24	Mar' 24	Apr' 24	Estimated Duration		Phase 1 (Track 1, 2, 3)				Phase 2 (Track 4,5)								Track 0: Contract Signoff and project kickoff 合約簽訂與專案啟動	Jun. 1st											6/1: Kickoff	Track 1: Cloud Development Strategy & Roadmap planning 雲端發展策略與藍圖規劃	2w											2 weeks: 6/12 - 6/23	Track 2: Right-Mix Advisor and TCO/ROI Analysis for 10 Applications 十套應用系統搬遷與TCO/ROI評估	2w	4w	1w									7 weeks: 6/19 - 8/4	Track 3: Cloud Security Assessment and Roadmap (SAM) 雲端資安評估與發展路線圖		2w	4w	2w								8 Weeks 7/17 - 9/8	Track 4: Transformation Maturity Assessment for E2CAF 4 domains: Strategy & Governance, Operation, People and DevOps 轉型成熟度評估 - E2CAF之四個領域 (策略與治理、維運、人才培養與DevOps)				1w	4w	1w						6 Weeks 9/25 - 11/3	Track 5: Minimum Viable Cloud (MVC) Design, Build and Migrate 設計與建置最小可行雲					2w	4w	2w	2w	3w	4w	3w	16 - 20 Weeks 10/16 - 4/30 (Depends on APP complexity)
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驗收流程 Acceptance Process	依照本工作說明書第五章節之約定辦理 Please refer to Chapter 5																																																																																																								
關鍵成功要素 Critical Success Factors	除了 SoW 中所述的一般假設外，HPE 還將根據以下關鍵成功要素提供與本工作主題相關的服務： In addition to the general assumptions as set out in the SoW, HPE shall provide the Services in relation to this Work Package on the following assumptions: <ul style="list-style-type: none">HPE 活動的管理及其交付將遵循 HPE 的企業專案和計劃方法。																																																																																																								

The management of HPE's activities and their delivery will follow HPE's Enterprise Project & Program Method.

- 工作時程表及其由 HPE 專案經理進行的管理僅涵蓋本 SoW 中定義由 HPE 承擔的服務。

The Work Schedule, and the management thereof by the HPE Project Manager, will only cover the Services to be undertaken by HPE as defined in this SoW.

- 議定的治理流程將由客戶專案經理在客戶環境中執行。HPE 專案經理將安排與專案相關的會議，準備 HPE 簡報材料和會議議程，並製作和分發會議記錄。在必要時，客戶專案經理將準備並提供與客戶相關的會議材料和資源。議定的治理結構可僅限於此 SoW，也可構成客戶與 HPE 之間議定的更廣泛治理結構的一部分。

The operation of the agreed governance processes will be carried out by the Customer Project Manager within the Customer environment. The HPE Project Manager will schedule Project related meetings, prepare HPE briefing materials and meeting agendas and take and circulate minutes and the Customer Project Manager will prepare and provide Customer related materials and resources as input to the meeting where required.

The agreed governance structure may be specific to this SoW or it may form part of a wider governance structure agreed between the Customer and HPE.

- 客戶將擁有一個既定的計劃和治理結構，以有效帶領和管理客戶聘用之供應商所承擔專案工作。

Customer will have an established program and governance structure required for effective leadership and management of Project components to be undertaken by suppliers engaged by Customer.

- 文件結構將參考 HPE 企業專案和計劃方法提供的模板，使用 Microsoft Office 進行撰寫製作，並使用 Microsoft Office 文件格式或 PDF 進行交換。

Documentation will be structured based upon the templates provided by HPE's Enterprise Project and Program Method,

	<p>maintained using Microsoft Office applications and exchanged using either native Microsoft Office file formats or PDF.</p> <ul style="list-style-type: none">• 啟動會議形式將於現場或遠端視訊會議舉行。 <p>This kick-off meeting will take place by the local HPE Team present on-site, if the circumstances allow and remote team will join via video conference tools.</p>
<p>不在專案範疇 Out of Scope</p>	<ul style="list-style-type: none">• 本 SOW 未提及之任何工作事項或專案活動 Any services or tasks which are not specified in this document or in an associated Statement of Work (SOW)• 客戶和/或第三方（包括具相依性）活動的管理和協調，且其中第三方為客戶廠商。 Management and co-ordination of the activities of Customer and/or third parties (including related dependencies), where the third party has been engaged by the Customer.• 管理客戶營運相關變更流程 Managing Customer operational change process(es)• 除了本 SoW 中明確確定為 HPE 範圍的元素之外，為客戶提供整體端到端計劃交付管理 Overall end-to-end program delivery management for the Customer / system integrator beyond those components specifically identified within this SoW as HPE's scope.• HPE 將「專案交付管理即服務」和「PMO 即服務」交付到更廣泛的系統集成商/客戶計劃中。 “Project delivery management as a service” and “PMO as a service” delivered by HPE into the wider system integrator / customer program.• 為客戶設計和實施品質管理體系（「QMS」）、專案生命週期或更廣泛的專案管理流程 Design and implementation of a Quality Management System (“QMS”), project lifecycle or wider program governance processes for the Customer• 對客戶的方法論和流程進行計劃審查和稽核 Program reviews and audits of the Customer's methods and processes

2.2.2. Track 1: 雲端發展策略與藍圖規劃

Track 1: Cloud Development Strategy & Roadmap planning

先決條件 Prerequisites	<p>在 HPE 提供此工作主題涵蓋的服務之前，必須先完成以下先決條件：</p> <p>Prior to HPE providing the Services in relation to this Work Package, the following prerequisites must be met:</p> <ul style="list-style-type: none">• 完成專案啟動 Project Kick-Off is completed.
服務 Services	<p>該工作主題將結合小組討論和工作會議來執行，以促進雲端願景說明的制訂並概述雲端導入策略。此外，HPE 顧問將利用 HPE Edge to Cloud Adoption Framework (E2CAF) 作為起點來構建雲端成熟度發展路線圖，該路線圖將列出玉山團隊推進其雲導入建的議與可使用之相關業界實踐。小組討論和工作會議將包括以下內容：</p> <p>This project will be executed as a combination of small group discussions and working sessions to facilitate the development of a cloud vision statement and to outline a cloud strategy. Additionally, the HPE consultant will leverage the HPE Edge to Cloud Adoption Framework (E2CAF) to establish a starting point to build a cloud maturity roadmap that will lay out best practices and recommendations on how ESB should move forward in their cloud adoption. Group discussions and working sessions will include the following:</p> <ul style="list-style-type: none">• 促進高階主管級別的討論，以了解玉山銀行的現行情況。這些討論將使 HPE 顧問更佳了解玉山銀行高階主管對雲端技術與其業務相關價值之看法，並製定雲端策略大綱。 Facilitate executive-level discussions to understand the current landscape at ESB. These discussions will allow HPE consultants to understand better how the ESB Executives see the value of cloud computing as it relates to their business and develop an outline for a cloud strategy.• 利用 HPE Lean Change Canvas，HPE 顧問將舉辦工作會議以幫助玉山團隊發展雲端願景。透過探討和了解玉山團隊對在轉型的九個關鍵要素的定位，HPE 顧問將與玉山團隊合作構建屬於玉山銀行的雲端願景。將探討以下九個關鍵要素：<ul style="list-style-type: none">◦ 急迫性 (Urgency)

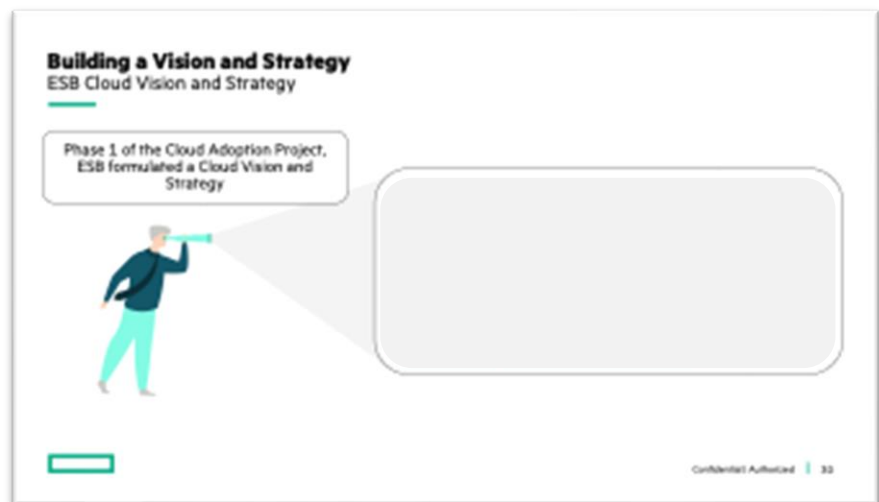
- 最終目標 (Target Conditions)
- 成功要素 (Success Criteria)
- 願景 (Vision)
- 溝通 (Communication)
- 行動 (Actions)
- 受影響的關鍵人員或群組 (Change Recipients)
- 投資 (Investments)
- 益處 (Win/Benefits)

Leveraging the HPE Lean Change Canvas, HPE consultants will facilitate working sessions to help ESB develop their cloud vision. Through discovering and understanding ESB's position around nine critical elements of transformation, HPE consultants will work with ESB to build their cloud vision. **Nine critical elements are:**

- Urgency
 - Target Conditions
 - Success Criteria
 - Vision
 - Communication
 - Actions
 - Change Recipients
 - Investments
 - Win/Benefits
- 利用 E2CAF，HPE 顧問將以跨領域（策略與治理、人員、維運和 DevOps）進行初步探討會議和主要利害相關者（註：利害相關者指的是與工作主題相關的客戶團隊成員或是需要配合 HPE 執行專案活動的主管或各領域專家）進行訪談，以確定趨勢並得知深入探討(Discovery)的優先順序，使開發雲端各方面能力可滿足整體策略方向
- Leveraging the E2CAF, HPE Consultants will conduct initial high-level discovery sessions and interviews of key stakeholders across target domains (Strategy & Governance, People, Operations, and

	<p>DevOps) to identify trends and inform prioritization for further discovery to develop cloud capabilities to meet strategic direction.</p> <ul style="list-style-type: none">• HPE 顧問將分享雲端業務實踐和 HPE 全球金融客戶經驗。 Conduct a Use Case Study review for cloud adoption in the financial industry at home and abroad. HPE Consultants will share cloud business practices and the concept of HPE's global financial customers' experience.• 基於雲業務策略、願景和探討會議，HPE 顧問將確定玉山銀行應該關注和發展的關鍵能力，以推進雲端導入進程。此外，HPE 將製作一份簡報，概述專案過程中涵蓋的材料，並提供初步現行狀態結果的摘要和大方向 (high-level) 建議，供客戶推進其雲端導入策略。 <p>Based on cloud business strategy, vision, and discovery sessions, HPE consultants will identify key capabilities ESB should focus on and mature to advance their cloud adoption. Additionally, HPE will develop a presentation outlining the materials covered throughout the engagement and provide a summary of initial current state findings and high-level recommendations for the Customer to move forward with their cloud adoption strategy.</p>
客戶責任 Customer Responsibilities	<p>除了 SoW 所述的一般性客戶責任外，客戶還應根據專案管理計劃和工作時間表執行以下事項，以使 HPE 能夠提供與此工作主題相關的服務：</p> <p>In addition to the general Customer Responsibilities set out in the SoW, Customer shall do the following, in accordance with the Project Management Plan and the Work Schedule, to enable HPE to provide the Services in relation to this Work Package:</p> <ul style="list-style-type: none">• 客戶將確定負責每個關鍵領域的重要高階主管和利害關係者，並確保他們可以參加研討會、探討(Discovery)會議和訪談。 <p>The Customer will identify and make available vital Executives and the stakeholders responsible for each critical domain area and ensure they are available for the workshops, discovery sessions, and interviews.</p>
交付項目	本工作主題之交付項目為：

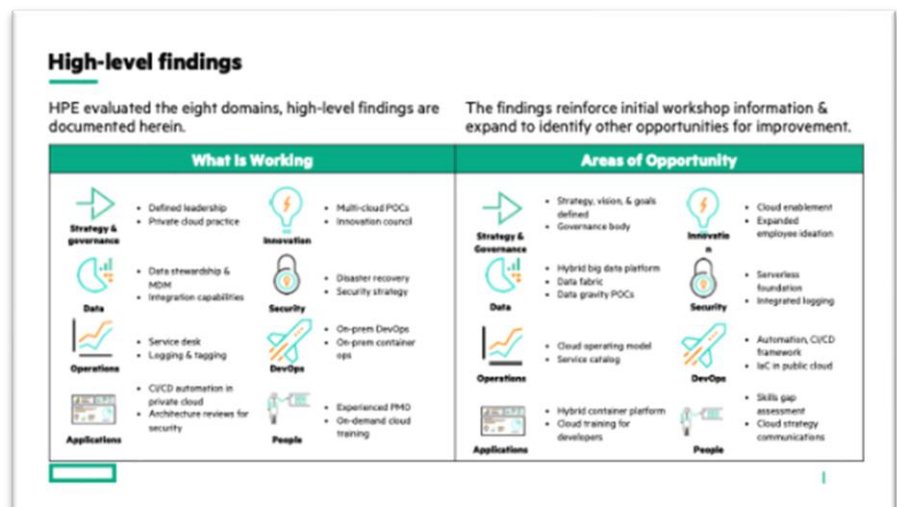
Deliverables	<p>The Deliverables of this Work Package are:</p> <ol style="list-style-type: none">高階主管總結報告以及簡報檔案 (PPT) Executive Readout Summary & PPT File 為高階主管製作的 PowerPoint 報告，總結此工作主題發現 (findings)，報告內容將著墨下述重點： Executive-style PowerPoint presentation providing an overview of project findings. The report will address key points mentioned below:<ul style="list-style-type: none">制訂客戶雲端導入的策略及願景說明 Define strategy and vision statement for customers cloud adoption.提供一系列結論並製定大方向 (high-level) 建議以推進雲端導入 a series of conclusions and develop high-level recommendations for advancing the cloud adoption.構建價值實現的大方向 (high-level) 路線圖 Build a high-level roadmap for value realization.
交付項目範例 Deliverable Samples	<ol style="list-style-type: none">高階主管總結報告以及簡報檔案 (PPT) Executive Readout Summary & PPT File 為高階主管製作的 PowerPoint 報告，總結此工作主題執行成果 Executive-style PowerPoint presentation providing an summary of track outcomes. 此範例為高階主管簡報文稿，將依據玉山團隊現況提供屬於玉山客製化的分析結果及建議 Sample Executive Readout presentation. ESB' s readout will be similar in nature but will be customized for them based on the outcome of the services provided. <u>範例 - 建立雲願景與策略</u>



範例- 建立願景



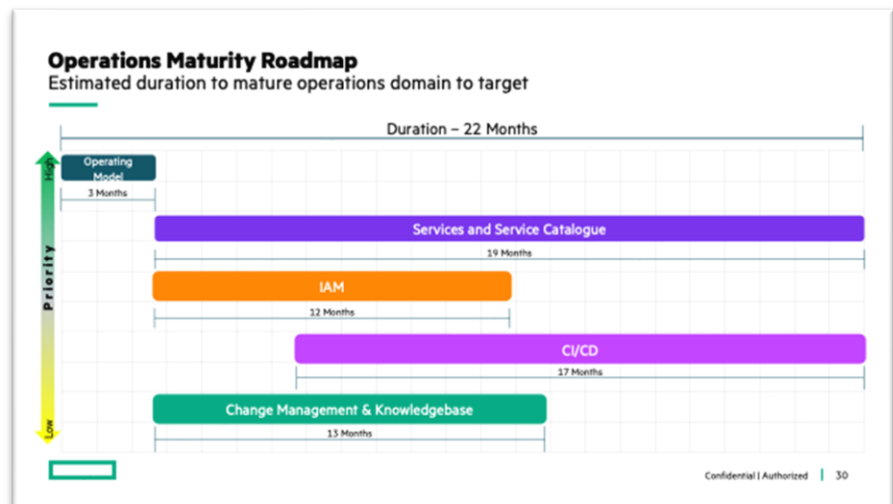
範例 - 現況觀察



範例 - 現況分析與建議



範例 - 未來發展藍圖



驗收流程 Acceptance Process

依照本工作說明書第五章節之約定辦理
Please refer to Chapter 5

關鍵成功要素 Critical Success Factors

除了 SoW 中所述的一般假設外，HPE 還將根據以下關鍵成功要素提供與本工作主題相關的服務：

In addition to the general assumptions as set out in the SoW, HPE shall provide the Services in relation to this Work Package on the following assumptions:

- 本專案中交付文件之內容與分析，係由 HPE 基於客戶所提供之資料與現況為基礎，輔以 HPE 現今在業界實踐經驗，對客戶未來在雲端系統之發展，提供評估及建議。故客戶對於其本身資料

	<p>與現況瞭解程度與客戶團隊在本專案進行中之配合，將會是 HPE 在提出評估報告建議內容時的重要因素。</p> <p>All contents, analysis and recommendations set forth in the final report deliverable document(s) in this project provided by HPE should be majorly based on the information and current commercial practices shared by Customer, and also with HPE's current commercial experiences. Therefore, Customer's understanding and sharing of its own information, data and current practices, and the project cooperation from Customer to HPE during the project shall be significant elements and dependencies to the results of HPE's final report.</p>
不在專案範疇 Out of Scope	<ul style="list-style-type: none">• 本 SOW 未特定提及或定義之任何工作事項或專案活動 Any services or tasks which are not specified in this document or in an associated Statement of Work (SOW)• 專案簡報大綱執行概述中所列之調查結果與大方向 (high-level) 建議，將著重於玉山銀行發展策略之建議，並不包括協助玉山集團其他子公司產出相關報告等事宜。 The findings and high-level recommendations in the executive summary presentation will initially focus on the Cloud Strategy for E.SUN Bank. Does not include the execution of helping subsidiaries of E.SUN financial group.

2.2.3. Track 2: 十套應用系統搬遷與 TCO/ROI 評估

Track 2: Right-Mix Advisor and TCO/ROI Analysis for 10 Applications

先決條件 Prerequisites	<p>在 HPE 提供此工作主題涵蓋的服務之前，必須先完成以下先決條件：</p> <p>Prior to HPE providing the Services in relation to this Work Package, the following prerequisites must be met:</p> <ul style="list-style-type: none">• 客戶已提供符合本 SoW 中描述的活動範圍的目標應用系統清單，清單中的應用系統數量不超過 10 套 (最多 50 台伺服器)。 <p>The customer has provided the list of targeted applications that</p>
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	<p>conforms to the scope of the activities described in this SoW. The number of applications in this list does not exceed 10 applications and 50 servers.</p> <ul style="list-style-type: none">• 客戶確定了每個被評估的目標應用系統的利害相關者，以提供應用系統資訊並回答問卷。 <p>The customer has identified a stakeholder for each of the targeted applications to provide application data, thus, to answer the questionnaire.</p> <ul style="list-style-type: none">• 客戶提供了目標應用系統的營運環境伺服器的主機名或 IP，清單中的伺服器數量不超過上述定義的 50 台伺服器數量。 <p>The customer has provided the hostname or IP of the production servers where the targeted applications run. The number of servers in this list does not exceed 50 servers</p> <ul style="list-style-type: none">• 提供對系統、相關文檔和專用工作區的適當存取權限（在工作主題啟動之前完成的任何許可程序）。 <p>Appropriate access to systems, relevant documentation, and dedicated work area (any clearance procedures to be completed prior to project initiation).</p> <ul style="list-style-type: none">• 提供專案與會者名單，包括但不限於應用系統所有者、應用系統業務所有者、網路管理員、伺服器管理員、IT 安全和虛擬化管理員。 <p>The list of project attendees includes but is not limited to application owner, application business owners, network administrator, server administrator, IT security and virtualization administrator.</p> <ul style="list-style-type: none">• 資料收集階段 (Discovery Phase) 的活動的進度至少達到 45% 才能開始進入評估階段 (Assess Phase)。 <p>The progress of the discovery activities is at least at 45% for assessment to commence.</p>
服務 Services	<p>工作主題啟動階段 (Track Initial Phase)</p> <ul style="list-style-type: none">• 與客戶的專案經理一起安排啟動會議、確定議程、確定與會者並發送會議邀請。

Work with the Customer's project manager to schedule the kick-off meeting, define agenda, identify the attendees, and send meeting invites.

- 與客戶的專案經理和主要利害相關者會面，為啟動會議做準備，以便：

Meet with the Customer's project manager and key stakeholders in preparation for the kick-off meeting to:

- 在目標、範圍、先決條件、假設、客戶責任、HPE 責任、風險和時程上進行對標。

Align on the objective, scope, prerequisites, assumptions, Customer's responsibilities, HPE responsibilities, risks and the service timeline.

- 協調工作的營運管理和控制。

Align on the operational management and control of the work.

- 對標服務關鍵成功因素

Align on the critical success factors of the service

- 對標 HPE 提供的成果、交付項目與驗收流程。

Align on the outcomes and the deliverables to be provided by HPE and the acceptance process.

- 對標溝通計劃和治理，包括報告、風險和問題管理以及變更控制流程。

Align on communication plan and governance including reporting, risks and issue management and change control process.

- 與客戶的專案經理共同主持啟動會議，向所有利害相關者介紹上述列出的主題。

Co-lead the kick-off meeting with the Customer's project manager to present to all stakeholders the topics listed in the previous point.

- 審視客戶提供的目標應用系統清單並提供反饋。

Review the list of targeted applications provided by the customer and provide feedback.

- 安排應用系統評估主題討論會 (Workshop)。

Schedule application assessment workshop

手動資料收集階段 (Manual Discovery Phase)

- 準備並舉辦探討 (Discovery) 主題討論會 (Workshop)
Prepare and conduct the discovery workshop
- 準備問卷並分發
Prepare the questionnaires and distribute
- 審視客戶提供的資料。
Review the data provided by customer.
- 處理問卷並將資料導入 HPE RMA 核心引擎 (MDR)。
Process questionnaires and import the data into the HPE RMA core engine (MDR).
- 分析收集的資料並對支持每個目標應用系統的軟體產品和伺服器進行分組。
Analyze the collected data and group the software products and the servers that support each targeted application.
- 與客戶一起驗證已收集應用系統資料
Conduct validation of discovered data and view of the applications with the customer.

評估階段 (Assess Phase)

- 使用 HPE RMA 核心引擎對 MDR 進行分析以判定目標雲平台和搬遷策略。
Perform analysis of the MDR using HPE RMA Core Engine to determine target platform and migration strategy.
- 創建初始的大方向 (high-level) 遷移路線圖
Create an initial high level migration roadmap
- 創建應用系統評估報告
Initiate the creation of the application assessment report
- 創建高階主管簡報
Initiate the creation of the executive readout presentation
- 簡報並與客戶討論和確認評估結果
Present, discuss and validate the results of the assessment with customer.

規劃階段 (Plan Phase)

- 完成大方向 (high-level) 遷移路線圖

Finalize the high-level migration roadmap

- 確定第一波搬遷的應用系統

Identify the first mover' applications

- 簡報並與客戶討論和確認大方向 (high-level) 遷移路線圖和評估結果。

Present, discuss and validate the high-level migration roadmap and results of the assessment with customer.

- 完成應用系統評估報告

Finalize the application assessment report

- 舉辦評估報告主題討論會 (Workshop; 簡報) · 針對此次評估的十套系統分析結果與客戶進行以下主題討論:

Conduct assessment report workshops (presentation) with customer to review and discuss 10 applications analysis result with customer, including:

- 分享應用系統評估業界商業實踐做法

Share application assessment best practices

- 搬遷至哪個目標雲平台 (Migrate to which target cloud platform)
 - On-Prem (GreenLake)
 - AWS
 - Azure
 - GCP

- 用何種方式進行搬遷 (Migrate via which migration pattern)

- Rehost
- Replatform
- Refactor
- Replace
- Retire
- Retain

- 搬遷順序 (migration wave)

- 討論、回答客戶提出與交付項目相關的問題 (Discuss and answer questions on the deliverables raised by customer)

- 完成高階主管簡報

Finalize the executive readout report

	<ul style="list-style-type: none">• 創建 MDR 的匯出資料 Create the extract of the MDR• 創建 MDR 匯出資料使用指南。 Create the guide of the extract of the MDR.• 與專案利害關係者進行審查並確定最終可交付項目。 Finalize deliverables through reviews with the Customer's key stakeholders that approve the deliverables. <p>TCO/ROI 分析階段 (TCO/ROI Phase)</p> <ul style="list-style-type: none">• TCO 分析 – 比較地端 IT 與雲端環境的營運成本。 TCO analysis – Compares the cost of operating an on-prem IT footprint and a comparable cloud footprint.• ROI 分析 – 建立在 TCO 分析的基礎上，確定一次性遷移成本以及獲得投資報酬的時間點。 The ROI analysis – Builds upon the TCO analysis to determine one-time migration costs and when the point of positive return will be reached.
<p>客戶責任 Customer Responsibilities</p>	<p>除了 SoW 所述的一般性客戶責任外，客戶還應根據專案管理計劃和工作時程執行以下事項，以使 HPE 能夠提供與此工作主題相關的服務：</p> <p>In addition to the general Customer Responsibilities set out in the SoW, Customer shall do the following, in accordance with the Project Management Plan and the Work Schedule, to enable HPE to provide the Services in relation to this Work Package:</p> <ul style="list-style-type: none">• 客戶與 HPE 雙方專案經理將一起安排此工作主題所有所需的相關會議、確定會議與會者並發送會議邀請，以促進和確保所有與會者或其授權代表的出席。 The Customer's project manager works with the HPE's project manager to schedule all meetings of this track, identify the attendees, and send meeting invites facilitating and ensuring attendance of all attendees or their authorized delegates.• 客戶的專案經理和主要利害相關者與 HPE 的專案經理會面，按照本主題「服務」章節的內容進行協調和準備啟動會議。

The Customer's project manager and key stakeholders meet with the HPE's project manager to align and prepare the kick-off meeting as set in the "services" section of this work package.

- 審視會議記錄並確保資訊完整且正確。

Review workshop meeting minutes and ensure that the information is complete and correct.

- 與 HPE 合作提供問卷答覆

Work with HPE to provide response to the questionnaires

- 客戶提供伺服器到應用系統層級的依賴性清單

Customer to provide server to application dependency inventory.

- 支持 HPE 驗證收集到的資料和應用系統。

Support HPE to validate the discovered data and applications.

- 提供瞭解該系統的人員向 HPE 提供資訊，被指派的人員應具備決定權，能夠做出影響評估結果的決策。

Provide knowledgeable personnel to provide information to HPE. The identified personnel need to be able to make decisions that impact the result of the assessment.

及時回覆調查問卷，確保資訊完整和正確，通常在問卷分發後十個工作日內應回覆完畢。 Respond to questionnaires in a timely manner ensuring that the information is complete and correct. Typically, in no more than two (2) weeks (10 business days) after the questionnaires are distributed.

- 具備交付項核准權的客戶主要利害相關者需參加 HPE 安排的會議討論評估結果。

The Customer's key stakeholders that approve the deliverables attend to the meetings scheduled by HPE to present and discuss the result of the assessment.

- 及時審視和驗證分析結果產出的推薦目標雲平台和遷移策略，以確保專案時程可如期進行。

Review and validate the recommended target platform and migration strategies in a timely manner that enables the project schedule to be maintained.

	<ul style="list-style-type: none">• 具備交付項核准權的客戶主要利害相關者需參加 HPE 安排的會議，介紹和討論大方向（high-level）遷移路線圖和第一波搬遷的應用系統的結果。 The Customer's key stakeholders that approve the deliverables attend the meetings scheduled by HPE to present and discuss the result of the high-level migration roadmap and the first mover applications.• 及時審視和驗證大方向（high-level）遷移路線圖和第一波搬遷的應用系統，以確保專案時程可如期進行。 Review and validate the high-level migration roadmap and the first mover applications in a timely manner that enables the project schedule to be maintained.• 具備交付項核准權的客戶主要利害相關者需參加 HPE 安排的會議，介紹和討論 TCO ROI 經濟分析詳細報告結果和總結報告。 The Customer's key stakeholders that approve the deliverables attend the meetings scheduled by HPE to present and discuss the result of the TCO ROI Economic Analysis detailed report and executive summary.• 高階主管、專案團隊、管理團隊和任何其他相關利害相關者需參與高階主管簡報。 Participation of executive sponsors, project team, management team and any other relevant stakeholders to the readout presentation.
交付項目 Deliverables	<p>1. 工作主題啟動階段 (Track Initial Phase)</p> <ul style="list-style-type: none">• 啟動會議的會議紀錄，包括決策清單；HPE 和客戶同意的行動和確認 Kick off meeting minutes including list of decisions; actions and acknowledgement that HPE and the customer has agreed on:<ul style="list-style-type: none">➢ 目標、範圍、先決條件、假設、客戶責任、HPE 責任、風險和服務時程

	<p>Objective, scope, prerequisites, assumptions, Customer's responsibilities, HPE responsibilities, risks and the service timeline.</p> <ul style="list-style-type: none">➤ 工作的營運管理和控制 Operational management and control of the work.➤ 成果、交付項目和驗收過程 Outcomes, deliverables, and acceptance process.➤ 溝通計畫 Communication plan. <ul style="list-style-type: none">• 應用系統評估主題討論會 (Workshop) 的時程表 Schedule of the application assessment workshop. <p>2. 手動資料收集階段 (Manual Discovery Phase)</p> <ul style="list-style-type: none">• 資料收集主題討論會 (Workshop) 的結果和會議紀錄 Result and meeting minutes of the discovery workshop• 透過手動探討(Discovery)、主題討論會 (Workshop) 和問卷調查探討(Discovery)的資料填入 MDR。 MDR populated with discovered data via manual discovery, workshops and questionnaires. <p>3. 評估階段 (Assess Phase)</p> <ul style="list-style-type: none">• 搬遷目標平台和遷移策略 Target platform and migration strategy• 草擬大方向 (high-level) 遷移路線圖 Draft of the high-level migration roadmap• 草擬應用系統評估報告 Draft of the application assessment report• 草擬高階主管簡報 Draft of the executive readout presentation• 應用系統評估主題討論會 (Workshop) 的會議記錄 Meeting minutes of the application assessment workshop. <p>4. 規劃階段 · 產出簡報檔案(PPT) (Plan Phase & Conduct PPT File)</p>
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交付項目範例
Deliverable
Samples

- 應用系統評估報告，包括大方向 (high-level) 遷移路線圖和第一波搬遷的應用程式應用系統評估報告

Application assessment report including the high-level migration roadmap and the first movers' applications.

- 以 PPT 格式的呈現高階主管報告

Executive readout presentation in PPT format.

- MDR 匯出資料

Extract of the MDR.

- MDR 匯出資料的使用指南

Guide of the extract of the MDR

5. TCO/ROI 分析階段，產出簡報檔案 (PPT)
(TCO/ROI Phase & Conduct PPT File)

- TCO-ROI 模型

TCO-ROI Model

6. 高階主管總結報告以及簡報檔案 (PPT)

Executive Readout Summary & PPT File

為高階主管製作的 PowerPoint 報告，總結此工作主題執行成果
Executive-style PowerPoint presentation providing a summary of track outcomes.

1. 範例 - 應用系統評估搬遷報告
(Sample) RMA Report

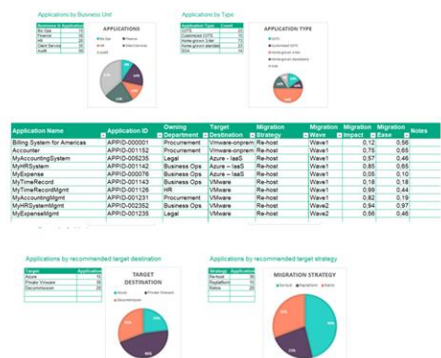
Deliverable: App Assessment Report

– Deliverable Format

- MS word, Supporting Excel Output

– Content

- List of all apps, assets and their dependencies
- App Cloud Readiness, Disposition(6 Rs), Target Platform
- List of First Movers
- Findings and Recommendations including Migration Blockers & Challenges



ANALYSIS OF APPLICATIONS IN SCOPE



HIGH LEVEL MIGRATION ROADMAP

Criteria	Wave 1	Wave 2	Wave 3	Wave 4	Wave 5
- Rehost/Replatform - High confidence - Low dependencies - Low distribution	4 business applications				
- Rehost/Replatform - High confidence - Low/Med deps. - Low/Med distrib.		16 business applications			
- Replatform - Med/High confidence - Low dependencies - Low/Mid distribution			16 business applications		
- Replatform - Med/High confidence - High dependencies - High distribution				5 business applications	
- Refactor - Med/High confidence - High dependencies - High distribution					4 business applications

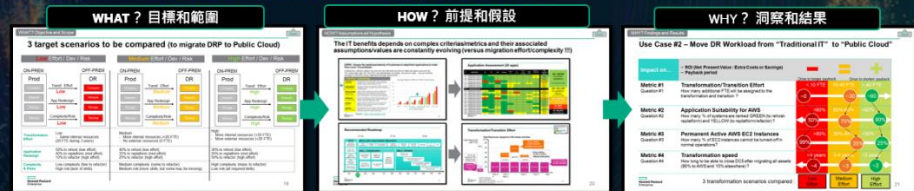
2. 範例 - TCO/ROI 報告 (Sample) TCO/ROI Report

混合雲環境的經濟模型分析 HPE IP 及成功驗證的方法論

使用4個步驟建立 "TCO-ROI模型"



依據我們的"報告模板"建構出於不同情境的分析報告 (約 50 張投影片) :



驗收流程

依照本工作說明書第五章節之約定辦理

Acceptance Process	Please refer to Chapter 5
關鍵成功要素 Critical Success Factors	<p>除了 SoW 中所述的一般假設外，HPE 還將根據以下關鍵成功要素提供與本工作主題相關的服務：</p> <p>In addition to the general assumptions as set out in the SoW, HPE shall provide the Services in relation to this Work Package on the following assumptions:</p> <ul style="list-style-type: none">• 客戶已滿足所有內部流程要求以提供調查問卷的答案。 The customer has satisfied all internal process requirements to provide answers to the questionnaire.• 提供瞭解該系統的人員向 HPE 提供資訊。被指派的人員應具備決定權，能夠做出影響評估結果的決定。 Provide knowledgeable personnel to provide information to HPE. The identified personnel need to be able to make decisions that impact the result of the assessment.• 本專案中交付文件之內容與分析，係由 HPE 基於客戶所提供之資料與現況為基礎，輔以 HPE 現今在業界實踐經驗，對客戶未來在雲端系統之發展，提供評估及建議。故客戶對於其本身資料與現況瞭解程度與客戶團隊在本專案進行之配合，將會是 HPE 在提出評估報告建議內容時的重要因素。 All contents, analysis and recommendations set forth in the final report deliverable document(s) in this project provided by HPE should be majorly based on the information and current commercial practices shared by Customer, and also with HPE's current commercial experiences. Therefore, Customer's understanding and sharing of its own information, data and current practices, and the project cooperation from Customer to HPE during the project shall be significant elements and dependencies to the results of HPE's final report.• 客戶驗證及核准批准以下工作成果： Customer validates and approves the following outcomes:<ul style="list-style-type: none">➢ 評估產生的有關目標平台和遷移策略的建議

	<p>Recommendations produced from the assessment regarding the target platform and migration strategies</p> <ul style="list-style-type: none"> ➤ 大方向 (high-level) 遷移路線圖和第一波搬遷應用系統 High level migration roadmap and first mover applications ➤ 應用系統評估報告交付項目 Application assessment report deliverable
不在專案範疇 Out of Scope	<ul style="list-style-type: none"> • 本 SOW 未提及之任何工作事項或專案活動 Any services or tasks which are not specified in this document or in an associated Statement of Work (SOW) • 不包含管理和協調第三方或客戶聘請之第三方廠商的相關活動。 Management and co-ordination of the activities of third parties or dependencies where the third party has been engaged by the Customer. • 此評估服務不包含產出應用系統詳細搬遷規劃 Detailed application migration plan. • 此評估服務不包含產出任何與應用系統相關的資格申請 Applications Eligibility Assessment

2.2.4. Track 3: 雲端資安評估與發展路線圖

Track 3: Cloud Security Assessment and Roadmap; (SAM)

先決條件 Prerequisites	<p>在 HPE 提供此工作主題涵蓋的服務之前，必須先完成以下先決條件：</p> <p>Prior to HPE providing the Services in relation to this Work Package, the following prerequisites must be met:</p> <ol style="list-style-type: none"> 1. 客戶需安排及確保技術/各領域專家在專案活動必要時可參與工作事項 Client needs to arrange/schedule technical/ SME resources are available as needed during the activities
服務 Services	<p>評估服務對象僅限於一 (1) 個個體，即玉山銀行。</p> <p>The assessment service is targeted to one (1) entity, E.SUN Bank.</p>

本工作主題活動將聚焦在資安六大關鍵領域進行評估及產出相關建議，分別為：

- ✓ 邊界和基礎設施保護
- ✓ 身份和權限管理
- ✓ 數據保護、加密和金鑰管理
- ✓ 威脅與弱點管理
- ✓ 安全日誌記錄和監控、稽核追蹤
- ✓ 組態管理

This assessment and recommendation service address on six key security domains listed below:

- ✓ Perimeter & Infrastructure Protection
- ✓ Identity and Access Management
- ✓ Data Protection, Encryption & Key Management
- ✓ Security Logging & Monitoring / Audit Trail
- ✓ Threat & Vulnerability Management
- ✓ Configuration Management

針對上述六大資安關鍵領域進行雲端資安評估及發展藍圖
Cloud Security Assessment and Roadmap for 6 key domains

- 啟動資安現狀評估
Current state security assessment kickoff
- 雲端資安業界實踐教育主題討論會 (Workshop)
Cloud security practices education workshop
- 收集現行資安方案、工具及控制項之訪談
Interviews to capture current state of security solutions, tooling and controls.
- 現行資安方案、工具及控制項之差異分析
Gap analysis of current state security solutions, tooling and controls
- 發展資安參考架構圖 (SRA)
Develop security reference Architecture (SRA)
- 發展建議與路線圖

	<p>Develop recommendations and roadmap</p> <ul style="list-style-type: none"> • 建立雲端資安發展藍圖 <p>Develop a Security Roadmap for the Cloud</p> <ul style="list-style-type: none"> • 根據資安評估結果，針對成熟度為黃色及紅色的資安能力項目，提供玉山銀行內部規範調整之修訂建議，以供玉山銀行團隊內部進行後續修正與調整 <p>Based on the assessment results of each capability items that marked with Yellow and Red, HPE will provide feedback and modification recommendations on customers related internal regulations. Customer can leverage feedback and recommendations to modify their internal regulation documents.</p>
<p>客戶責任</p> <p>Customer Responsibilities</p>	<p>除了 SoW 所述的一般性客戶責任外，客戶還應根據專案管理計劃和工作時程執行以下事項，以使 HPE 能夠提供與此工作主題相關的服務：</p> <p>In addition to the general Customer Responsibilities set out in the SoW, Customer shall do the following, in accordance with the Project Management Plan and the Work Schedule, to enable HPE to provide the Services in relation to this Work Package:</p> <ul style="list-style-type: none"> • 專案開始前，客戶將指派本活動主題各資安領域之關鍵利害關係者與技術負責人，並確保可撥空與 HPE 顧問進行所需之主題討論會 (Workshop) 或訪談 <p>Customer will identify any key stakeholders and technical resources responsible for each Security area prior to project start, and make sure they are available for the interviews</p>
<p>交付項目</p> <p>Deliverables</p>	<p>本工作主題之交付項目為：</p> <p>The Deliverables of this Work Package are:</p> <ol style="list-style-type: none"> 1. 雲端資安教育訓練主題討論會 (Workshop) & 簡報檔案

Cloud Security Education Workshop (including PPT File)

在專案啟動期間，客戶和顧問將議定雲端資安主題討論會 (Workshop) 的日期。HPE 顧問將舉辦 90 到 120 分鐘的主題討論會 (Workshop)，向客戶的關鍵利害關係者和人員提供資安分析/評估流程、方法和雲端安全最佳實踐的概述。

During the project kickoff, Customer and Consultant will agree on a date for the Cloud Security Workshop. An HPE Consultant will deliver a 90 to 120-minute workshop that will provide Customer an overview of the security analysis / assessment process, methodology, and cloud security best practices to an audience of Customer's key stakeholders and personnel.

2. 雲端資安現行做法探討(Discovery)文件

Cloud Security Discovery Document

Excel 檔案格式，列出了玉山對資安評估矩陣問題的回答，該矩陣旨在針對雲端基本安全功能記載技術和治理現狀，並協助為客戶選定的雲端供應商制定資安路線圖。

An Excel spreadsheet listing customers answers to the Security Assessment Matrix which is designated to capture the current state of technology and governance against fundamental security capabilities for the Cloud and assist Customer in developing a security roadmap for a chosen cloud provider.

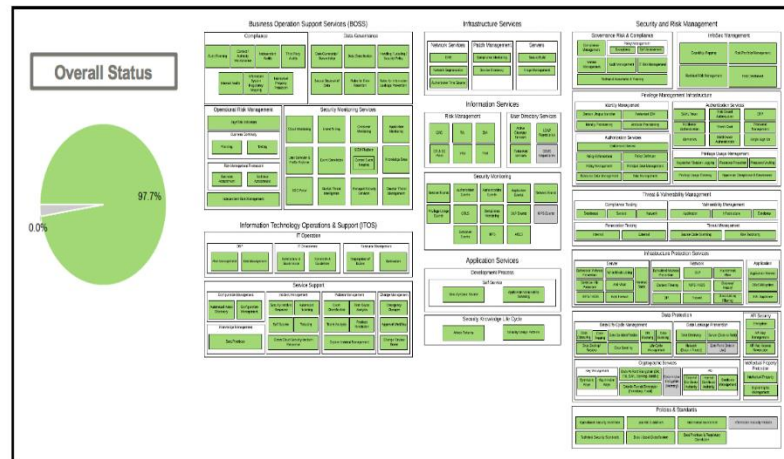
3. 雲端資安參考架構圖 (SRA)

Cloud Security Reference Architecture (SRA)

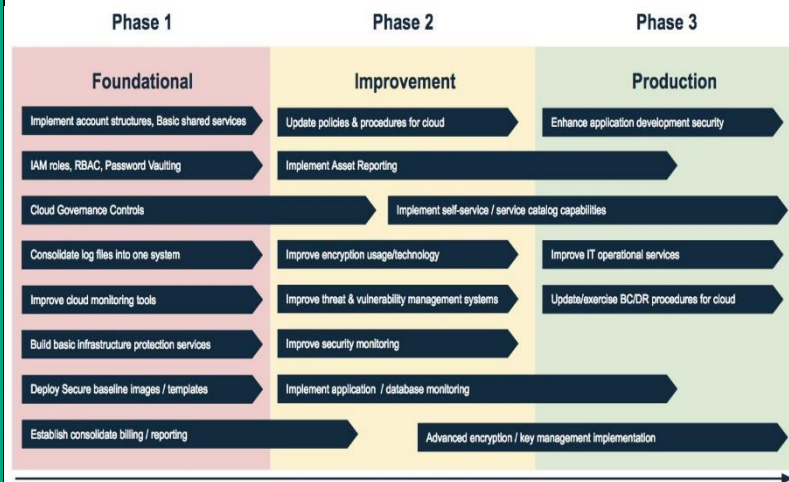
基於雲端資安聯盟的企業架構能力，制定第一代雲端資安邏輯參考架構的 PowerPoint 投影片 (或 Visio 圖)

	<p>PowerPoint presentation (or a Visio diagram) of the proposed first-generation security logical Cloud Reference Architecture based on Cloud Security Alliance' s Enterprise Architecture capabilities.</p>
4.	<p>雲端資安差異分析</p> <p>Cloud Security Gap Analysis</p> <p>基於客戶對 CSA 的回答，記錄雲端資安能力差異的 Excel 檔案 (整合於同一份 SAM Excel)。</p> <p>An Excel spreadsheet (integrated in SAM matrix) documenting gaps in the cloud security capabilities based on customer answers to the CSA.</p> <p>註：此項交付項目本非獨立交付項目，而是資安評估矩陣(SRA) 一部分，若有需要，可提供 PowerPoint 投影片。</p> <p>Note - this spreadsheet deliverable is not a separate spreadsheet but a part of Security Assessment Matrix (SAM), which may be used as a tool to track the security program at every stage). A separate PowerPoint presentation may be provided on request.</p>
5.	<p>雲端資安建議與調整路線圖</p> <p>Cloud Security Recommendations and Remediation Roadmap</p> <p>找出重要的資安領域疑慮並提供優化選項和建議之 PowerPoint 投影片</p> <p>PowerPoint presentation that identifies the top security areas of concern and will provide options and recommendations for remediation.</p>
6.	<p>高階主管總結報告以及簡報檔案 (PPT)</p> <p>Executive Readout Summary & PPT File</p>

	<p>為高階主管製作的 PowerPoint 報告，總結此工作主題發現(findings)、(針對現狀和所記錄需求之) 差異分析、最終建議、路線圖和優化計劃</p> <p>Executive-style PowerPoint presentation providing an overview of project findings, gap analysis (against current-state and documented requirements), final recommendations, roadmap, and remediation plan.</p> <p>7. 專案第一階段驗收 (Phase 1 Acceptance)</p> <p>完成專案第一階段驗收並進行請款</p> <p>Phase 1 Acceptance & Payment</p>
<p>交付項目範例</p> <p>Deliverable Samples</p>	<p>1. Representative Current State Security Architecture (Example)</p> <p>範例 - 現狀資安架構圖</p>  <p>2. Representative Future State (Final Goal) Security Architecture</p> <p>範例 - 未來狀態 (最終目標) 資安架構圖</p>



3. Representative Security Development Roadmap 範例 - 資安發展路線圖



4. Representative Security Assessment Matrix (with GAP analysis, status and recommendations included)

範例 - 資安評估矩陣 (內含差異分析，現況與建議)

5. An optional Cloud Security Gap Analysis in PPT format (Sample)

Capability	Capability Description	Current Tool	Gap	Potential Tool(s)	Recommendation
Sensitive File Protection	The ability to protect sensitive information from being read or modified by administrators who have access to a file system but are not authorized to read the protected data within certain files. Also the ability to monitor changes to sensitive files to audit who is making changes to them or reading them.	<ul style="list-style-type: none"> • Varonis • Symantec KMS PGP • BitLocker • ICE 	VM images and snapshots are not treated the same way as the sensitive data they contain. They are not protected from unauthorized access, modification, duplication, and replacement	<ul style="list-style-type: none"> • TripWire • TrendMicro • CloudPassage • Imperva • AlertLogic 	On premise tools such as Varonis, Symantec KMS PGP, BitLocker, ICE do not work well on the cloud. Consider cloud leading security tools such as TrendMicro, CloudPassage, Imperva, AlertLogic, TripWire.
HIPS/HIDS	Intrusion Detection is the capability to detect actions that attempt to compromise the confidentiality, integrity or availability of a resource. Intrusion Prevention includes taking a preventive measure without direct human intervention.	<ul style="list-style-type: none"> • TrendMicro • Symantec • Bromium 	Insufficient visibility and control over cloud resources	<ul style="list-style-type: none"> • TrendMicro • AlertLogic • CloudPassage 	TrendMicro is currently used on AWS but not clear how well integrated it is into the overall security monitoring posture.

the Cloud Service Provider has been chosen by the customer,
otherwise a sample will be using AWS as an example)



Hewlett Packard
Enterprise

	 <p>Infrastructure Protection</p> <ul style="list-style-type: none"> VPC, Subnets <ul style="list-style-type: none"> Network isolation Network Segregation Security Groups <ul style="list-style-type: none"> Stateful Firewall Coarse-grained network traffic control NACLs <ul style="list-style-type: none"> Stateless Firewall Layer Fine-grained network traffic control <p>IMPERVA</p> <ul style="list-style-type: none"> TREND MICRO Host Intrusion Detection and Prevention File Integrity Monitoring Content Filtering Host Firewall Log Inspection Whitelisting Anti-virus / Anti-Malware <p>Data Protection</p> <ul style="list-style-type: none"> VPC Gateway / ELB, TLS and IPSec <ul style="list-style-type: none"> Data in transit protection Confidentiality Integrity KMS, EBS and S3 encryption <ul style="list-style-type: none"> Data at rest protection Confidentiality Integrity Backups <ul style="list-style-type: none"> Snapshots, S3 <p>Logging and Monitoring</p> <ul style="list-style-type: none"> Radar <ul style="list-style-type: none"> Security information event management Log collection and correlation Alerts, reports and dashboards CloudTrail, Flowlogs, S3 Access logs <ul style="list-style-type: none"> Access logs Logging and monitoring Triage/Escalation Incident Response <p>Configuration Management</p> <ul style="list-style-type: none"> puppet Ansible Asset Management Host Image Management Automated refresh to standard Image history Maintains distinction and immutability for environment <p>Identity and Access Management</p> <ul style="list-style-type: none"> AWS IAM <ul style="list-style-type: none"> User and application identity management Identity Federation OIDC/SAML 2.0 Access Control Multi-Factor Authentication AD credentials <ul style="list-style-type: none"> Host authentication AWS STS <ul style="list-style-type: none"> Temporary credentials for Identity Federation One time password
<p>驗收流程</p> <p>Acceptance</p>	<p>7. Sample Track Activities Summary & Recap, Executive Readout Slide</p> <p>範例 - 工作主題活動總結/回顧與高階主管報告投影片</p> <p>Project Approach & Methodology</p> <ul style="list-style-type: none"> Conducted 30 group discovery interviews and follow-ups, covering 18 different cloud security topics Spoke with 60 different Client X Subject Matter Experts from a variety of teams including Information Security, Cyber Security, and many more Formulated a Gap Analysis, Security Reference Architecture, Recommendations, and a High-level proposed Roadmap Performed manual review of Freddie Mac's Cloud Control Matrix and performed a Security Health Check on Client X's environment against NIST, CIS Benchmarks, and CTP Best Practices <p>依照本工作說明書第五章節之約定辦理</p> <p>Please refer to Chapter 5</p>

Process	
<p>關鍵成功要素 Critical Success Factors</p>	<ul style="list-style-type: none"> 收集資訊所需之文件將確切提供給 HPE，並在專案啟動之前與客戶安排探討(Discovery) (現狀/要求) 訪談 Documentation will be provided to HPE and discovery (current state/requirements) interviews will be scheduled prior to the formal project kickoff with Client. 確保客戶人員 (以及所需供應商) 可撥空參加工作會議。如果有人員無法出席，將指派具有決策權和/或相同專業知識的其他人員代替出席。工作會議時間安排將合理的事先通知。 Client personnel (and required outside providers) will be available for working sessions. If a person is not able to attend, an alternate person who has decision authority and/or subject matter expertise will attend. Working sessions will be planned with reasonable advance notification.
<p>不在專案範疇 Out of Scope</p>	<ul style="list-style-type: none"> 本 SOW 未提及之任何工作事項或專案活動 Any services or tasks which are not specified in this document or in an associated Statement of Work (SOW) 對客戶任何伺服器及系統進行基礎設施滲透測試或漏洞分析 Infrastructure penetration testing or vulnerability analysis of servers or systems 不涉及任何雲平台環境資安工具導入及建置 (無論是開發、測試或正式環境) Implementation of a Cloud Service Provider platform/environment in Dev/Test/Prod 政府主管機關等外部相依性之參與，因其參與可能影響專案時間與範圍

	External dependencies in regard to participation from government regulators cannot be accounted for and could impact time and scope
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2.2.5. Track 4: 轉型成熟度評估 - E2CAF 之四個領域：策略與治理、維運、人才培養與 DevOps

Track 4: Transformation Maturity Assessment using E2CAF for four (4) domains: Strategy & Governance, Operation, People and DevOps

先決條件 Prerequisites	<p>在 HPE 提供此工作主題涵蓋的服務之前，必須先完成以下先決條件：</p> <p>Prior to HPE providing the Services in relation to this Work Package, the following prerequisites must be met:</p> <ul style="list-style-type: none">• 完成先前工作主題 Previous work Packages completed
服務 Services	<p>本工作主題活動將聚焦兩大活動：</p> <p>This track provides two services:</p> <ul style="list-style-type: none">• 針對 E2CAF 中四個關鍵領域進行成熟度評估及產出相關建議： Provide maturity assessment and recommendation to four key E2CAF domains listed below:<ul style="list-style-type: none">○ 策略與治理 (Strategy & Governance)○ 維運 (Operation)○ 人員 (People)○ DevOps• 分享轉型辦公室 (TBO) 業界實踐及 TBO 組織內 RACI 關係表 Share Transformation Business Office (TBO) best practice and RACI table within TBO organization. <p>HPE 將執行與此工作主題相關的下列專案活動：</p>

HPE will perform the activities associated with this work track as outlined below:

- 依據 HPE Edge-to-Cloud Adoption Framework (E2CAF) 框架評估客戶現行的營運模式成熟度，並建立可實現的未來成熟度目標

Assess Customer's current level of operating model maturity against the HPE Edge-to-Cloud Adoption Framework and establish an achievable future state maturity target.

- 從人員、流程和技術面向執行差異分析並制定未來轉型發展路線圖

Perform a gap analysis and establish a roadmap to prepare people, processes, and technologies for the transformation.

- 針對 E2CAF 框架中四 (4) 個領域及五 (5) 個成熟度級別評估組織是否準備妥善，可執行現代營運模型策略。該框架提供了涵蓋多個 User story 的待辦清單 (Backlog)，執行待辦清單 (Backlog) 可以將組織從目前成熟度提升至更成熟的程度。此五個成熟度級別為:

- 最大價值 (Maximized Value)
- 已優化 (Optimized)
- 企業等級 (Enterprise Scale)
- 導入中 (Adapting)
- 即興的 (Improvised)

Leverage Edge-to-Cloud Adoption Framework (E2CAF) of four (4) domains and five (5) maturity levels used to assess an organization's readiness to execute a modern operating model strategy at various levels. The framework provides a backlog of user stories that can be executed to move an organization from one

level of maturity to another, higher level. **Five maturity levels are:**

- Maximized Value
- Optimized
- Enterprise Scale
- Adapting
- Improvised

執行轉型成熟度評估

(Perform Transformation Maturity Assessment)

- 基於 E2CAF 框架，顧問將與客戶利害相關者進行訪談，以確定他們目前的成熟度。此服務活動將涉及四 (4) 個關鍵領域進行深入分析。 Leveraging the E2CAF, consultant will conduct interviews with Client stakeholders through the discovery process to determine their current level of maturity. This service activity will touch on four (4) priority domains for in-depth analysis.
- E2CAF 評估將根據客戶現有能力和能力，詳細分析客戶現行的成熟度，並根據客製化的成熟度計分方式將這些能力判斷為成熟度高、中或低。

The E2CAF assessment will result in a detailed analysis of the Customer's current maturity levels based on existing capabilities and whether those capabilities are considered high, medium or low quality based on a customized maturity scorecard.

- HPE 將討論成功轉型策略的目標、關注點和成功標準。這些目標可包括業務驅動因素、技術能力、預期結果以及與企業相關的其他主題。這些討論將用於決定客戶 E2CAF 各領域的目標成熟度。

HPE will discuss the goals, concerns, and success criteria for adopting a successful transformation strategy. These goals may include business drivers,

technology capabilities, anticipated outcomes, and other topics relevant to the enterprise. These discussions will be used to come to agreement on the Organization's desired level of maturity for each E2CAF domain.

Perform Gap Analysis (執行差異分析)

- 顧問將使用評估結果和 E2CAF 框架來執行差異分析，並確定客戶從現行 E2CAF 成熟度提升到期望的未來成熟度所需完成之活動。

Consultant will use the results of the assessment, and the intellectual property in the E2CAF, to perform a gap analysis and identify activities needed to progress Client from the current E2CAF level to the desired future state E2CAF level.

- 此外，評估結果將顯示現行的成熟度、期望的成熟度以及由此產生的轉型差異。HPE 將為每個領域提供一組詳細的敏捷 User story。這些 User story 將成為後續提升成熟度的工作路線圖，組織完成這些工作才能達到訂定的目標成熟度。

Additionally, the results will show the current maturity state, the desired end state, and the resulting transformation gap. HPE will provide a set of detailed Agile User Stories for each of the domain areas. These User Stories form the roadmap for follow-on work that should be accomplished for an organization to achieve their desired level of maturity.

創建轉型路線圖 (Create Transformation Roadmap)

- 顧問將使用評估結果和 E2CAF 框架來創建大方向 (high-level) 路線圖。此活動將產出實現客戶目標成熟度的資料。該路線圖包含需要執行的步驟序列，以實現預期的成熟度目標，這些目標後續可透過 TBO 進一步規劃。詳細的待辦清單 (Backlog) 將作為未來初步專案規畫，以達到預期的成熟度。

	<p>Consultant will use the results of the assessment and the intellectual property in the E2CAF framework to create a high-level roadmap. This exercise will provide the data for achieving Client' s desired maturity level. This roadmap contains the sequence of steps that need to be executed to achieve desired maturity goals which will be further refined by the TBO. Detailed backlog items will be provided as a preliminary project plan to achieve desired level of maturity.</p> <p>分享 TBO 業界實踐及 RACI 關係表</p> <p>(Share TBO Best practice and RACI for TBO organization)</p> <ul style="list-style-type: none"> • 有效的雲端治理是由一組指導原則和關鍵指標驅動，並由 TBO 執行，以高效、安全地大規模管理雲端的採用。 <p>Effective Cloud Governance is driven by a set of guiding principles, key metrics, and executed by the TBO to govern cloud adoption efficiently and securely at scale.</p> <ul style="list-style-type: none"> • 分享業界常見之轉型業務辦公室 TBO 組成參考和初始 TBO 組織結構和職責。這可以成為組織日後正式建立 TBO 的基礎，以影響玉山銀行團隊變革和技能賦能。 <p>Common TBO reference formation and initial TBO organizational structure and responsibilities. This can become the foundation for the organizational to officially build TBO that influence change and skills enablement of the E.SUN Bank team.</p>
<p>客戶責任 Customer Responsibilities</p>	<p>除了 SoW 所述的一般性客戶責任外，客戶還應根據專案管理計劃和工作時程執行以下事項，以使 HPE 能夠提供與此工作主題相關的服務：</p> <p>In addition to the general Customer Responsibilities set out in the SoW, Customer shall do the following, in accordance with the Project Management Plan and the Work Schedule,</p>

	<p>to enable HPE to provide the Services in relation to this Work Package:</p> <ul style="list-style-type: none">• 客戶需要及時提供四（4）個領域相關的主題專家（“SME”） Client will make appropriate subject matter experts（“SME”）for each of the four（4）domains available as needed in a timely manner.• 參與交付項目的審查和參與討論建議 Participation in deliverable review and discussion of recommendations• 審查成熟度發展路線圖 Review of the roadmap deliverable.
<p>交付項目 Deliverables</p>	<p>1. 轉型成熟度評估結果與建議 (PPT 格式) Transformation Maturity Assessment Findings and Recommendations</p> <p>以 PowerPoint 簡報的格式呈現 E2CAF 框架的四個關鍵領域中客戶現行成熟度和未來預期所需達到的目標，並將其兩者的差異記錄、排序，並提供成提升熟度的建議。</p> <p>A PowerPoint presentation outlining the current and desired future state of Customer's cloud maturity across the 4 domains evaluated of the Edge-to-Cloud Adoption Framework. Gaps between current and future state will be documented, prioritized and recommendations for remediation will be provided.</p> <p>2. 轉型發展路線 (Transformation Roadmap) (PPT 格式)</p> <p>以 PowerPoint 簡報的格式呈現提升 E2CAF 框架中，達成目標成熟度須完成的優先排序工作項目。轉型路線圖是推動整個組織成熟度所需的 user story 及所需要付出的努力之總結。</p>

	<p>A PowerPoint presentation showing prioritized items to accomplish in order to achieve desired maturity across E2CAF framework domains. The Transformation Roadmap is an executive level summary of stories and major efforts that will be required to drive maturity across the organization.</p> <p>3. Implementation Backlog (實作待辦清單) (Excel 格式)</p> <p>待辦事項將是 Excel 格式的文檔。將包括客戶必需完成且優先排序的 User Story，以達成其期望的 E2CAF 成熟度。</p> <p>The Backlog will be a document in Excel format. The Backlog will consist of prioritized user stories determined to be relevant and necessary to accomplish for Client to achieve their desired level of E2CAF maturity.</p> <p>4. 高階主管總結報告以及簡報檔案 (PPT)</p> <p>Executive Readout Summary & PPT File</p> <p>為高階主管製作的 PowerPoint 報告，總結此工作主題活動摘要、在本工作主題中執行的 HPE 顧問方法和方法論、總結成熟度分析，成熟度發展路線及回顧轉型辦公室業界實踐</p> <p>Executive-style PowerPoint presentation providing an overview of summary of track activities, overview of the approach and methodology of the HPE consultants executed in this track, present 4 domains assessment maturity, transformation roadmap and summary review of best practices for Transformation Business Office.</p>
交付項目範例 Deliverable	<p>1. 範例 – 四個關鍵領域轉型成熟度評估結果</p> <p>(Sample) 4 Domain Transformation Maturity Evaluation</p>

Samples

Identifying Gaps in Current State to Target

	Strategy & Governance	People	DevOps	Operations
5 MAXIMIZED VALUE	Full Edge-to-Cloud alignment	Continuously improving, dynamic organization	Zero touch, continuous deployment	Continuous improvement and self-healing
4 OPTIMIZED	Strategy tied to business objectives	Transformational leadership	Integrated tool chain, optimized throughput	Full automation reporting - SRE implementation
Target				
3 ENTERPRISE SCALE	Edge-to-Cloud strategy defined	Culture of change, cross-organizational teamwork	Cross-functional agile teams, culture change	Scalable operations, site reliability defined
2 ADAPTING	Federated initiatives, business case defined	Collaboration / skill development	CI/CD initiatives, process clarity, heterogeneous tools	Defining Edge-to-Cloud service foundation
1 IMPROVISED	Basic Edge-to-Cloud strategy	Task oriented	Traditional SDLC	Classic ITIL in place, limited Edge-to-Cloud model

2. 範例 – 四個關鍵領域轉型成熟度評估摘要與建議 (Sample) 4 Domains of TM Summary & Recommendations



3. 範例 – 四個關鍵領域路線圖 (Sample) 4 Domains Roadmap

Strategy and Governance
Prioritized Roadmap

	Strategy	Oversight	Structure	Economics	Communications	Vendor Management
Now	<ul style="list-style-type: none"> Initial business case Executive alignment communications 	<ul style="list-style-type: none"> Define policy & procedure Legacy KPIs & Metrics Mapping (Baseline) Enterprise Speed and Agility Cloud Vision and Initial TBO 	<ul style="list-style-type: none"> Policy Definition and Ratification 	<ul style="list-style-type: none"> Cost based showback/chargeback 	<ul style="list-style-type: none"> Communications team readiness and commitment Stakeholder group identification 	<ul style="list-style-type: none"> OSP Contract Structure
Next	<ul style="list-style-type: none"> Cost-Drive business case IT Governance 	<ul style="list-style-type: none"> Policy implementation Customer Centrality 	<ul style="list-style-type: none"> Pre-Production Environments Policy Implementation 	<ul style="list-style-type: none"> Showback automation 	<ul style="list-style-type: none"> Communication channels, stakeholders, and alignment Stakeholder engagement model 	<ul style="list-style-type: none"> SLA/SLO/SIU Requirements
Future	<ul style="list-style-type: none"> Vision, strategy, and objectives (defined) 	<ul style="list-style-type: none"> Compliance Requirements Inventory TBO Fully Enabled 	<ul style="list-style-type: none"> Technology standards 			

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4. 範例 – 四個關鍵領域未來執行待辦清單

(Sample) 4 Domains implementation backlogs

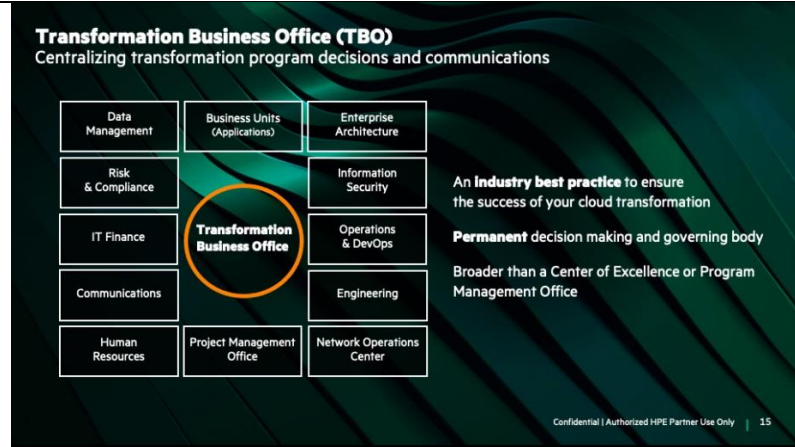
Backlog: User stories and activities

Story Title	Story Description	Activities
Intake: Define Intake Process	Define and develop a cloud intake request process.	<ul style="list-style-type: none"> Define the cloud intake request process Implement the cloud intake request process Publish the Defined Intake Process at a shared repository
Intake: Identify Initial Set of Standard Services	Define an initial set of standard services that align with Cathay's short- and long-term vision that the CBO could be expected to manage, design, build, or develop.	<ul style="list-style-type: none"> Identify the critical areas of Cathay's direction that shared services could enable Explore and identify SaaS services that align with Cathay's direction Define what each shared service would look like, how it would be implemented, how it would be maintained, and how businesses would consume the service Communicate the shared services approach identified to all affected individuals within Cathay Store the information in a centralized repository
Intake: Design Automation Processes	Identify and define where automation should exist within the cloud intake request process.	<ul style="list-style-type: none"> Define areas where automation needs to exist or be created Identify requirements that are missing to implement automation in each area Design and develop automation flows around each area Publish and communicate the automated cloud intake request process Implement a feedback system to collect information from consumers of the cloud intake request process
Intake: Self-Service Portal	Identify and implement a self-service portal for consumption of the cloud intake request process.	<ul style="list-style-type: none"> Identify existing tools that can be leveraged to create a self-service portal Identify the requirements of the self-service portal including maintenance and use Define the structure of the self-service portal Implement the self-service portal Publish info and information for using the self-service portal

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5. 範例 – 組成 TBO 的利害相關團隊

(Sample) TBO Rationalization across all stakeholder teams



6. 範例 – TBO 組織內各單位 RACI 分工矩陣表

(Sample) TBO RACI

Activities	Role 1	Role 2	Role 3	Role 4	Role 5
Activity 1	A	R	C	C	I
Activity 2	A	R	C	C	I
Activity 3	R	A	C	C	C
Activity 4	I	A	R	C	C
Activity 5	I	C	A	R	C
Etc.	C	A	R	C	I

驗收流程 Acceptance Process

依照本工作說明書第五章節之約定辦理
Please refer to Chapter 5

關鍵成功要素 Critical Success Factors

除了 SoW 中所述的一般假設外，HPE 還將根據以下關鍵成功要素提供與本工作主題相關的服務：

In addition to the general assumptions as set out in the SoW, HPE shall provide the Services in relation to this Work Package on the following assumptions:

- 客戶將需要及時提供四（4）個領域相關的主題專家（“SME”）
Customer will make appropriate subject matter experts（“SME”）for each of the four (4) domains available as needed in a timely manner.
- 客戶指派之專案團隊擁有足夠的時間與能力接受本服務範圍內提供之解決方案

	<p>Customer project team are available and skilled to accept the solution provided in the scope of this service.</p> <ul style="list-style-type: none"> • 客戶指派之專案團隊擁有足夠的時間與能力接受本服務範圍內提供之解決方案 <p>Customer project team are available and skilled to accept the solution provided in the scope of this service.</p> <ul style="list-style-type: none"> • 客戶將提供文件記載所需的任何相關文件 <p>Client will provide any dependent documents required for the documentation.</p> <ul style="list-style-type: none"> • 客戶指派之人員有時間可以參與訪談和/或回答 HPE 人員提出的環境問題以開展專案活動。 <p>Client Personnel are available to be interviewed and/or answer questions about the environment posed by HPE personnel in a timely fashion to undertake activities.</p>
<p>不在專案範疇 Out of Scope</p>	<ul style="list-style-type: none"> • 本 SOW 未提及之任何工作事項或專案活動 <p>Any services or tasks which are not specified in this document or in an associated Statement of Work (SOW)</p> <ul style="list-style-type: none"> • 實作四個領域成熟度評估所產出的待辦清單 (Backlogs) <p>Implement TM backlogs that conducted from assessment result</p> <ul style="list-style-type: none"> • 專案範圍僅限於分享業界轉型業務辦公室業界實踐及金融客戶案例，不包含實際建立玉山銀行內部轉型業務辦公室 <p>HPE scope will not include the actual formation of the transformation business office (TBO) but limited to sharing the TBO best practices and HPE FSI TBO case study.</p>

2.2.6. Track 5: 設計與建置最小可行雲

Track 5: MVC Design, Build and Migrate

先決條件 Prerequisites	<p>在 HPE 提供此工作主題涵蓋的服務之前，必須先完成以下先決條件：</p> <p>Prior to HPE providing the Services in relation to this Work Package, the following prerequisites must be met:</p> <ul style="list-style-type: none">• 完成先前工作主題 Previous work Packages completed• 正式啟動前兩周，確定 MVC 標的應用系統 MVC target application must be identified two weeks before kick off this track.• 客戶需提供 MVC 工作主題所需的雲端環境平台資源及存取權限 Customer provides public cloud platform environments and access permission.• HPE 將與客戶雙方共同商議 MVC 標的應用系統。該應用系統必須為 Track-2 評估清單內且定義為第一波適合搬遷上雲的應用系統 HPE and customer will identify the MVC target on mutual agreement and that application must be one of the RMA application lists and identified as the first wave application.• HPE 將根據選定的 MVC 應用系統及搬遷的目標雲平台，調整 HPE 專案團隊，提供熟悉此應用系統及雲平台屬性的顧問專家，可更有效率推進 MVC 工作主題 HPE will adjust the HPE project team members according to the identified MVC application and CSP target platform. HPE will provide SMEs who are familiar with the attributes of the application and the CSP platform, which can promote the MVC track activities efficiently• MVC 建置階段自動化工具的使用及開發將使用 Terraform SaaS 服務。 The use and development of automation tools in the MVC construction phase will use Terraform SaaS services.
服務 Services	<p>HPE 將執行與此工作主題相關的活動，如下所述，以在雲平台上構建開發、測試和正式雲環境，使未來的功能更豐富、可用性更高的雲端環境建立能力基準。HPE 將利用現有的最小可行雲 (MVC) 方法和模板來加速 MVC 構建過程，該過程包括客戶應用系統在開發過程中在雲端運行所需的平台服務，包括安全、維運、自動化、資</p>

源管理、治理、合規性、工具和帳戶結構。MVC 是最快獲得實質價值以及儘早且不斷的體現平台可行性的最佳方法。

HPE will perform the activities associated with this work track as outlined below to build a Dev, Test and Production cloud environment on a cloud service provider that establishes a baseline of capabilities for future, more feature-rich and highly-available cloud environment. HPE will leverage existing Minimal Viable Cloud (MVC) methodologies and templates to accelerate the MVC cloud build process which consists of all platform services required for Customer's applications to function in the cloud in development, including security, operations, automation, resource management, governance, compliance, tooling, and account structure. The MVC represents the shortest path to value with early and constant wins to prove platform viability.

HPE 團隊將為一個應用系統建立搬遷流程和程序，此系統須為在 Track 2 RMA 評估後且被歸類為第 1 波的一個應用系統搬。顧問將利用詳細架構設計工作階段的交付產出來部署和測試這一個應用系統的目標環境，其中包含將支援搬遷至雲端開發/測試/正式環境後的應用系統。

The HPE team will establish processes and procedures for the migration of one application categorized in wave 1 to Customer's target cloud endpoint, as identified during the Right-Mix Advisory. The consultants will leverage the output from the Detailed Architecture Design work phase to deploy and test the target environment consisting of all the platform services and capabilities needed to support the migration of this one customer application to the Dev/Test/PROD cloud environment.

HPE 團隊將和客戶協作選擇要遷移到的目標開發、測試和正式環境的應用系統。搬遷的應用系統選擇標準包含具有可原封不動搬遷 (lift and shift) 之特徵、為標準的兩層或三層式結構的應用系統、具有來自應用系統探討(Discovery) 評估的 Rehost/Re-Platform 的遷移分類、不需要重寫程式碼並且可以藉由被分配之人力進行搬遷。

The HPE Team and Customer will collaborate on the selected application to be migrated to the target Dev, Test and Production environment. The application criteria for migration will have characteristics that can be lift and shifted, a standard 2 or 3 tier application, have a migration disposition of

Rehost/Re-Platform from the Application Discovery Assessment, does not require rewriting the code base and can be migrated using the allocated effort.

設計 (Design)

- 設計 MVC 著重的基礎能力、工具、服務和標準：
 - ✓ 基礎設施 (Infrastructure)
 - ✓ 資訊安全 (Security)
 - ✓ 維運 (Operations)
 - ✓ 支援應用系統搬遷至雲端 (Application Onboarding Support)

Design tools, services, and standards for Customer's.

Foundational Capabilities on the MVC addressing:

- ✓ Infrastructure
 - ✓ Security
 - ✓ Operations
 - ✓ Application Onboarding Support
- 將客戶雲端環境架構對標業界和 HPE 的商業實踐
Align Customer CSP Architectures with industry and HPE Best Practices
 - 使用自動化和標記來執行客戶 CSP 準則
Use automation and tagging to enforce Customer CSP standards.
 - 優化 CSP IaaS 自動化基礎以確保其可重用性並加速未來雲端環境的採用。
Optimize baseline CSP IaaS automation to ensure reusability and accelerate future CSP adoption.

評估及規劃階段 (Assess and Plan)

- 規劃雲平台參考架構及 MVC 定義 (投影片與 Visio 圖):
Cloud Service Provider Reference Architectures and MVC definition (PPT with Visio Diagrams),
 - ✓ 涵蓋以下領域:
Areas addressed:
 - 基礎設施 (Infrastructure)
 - 資訊安全 (Security)

- 維運 (Operations)
 - ✓ 需求分析 (Requirements Analysis)
 - ✓ 差異分析 (Gap Analysis)
 - ✓ MVC 定義 (MVC Definition)
 - MVC 必備的能力 (MVC Required capabilities)
 - CSP 服務 (CSP Services)
- 技術選擇及建議 (投影片與 Excel)
Technology selection and recommendations (PPT and Excel)
 - ✓ 差異 (Gaps)
 - ✓ 候選清單 (Short list options)
 - ✓ 決策條件 (Decision criteria)
 - ✓ 選項評估 (Options evaluation)
 - ✓ 建議 (Recommendation)
- MVC 實作計畫 (PPT、Excel 與 Jira)
MVC Implementation Plan (PPT, Excel and Jira)
 - ✓ 待辦清單 (Backlog/tasks)
 - ✓ 時程規劃 (Schedule)
 - ✓ 資源 (Resources)
 - ✓ MVC 建置預算 (MVC build budget)

建置階段 (Build Phase)

- 於開發、測試及證實環境完成以下功能建置與測試
Fully functional and tested MVC implementation for Dev, Test and Production deployment
 - ✓ 基礎能力 (Foundational capabilities)
 - ✓ 共用環境 (Shared environment)
 - ✓ 共用服務 (Shared services)
 - ✓ 監控 (Monitoring)
 - ✓ 管理 (Management)
 - ✓ 自動化 (Automation)
 - ✓ MVC 所需的標準 (Standards required for MVC)

- 提供 IaC (Terraform) 教育訓練 Workshops，使玉山團隊了解 IaC 工具及開發使用
Provide IaC (Terraform) education and training workshops to enable customer team understand and how to develop IaC code.
- 提供教育訓練及發展 Runbook 樣板 (PPT、Word、Excel)，包含：
Support for training and runbook development (PPT, Word, Excel):
 - ✓ Runbook 模板
Runbook Template
 - ✓ 設計圖，包含以下資訊：
Diagrams, design information for:
 - MVC 實作 (MVC Implementation)
 - SecOps
- 協助客戶搬遷一個應用系統至公有雲環境
Support customer to onboard one application to public cloud environment

第一個應用系統遷移 (Migrate 1st Application)

在與客戶達成協議後，顧問和客戶將共同協作將一個應用系統遷移到正式環境中。上述 MVC 目標應用系統必須是 Track-2 (RMA) 中的評估應用系統之一，並且是第一波搬遷清單內的應用系統。此應用系統遷移到開發、測試和正式環境將是根據適用性、搬遷分類和效率性，由雙方共同選定。

Upon agreement with customer, Consultants and customer will work together to migrate one application into production. The said MVC target application must be one of the applications assessed in Track-2 (RMA) and will be a first mover application. It will be a mutual decision based on suitability, disposition and efficiencies to migrate the application into Dev, Test and Production.

Migrate 1st Early Adopter Application

- 使用詳細架構設計工作階段的產出，來部署和測試目標環境，其中包含支持已定義的客戶 MVC 應用系統遷移到公有雲正式環境所需的所有平台服務和功能。

	<p>Leverage the output from the Detailed Architecture Design work phase to deploy and test the target environment consisting of all the platform services and capabilities needed to support the migration of the identified customer application to production environment in Public Cloud.</p> <ul style="list-style-type: none">• 測試和驗證部署的基礎設施，以確保其符合設計規範和客戶應用系統的企業標準。 <p>Test and validate the deployed infrastructure to ensure it meets design specifications and the identified customer application enterprise standards.</p> <ul style="list-style-type: none">• 協助客戶將已定義的客戶應用系統和資料庫從客戶地端環境搬遷到在公有雲平台中運行的開發、測試和正式環境。 <p>Support customer to execute the migration of the identified customer application and database from customer on-premises environment to the Dev, Test and Production cloud environment running in a Public Cloud Service Provider.</p> <ul style="list-style-type: none">• HPE 將執行雲端基礎設施層的手動測試，以驗證確定的客戶應用系統基礎設施在目標開發、測試、正式的公有雲環境中可執行。 <p>HPE will perform public cloud infrastructure layer manual tests to verify that the identified customer application infrastructure is executable in the target Dev, Test, Production public cloud environment.</p> <ul style="list-style-type: none">• 客戶將執行應用系統層的測試，以驗證產品應用系統功能是否在目標公有雲的開發、測試、正式環境中運行。 <p>Customer will perform application layer testing to verify that the product application functionality is operating in the target Dev, Test, Production public cloud environment.</p> <ul style="list-style-type: none">• 搬遷程序規劃 (Migration Procedure Plan) <p>Migration Procedure Plan</p> <ul style="list-style-type: none">• HPE 將根據 Track-4 成熟度產出建議，提供 MVC 系統維運及支援流程面的技術層建議 <p>HPE will provide MVC technical advice on operational and support processes according to Track-4 recommendations</p>
客戶責任	<p>除了 SoW 所述的一般性客戶責任外，客戶還應根據專案管理計劃和工作時間表執行以下事項，以使 HPE 能夠提供與此工作主題相關的服務：</p>

Customer Responsibilities	<p>In addition to the general Customer Responsibilities set out in the SoW, Customer shall do the following, in accordance with the Project Management Plan and the Work Schedule, to enable HPE to provide the Services in relation to this Work Package:</p> <ul style="list-style-type: none"> 為 MVC 工作主題提供專案負責人和其他資源，他們將負責確定待辦清單的優先排序，批准 MVC 設計、構建和各階段交付成果。 Provide product owner and other resources for the MVC track who will be responsible for prioritizing the backlog, approving the MVC design, build, and sprint deliverables. 客戶將在專案開始前確定工作主題的所有關鍵利害關係者。 Customer will identify any key stakeholders for the project tracks prior to project start. 客戶人員將撥空參加工作會議。如果有人員無法出席，將由具有決策權和/或主題專業知識的代理人出席。工作會議將至少提前 48 小時安排。 Customer personnel will be available for working sessions. If a person is not able to attend, an alternate person who has decision authority and/or subject matter expertise will attend. Working sessions will be planned with a minimum of 48-hours notification. 雙方將及時完成審查交付項目及並與客戶取得一致同意。 A review of deliverables and Customer consensus approvals will be completed in a timely manner.
交付項目 Deliverables	<p>本工作主題之交付項目為： The Deliverables of this Work Package are:</p> <ol style="list-style-type: none"> 設計階段 Design Phase <ul style="list-style-type: none"> ✓ MVC 工作待辦清單 MVC tasks and backlogs ✓ 雲端架構設計 Cloud Architecture design 建置階段 Build Phase <ul style="list-style-type: none"> ✓ 使用 IaC 建置開發、測試及正式環境之雲端基礎設施，包含： Leverage IaC to build cloud infrastructure of Dev. UAT and Production environments, including: <ul style="list-style-type: none"> ➤ 基本功能 Basic function

	<ul style="list-style-type: none">➤ 共同環境 Common environment➤ 共同服務 Common services <p>✓ 舉辦 Terraform 教育訓練主題討論會 (Workshop) Conduct Terraform education and training workshops</p> <p>3. 搬遷階段 Migration Phase</p> <p>✓ 測試與驗證必須裝載 MVC 應用系統之開發、測試與正式環境 Test and validate cloud infrastructure of Dev. UAT and production environments that is applicable to host MVC application</p> <p>✓ 將雲端環境交至客戶應用系統負責團隊，使團隊可安裝系統並搬遷資料 Handover cloud environment to customer application team to install application and migrate data</p> <p>✓ HPE 驗證雲端基礎設施之功能性與安全性，且協助客戶團隊驗證應用系統功能 HPE validate the functionalities and security of cloud infra and help customer team to validate application functionalities</p> <p>✓ 建置雲端原生監控與警訊機制 Build the cloud native monitoring and alerting mechanism</p> <p>4. 訓練與交接階段及產出 Word 設計檔案 Training & Handover Phase (Conduct Word as-build file)</p> <p>✓ 主持工作會議以進行教育訓練並將雲端環境交接給客戶團隊 Host working sessions to train and handover cloud environment to customer team</p> <p>5. 高階主管總結報告以及簡報檔案 (PPT) Executive Readout Summary & PPT File</p> <p>為高階主管製作的 PowerPoint 報告，總結此工作主題執行成果 Executive-style PowerPoint presentation providing a summary of track outcomes.</p>
交付項目範例 Deliverable	此段落僅呈現 MVC 工作主題之大方向 (high-level) 交付項目。請注意此段落僅提供參考範例，最終交付項目將依據實際 MVC 目標應用系統與目標公有雲平台製作。

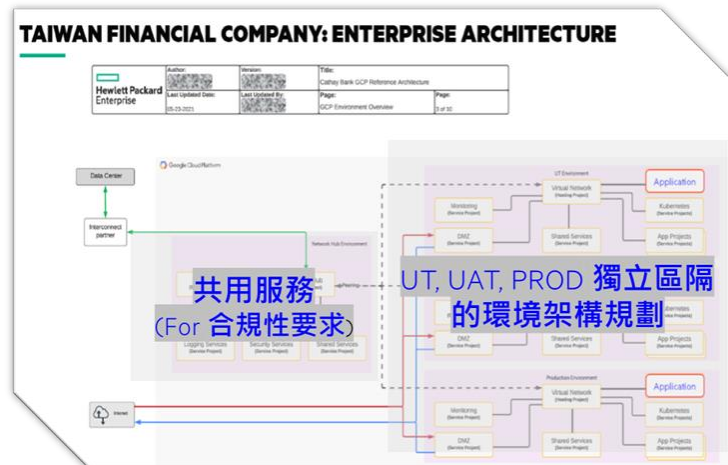
Samples

This section demonstrates the high level deliverables of MVC track. Please note that these are just samples only, final deliverables will be conducted by actual MVC target application and CSP platform.

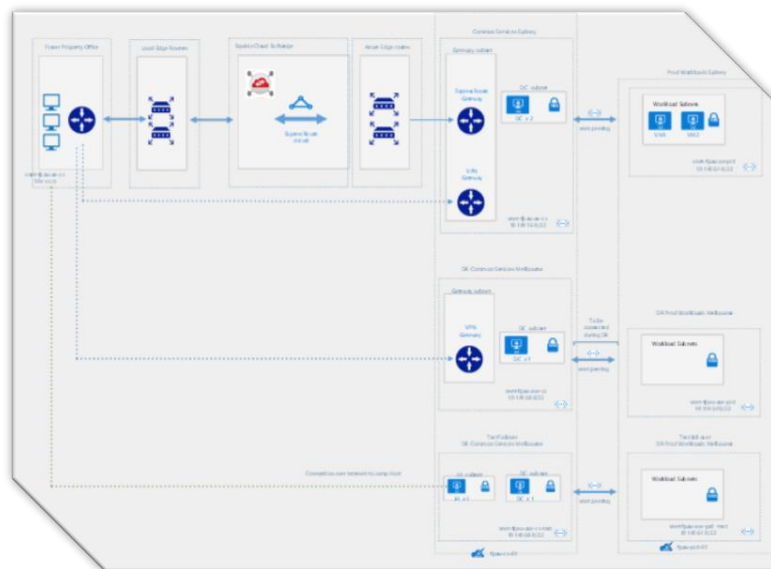
1. 範例 - 企業級雲端架構

(Sample) Enterprise grade cloud architecture

企業級混合雲架構規劃 (GCP)



混合雲架構系統搬遷 & 災難復原建置 (Azure)



2. 範例 - MVC 應用系統雲端架構圖

(Sample) MVC Application cloud architecture diagram

	<p>MVC應用程式雲端架構 (Azure)</p>
<p>驗收流程 Acceptance Process</p>	<p>依照本工作說明書第五章節之約定辦理 Please refer to Chapter 5</p>
<p>關鍵成功要素 Critical Success Factors</p>	<p>除了 SoW 中所述的一般假設外，HPE 還將根據以下關鍵成功要素提供與本工作主題相關的服務：</p> <p>In addition to the general assumptions as set out in the SoW, HPE shall provide the Services in relation to this Work Package on the following assumptions:</p> <ul style="list-style-type: none"> 客戶專案團隊人員將有空並有足夠的時間參與此工作流程，包括確定待辦清單的優先順序、批准設計和實施各階段交付項目 Customer project team members will be available and have sufficient time to participate in this workstream including prioritizing the backlog, approving the design and implement sprint deliverables
<p>不在專案範疇 Out of Scope</p>	<ul style="list-style-type: none"> 本 SOW 未提及之任何工作事項或專案活動 Any services or tasks which are not specified in this document or in an associated Statement of Work (SOW) 重構/修改 MVC 應用程式系統式碼。 Refactor/modify the identified MVC application code base. 搬遷未包含在工作主題 2 (RMA) 評估清單內的任何其他應用系統程式。 Migration of any other application(s) not included in Track-2 RMA assessment list. 實做災難復原 Implement Disaster Recovery 實做專線連接

	<p>Implement new Direct Connect connection(s)</p> <ul style="list-style-type: none">• 服務目錄的設計和實施 Design and implementation of a service catalog• 為所選標的雲平台以外的雲平台進行設計或提供建議 Design or provide input for cloud platforms other than the chosen cloud endpoint.• 建立或實施營運流程以支持持續性的雲端運營。 Establish or implement operational processes to support on-going cloud operations.• 實施非 CSP 雲原生的應用系統效能監控工具。 Implement application performance monitoring tools those are not cloud-native in CSP environment.• 於公有雲環境上安裝 MVC 應用系統及其使用之客戶資料 Install and migrate application system and customer data to public cloud.• 客戶若要求導入非雲平台原生的工具、軟體或 Terraform 企業版進階服務及功能，客戶需自行採購及建置。若因此產生相關建置或修改 MVC 專案範疇需求，則須依此工作說明書專案第 2.3 章節進行需求變更評估流程。 If customers request to adopt non cloud-native tools, softwares, advanced services or functions of Terraform Enterprise Edition, customer needs to purchase and build by themselves. If it impacts MVC project requirements, milestone or scope , the change request process must be carried out in accordance with Chapter 2.3 of this statement of work.• 開發、修改或解決 MVC 標的應用系統相關之作業系統、程式語言、軟體架構、程式碼、資料搬遷或內外部任何規範的問題 Develop, modify or fix any problem of operating system, programming language, software architect, application code, data migration or any internal/external regulations related to MVC target application.• 應用系統正式上線 Application goes Live• MVC 工作主題執行過程中所產生的所有雲平台費用 All cloud consumption fee conducted by MVC track activities.
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2.3. 專案管理 (Project Management)

專案服務說明：

HPE 將指定一位專案經理來監督專案、管理 HPE 資源，並成為客戶主要聯繫窗口，工作範圍涉及以下事項：

- 專案範圍監督與管理 (以及正式變更請求)。
- 創建與安排工作項目時程。
- 舉行項目會議，撰寫會議紀錄。
- 準備工作項目報告。
- 本工作說明書中其他指定的活動。

Professional Service Description

HPE will designate a resource to act as a project manager ("Project Manager") to oversee the project, manage HPE resources, and be the primary contact between Customer and HPE regarding the following:

- Management of scope (formal requests for changes)
- Create project schedule
- Conduct status meetings and meeting minutes
- Prepare status reports
- Other specified activities in this statement of work

服務的關鍵項目：

專業服務進度匯報

HPE 的標準表單項目與狀態匯報，將由 HPE 專案經理編寫與準備，提供會議審查和討論。這些報告須包含以下內容：

- 工作項目進度與狀態摘要。
- 計劃安排與進度。
- 審查 HPE 和/或客戶要承擔的風險、問題和行動。
- 前一次會議的重大決定與進度。

Key Activities:

Professional Services Status Reports

HPE's standard form project status reports will be prepared by the HPE Project Manager for review and discussion at the status meeting. These reports may contain the following:

- Project Status Summary
- Schedule status against the plan
- Review of risks, issues, and actions to be taken by HPE and/or the Customer
- Significant decisions from prior status meeting

專業服務進度會議

項目進度會議，將按照專案計劃中議定的頻率舉行。客戶的專案經理和 HPE 專案經理將代表他們的組織邀約相關專案團隊人員參與會議。進度會議將包括：

- 進度審查進度。
- 審核已開立的變更單。
- 審查風險、問題和要採取的行動。
- 根據里程碑 Milestone 審查結果。
- HPE 專案經理將於交付本專案交付項目之 **7 個工作日前**，通知客戶召開驗收前期討論會議，並以會議紀錄確立驗收標的 (即各交付項目) 之內容。

Professional Services Status Meetings

Project status meetings will be held in accordance with the frequency agreed. Customer's project manager and HPE Project Manager will represent their organizations at these meetings. Status meetings will include:

- Review of progress against schedule.
- Review open Change Orders.
- Review risks, issues, and actions to be taken.
- Review achievement against milestones.
- HPE project manager will notify Customer to hold a pre-acceptance discussion meeting **seven (7) business days** before the project completion time, and establish the

acceptance report in meeting minutes that includes content of the subject and the scheduled acceptance date.

專業服務項目時程表

HPE 專案經理將創建一個專案計劃時程，用於標識此 SOW 中定義的工作項目的估計時程表。作為專案計劃的一部分，雙方需就專案目標完成時間具備共識。

Professional Services Project Schedule

The HPE Project Manager will create a project schedule that identifies the estimated timelines to provide the Services defined in this SOW. As part of the project plan, both parties need to agree on the project target completion time.

變更管理流程

HPE 建立變更管理流程，以實施在本 SOW 中定義之服務變更。

當任一方在本專案服務期間有下列任何一種情況時，通常會產生相應之變更：

- 任一方提出非屬於原始服務範圍內之新服務請求
- 任一方更改本服務之方向與目的，而使 HPE 需重新設計本專案之服務

一般變更流程如下圖所示。HPE 或客戶可以書面形式請求對 SOW 進行變更，所有變更都必須由雙方共同書面同意。如係由玉山方提出變更請求，玉山方提交之變更請求評估需四小時以上才能完成，且經雙方同意該變更，則該顧問評估費將列於專案變更所產生的 HPE 報價單內並由客戶承擔。任一方提交之 SOW 變更請求均可能因進行變更評估而導致任何進度之延誤。變更 SOW 所生之費用、範圍及進度之影響（如果有）將由 HPE 進行分析和記錄，並將變更所造成之影響報告整理後，交由客戶進行審閱授權或結束該變更之討論，[惟僅由玉山方提出之變更始由其負擔費用](#)。

變更請求表將包含變更說明、變更原因及變更發起者以及對範圍、費用、進度、資源和風險之影響。所有變更都必須由雙方共同書面同意。一旦獲得批准，雙方將按照變更內容說明履行本 SOW。變更請求範例如附件 A。

若 HPE 及客戶對變更請求之處置無法達成合意，則本 SOW 將依原定義之範圍履行本專案。

Services Change Management

HPE establishes change management procedures to initiate changes to the Services identified in the SOW. A change typically occurs when either party encounters any of the following situations during Service delivery:

- Either party identifies new requirements not included in the original Service's scope
- Either party changes the direction and intent of this Service, which requires HPE to rework the Services

The general change process will be implemented as illustrated in the following graphic. Either HPE or Customer may initiate a change, in writing, to the SOW. If the evaluation of a change request submitted by Customer takes in excess of four (4) hours to complete, the cost of evaluation will be included in service change quotation and charged to Customer.

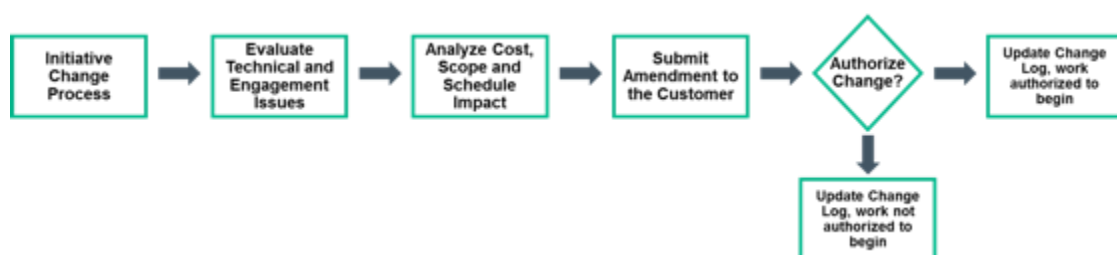
Any SOW change request submitted by either party may result in project delay due to the evaluation of the change. The impact (if any) of the cost, scope and progress of the SOW change will be analyzed and recorded by HPE, and the report on the impact caused by the change will be analyzed and documented, and then submitted to Customer for review and authorization or to end the discussion of the change.

Customer will be charged extra change cost if that changes are initialed by customer.

The change request form will include a description of the change, reason for the change, and initiator of the change as well as impact to scope, price, schedule, resources, and risks. All changes must be mutually agreed by the parties in writing. Once approved, changes to the SOW will be implemented as described. HPE's Change Request Template is included in Attachment A.

If HPE and Customer are unable to resolve disposition of change order, the SOW will remain as defined herein.

變更管理流程圖示 (Change Process Decision Matrix)



逐級上報流程

雙方認知及時解決問題對於維持專案控制及客戶滿意度至關重要。上報流程機制可提醒專案經理及其他管理人員有關尚未解決之問題。HPE 或客戶均可按以下方式上報專案問題：

- 首先將問題提出給 HPE 之專案經理。
- 若專案經理未能及時解決此問題，將製作專案報告，並將此報告上報給專案負責人。
如該問題無法在預定時間內解決或超出專案負責人之權限，則將再上報給專案指導委員會。

Escalation Process

Timely resolution of issues is critical to maintaining project control and Customer satisfaction. The escalation process provides a mechanism to alert Project Managers and other management personnel to issues not being resolved. Either HPE or Customer may escalate a project issue as follows:

- Raise the issue initially to the HPE Project Manager.
- If HPE Project Manager can't resolved at this level, within a reasonable time period, an issue report will be generated and the issue will be escalated to the Project Owner.
- If the issue cannot be resolved within a predetermined period or falls outside the authority of the product owner, it will be escalated to the project sponsor or project steering committee.

3. 專案權責(Project Responsibilities)

3.1. 客戶權責範圍 (Customer Responsibilities)

- 指派專案決策領導者(Executive Sponsor)：
 - 在專案期間可供 HPE 顧問充當單一聯繫窗口。
 - 如果專案經理無法解決的問題，可升級詢問。
 - 具有決策權，可指派和指導玉山同仁的資源及活動，並在整個專案期間內可配合 HPE 團隊。
- 指派專案經理(Project Manager)：
 - 負責本專案的所有面向。
 - 被授權做有關專案相關的決定，包括識別和分配客戶團隊相關資源。
 - 在專案期間內可配合 HPE 顧問專案活動。
 - 被授權可簽署專案報告進度、批准團隊成員工作時間、核准跟專案有關的異動。
 - 協調所有會議安排。
 - 負責交付項目的驗收。
- 指派專案負責人(Project Owner):
 - 產品負責人具有決策權與 HPE 顧問討論並確認短期 Sprint 目標，批准短期 Sprint 結果，傳達玉山專案執行決策團隊提出的潛在範圍變更請求。
 - 協助 HPE 顧問確定合適的聯繫窗口，以獲得專案所需的資料。
 - 產品負責人在專案進行期間，須參與短期 Sprint 計畫及結果審查會議。
 - 檢視專案報告進度，並協助提供回饋。
- 購買或提供所有硬體、軟體、人員，目前 HPE 提供專案服務所需的環境。
- 提供與到場 HPE 顧問數量相稱的合適工作區域。工作區域可包括桌子、椅子、電話及相關需連線網際網路等。
- 提供專案需求資料以及執行客戶內部變更管理流程的工作項目。
- 客戶將針對關鍵問題建立內部溝通計劃，以確保與 HPE 之間的對等基礎上的快速解決與溝通。
- 提供所有專案相關資訊的準確性、完整性與及時性。如果任何資訊不完整或不正確，或在提供此類資訊時出現任何延遲，則由於此類不完整或不正確資訊而導致的任何專案工作，都將被視為客戶對此專案的更改請求，並視為專案變更。

- 指派領域核心成員在專案期間內與 HPE 合作。客戶專案團隊需參與並整個專案項目，例如分析和設計、實施、測試和文檔編制。項目成就取決於客戶專案團隊。延遲提供人員配置可能會導致變更需求，並導致額外成本和/或延遲完成服務。
- Assign a Project Sponsor who will:
 - Be available to HPE personnel throughout the life of the project
 - Act as an escalation point when conflicts cannot be resolved by the Project Manager
 - Have signature authority, the authority to assign and direct the activities of Customer resources and will be available to HPE Team.
- Assign a Project Manager who will:
 - Be Responsible for all Customer aspects of this project
 - Be authorized to make all decisions relative to the project, including identification and assignment of Customer resources
 - Be available to HPE personnel throughout the project
 - Be authorized to sign status reports, approve team members' working hours, and approve any changes
 - Coordinate all meeting schedules
 - Be Responsible for receipt of deliverables if provided
- Assign a Product Owner who will:
 - Have the decision-making authority to discuss and confirm short-term Sprint goals with HPE, approve short-term Sprint results, and communicate requests for potential scope changes from Customer's project execution decision-making team.
 - Assist HPE in identifying appropriate contact windows to obtain the information needed for the project.
 - Be required to participate in short-term Sprint Planning and Results Review Meetings during the project.
 - Review status or acceptance reports, and provide acceptance or feedback as specified.

- Provide all hardware, software, licenses, staff, and environments necessary for HPE to provide these services.
- Provide a suitable work area commensurate with the number of on-site HPE. The work area will include desks, chairs, telephones, and internet/HPE network access through a VPN.
- Please provide all hardware, software, licenses, staff, current maintenance contracts, and environments necessary for HPE to provide these Services.
- Provide project requirements data and work projects to implement Customer's internal change management processes.
- Customer will establish an internal communication plan for key issues to ensure rapid resolution and communication on a parity basis with HPE.
- Be responsible for the accuracy, completeness, and the timely provision of all information provided by Customer. If any information is incomplete or incorrect, or any delays occur in providing such information, then any work required as a result of such incomplete or inaccurate information will be treated as a Customer requested change request to the SOW and subject to the change order process in Section 2.3
- Assign core domain members to work with HPE during the project. Customer team is involved in and throughout the project, such as analysis and design, implementation, testing and documentation. Project success depends on Customer team. Delays in providing staffing may result in change requirements and result in additional costs and/or delays in completing services.

3.2. HPE 的權責範圍 (HPE Responsibilities)

- 指派專案決策領導者 (Executive Sponsor) :
 - 領導並代表 HPE 參加內部專案聯合指導委員會會議。
 - 對專案最終結果負責及承擔最終責任。
 - 當專案負責人和專案經理無法解決專案衝突時，提供諮詢並解決相關問題。
 - 與客戶保持密切合作關係。
 - 就專案計劃的戰略面向方面提供建議，以確保專案成功。
 - 評估長期成本、收益和風險。
- Assign Executive Sponsor

- Leads and represents HPE in the joint steering committee meeting.
- The Project Executive / Sponsor is ultimately accountable for the project.
- Acts as an escalation point when conflicts cannot be resolved by the Project Lead and the Project Manager.
- Maintains close working relationships with customer counterparts
- Advises on strategic aspects of project strategies/plans to help ensure project success
- Assessing long term costs, benefits and risks
- 指派專案負責人 (Project Leader):
 - 每週就近期項目優先事項提供指導並選擇最高價值的每週目標。
 - 積極管理整個專案的問題、依賴性和假設。
 - 提醒 HPE 專案決策領導者注意可能導致項目延遲的風險。
 - 主持變更管理流程，根據需要召開會議。
 - 管理專案經理所提出的變更需求。
 - 與客戶保持密切合作關係。
 - 就專案計劃的戰略面向方面提供建議，以確保專案成功。
 - 評估短期和長期成本、收益和風險。
 - 必要時向團隊提供技術指導。
- Assign Project Leader
 - Providing weekly (or more frequent) direction on immediate project priorities and selection of highest value weekly targets
 - Actively managing the overall project issues, dependencies, and assumptions
 - Alerting HPE project sponsor to risks which might lead to project delays
 - Presiding over change management process, convene meetings as needed
 - Managing Change Order processing when escalated by Project Manager
 - Maintaining close working relationships with customer counterparts
 - Advising on critical aspects of project strategies/plans to help ensure project success
 - Assessing short and long term costs, benefits and risks
 - Providing technical guidance to the team as necessary
- 指派專案經理 (Project Manager) :
 - 專案範圍監督與管理，包含正式變更請求。

- 創建與安排工作專案時程。
- 舉行專案會議，撰寫會議紀錄。
- 準備工作專案報告。
- 本工作說明書中其他指定的活動。
- 管理專案範圍，以及進行玉山銀行成員的溝通協調。
- 根據需求與玉山銀行成員舉行例行會議。
- 跟進並協調解決專案執行過程中的相關問題及決策。
- 整合玉山銀行團隊的意見，準備每週專案報告。

下表為 HPE 規劃參與本專案之關鍵成員：

Here comes the HPE project key member lists:

Resource Role	Team Member
專案決策領導者 Executive Sponsor	王綸基 (David Wang) 副總經理
專案負責人 Project Leader	Vernon Rauch 首席架構師 (Principle Architect)
專案經理 Project Manager	黃彥仁 (Norman Huang) 資深專案經理

HPE 團隊除了完成本 SOW 之專業服務外，HPE 還需：

- 協調專案範圍內所有顧問資源的活動。
- 確保專案進度如期進行。

In addition to completing the professional services defined throughout this SOW, HPE shall

- Coordinate the activities of all consultant resources within the scope of the project.
- Ensure that the project progress is on schedule.

HPE 將在專案開始時設立一個內部專案聯合指導委員會，並規畫每月至少召開一次定期會議。指導委員會由公司管理層指派，為專案提供總體指導和管理。指導委員會負責專案成功與否。

- 指導委員會負責批准所有主要計劃，授權任何與商定專案計劃的重大變動並於專案完成後總結簽署該專案。
- 指導委員會確保專案資源，並批准專案經理的任命和職責。

HPE will setup a joint steering committee at the start of the project and plan periodic meetings at least once a month. The Steering Committee is appointed by corporate management to provide overall direction and management of the project. The Steering Committee is accountable for the success of the project.

- The Steering Committee approves all major plans, authorizes any major deviation from agreed Plans and signs off the completion.
- The Steering Committee ensures that required resources are committed and approves the appointment and responsibilities of the Project Manager.

專案主要聯繫窗口	聯繫方式
HPE 資深專案經理 黃彥仁 (Norman Huang)	E-mail : norman.huang@hpe.com 電話: +886-921-812-208
HPE 資深技術顧問 張耀文 (Joy Chang)	E-mail : joy.chang@hpe.com 電話: +886-972-212-895

4. 專案限制、依賴性和前提 (Limitations, Dependencies, and Assumptions)

1. 標準專業服務期間為一 (1)標準業務週。
2. HPE 人員將於第 6 章節所載之地點及時間，提供玉山銀行顧問服務。服務提供時間為當地時間週一至週五 (9:00am to 6:00pm; 中午休息為 12:00pm 至 1:00pm)，不包括國定假日(“標準工作日”)。週末和假日或標準工作日以外的時間可能需要額外收費，並且應以變更申請表變更服務提供時間。
3. 專業服務內容之地點與時間包括到場服務地點、非到場服務地點和通勤時間。HPE 人員在開始服務之前，HPE 人員到場/非到場服務之時間表將由玉山銀行及 HPE 共同議定。
4. 當專業服務需要差旅時，將在每個工作周的第一個標準工作日和最後一個標準工作日(星期一至星期五，不包括 HPE 假期)進行，除非 HPE 和玉山銀行在專案時程表創建中另有約定。
5. 除非本工作說明書另有約定，所有交付項目都需要書面驗收。
6. 本專案所產生之任何文檔將以電子格式、Adobe PDF 格式和/或使用 Microsoft Office 軟體提供。專案管理軟體將會使用 Microsoft Project 規劃。
7. 誠信合作。HPE 和玉山銀行同意，成功完成本專案將需要雙方以及玉山銀行之充分和相互的真誠合作。如果本工作說明書要求任何一方確認或其他類似行動，該方將不得無故延遲或拒絕。如果因玉山銀行未能履行其本身責任或義務導致 HPE 無法履行或延遲履行本 SOW 中的責任或義務，則 HPE 對此類給付不能或給付延遲概不負責。
8. 第 2 章節中未記載的任何服務或可交付項目均被視為不在本 SOW 範圍之內。
9. HPE 經同意後取得客戶業務相關之聯繫資訊。作為此類資訊的管理者，HPE 同意使用適當的技術和組織措施來保護玉山銀行的業務聯繫資訊，並僅根據 HPE 的隱私權政策(<https://www.hpe.com/us/en/legal/privacy.html>) 和適用法律(應要求提供)使用此類資訊。HPE 其對任何玉山銀行業務聯繫資訊並不擁有權利、所有權或利益。
10. 如果 HPE 向玉山銀行披露 HPE 員工的個人資料或 HPE 員工直接向玉山銀行提供個人資料，則玉山銀行需同意使用適當的技術和措施保護此類個人資料，並且僅根據其隱私政策和適用法律使用該個人資料。

11. 如 HPE 人員需要玉山銀行通行(入廠)證，電腦，用戶帳戶或其他系統訪問權限，客戶需同意至少將在專案開始日期前(24 小時內)提供。
12. 客戶知悉並同意，如客戶自行要求顧問接收、存儲或處理受適用的本國或外國之數據安全法律保護的機密或資訊，客戶交付其資料於顧問，而顧問了解此類資訊將限制作為其專屬專案處理和環境控制之用途，HPE 專案團隊承諾且遵守客戶以書面形式傳達的所有安全和控制政策和做法。雙方同意，此類服務並不包括個人資料的處理。
13. 客戶知悉並同意，顧問可以利用其在提供服務期間，透過其原有之經驗、實踐學習或開發的某些專有知識、專有技術、技術、方法、概念和想法納入交付項目。這可能包括但不限於:手冊、參考體系結構、培訓材料、能力矩陣、評估範本、競爭分析、財務 (TCO/ROI) 模型和技術實施範本。HPE 保留此類智慧財產權的唯一和專屬擁有權。根據本工作說明書(SOW)，任何智慧財產權的擁有權將不發生轉讓。[在此工作說明書\(SOW\) 交付項目所有相關權利，依照合約約定辦理。](#)
14. HPE 顧問可利用和/或嵌入自身專業服務，軟體產品、軟體技術於交付項目。
15. 雙方同意若因不可抗力之因素影響本專案之執行，當事人之一方得以書面或電子郵件通知他方，且任一方對於因前述不可抗力因素所致之專案暫停、遲延或不能繼續履約之情形不負損害賠償或任何違約金/罰款之責任。
16. 若發生前項不可抗力事件，有影響本工作說明書之建置、保固或其他服務，雙方同意任一方得以書面通知他方，開始討論並以書面協議包括但不限於相關之履約期限延長或可能增加之成本費用等相關事宜。
17. 本專案中交付文件之內容與分析，係由 HPE 基於客戶所提供之資料與現況為基礎，輔以 HPE 現今在業界實踐經驗，對客戶未來在雲端系統之發展，提供評估及建議。故客戶對於其本身資料與現況瞭解程度與客戶團隊在本專案進行之配合，將會是 HPE 在提出評估報告建議內容時的重要因素。

1. Minimum Professional Services period is one (1) standard business week.
2. Work on this services engagement will be generally performed at the Customer facilities and at HPE locations. Activities which require work to be scheduled and performed outside of standard work hours will be as agreed upon and scheduled by the HPE and Customer Project Managers.
3. Professional Services are inclusive of on-site, off-site, and travel time. The on-site/off-site schedule of the HPE team will be mutually agreed prior to the commencement of

Services. HPE and Customer agree to plan an on-site/off-site schedule that leverages off-site work as much as possible.

4. When business travel is required for Professional Services, travel will occur on the first Standard Work Day and last Standard Work Day of each work week (Monday through Friday, excluding HPE holidays), unless otherwise mutually agreed to between HPE and Customer as part of the project schedule creation.
5. Unless otherwise stated, all deliverables, require written acceptance.
6. Any deliverable documentation created for this engagement will be available in electronic format, in Adobe PDF format and/or using the Microsoft Office suite. The engagement planning software used for this engagement will be Microsoft Project.
7. Good faith cooperation. HPE and Customer acknowledge that successful completion of this project will require full and mutual good faith cooperation. Where agreement or similar action by either party is required by any provision of this statement of work, such action will not be unreasonably delayed or withheld. Customer agrees that to the extent its failure to meet its responsibilities results in a failure or delay by HPE in performing its obligations under this SOW, HPE will not be liable for such failure or delay.
8. Any Services or deliverables not documented in Section 2 are considered outside the scope of this SOW
9. HPE will have access to Customer business contact information. As the controller of such information, HPE agrees to protect Customer's business contact information using appropriate technical and organizational measures and only use such information in accordance with HPE's privacy policy (<https://www.hpe.com/us/en/legal/privacy.html>) and applicable laws (available upon request). HPE acknowledges that HPE has no right, title, or interest in any Customer business contact information.
10. Where HPE discloses HPE employee personal data to Customer or an HPE employee provides personal data directly to Customer, Customer agrees to protect such personal data using appropriate technical and organizational measures and only use that personal data in accordance with its privacy policies and applicable laws.
11. If HPE personnel require Customer badges, laptops, user accounts or other system access, these items will be provided in accordance with Customer's security policies.
12. Customer acknowledges that to the extent Customer requires that Consultant receive, store or process Customer's confidential information or information protected under

applicable federal, state or foreign data security laws, Customer will provide and Consultant will use exclusively Customer's information technology infrastructure as its exclusive working and control environment and HPE project team will abide by all security and control policies and practices as communicated by Customer in writing. The parties agree that these Services do not include the processing of personal data.

13. Customer acknowledges and agrees that Consultant may utilize in the provision of its Services and/or incorporate into the Deliverable certain proprietary knowledge, know-how, techniques, methodologies, concepts and ideas that it has developed through experience, learned through practice or developed during the provision of its Services. This may include but not be limited to; manuals, reference architectures, training materials, capabilities matrices, assessment templates, competitive analyses, financial (TCO/ROI) models and technical implementation templates. Consultant retains sole and exclusive ownership of such intellectual property. No transfer of ownership of any intellectual property will occur under this SOW. Customer grants Consultant a non-exclusive, worldwide, royalty-free right and license to any intellectual property that is necessary for Consultant and its designees to perform the Services. All rights related to the delivery of the project in this Statement of Work (SOW), [please refer to contract article 9.](#)
14. Consultant may utilize in the provision of its Services and/or embed into Deliverables or software products delivered to Customer certain Consultant software technologies.
15. Both parties agree that if a force majeure factor affects the execution of this project, one of the parties can notify the other party in writing or email, and either party will not respond to the suspension, delay or inability to continue the performance of the project due to the aforementioned force majeure factors. Liability for damages or any liquidated damages/fines.
16. In the event of a force majeure event in the preceding paragraph that affects the establishment, warranty or other services of this work manual, both parties agree that either party can notify the other party in writing, start the discussion and write a written agreement including but not limited to the relevant performance period extension or possible increase in costs Related matters
17. All contents, analysis and recommendations set forth in the final report deliverable document(s) in this project provided by HPE should be majorly based on the information and current commercial practices shared by Customer, and also with HPE's current commercial experiences. Therefore, Customer's understanding and sharing of its own information, data and current practices, and the project cooperation

from Customer to HPE during the project shall be significant elements and dependencies to the results of HPE's final report.

5. 驗收流程 (Acceptance Process)

本工作說明書之驗收流程為：HPE 專案經理應依工作說明書約定之完成第 2.2 章節各工作交付項目後，應以書面通知客戶專案經理驗收，並依客戶之需求派遣相關人員協同辦理驗收。

HPE 專案經理於工作說明書第 2.2 章節中每一交付項目中所列工作應完成時間之前 **七個工作日**，通知客戶專案經理召開驗收前期討論會議，並以會議紀錄確立各交付項目結案報告驗收標的之內容及驗收日期。

The acceptance criteria of this SOW shall be as follows: HPE Project Manager shall notify the Customer Project Manager in writing of the acceptance of the project upon completion of the tasks in chapter 2.2 as agreed in the SOW, and in accordance with the needs of Customer to dispatch relevant personnel to cooperate with the acceptance. HPE Project Manager shall notify the Customer Project Manager to hold a pre-acceptance discussion meeting **seven (7) business day** before the completion time of each deliverable item in chapter 2 of the job description, the contents and the date of acceptance of the final acceptance report of each delivered project shall be recorded by the meeting minutes.

HPE 專案經理依進度交付本標的並檢附一切必要文件後(詳見工作說明書第 2.2 章節)，通知客戶專案經理辦理各進度之付款前驗收。客戶專案經理應於收到通知後 **7 個工作日內**開始驗收，若客戶專案經理逾前述期間或已將本專案交付物內容實際施作於客戶或其關係企業之設備或系統上者，視為該階段已驗收完成。

HPE 專案經理依工作說明書各工作交付項目所載之內容為準，交付相關書面報告文件，如不合於工作說明書之項目內容者，客戶專案經理應將不合格部分告知 HPE 專案經理。HPE 專案經理應於受告知後 **7 個工作日內**確認問題並依交付項目定義完成調整或補正，再交付客戶專案經理複驗，**其後之程序同前**，其因此所生之一切費用，均由 HPE 負擔。**就本專案 HPE 專案經理依工作說明書各階段所交付之書面報告文件，若需補正或調整者，則由 HPE 專案經理依各工作交付項目內容範圍內，在經雙方協商的合理範圍內進行調整。**

After the HPE project manager delivers the deliverables according to the schedule and attaches all necessary documents (see Chapter 2.2 of the work description for details), the customer project manager will be notified to deal with the pre-payment acceptance review of each track. The customer project manager shall start review and acceptance within 7 business days after receiving the notice. If the customer project manager exceeds the above-mentioned period or has actually implemented the contents of the project deliverables on the equipment or system of the customer or its affiliated enterprises, it is considered that deliverables are accepted.

The HPE project manager shall deliver relevant written report documents according to the content of each track deliverable item in the work statement. If the content of the deliverables do not meet the work statement, the customer project manager shall inform the HPE project manager of the unqualified part.

The HPE project manager should confirm the problem within 7 business days after being notified, and should complete the adjustment or correction according to the definition of the deliverables, and then deliver it to the customer project manager for re-check (follow the same process mentioned above). All cost incurred therefrom shall be borne by HPE.

For the written report documents delivered by the HPE project manager of this project in accordance with each track of the work statement, if corrections or adjustments are required, the HPE project manager will mutually review and discuss with customer project manager to make adjustments within a reasonable scope according to the content of each deliverable.

6. 服務起始 (Services Schedule)

6.1. 專案服務期間 (Services Commencement)

合約將於 2023 年 06 月 01 日生效，並持續到 2024 年 04 月 30 日，專案啟動會議將於一周內舉辦。

The contract is anticipated to begin on MM, DD, 2023 and continue until MM DD, YYYY. Project kickoff meeting will be hosted in one week.

服務預計將於專案啟動會議後(預計 2023 年 06 月 01 日)正式啟動，並持續到 2024 年 04 月 30 日(“SOW 專案期限”)，共計 11 個月。

The services are anticipated to begin after project kickoff meeting (assume on MM DD, 2023) and continue until MM DD, YYYY (“SOW Project Term”). M months in total.

項次 (Item)	里程碑 (預估工期) Milestone/Duration	預計時間 (Date)	里程碑目標說明 (Description)
1	簽約完成 (第一期付款)	--	雙方完成正式合約簽署
2	專案啟動	第 1 週	執行第 2.2.1 章節描述 (Track 0：專案啟動) 工作，召開啟動會議並交付及驗收專案起始會議簡報
3	工作主題 Track-1 (2 週; 2w)	第 3 ~ 4 週	執行第 2.2.2 章節描述 (Track 1: 雲端發展策略與藍圖規劃 工作，並交付及驗收該工作主題之交付項目。
4	工作主題 Track-2 (7 週工期; 7w)	第 4 ~ 10 週	執行第 2.2.3 章節描述 (Track 2: 十套應用系統搬遷與 TCO/ROI 評估) 工作，並交付及驗收該工作主題之交付項目。
5	工作主題 Track-3 (8 週工期; 8w)	第 8 ~ 15 週	執行第 2.2.4 章節描述之 (Track 3: 雲端資安評估與發展路線圖) 工作，並交付及驗收該工作主題之交付項目。
6	第一階段工作完成 (第二期付款)	--	執行專案第二期請款流程

7	工作主題 Track-4 (6週工期; 6w)	第 18 ~ 23 週	執行第 2.2.5 章節描述之 (Track 4: 轉型成熟度評估 - E2CAF 之四個領域：策略與治 理、維運、人才培養與 DevOps) 工作，並交付及驗收該工作主題 之交付項目。
8	工作主題 Track-5 (16 ~ 20 週工期; 16 ~ 20w)	第 21 ~ 45/49 週	執行第 2.2.6 章節描述之 (Track 5: 設計與建置最小可行雲) 工 作，並交付及驗收該工作主題之 交付項目。
9	第二階段工作完成 (第三期付款)	--	執行專案第三期請款流程

下表為客戶規劃參與本專案之主要專案團隊:

Here comes the E.SUN Bank key project member list

Resource Role	Team Member
專案決策領導者 Executive Sponsor	蔡文健 (Alex Tsai) 總工程師
專案負責人 Project Owner	蔡宗書 (Tsung-Shu Tsai) 副總工程師
專案經理 Project Manager	黃翊筑 (Mavis Huang) 資深工程師

下表為 HPE 目前規劃參與本專案之顧問團隊及工作經歷。

此外，專案執行其中有可能因各種原因可能無法提供特定顧問人員，導致下表所列的特定顧問可能會有所更改。HPE 將於專案執行過程中提供符合本專案所需相同技能的其他顧問資源以確保專案的成功。

Here comes the HPE project team member list. In addition, the names provided are for subject to change as the staff may not be available due to various reasons. HPE will provide resources with same skills to ensure success of the project.

Track Item	Resource Role	Biographical Notes
Track 1、4 (Strategy & Transformation Maturity)	Vernon Rauch, Principle Architect 首席架構師	<ul style="list-style-type: none"> 30+ years technology executive building and leading cloud focused organizations

		<ul style="list-style-type: none"> • Extensive experience working in and with financial sector organizations establishing cloud strategies and operating models • Expert in digital transformation, organizational structure, and business process definition
Track 1、4 (Strategy & Transformation Maturity)	Ashley Williams, Senior Technology Consultant 資深技術顧問	<ul style="list-style-type: none"> • 15+ years of experience leading Improvement initiatives and Change Programs and Projects aimed at improving time to value, transforming customer experience, reducing cost and increasing revenue • Expertise in working with customers on their journey from building traditional IT solutions to enabling cloud services and technology consumption across a variety of industries including Financial Services, Health, Retail and Government • Certifications: <ul style="list-style-type: none"> ◦ Amazon Web Services Solution Architect Associate certification ◦ Amazon Web Services Certified Cloud Practitioner certification ◦ Azure-900 – Microsoft Azure Fundamentals certification ◦ PSM I – Professional Scrum Master I certification ◦ Project Management Professional (PMP) ◦ Change Management™ (2015) Practitioner (APMG International) ◦ Certified Six Sigma Black Belt (American Society for Quality)
Track 2 (RMA/TCO)	Romuald Boutault, Principle Technical Consultant 首席技術顧問	<ul style="list-style-type: none"> • Over 26 years of experience in IT Industry • Working as a Hybrid IT Business Advisory Consulting Services

		<ul style="list-style-type: none"> • Expertise in develop/market/sell/deliver Hybrid IT Economic Advisory Consulting Services for Worldwide customers. • Expertise in Manage/Lead IT Storage Architecture, Design and Implementation Services. • Expertise in Lead communities and manage knowledge • Skills: <ul style="list-style-type: none"> ○ Assessment ○ Business Case ○ TCO Analysis for Hybrid IT
Track 2 (RMA/TCO)	Santosh Deshpande, Senior Technical Consultant 資深技術顧問	<ul style="list-style-type: none"> • Total 14 years of experience in IT Industry • Working as a Solution Architect/Migration Lead and Lead - Application Transformation to cloud and Right Mix Advisor Expertise • Expertise in discovery, analysis/planning, migration wave planning, design and implementation. • Extensive experience in Data Center consulting. • Experience in NSI. • Designed and implemented Windows infrastructure build, Hyper-V, Microsoft failover clusters. • VMware infrastructure design and implementation. • Data center transformation and consolidation projects. • Developed the Data Center Migration factory process. • Certifications: <ul style="list-style-type: none"> ○ Microsoft Azure Administrator ○ VMware VCP 6.0 certified ○ VMware VCP 5.0 Certified
Track 2	Vinayak Tejaswi,	<ul style="list-style-type: none"> • Total 15 years of experience in IT Industry

(RMA/TCO)	Senior Technical Consultant 資深技術顧問	<ul style="list-style-type: none"> Working as a Technical Solution Consultant - Right Mix Advisor & Application Migration Experience in discovery, analysis/planning and migration wave planning Extensive experience in Enterprise Servers, Storage and IT Infrastructure management. Linux System Administration. NGINX Deployment and Configuration Performance and Load testing using Apache Jmeter. Certifications: <ul style="list-style-type: none"> AWS Cloud Practitioner
Track 3 (SAM)	Oleg Amiton, Principal Security Architect 首席資安架構師	<ul style="list-style-type: none"> A security consultant, architect, and manager with over 22 years of experience built on solid technical foundation. He has a proven track record of leading Cloud transformation and security programs to empower the business with new cloud-aligned ways of working while strengthening security posture. Prior to joining HPE in 2019, he held a number of senior positions in financial services, natural resource, healthcare, telecommunications, and information technology services fields. His background is international and diverse in scope. Currently seconded to consult the New Zealand government on the NZ Government Cloud program. Certifications: <ul style="list-style-type: none"> CISSP SABSA GCP - Cloud Architect Professional AWS – Solution Architect Professional
Track 5 (MVC)	JohnPaul Thomas, Principal Cloud Architect	<ul style="list-style-type: none"> 15+ years of experience in helping businesses to migrate their workloads to Cloud and help

	首席雲端架構師	<p>them to set up high performing SRE teams to look after their environment.</p> <ul style="list-style-type: none"> • Expert in automation, DevOps, multi-cloud architecture • Expert in delivering on premise solutions and integrations. • Certifications: <ul style="list-style-type: none"> ◦ Azure Solutions Architect Expert ◦ MCSE Cloud Platforms and infrastructure ◦ MCSA Cloud Platforms ◦ MCP and specialist ◦ HashiCorp – Terraform Associate ◦ TOGAF® 9 Certified ◦ TOGAF® 9 Foundation ◦ LFS: Kubernetes Fundamentals ◦ LFS: Containers Fundamentals ◦ VMWare VTSP
Track 5 (MVC)	<p>HPE Staff, Senior Cloud Architect 資深雲端架構師</p> <p>(待 MVC 選定之的 CSP 標的後決定)</p>	<ul style="list-style-type: none"> • 15+ years IT professional in Hybrid Cloud, Public Cloud, Private Cloud, DevOps, IT Infrastructure & Services which includes: Adoption, Design, Consultation, Architect, Implementation experience with various roles such as, DevOps Engineer, Cloud Software Engineer, Cloud Solution Architect, Technical Solution Consultant, Test Lead Engineer, Cloud & Virtualization Engineer, Unix/Linux SME and LAMP Engineer. • Certifications: <ul style="list-style-type: none"> ◦ GCP – Cloud Architect Professional ◦ Certificate of Cloud Security Knowledge (CCSK) ◦ RED Hat Certified Specialist in OpenShift ◦ Azure Infrastructure Solution
Track 3 (SAM) Track 5 (MVC)	<p>譚皓 (Tan Hao), Cloud Engineer 雲端工程師</p>	<ul style="list-style-type: none"> • Experience in cloud consulting project with client in financial industry, DevOps engineer in

		<p>gaming industry and Mainframe rehost project.</p> <ul style="list-style-type: none"> • Tech consultant with previous experience in cloud support in AWS, focusing on EC2 and Linux related issue. • Certifications: <ul style="list-style-type: none"> ◦ AWS - Solutions Architect - Professional ◦ RedHat Certified Engineer ◦ VMware Data Center Virtualization - Professional
All Tracks	<p>黃彥仁 (Norman), Senior Project Manager 資深專案經理</p>	<ul style="list-style-type: none"> • 5+ years experience delivering Data & Analytics solutions on cloud, with expertise in migrating from on premise to cloud. • 10+ years experience with project management in cloud implementation, SaaS solution and data migration. • Experience in customer-facing roles such as project manager, professional services consultant, pre-sales and solutions delivery. • Cloud technical expertise on IaaS/PaaS, Hybrid Cloud, Cloud Migration, Security, Networking, Logging & Monitoring, Cloud DR/Backup • Certifications: <ul style="list-style-type: none"> ◦ PMP ◦ PMI-ACP (Agile Certified Practitioner) ◦ AWS Cloud Practitioner ◦ Azure Administrator Associate
All Tracks	<p>譚皓 (Tan Hao), Business Analyst 商業分析師</p>	<ul style="list-style-type: none"> • Experience in cloud consulting project with client in financial industry, DevOps engineer in gaming industry and Mainframe rehost project. • Tech consultant with previous experience in cloud support in AWS, focusing on EC2 and Linux related issue. • Certifications: <ul style="list-style-type: none"> ◦ AWS - Solutions Architect - Professional

		<ul style="list-style-type: none"> ○ RedHat Certified Engineer ○ VMware Data Center Virtualization - Professional
All Tracks	張耀文 (Joy), Senior Technical Consultant, Project Pursuit 專案支援顧問	<ul style="list-style-type: none"> • 6+ years hybrid cloud experience to build / migrate applications to public cloud, including Finance, EC, SAP, ERP, Manufactory, Gaming industries. • 13+ years IT industry R&D experience, especially for networking and telecom systems. • Certifications: <ul style="list-style-type: none"> ○ 13x AWS certifications (Cloud Architect, Security, etc) ○ 8x GCP certifications (Cloud Architect, Security, etc) ○ PMP ○ PMI-ACP (Agile Certified Practitioner) ○ CCNA
All Tracks	王禮群(Joan) 專案口譯師	<ul style="list-style-type: none"> • Close to a decade of professional interpretation and translation experience in the United States, Europe, Hong Kong, and Taiwan • More than 4 years interpretation experience in the intersection of IT and financial services within Taiwan • Certifications: <ul style="list-style-type: none"> ○ AWS Certified Cloud Practitioner ○ AWS Solutions Architect Associate

6.2. 服務地點 (Services Location(s))

本專案執行期間台灣團隊成員將於下列服務地址現場駐點，搭配國外顧問以遠端視訊方式共同參與會議及執行專案。

Project consultant team members will execute project in both on-site (for HPE Taiwan staffs) and remote (HPE oversea staffs) modes. Services will be provided at the following End User location.

玉山商業銀行股份有限公司 (E.SUN Commercial Bank Co., Ltd)

台北市中山區撫順街 41 巷 13 號, 臺灣 R.O.C.

No. 13, Ln. 41, Fushun St., Zhongshan Dist., Taipei City , Taiwan (R.O.C.)

7. 訂單與付款時程 (Order and Payment Information)

專案費用與付款時程將依合約條款辦理。

The Services price, payment schedules and payment term shall be subjected to the contract.

本工作說明書工作主題將分為兩階段進行分期驗收及付款:

【專案付款期程】

付款期別	項目	付款百分比	說明	數量
第一期	合約簽訂	依合約條款	雙方完成正式合約簽署	1
第二期	第一階段 工作主題	依合約條款	完成本工作說明書之: 工作主題 1、工作主題 2 及工作主題 3	1
第三期	第二階段 工作主題	依合約條款	完成本工作說明書之: 工作主題 4 及 工作主題 5	1

7.1. 其他 (Others)

本 SOW 是合約的一部分，若本 SOW 與合約有任何衝突之處，應以合約為主。

This SOW is part of the Contract. If there is any conflict between this SOW and contract, contract should be the main one.

Attachment A—Change Request

Original SOW Document Information

Project name	Project Name
Original SOW Title	
Original Document date	Date of SOW execution
Agreement	Name/#/Date of Agreement

Change Request (CR)

Change Request No.		Initiation Date	
OPE#		End-Date	
Priority	H/M/L		
Initiator Name		Email / Phone#	
Position		Organization	

Description of Change:

[Clearly define the change order details. Provide all relevant documentation and specifications.]

Reason for Change:

[Define the reason for the change, the history of the change, and the impact/expectations for the component / deliverable being changed. Delete the unused categories]

Scope

Quality

Requirements

Resource

Schedule

Location

Price

Terms

Attachment B—Sample Weekly Status Report

Document Information

Project name			
Prepared by		Document version number	
Title		Document version date	

Distribution list

From	Date	Phone/Fax/Email	

To	Action*	Due date	Phone/Fax/Email

* Action Types: Approve, Review, Inform, File, Action Required, Attend Meeting, Other (please specify)

Project/Program Overview

Reporting Period:		Project Manager:	
Project/Program Description: (What solution is being delivered)			

1. Project/Program Status Summary

Status	This Reporting Period (Red, Yellow, or Green)	Last Reporting Period (Red, Yellow, or Green)	Comments
Overall			
Customer Satisfaction			
Schedule			
Technical Performance			
Resource			
Contract/Legal			

Key Accomplishments This Reporting Period
Key Planned Activities Next Reporting Period

2. Risk Management

[Describe the key open project risks, the risk owners and current status.]

3. Change Requests

[Describe key change requests received since the last status report, including the initiator and current status.]

4. Project/Program Milestones

Project Milestone Description	Dates	
	Planned	Forecast/ Actual

5. Project/Program Payment Schedule

Payment Milestone #	Invoice Date		Payment Date	Payment Amount	
	Planned	Actual		Planned	Actual

6. Project/ Program Organization

Customer Name & Title	HPE Counterpart Name & Title

7. Issues

[Describe the key open project issues, the issue owners and current status. Do not insert copies of the issue log.]