Temenos Implementation Methodology - TIM

WEALTH FRONT OFFICE

Author

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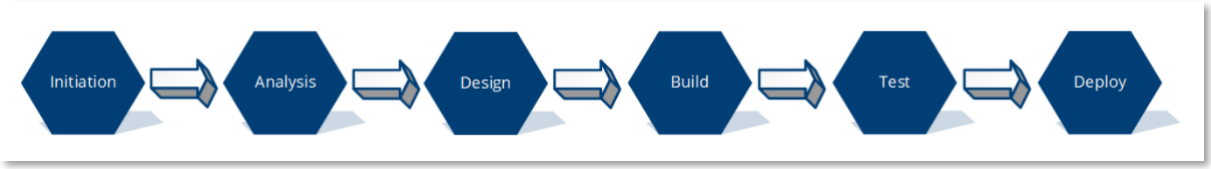
1. TIM for Wealth Front Office

The TIM for Wealth Front Office provides our partners with structured delivery processes which create defined value for our Clients. The TIM provides a roadmap that clearly communicates essential steps and ensures that each step is fulfilled.

It is a process-driven approach, so that each activity in the implementation is clearly identified with a step-by-step documented procedure guide for each process step.



2. Phases of TIM for Wealth Front Office

2.1. Initiation

In this section we focus on the Initiation stage.

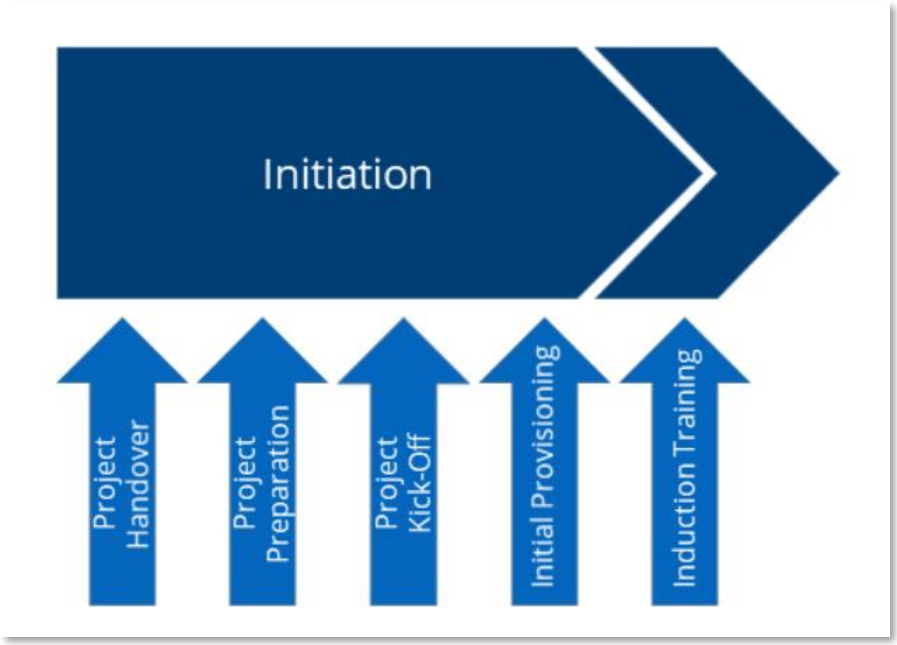
Please note that Temenos Dedicated Cloud Services offers the Client a set of IT Services to manage Temenos products hosted in Temenos Cloud. With Temenos Managed Cloud Services, Temenos hosts the software licensed by the client in the Temenos Cloud.

For on-premise implementations, Temenos provides the software and the licenses, but has no role in the daily operations of the solution since that is either hosted by the client or by a third party on behalf of the client.

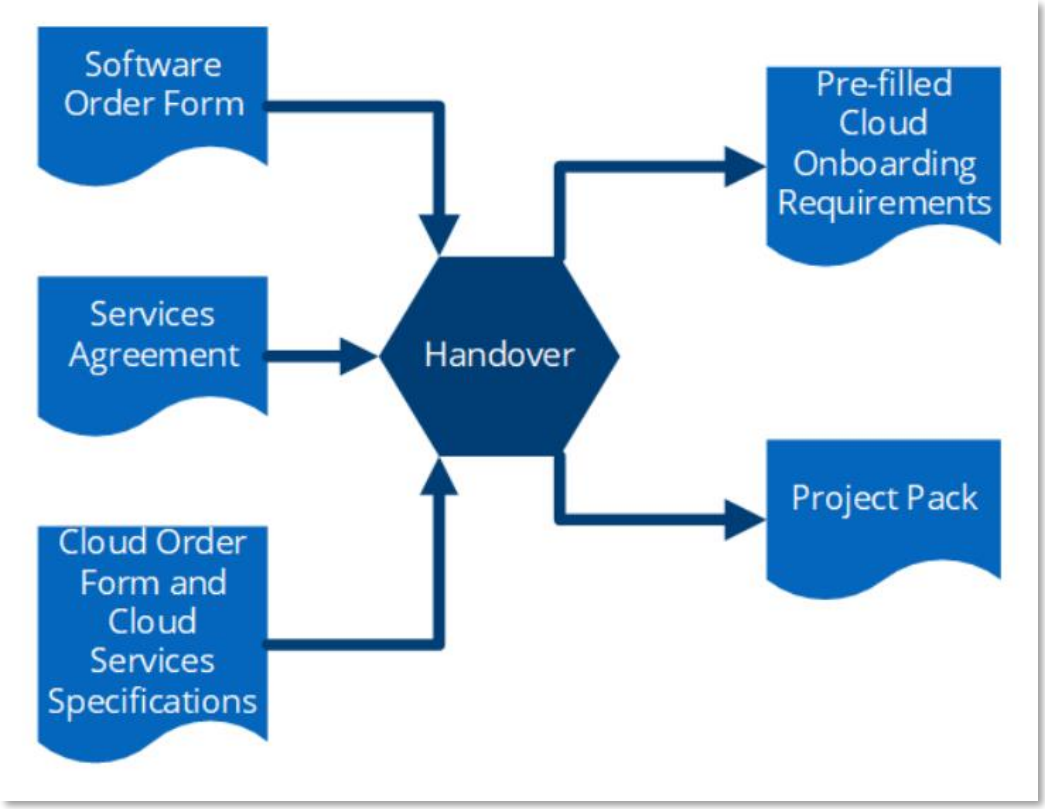
This methodology is compliant with Temenos Cloud Architecture 1.1 and Cloud 2.0.

Various Temenos Cloud actors may be referred to in this methodology:

- Cloud Delivery Manager
- Service Delivery Manager
- Cloud Command Centre
- Cloud Security
- Cloud Architecture
- Operational Readiness Board
- Cloud DR Manager
- Cloud Service Desk
- Regional Cloud team



2.1.1. Handover to Services



2.1.1.1. Summary

During the sales cycle of the software license or the Cloud Services, the sales, pre-sales and engagement teams gather a significant amount of information, much of which is of relevance to the implementation team.

A Client may sometimes feel frustrated when forced to cover old ground with the implementation team. Such Client frustration can be minimised if the handover process is executed efficiently.

The Temenos product management team, the project implementation consultants and, if this is a Cloud implementation in the Temenos Cloud, the Temenos CDM must also be included in the handover process to ensure the development and the expected implementation tasks are clearly communicated.

It is critical to ensure that all parties are fully aware of their own responsibilities relating to any specific issues around, for example, data security or employee vetting and any non-standard contractual clauses, such as penalty clauses.

For implementations in the Temenos Cloud, any Cloud deltas identified during the sales cycle should be also highlighted and reviewed during the handover.

For any Temenos-primed implementation, the PM must pay close attention to the L3 Developments listed in the SOW, Cloud Order Form or Software Order Form and ensure that they match the L3 Developments listed in T-Focus. An extract from T-Focus should be requested from the Temenos PDM to assist reconciliation. Any discrepancies must be resolved between the PM, the Temenos ASM and the CEM. This will be checked during the IPR at the close of the Initiation Stage.

For partner-primed implementation, the Temenos PDM is responsible for performing this task.

2.1.1.2. Prepare for Handover

The CEM (or partner equivalent) is responsible for managing this process, where the sales, pre-sales and client engagement teams work with the implementation team to review all relevant documentation gathered during the engagement.

Not all information gathered during the sales cycle is relevant for handover. The emphasis is not on delivering all documentation, but on handing over the most appropriate information.

2.1.1.3. Produce Project Pack

We've found it useful to compile an index of the available documents for the use of the project team. There's no specific format or template for this, it just makes sense to pull all relevant documents together into one place.

As a guideline, the project pack should contain at least the following:

- summary of SOW
- summary of any RFS documents
- overview of modules licensed
- either (a) Software Order Form and Cloud Services Specifications or (b) Cloud Order Form
- high-level project plan
- initial Risk Log (if Temenos-primed, pre-populated with the data from the T-Force Risk Profile)

If the project is delivering to a Temenos Cloud, then attention must be paid to the following:

- Cloud contracts
- Temenos products to be implemented
- Required / contractual environments
- interfaces and integration
- architecture
- non-functional deltas, which describe the deviations from the standard SLA
- agreements on L3 developments (if any)

The PM should then distribute the collated Project Pack to the project team (including Temenos Cloud Delivery manager).

The CEM should fill out the following sections from the Cloud Client Onboarding Requirements Document:

- Cloud contracts
- Client details
- Project details
- Products
- Environment
- Interfaces & Integration
- Architecture

2.1.1.4. Run Handover Meeting(s) and Review Documentation

Depending on the size, scale and complexity of the project, one or more handover meetings will be needed. The PM and CEM will agree and schedule the required number of meetings; it may be useful to produce an agenda to manage the meetings effectively.

Some areas that are of interest to the incoming project team:

- Client overview
- project rationale
- organisation chart
- SOW High Level Overview
- project governance (including whether TPCS and L3 development governance has been contracted, if partner primed)
- contracted Temenos support to the project/client/partner (if partner primed)
- key assumptions
- target system infrastructure (including Cloud specifics)
- known gaps/deltas/interfaces, including Cloud deltas impacts and environments needs

If the project is primed by Temenos, the following topics are additionally discussed:

- contract details
    - payment terms
    - milestones
    - termination clauses
    - unusual acceptance criteria
    - expenses clauses
    - data security
    - employee vetting
    - non-standard contractual clauses, such as penalty clauses
- Services expectation/commitment details (such as pricing structure)

In addition, certain key pieces of project administrative information, if known, should be shared amongst the project team:

- PMO roles and responsibilities
- time management (e.g. project codes, tasks codes, etc.)
- other relevant IPR/ODB information (if Temenos primed)

- expenses management (e.g. agreed travel policy, recommended hotels, etc.)
- document management (where project documents are to be stored)

2.1.1.5. Close the Handover Process

The PM will ensure that any actions raised during the meetings have been assigned to an owner and have a closure/delivery date. The issues /actions logs in any project dashboards should be updated accordingly to ensure that all actions are tracked to closure.

2.1.2. Project Preparation

Preparing for a project can be an extensive task, taking some time. The preparation aims at refining the Statement of Work, which was produced in the pre-Initiation stage. Achieving a clear, unambiguous agreement on the aims and objectives of the implementation and on the way those objectives will be met is an essential pre-requisite for the smooth execution and the successful outcome of the project.

In addition to the above, the PM, supported by the Client Project Manager and (if appropriate) the Temenos CDM, will create a PID, which may subsequently be used by incoming project participants. This document will describe in detail such items as accommodation and travel arrangements, team contact numbers and any information related to the dress codes or rules of the implementation site, for example all Fire, Health and Safety procedures.

Resourcing of the project, both on the side of the Client as well as on the side of the Implementer, is an important part of project preparation. The processes for risk, change, communication and resource management will all be agreed. A project document repository is set-up, methodology and templates are agreed and made available for the key deliverables.

If the project deploys in the Temenos Cloud, the Temenos CDM will ensure the provisioning of an MB environment limited to induction training and Process-led Workshops, if so indicated in the Cloud Order Form and the Cloud Services Specification. For other projects, the PM submits a request for the provision of software for such environment from the Temenos Distribution team. The deployment of that software into an on-premise environment will be the responsibility of the PM.

Ahead of the formal Kick-Off, the PM will review certain key project deliverable documents.

2.1.2.1. Review Project Plan

The Project Plan is reviewed by the PM and, where appropriate, the Temenos CDM to ensure clear agreement and alignment on the following, as a minimum:

- key dates
- implementation resources
- Client's resources
- any environment schedule

2.1.2.2. Review Communication Plan

At a high level, some of the elements of communications planning are defined in the Pre-Initiation stage. The PM will review any agreements in the Statement of Work and, expanding upon these, will produce a draft Communications Plan to be presented to the Client Project Manager for agreement.

2.1.2.3. Review initial Risk Log

The PM will review the Risk Log at this stage and ensure that (if appropriate) Cloud Services and Security related risk are also recorded.

If this is a Temenos primed project, the Governance team is responsible for providing the PM with the initial Risk Log.

2.1.2.4. Review Change Management Plan

As with the Communication Plan (above), some elements of change planning are defined in the Pre-Initiation stage. The PM will review any agreements in the Statement of Work and, expanding upon these, will produce a draft Change Management Plan to be presented to the Client Project Manager for agreement.

2.1.3. Project Kick-Off

Before a project can be successfully kicked off, the Handover must be completed and the project preparation needs to have started. Project preparation often takes some time to complete, so that it is common to kick off a project before project preparation is completed.

A key requirement before kicking off a project is ensuring both the project team and the Client are sufficiently resourced. While the entire project team may not need to be mobilised before Kick-Off, there is a certain critical mass a project team needs to achieve before a project should be kicked off.

On the Implementer side, this typically includes the PM and lead business and technical resources.

For projects developing the Temenos Cloud, the Temenos CDM needs to be available.

Where appropriate - if substantial L1 and/or L2 development are contracted - the assigned Temenos PDM should be involved in the Kick-Off.

The decision when to kick off a project is made by the PM in consultation with the Temenos CDM (if deploying in the Temenos Cloud) and the Client Project Manager.

The Kick-Off is a joint activity with the Client and it is critical that a single unified front is displayed. While resources may be provided by a number of different companies, the project is unified in the pursuit of the achievement of the project objectives.

2.1.3.1. Assess Readiness for Kick-Off

Project preparation can be time-consuming and should not prevent a project from kicking off if sufficient controls are in place and the project is adequately resourced.

The PM should ensure that SOW, and the Cloud Order Form and Cloud Services Specification are signed off before any project Kick-Off.

The PM is responsible for ensuring the Client is aware of the consequences of kicking off a project without sufficient or adequately qualified resources. All assumptions that are made around the Project Kick-Off should be documented in the Statement of Work.

2.1.3.2. Prepare for Kick-Off

The Implementer PM and Client Project Manager should meet to agree the content of the Kick-Off meeting. The content will vary with each project, but the typical headings that should be covered include:

- Project Objectives
- Project Phases
- Methodology to be followed
- Project Organisation and Governance
- Ways of Working

- Q&A

Once the agenda is agreed, the different sections are assigned to resources for completion and a Kick-Off date is agreed. Invitees to the Kick-off should not be restricted; all stakeholders should be involved.

The Implementer PM and Client Project Managers should meet before the Kick-Off to agree the content and fine tune the agenda and presentations and agree the roles and responsibilities of each speaker.

2.1.3.3. Kick Off the Project

Sometimes issues are raised during the project Kick-Off that necessitate the update of the risk register and/or issue log. In exceptional circumstances, a change request may be raised.

Issues raised during the Kick-Off meeting have an impact on the schedule, scope or cost, and then these should be reflected in an updated Statement of Work, Temenos Cloud Order Form or Cloud Services Specification, Software order form, by following the Change Request process.

2.1.4. Initial Provisioning

If the project is implementing to Temenos Cloud, then follow the process for Cloud Onboarding.

If the project is not implementing to Temenos Cloud, then follow the process for Software Delivery.

2.1.4.1. Cloud Onboarding

For projects deploying in the Temenos Cloud, the Cloud Onboarding aims at capturing various pieces of information about the new client for the Temenos Cloud actors in order to provision necessary cloud infrastructure, environments, network connectivity and so on.

The Temenos CEM will pre-fill the Cloud Client Onboarding Requirements Document during the Handover stage. The PM then completes the document, along with the Client, and submits it to the Temenos Cloud Delivery Manager. Care must be taken to capture the information correctly and accurately, as this will act as a reference document for cloud services in conjunction with the contract signed.

The PM must also complete the Contact & Escalation Matrix section in the Cloud Operational Handover Requirements Document.

2.1.4.1.1. Complete and validate Onboarding document

The PM and the Client jointly complete the Cloud Client Onboarding Requirements Document.

The Temenos CDM reviews the documents and, if it contains any change against the contractual agreement, raises the necessary CR.

2.1.4.1.2. Initiate the internal process for the environment set-up

The PM initiates the process for obtaining License codes, Project codes, Ticketing tool users and the Temenos CDM initiates the Temenos internal process covering such items as ZTN access for project members, Azure subscription etc.

The Temenos CDM then initiates the infrastructure setup for the Client and establishes the connectivity process and, when completed, shares the environment access links with the PM.

The environment links will be provided as per the agreed delivery dates embedded within the project plan, using the Environment Links section in the Cloud Client Operational Handover Requirements Document.

2.1.4.2. Software Delivery

2.1.4.2.1. Request for Software (for on-premise implementations)

Submit Request for Software to Wealth Front Office Support Team (SSC)

For on-premise implementations, requests for software are formally made by Account Managers, who know which products are purchased by a customer. The PM pre-fills the CD request form and sends it to the client Account Manager for validation against the contract.

The Account Manager then sends the validated request form to distribution@temenos.com.

Validation of Software Request Form and Issue of License

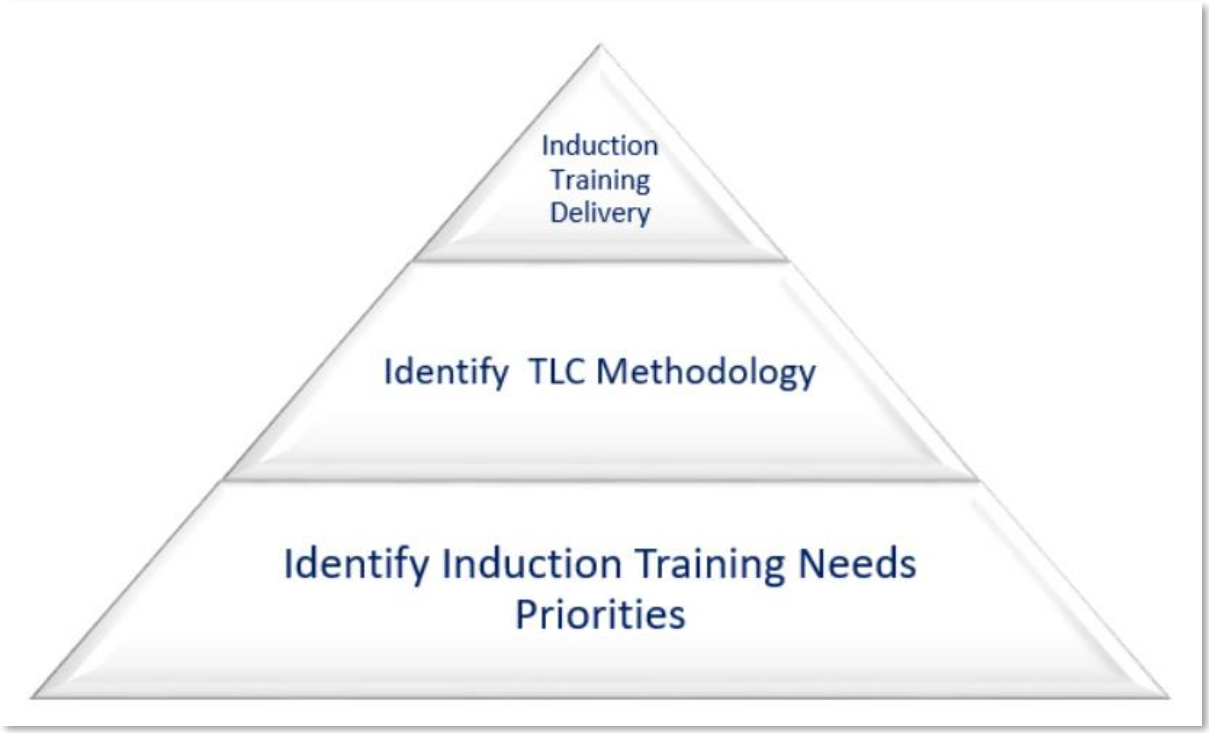
On receiving the CD Request Form from the Account Manager the Licensing Team will provide the PM with a CD containing the required software.

Licensing team would provide necessary code for the software

2.1.4.3. Induction Training

Induction Training is the phase where the Implementer organises training programs to educate new Clients before entering the Analysis Stage of the implementation project. Induction training comprises of activities such as discussions about the training needs, defining the standard courses, introducing the blended approach, training schedule, training facilities and finally, Client's sign-off.

The goal is for the Client to obtain a level of core knowledge on features and functionality of the platform that is new to them, so they can actively participate in the Analysis Stage. It involves two main tasks as per TIM, planning and delivery.



2.1.4.3.1. Planning

This includes identifying Induction Training Needs and Priorities and the TLC Training Methodology (how the training will be delivered).

If TLC Engine, is identified, the TLC Team will provide a demonstration of this learning tool. The available SOP will be demonstrated to the Client together with the Process Based Training concept.

2.1.4.3.2. Delivery

The key deliverable of Induction Training is a signed off Induction Training Acceptance Form, which establishes that the Client's team has sufficient understanding of the product to start the Analysis Stage of the implementation project.

2.1.4.3.3. Define Induction Training Priorities

Review Statement of Work

The Statement of Work defines the scope of work that needs to be completed by the Implementer.

- The work is completed as part of the implementation project and the software modules are deployed to meet the Client's requirements.
- This information should provide a very good indication of the functional and technical induction training that the Client will require before starting the Analysis Stage of the project.

Review Software Agreement

The software agreement or cloud services agreement defines Temenos' commitment to the Client.

- It includes a full list of the software modules that the Client is licensed to use.
- This list should align with the list in the Statement of Work document.

Review Technical Architecture

As part of the Project Handover, the target technical platform will have been identified.

Produce Induction Training Needs Priorities Findings Document

This document should provide an overview of the training topics that need to be included as part of the induction training. This document must be reviewed by the Training Team and the Client before being finalised and agreed upon.

2.1.4.3.4. Build Training Program

The list of licensed software modules and the technology platform are matched against the standard functional and technical training courses as presented in the Temenos Training Catalogue or where appropriate, Partner training catalogue.

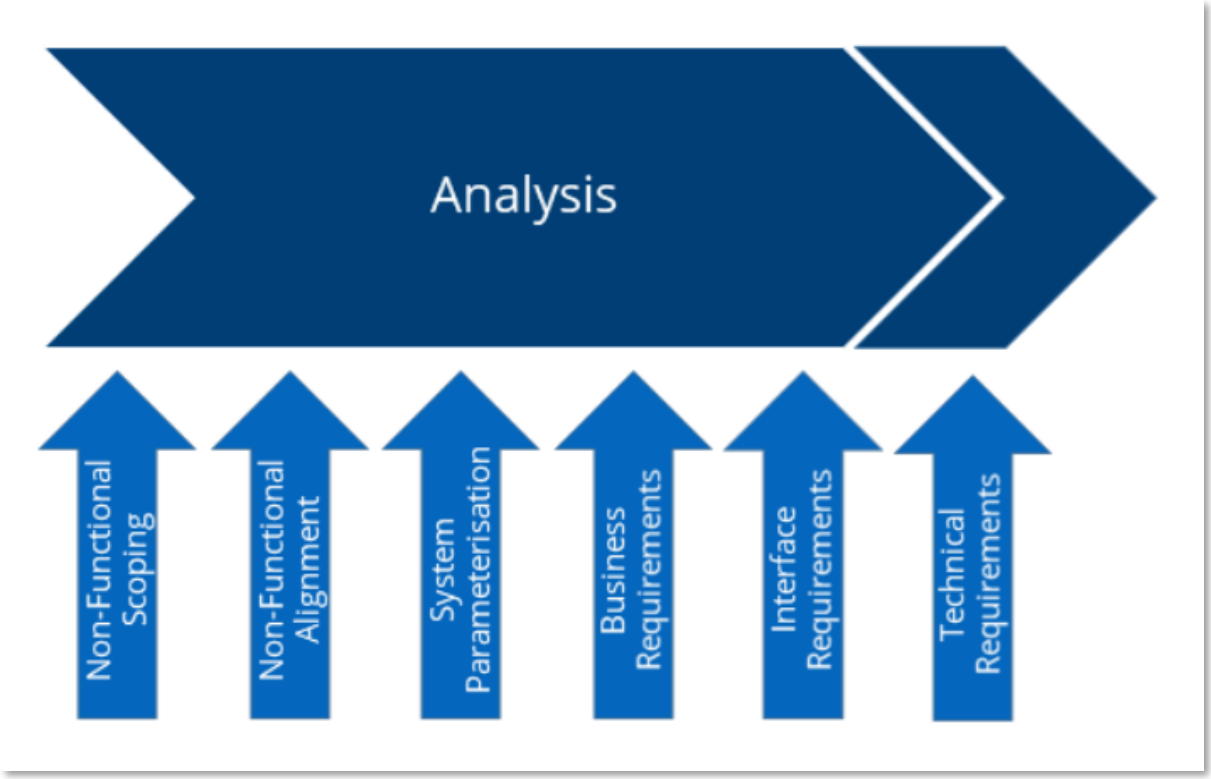
The methodologies for delivery are selected – TLC Classroom, TLC Online, TLC Engine, etc. – for course delivery. Next, the induction training content is signed off by the relevant individual from the Client's project team.

2.1.4.3.5. Complete/Deliver Training Program (Certification)

The PM and the Client Project Manager compile a list of training delegates for each of the induction training courses. This list should include the role that each delegate will take in the implementation project and within the bank. The maximum number of the participants is 12 for any scheduled TLC Classroom sessions.

2.2. Analysis

This is the stage where the implementation team identifies the process or software modifications that may be required to ensure a successful deployment.



2.2.1. Non-Functional Scoping

In order to ensure that a secure and performant end-to-end solution is delivered, NFRs need to be captured as part of the project. Clearly-defined NFRs are essential to the success of NFT during the Test Stage. Clients cannot run a successful acceptance test without testing against clearly-defined requirements. This applies equally to both functional requirements (tested in UAT) and non-functional requirements (tested in NFT).

The PM and LTA, where appropriate in coordination with the Temenos CDM, will schedule a series of workshops with the client and any implementation Partners. These workshops will start off from a

baseline for NFRs, which is to be established based on what was agreed between parties prior to the start of the project.

2.2.1.1. Identify relevant contractual agreements

In case of an implementation in the Temenos Cloud, the starting point for the workshops will be the metrics, part of the Temenos Cloud Services Specifications, including the non-functional deltas in the Cloud Order Form. This defines the baseline for the NFRs. For on-premise implementations, the starting point for the workshops will be defined by the Client (e.g. metrics for the existing solution). In all cases, any NFRs agreed in a Temenos Statement of Work should also be added to the baseline. Any NFRs agreed in a Partner Statement of Work are NOT part of the baseline, but need to be added as deltas during the subsequent workshops.

The identified NFRs then need to be aligned to the NFR subject areas. These subject areas can be found in the NFR requirements template.

2.2.1.2. Prepare for and run the required workshops

In this step, the Client SMEs are identified for workshop and their availability is confirmed. The SMEs are typically people responsible for the IT Operations or infrastructure. Approach and responsibilities are agreed, as well as an agenda for the workshops.

The PM will prepare and circulate an initial schedule containing the time to conduct the NFR gathering workshop, the resourcing required and the outputs expected.

The PM will also prepare and circulate agreed Delta Log templates and other deliverables (as agreed) for the NFR workshop. These standard TIM Templates can be added to, if mutually agreed by Implementer and the Client.

Lastly, the PM is responsible for arrangement of any facilities and equipment required to conduct the process, such as workshop rooms (or logistics for remote delivery), equipment and any necessary tools.

When all of the pre-requisite activities have been confirmed, the project teams will undertake a workshop, or series of workshops, to cover all agreed Non-Functional areas.

2.2.2. Non-Functional Alignment

The Non-Functional Alignment will be run through several workshops around relevant subjects, taking the pre-agreed NFRs as a baseline and identifying any deltas. All deltas identified during the NFR review are documented in the Delta Log. At the end of each day a wrap-up session should be conducted, with any new deltas being reviewed by the LTA/LBA, the Temenos CDM (in case the project deploys in the Temenos Cloud) and the Client SMEs. This daily review would normally include a high-level solution, delivered by the PM, the Temenos CDM or the Client SMEs.

Following the workshops, the deltas documented in the Delta Log, and agreed in the daily review, need to be estimated for effort and delivery timelines. For each delta, the PM, Client SME and the Temenos CDM (in case of deployment in the Temenos Cloud), each contribute to these delivery estimations and timelines, depending on the high-level solution identified. If the Temenos CDM contributes the delivery estimation/timeline, he may need to rely on the inputs from any of the other Temenos Cloud actors.

All deltas identified during the workshops with their high level solution, estimate and delivery timelines, are presented to the CCB for provisional approval. After the CCB approvals / CRs, all NFRs

(including the baseline unamended NFRs), will be documented in the NFR document and signed off by all parties.

The approved NFR document should then be placed under change management and any subsequent amendments must be impact-assessed and costed before being accepted, according to the Change Management process.

For implementations in the Temenos Cloud, upon approval of the Client NFR document, the LTA will amend the Cloud Architecture and Solution Blueprint to include any architectural/high-level technical response to requirements raised by the Client and given by the various Temenos Cloud actors through the Temenos CDM. The Temenos CDM then manages the process of approval for these changes from Cloud Architecture. For deployments in the Temenos Cloud, the PM must complete the **Cloud Change Requests** section in the Cloud Operational Handover Requirements Document upon completion of this process.

2.2.2.1. Conduct Workshops

2.2.2.1.1. Subject Area Walkthrough

The LTA will introduce the subject area of the workshop, and present the existing contractually agreed NFRs for this area (baseline NFRs)

2.2.2.1.2. Identify and Conduct Delta Analysis

The deltas that exist between the baseline NFRs and the Client's requirements are identified as part of the process walkthrough and the Delta Log is updated accordingly. The Client requirements are potentially already (in part) documented in a partner SOW, in case the project is partner primed. The focus is on identifying any differences that the Client would be expecting, which are not part of the baseline.

- For every difference identified, a discussion is held to determine whether there are alternative solutions to the requirement and what business benefits are claimed (such as risk reduction, efficiency, increased revenues and regulation).
- These differences are captured as deltas and the alternatives are registered in the Delta Log, along with the preferred alternative, which is decided in the workshops.
- The objective of the discussion is to maximise the acceptance of the baseline and to identify opportunities for improvement without affecting major changes in the solution.

2.2.2.1.3. Complete draft Delta Log

The LTA completes the first draft of the Delta Log by including all differences identified across all workshops.

2.2.2.2. Align and Complete NFRs

2.2.2.2.1. Complete Alignment Exercise

Once the first draft of the Delta log has been completed, the Temenos CDM discusses each entry with the relevant participant in the Temenos Cloud organisation. These include but are not limited to:

- Cloud Architecture
- Cloud Security
- Cloud Command Centre and
- Cloud DR Manager

The objective of these discussions is to establish whether Temenos is willing to accept the additional NFR. If the decision is to accept, then a high level estimate of the cost of the change, and a delivery timeline will be produced. The Temenos CDM validates these high level estimates with the Regional Cloud team.

For on-premise implementations, the Client SMEs are tasked to provide an estimation of the cost and a delivery timeline.

2.2.2.2.2. Update and Finalise Delta Log

All deltas identified in the draft Delta log are updated with the estimates and Temenos' provisional acceptance or rejection. The Delta log is then presented to the CCB.

The CCB discusses the deltas with SMEs, Business Heads, LTA and Temenos CDM and the decision on each item is recorded in the Delta Log. Note that this is a provisional signoff for a specific document. All provisionally signed documents are subject to a final review to ensure consistency across the whole Analysis stage and avoid the situation where conflicting requirements have been approved.

Final signoff will be sought when all requirements have been provisionally accepted.

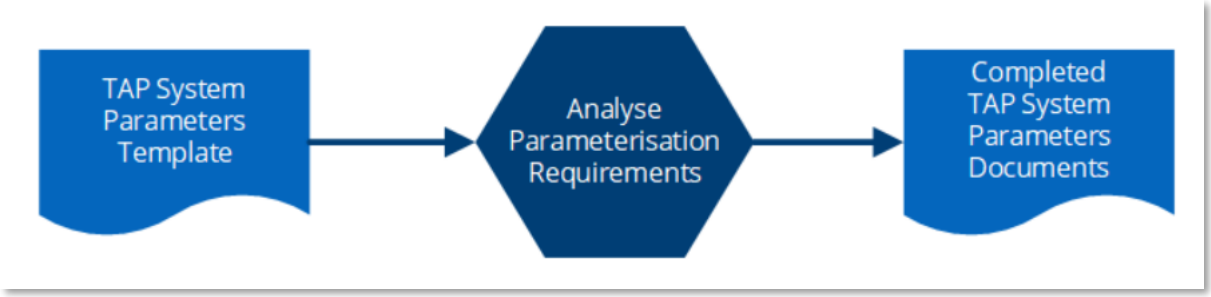
2.2.2.2.3. Update and Finalise Non-Functional Requirements

The Non-Functional Requirements Document is updated to align with all accepted deltas, this will ensure that the Client's final, signed-off non-functional requirements accurately reflect the baseline NFRs plus all agreed deltas.

The NFR document is then presented for Client's provisional approval. All provisionally signed documents are subject to a final review to ensure consistency across the whole Analysis stage and avoid the situation where conflicting requirements have been approved.

Final signoff will be sought when all requirements have been provisionally accepted.

2.2.3. Analyse System Parameterisation Requirements



2.2.3.1. Summary

In order to gather the relevant information to enable the Wealth Front Office System Parameters to be set correctly, the BC will need to work closely with Subject Matter Experts from various departments across the Client's business. This is done during a series of workshops, but may also need additional work afterwards to finalise and complete.

2.2.3.2. Completion of the Wealth Front Office System Parameters Documents

All implementations must complete the TAP System Parameters document.

The vast majority of parameters will not need to be changed from the default values; any changes should be highlighted. New custom parameters might need to be added later in the design stage (subject of custom solution design based on Client requirements)

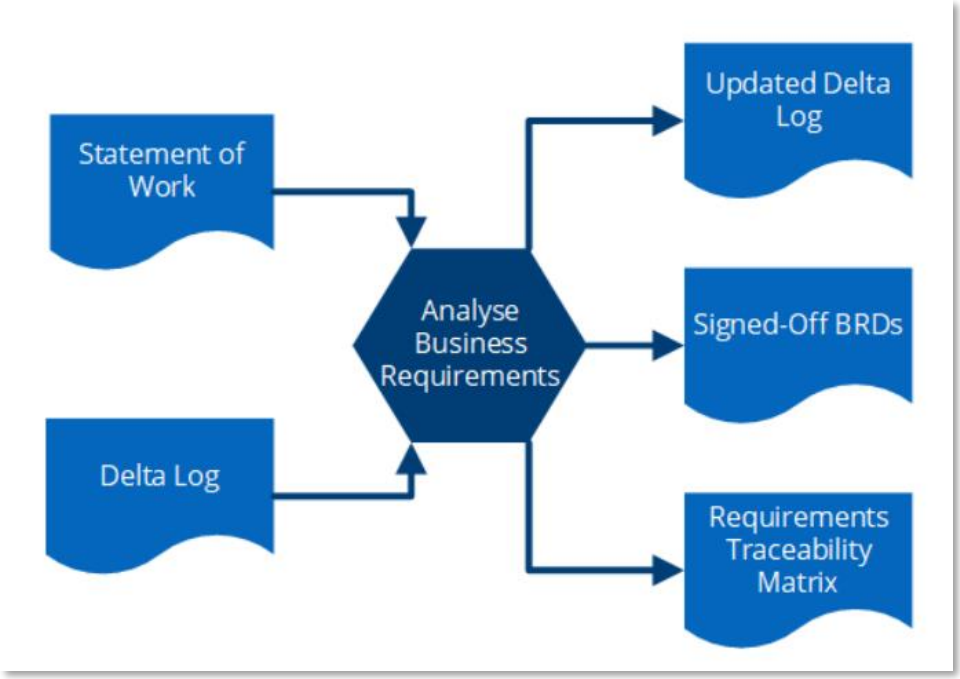
Note: In case TTI is to be used to interface Wealth Front Office with Transact, special attention should be given to any restrictions and/or dependencies – details to be found in T24 enhanced TAABS templates.

The BC will work in conjunction with the Client's SMEs to identify the values to be used to complete the TAP System Parameters document. The BCs will then review the completed document to ensure it has been completed in full.

2.2.3.3. Approval and Sign-Off of the Wealth Front Office System Parameters Documents

Once completed and verified, the TAP System Parameters document must be formally signed off by the Client. The contents of this document will be used to configure Wealth Front Office for the Client.

2.2.4. Analyse Business Requirements



2.2.4.1. Summary

In order to gather the relevant business information, interviews and/or workshops are conducted with the Subject Matter Experts for the affected business units. All deltas identified during the interviews and workshops are then documented in a Delta Log.

At the conclusion of the workshops, the BCs work with the Client, using the completed Delta Log to produce the Business Requirements Documents (BRD) and to ensuring that all captured deltas are documented in the BRD, including any reporting requirements.

Specifically for batch reporting options:

- through parametrization of the standard solution or via workflow integration
- integration in web clienting solutions

Sometimes additional custom components need to be developed for integration of batch reporting in the Client's workflow (PDF post-processing, archiving, etc.)

It is important that during the BRD creation, the associated Use Cases are written in order to challenge the content of the Business Requirements. If, after reviewing the Use Cases, it is concluded that the BRD is not sufficiently clear and robust, then the BRD must be amended. Please ensure that this is done under Change Control if the BRD has already been signed off.

The purpose of this phase is to gather systematically the Client's functional and non-functional requirements in order for the deltas to be closed. The Client should be encouraged to use the templates provided if they do not have their own format.

2.2.4.2. Identify the Deltas

Through a series of workshops with each business area, the BC/RC will demonstrate standard Wealth Front Office functionality to the Client.

Wherever the Client has a requirement to amend Wealth Front Office in any way, then the required change should be captured as a delta in the Delta Log.

At the close of the workshops, the Delta Log should contain all changes proposed by the Client.

2.2.4.3. Complete Business Requirements Document

Using the completed Delta Log, the Client produces BRD documents for all requirements covering TAP Core, GUI and WUI.

We recommend that separate BRDs should be completed to cover reporting requirements.

2.2.4.4. Complete Use Cases and Obtain Sign-off

The Client adds relevant Use Cases to each of the BRDs to assist the implementing party (either Temenos or a partner) in understanding the Client’s requirements.

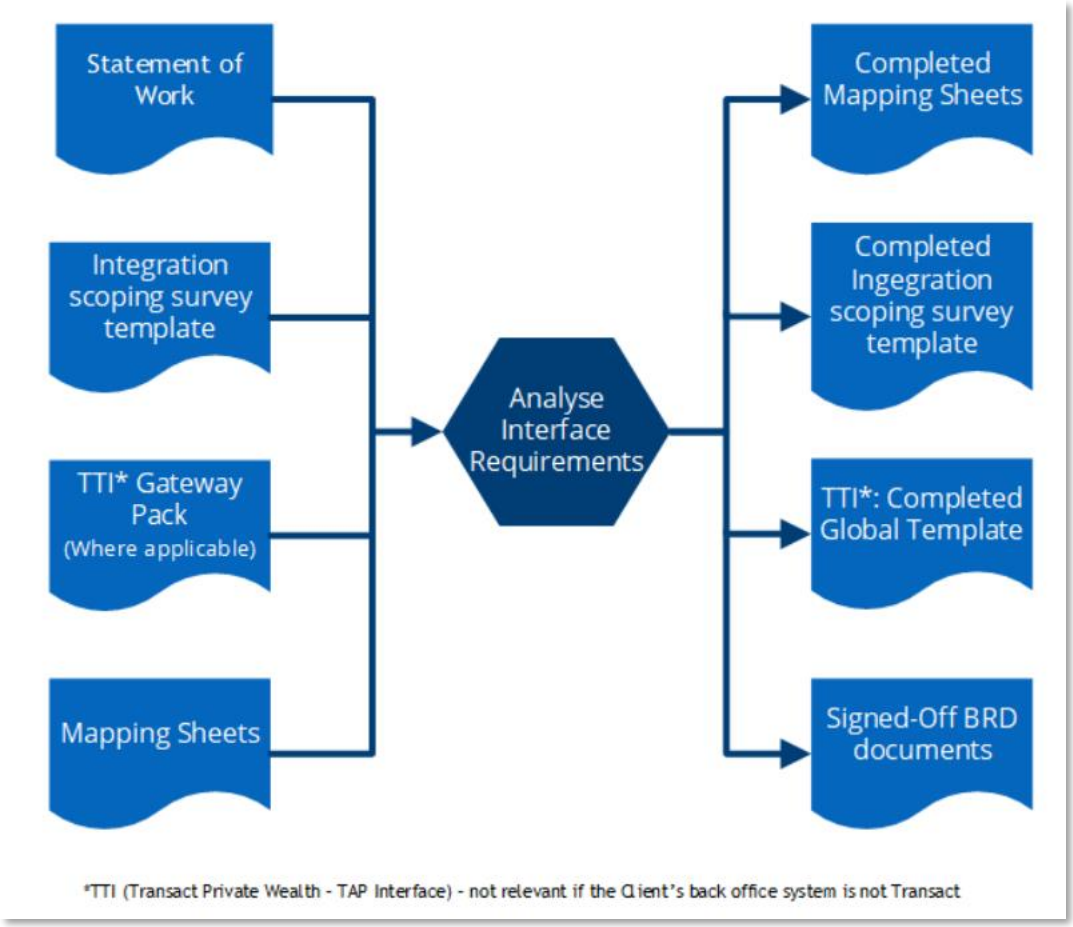
These Use Cases are reviewed by all parties to ensure clarity and consistency.

The Client then signs each of the Business Requirement Documents to state that the document is a correct and accurate reflection of the requirements identified during the Analysis Stage.

2.2.4.5. Create Requirements Traceability Matrix

Using the templates provided, the BC should analyse the signed-off BRDs and create the initial Requirements Traceability Matrix. This will subsequently be used to ensure that all requirements are tracked through design, build, delivery, test and deployment.

2.2.5. Analyse Interface Requirements



2.2.5.1. Summary

Wealth Front Office has two main interfaces:

- one flowing into Wealth Front Office from the Client's Back Office systems (Back-to-Front or B2F)
- one flowing out from Wealth Front Office to the Client's Back Office system (Front-to-Back or F2B).

The B2F interface is used for the initial load of static data and historical data into Wealth Front Office at the point of Go-Live and subsequent daily/regular updates of data from the Back Office system.

The F2B interface is used primarily to process orders from the front-end Wealth Front Office system to the Back Office system.

The SOW describes the direction of the interface(s), whether the Client has opted for B2F only or F2B also. It also describes, at a high level, what kind of data needs to be imported and, possibly, exported.

The SOW also states whether we have included a Gateway Pack and it describes the Back Office system which we need to interface to (for the B2F interface) as well as detailed about any Back Office order management system (for F2B Interface).

The SOW should also specify whether Wealth Front Office should interface - incoming only - with any other third-party system (i.e. market rates). Finally, the SOW should state clearly whether there are any other outgoing interfaces, for example to a data warehouse.

It should be noted that the Interface Analysis process may also include gathering, documentation and confirmation/approval of non-functional requirements, such as volumes, security, throughputs, transaction tracing, etc.

Once workshops are finalised and all requirements are agreed, the IC will ensure that they are documented in Interface Requirements Documents and approved by the Client

These Interface Analysis workshops must be run in parallel with Business Analysis workshops as decisions made in each stream will have a direct impact upon the other stream.

2.2.5.2. Generic Interface Analysis

A series of workshops and meetings are held between the Interface Consultant (IC) and the Client to discuss/agree:

- What interfaces are needed
- How will the interfaces be defined
- Which flows apply (both F2B and B2F)
- How to model and configure the interface (e.g. initial load, online etc.)
- Scope of regular interface (data for import/export).

2.2.5.3. B2F Interface Analysis

If not already decided pre-SOW, it should be agreed whether the regular B2F interface is batch or online and if an initial load applies, which flows are needed etc.

In case of TTI, the analysis is reduced to global configuration review and packaged B2F flows review and gap identification. For details, please refer to product documentation: TTI Configuration Guide and TTI Functional Guide.

2.2.5.4. F2B Interface Analysis

Specifically, for the F2B (order processing) interface, additional analysis will be required to determine the best method of getting the Wealth Front Office message into the Back Office system. This will require input from the Client's business and technical teams to ensure that the Back Office process and associated order workflow is clearly documented and mutually understood end-to-end.

In case of TTI, the analysis is reduced to global configuration review and packaged F2B flows review and gap identification. For details, please refer to product documentation: TTI Configuration Guide and TTI Functional Guide.

2.2.5.5. Analyse Interface Mapping Sheets

Prior to commencement of the mapping workshops, the Interface Mapping sheets should be shared with the identified SMEs on the Client side.

Clear discussions between the ICs and Client SMEs should clarify what will be needed to complete the mapping activity.

The Client SMEs are the acknowledged experts on the Client's Back Office system and will work closely with the Interface Consultants (IC) to analyse the Interface Mapping sheets.

In case neither TTI nor Gateway Pack are used, or additional flows are needed, new mapping sheets for the needed flows must be created and shared with the Client.

2.2.5.6. Complete Interface Mapping Sheets

As an output from this Analysis phase, the (new) interface configuration will be defined and the Mapping Sheets will be completed showing the relationship between data in the Back Office and data in Wealth Front Office.

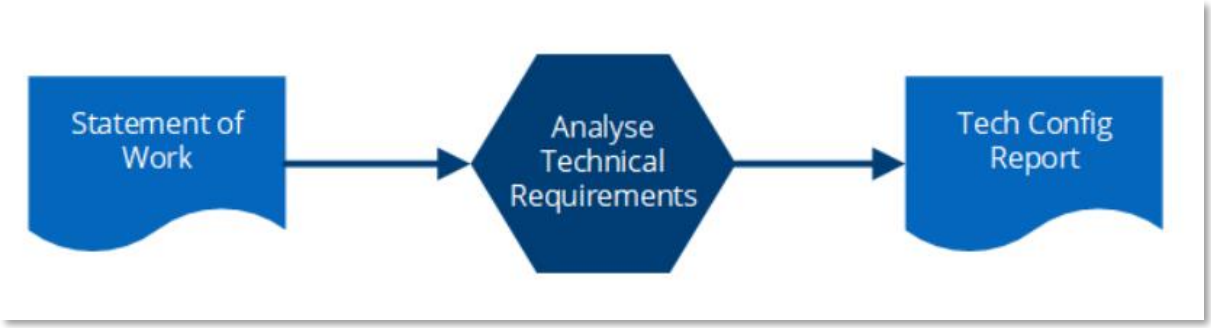
The completed Mapping Sheets are then used to design and develop the Client interface.

For TTI, the custom configuration will be stored in the GlobalTemplate-Custo.xsl configuration file.

2.2.5.7. Review and Sign Off Interface Mapping Sheets

The completed (new + custom) Interface Mapping sheets must be presented to the Client for signoff prior to the commencement of design and development of the interface.

2.2.6. Analyse Technical Requirements



2.2.6.1. Summary

The objective of this phase is to conduct an architectural analysis exercise with the Client, to establish the architectural framework that will be used to design the final architecture.

2.2.6.2. Prepare, Conduct and Update Technical Analysis Processes

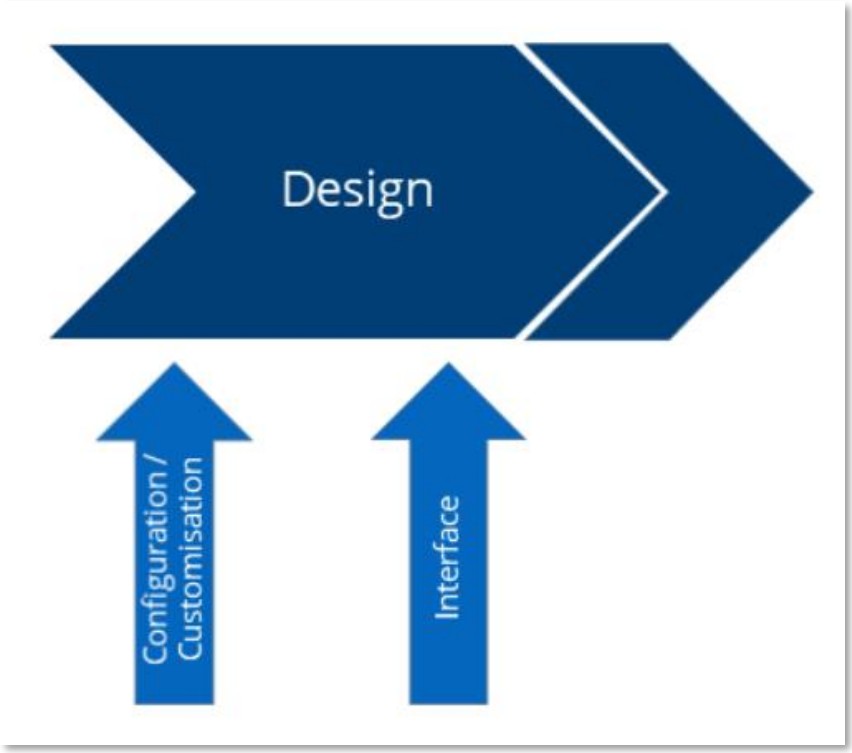
The PM and TC will obtain any architecture input documentation from the pre-sales handover phase. This includes the license and services agreement, the RFP, Statement of Work and any architectural documentation provided by the Client.

The TC will work closely with the Client to assist in completion of the Sizing Questionnaire.

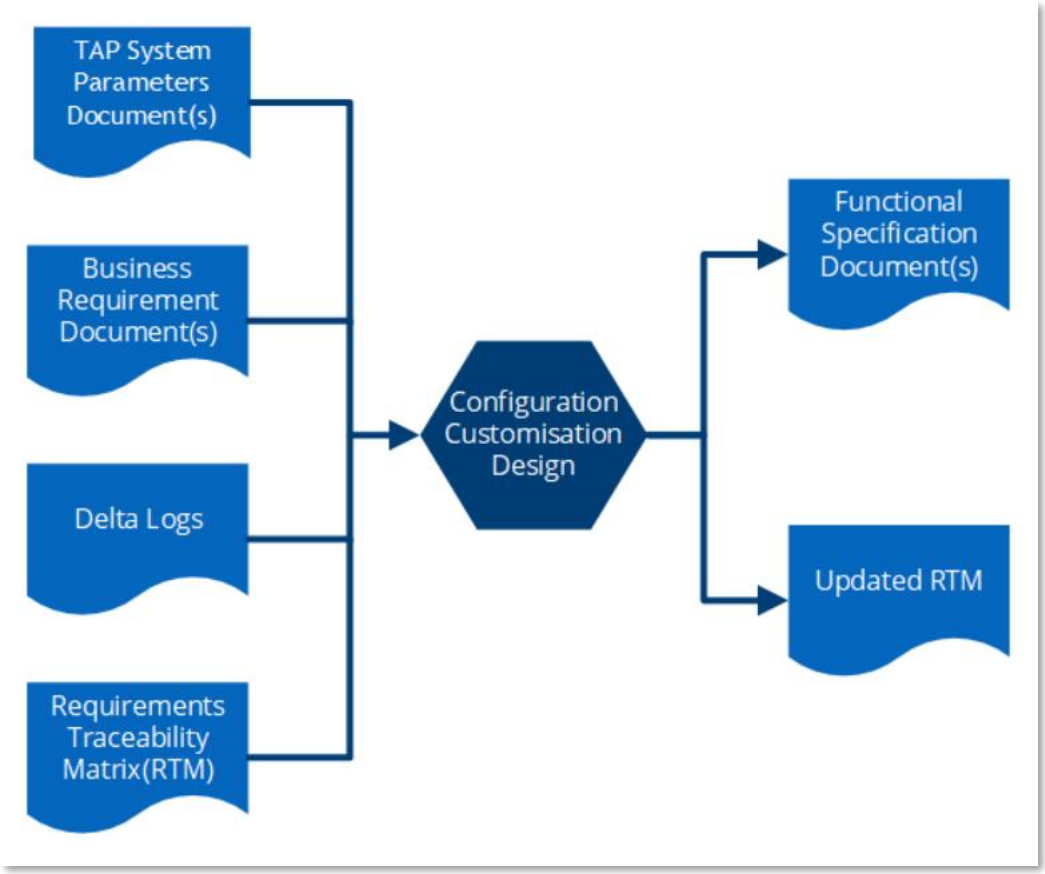
Finally, based on the information obtained from the Client, the TC will complete the Technical Configuration Report

2.3. Design

The Design Stage formalises the parameterisation and configuration of the system for the Client and provides a detailed functional specification for any deltas which will be addressed by customisation.



2.3.1. Configuration and Customisation Design



2.3.1.1. Summary

Using the signed off BRD(s), the PM and BC / RC work with the Wealth Front Office Product Director to determine which requirements will be addressed by L1 changes and which by L3.

The requirements in each BRD should be addressed by production of one or more Functional Specification Documents for Wealth Front Office Core.

Additionally, the BC may produce one or more FSD to cover all WUI enhancements or may choose to produce a number of separate FSDs for individual WUI functionality. The decision would depend upon the complexity of the requirements and the schedule agreed with the Client.

Certain scenarios may require production of more FSDs. The BC should be aware that creation of an additional FSD would be required if the Client has opted, for example, to implement Performance Storage.

As the Client may create a separate BRD to describe reporting requirements, then a separate FSD will be needed to address those requirements.

The Requirements Traceability Matrix is then updated to ensure that all requirements have been addressed with an appropriate and agreed solution.

2.3.1.2. Create FSD

Create a new document using the latest FSD template.

Document the proposed design in order to cover the Client requirements described in the signed-off BRD. Please note that there is not necessarily a one-to-one relationship between BRD and FSD documents.

Store the draft FSD in the correct folder in SharePoint.

Review the functionality in the FSD against the Requirements Traceability Matrix (RTM) to ensure all points are addressed.

2.3.1.3. Review FSD with Client

Send a copy of the FSD to the Client and request feedback.

Review comments/feedback provided by the Client. If necessary, revise the FSD and send an updated version for further review.

If required, arrange a face-to-face review meeting to clarify any remaining issues.

2.3.1.4. Obtain Client Sign-Off of FSD

The Client should provide clear and unambiguous signoff of the FSD; either a physical signature or confirmation that a date-stamped version of the FSD is approved.

Store the Client signoff in the relevant folder in SharePoint (this will be a scanned copy of the physical signature or a copy of the approval email referring to an identifiable numbered version of the individual FSD).

2.3.1.5. Update Requirements Traceability Matrix

The Requirements Traceability Matrix (RTM) should be updated to include data from the newly-signed off FSD. The updated versions should be stored in SharePoint.

2.3.1.6. Commencement of NFR Analysis

The PM will explain the NFR process to all parties to ensure a common understanding and an agreed scope.

The areas to be considered will be agreed by all parties, for example if Channels is in scope it may be agreed that 3rd party authentication is also in scope.

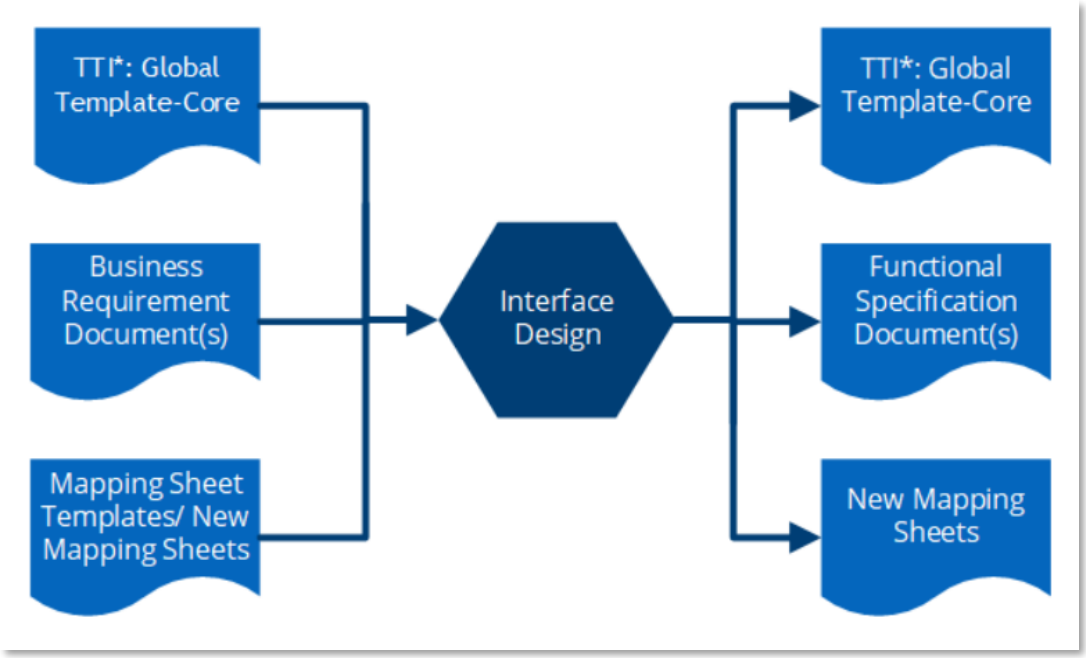
2.3.1.7. Workshop Preparation

A scoping exercise, led by the implementing PM, will be held to discuss and agree on the subject areas in scope for each workshop.

The individual Subject Matter Experts (SMEs) will be identified and assigned to each workshop.

The outcome of this exercise will be the detailed analysis workshop plan, agreed to and signed off by all parties.

2.3.2. Interface Design



2.3.2.1. Summary

The interface design process ensures that the interface between Wealth Front Office and the Client's Back Office system meets the requirements described by the Client.

As previously described, Wealth Front Office has two main interfaces, one flowing into TAP from the Client's Back Office system(s) (Back-to-Front or B2F) and one flowing out from Wealth Front Office to the Client's Back Office system (Front-to-Back or F2B).

This process should be used to design both B2F and F2B interfaces, including any initial load.

For F2B Interface Design, there may be some additional design issues to be taken into account, for example some pre-ordering functionality such as compliance checking and order consistency checking may be required by the Client.

2.3.2.2. Review completed Mapping Sheets

The Interface Consultant (IC) should review the completed Mapping Sheets for completeness and accuracy and ensure that any remaining unanswered issues are resolved.

For B2F interface, if the incoming information resides in more than one Back Office system, the IC will ensure that the individual Mapping Sheets for each Back Office system are present, complete and fully reviewed.

For (new) F2B interface, the order flows must be defined and designed. For TTI, the existing configuration and design must be reviewed and adaptations documented, if applicable.

2.3.2.3. Produce FSD for any additional designs

If additional design considerations are present, for example the F2B interface requires pre-order checking, the IC should ensure that these design issues are covered in a separate FSD.

2.3.2.4. Approve FSD

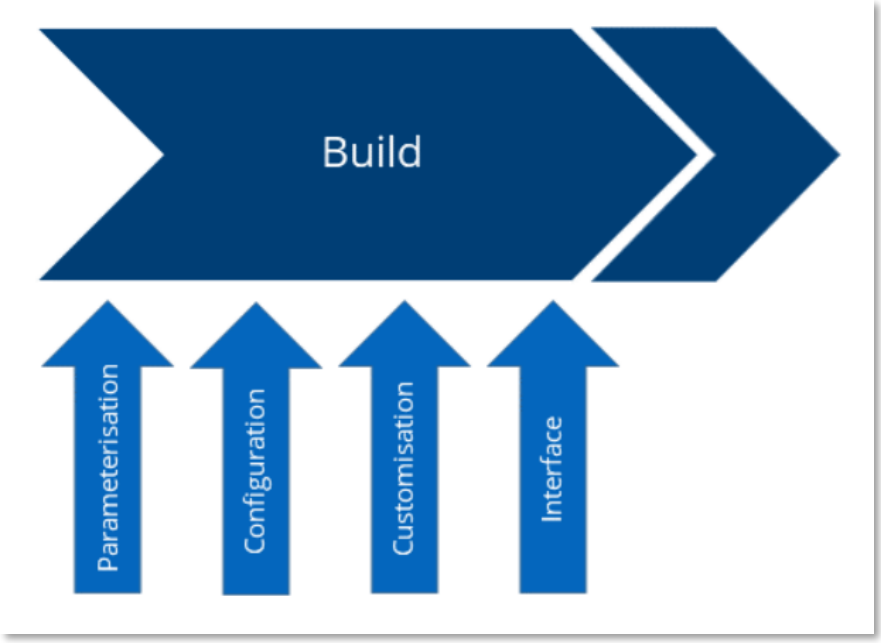
The Client should approve and signoff the additional FSD mentioned in the point above.

As per the standard practice, the approved signed FSD should be stored in the appropriate folder in SharePoint. If the approval is obtained via email, then the email (referring to a numbered and identifiable version of the FSD) should also be stored in SharePoint.

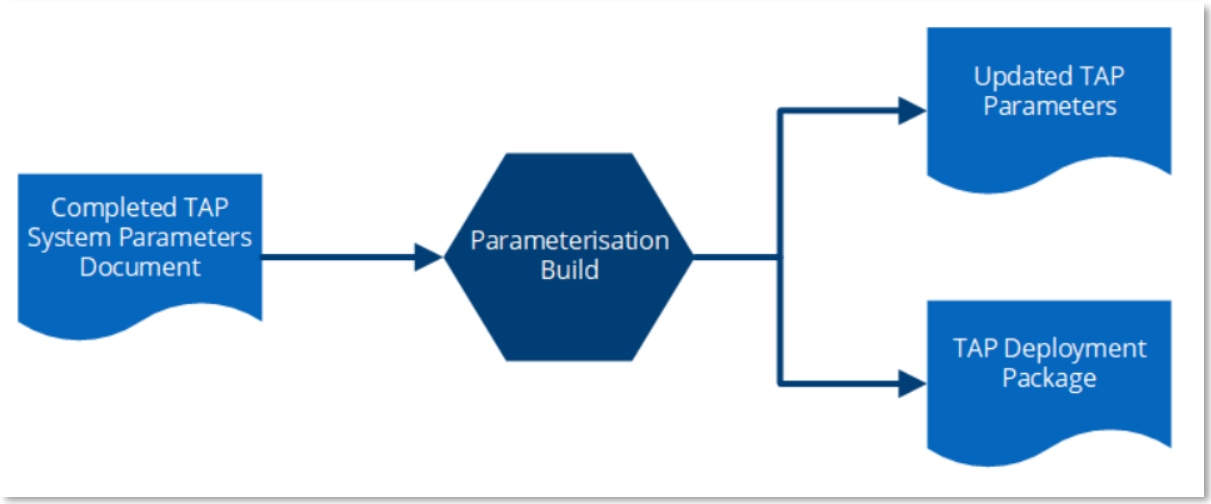
2.4. Build

The implementation team parameterises, configures and customises the software based on the analysed requirements and the output generated from the Design phase.

It should be noted that all elements of the Build Stage include Unit Testing.



2.4.1. Parameterisation Build



2.4.1.1. Summary

This process covers the build/upload and validation of the Wealth Front Office parameters.

2.4.1.2. Upload of the Wealth Front Office System Parameters

The vast majority of parameters will not need to be changed from the default values; any changes should be highlighted in the TAP Systems Parameters document.

The TC will upload the updated parameters from Microsoft Excel spreadsheet to the Wealth Front Office system.

2.4.1.3. Manually verify Wealth Front Office Import Log to ensure parameters are correctly loaded

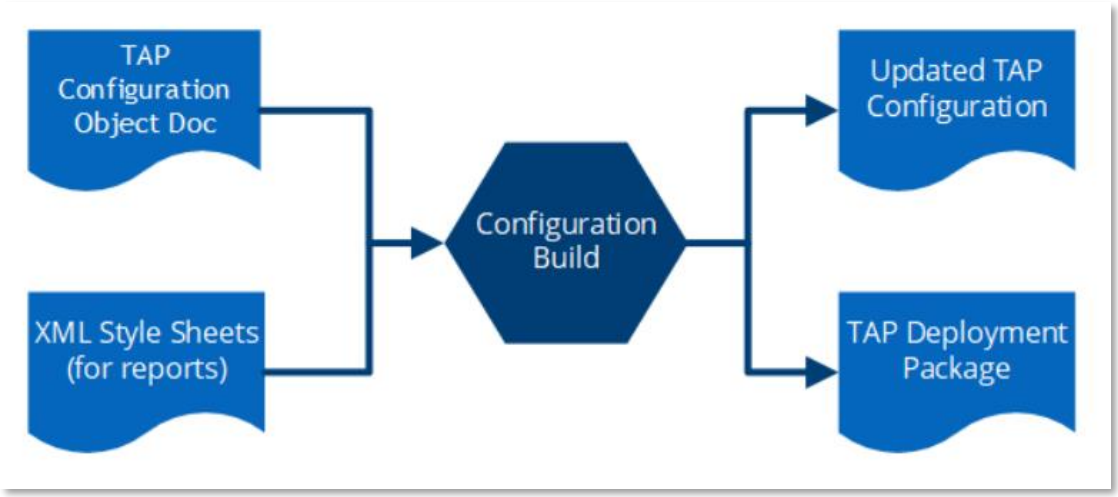
The TC will review the Wealth Front Office Import Log and ensure that the parameters have been loaded into Wealth Front Office correctly and completely.

2.4.1.4. Back up the amended Wealth Front Office system and create a Wealth Front Office deployment package

After uploading and reviewing the Wealth Front Office parameters, the TC should backup the now amended Wealth Front Office system.

After verifying the backup, the TC will then create a Wealth Front Office deployment package, including the correct parameters for the Client.

2.4.2. Configuration Build



2.4.2.1. Summary

This process covers the amendment and validation of Wealth Front Office Core tables.

2.4.2.2. Update the Wealth Front Office Core tables in sequence

The BC and/or TC, using the TAP Configuration Objects Document, updates the Core tables in the correct sequence in order to reflect accurately the contents of the document.

2.4.2.3. Manually verify the Configuration Build

After updating, the BC and/or TC will manually review the updated Core tables.

2.4.2.4. Back up the amended Wealth Front Office system and create a Wealth Front Office deployment package

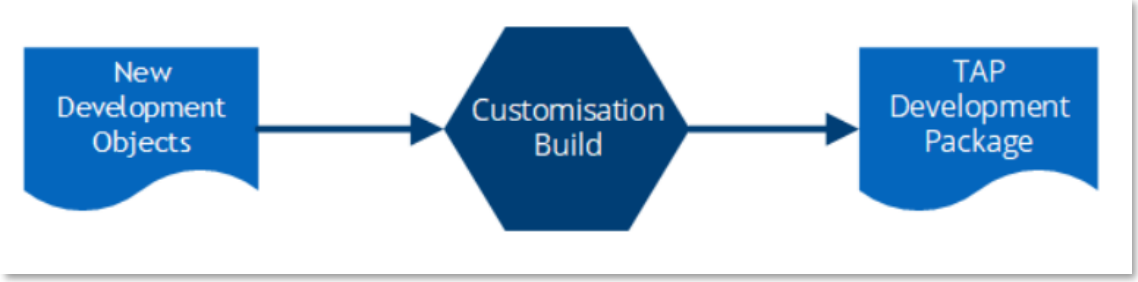
After the update and review of the TAP Core tables, the TC should backup the Wealth Front Office system.

After verifying the backup, the TC will then create a Wealth Front Office deployment package, including the correct configuration for the Client.

2.4.2.5. Report Build

At this stage, it should be noted that report “configuration” is done via the use of style sheets (in XML format), instead of using the TAP Configuration Document approach described above.

2.4.3. Customisation Build



2.4.3.1. Summary

The implementation project team, led by the PM, will decide whether and how to proceed with L3 Builds. There may be dependencies on L1 code and this may mean that local code cannot be developed until delivery of L1 code.

Developments which have an impact upon infrastructure are made in Wealth Front Office Core before any changes are made to Web Front End or Reports.

Using current best practice, the person performing the customisation build (i.e. amending the code) should make liberal use of comments to clarify and describe the changes being made

All sources are controlled through tools such as SVN; this depends on the source control system selected by the Client.

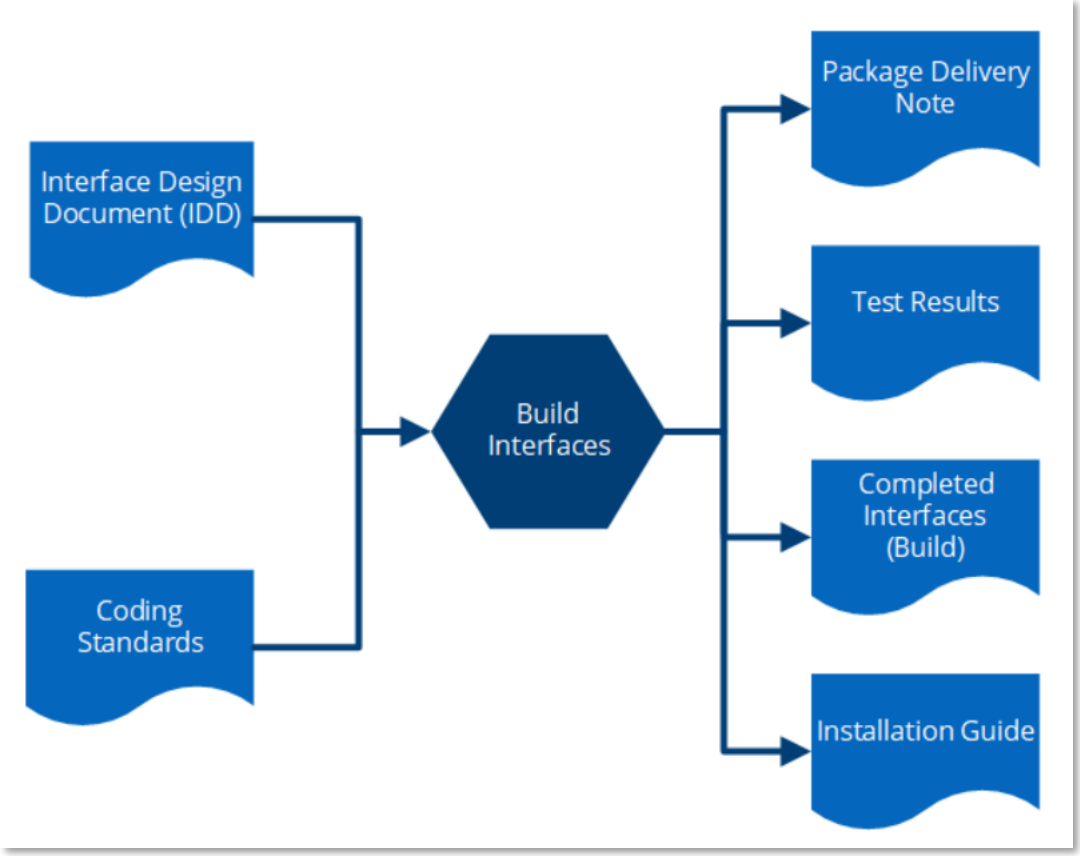
The PM, and the project team, will work closely with the Client to follow an agreed process for packaging and deployment. This is likely to vary project-by-project as different Clients will have different source control systems and different standards.

For the web part, the tooling required for packaging and delivery is an integral part of the product.

For Wealth Front Office Core a set of scripts and tools for data extraction are delivered with the product. Additional custom scripts might be needed to be developed during the project by TC.

For packaging and delivery Clients are in charge to provide the tools to be used. If not available, such tools need to be built during the project.

2.4.4. Interface Build



2.4.4.1. Summary

In Triple'A Plus, there are two main interfaces between Wealth Front Office and the Client's Back Office system:

1. B2F – Back-end to Front-end interface carrying data to Wealth Front Office

2. F2B – Front-end to Back-end interface carrying data from Wealth Front Office to the Back Office system

This section deals with each of these interfaces in turn. It should be noted that B2F is mandatory for all Wealth Front Office projects and F2B is optional.

2.4.4.2. Interface Build – B2F

2.4.4.2.1. Interface Flows

The flow of data could be either online or batch.

Interfaces for each flow of data identified during the analysis need to be built.

It is usually permitted for the interface to be launched manually to reload data for a selected range of time to allow the loading of data which could have been missing by the normal interface flow.

2.4.4.2.2. Host Comparison

The Host Comparison tool is bundled into the delivery from Product when the Wealth Front Office Core is selected for delivery.

The Interface Consultant, having developed the B2F Interface, uses the Host Comparison tool to check the results of internal testing of the B2F interface. It is used to check the quantity of positions in the source data against the same in the target (Wealth Front Office) data.

The Host Comparison is delivered to the Client at the end of Build, ready for inclusion in the Test Stage.

2.4.4.2.3. Scripting

A number of "housekeeping" scripts are developed by the IC to allow, for example:

- Creation of positions for newly-created accounts,
- Take-on of portfolio positions when a new portfolio is created in the Back Office.

These scripts are Client-specific.

2.4.4.2.4. Interface Build – F2B

The interface sends the orders from Wealth Front Office to the ordering management system, which is usually part of the Back Office system.

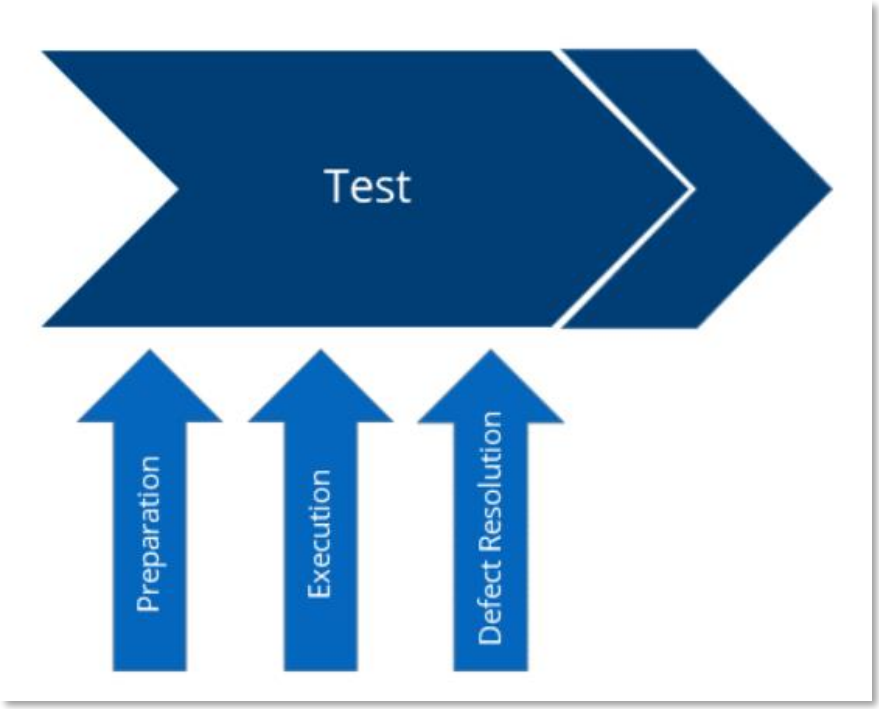
The F2B interface will have a flow for the acknowledgement of the information sent to the external system.

The F2B interface could include flows from the external system to update the order in Wealth Front Office reflecting the different status of the order along its lifecycle (e.g. rejected, at market, rejected by market, executed, etc.).

In case further actions are allowed in Wealth Front Office (e.g. cancellation, modification) on the order the F2B interface will send the action event to the external system and provide the acknowledgment back to Wealth Front Office.

2.5. Test

The Test stage aims to reduce the risk of defects in the solution when it is finally deployed and provide the Client with confidence that the solution will meet their business needs.



2.5.1. Test Preparation

This starts with getting ready for the various types of test planned as part of the Test Strategy. These will include, as a minimum, integration test, user acceptance test, migration test and non-functional test.

For implementations in the Temenos Cloud, the Temenos CDM is responsible for providing the environments needed for test (in the non-PROD zone for Integration Test and in the PROD zone for User Acceptance Test and non-functional test). For on-premise implementations, such responsibility lies with the Client.

The Client Project Manager is responsible for drafting a plan for the test and ensuring all other elements of the test strategy are in place. The test cases, tools and test data have been prepared in the procedure Build the Test.

Note that the provisioning of the test environments by the Temenos CDM or the Client will usually happen in a staggered manner, aligned to the plan for the test by the Client Project Manager.

2.5.1.1. Prepare Test Plan

Using the Project Plan and the Test Strategy, the Client Project Manager is responsible for defining a test plan, although it is common for the Client Project Manager to delegate responsibility to a Test Manager. This test plan covers the various test types, and includes activities to be executed by the various parties, including Implementer, Client and Temenos (for the delivery of the test environments in case of deployments in the Temenos Cloud).

The plan takes into account the dependencies between the various test types, for example the fact that user acceptance test only starts after completion of integration test, or that the mock runs in

the migration tests are to generate the test data for the user acceptance test (as per the test strategy).

The Client Project Manager shares the test plan with the implementing PM and in case of deployments in the Temenos Cloud, with the Temenos CDM. The Temenos CDM will review and ensure that the test plan covers adequate validation of all of the NFRs contractually agreed between Temenos and Client and also provides an adequate coverage from a functional perspective.

2.5.1.2. Prepare Test Environments

The Client Project Manager requests the Temenos CDM or the Client's operation team to provision the test environments as per the agreed plan. For deployments in the Temenos Cloud, the Temenos CDM will first confirm that the requested environments are included in the Temenos Cloud Order Form and raise the necessary change requests if they are not.

2.5.2. Test Execution

2.5.2.1. Integration Test

2.5.2.1.1. Implementer activities

- Organising and executing SIT activities
- Fixing L3 software, interface and/or configuration issues, where applicable
- Assisting Temenos with the process for fixing L1/2 software issues

2.5.2.1.2. Client activities

- Execution of all SIT test scripts as per the test plan
- The Client PM will signoff and accept SIT once the exit criteria have been met

2.5.2.1.3. Temenos activities

- The Temenos CDM will ensure that the agreed Client Environment for test is available and stable, for deployments in the Temenos Cloud
- Fixing any L1/2 software issues raised via the Temenos PACS helpdesk

2.5.2.2. Acceptance Test

2.5.2.2.1. Implementer activities

- Provide support for UAT
- Fixing L3 software and/or configuration issues, where applicable
- Assisting Temenos with the process for fixing L1/2 software issues
- Consultative assistance to the Client using the available time of relevant members of the implementation team

2.5.2.2.2. Client activities

- Organisation and planning of all UAT activities
- Execution of all UAT test scripts as per the test plan
- The Client PM will signoff and accept UAT once the exit criteria have been met

2.5.2.2.3. Temenos activities

- The Temenos CDM will ensure that the agreed Client Environment for test is available and stable, for deployments in the Temenos Cloud
- Management of the UAT environment, for deployments in the Temenos Cloud
- Fixing any L1/2 software issues raised via the Temenos PACS helpdesk

Note that the user acceptance tests are advised to be performed with masked data, as per best practice and the Temenos Cloud Service Specifications, to ensure relevant compliance regulation on data privacy is adhered to.

2.5.2.3. Migration Test

2.5.2.3.1. Implementer activities

- Organisation and execution of migration test, using data extracted from legacy system(s) by the Client. Note that it is common for later cycles of UAT to use data generated from 'clean' migration test
- Fixing L3 software and/or configuration issues, where applicable
- Assisting Temenos with the process for fixing L1/2 software issues
- Consultative assistance to the Client for migration Dress Rehearsal(s)

2.5.2.3.2. Client activities

- Organisation, planning and execution of all Dress Rehearsal activities
- The Client PM will signoff and accept DM Test once the exit criteria have been met

2.5.2.3.3. Temenos activities

- The Temenos CDM will ensure that the agreed Client Environment for test is available and stable, for deployments in the Temenos Cloud
- Management of the test environment, for deployments in the Temenos Cloud
- Fixing any L1/2 software issues raised via the Temenos PACS helpdesk

2.5.2.4. Non-Functional Test

2.5.2.4.1. Implementer activities

- Provide support for NFT
- Fixing L3 software and/or configuration issues, where applicable
- Assisting Temenos with the process for fixing L1/2 software issues

2.5.2.4.2. Client activities

- Perform Non-Functional Test, including:
    - performance test
    - load test
    - stress test
- We recommend that the Client engages expert assistance with penetration test, including utilising the knowledge and experience of any third-party authentication experts.
- Assist Temenos in execution of the Disaster Recovery test plan
- The Client PM will signoff and accept NFT once the exit criteria have been met

2.5.2.4.3. Temenos activities

- Fixing any L1/2 software issues raised via the Temenos PACS helpdesk

Additionally, for deployments in the Temenos Cloud:

- The Temenos CDM will ensure that the agreed Client Environment for test is available and stable
- Provide support for NFT
- Tuning of system parameters as a consequence of performance, load and stress tests
- Management of the NFT environment
- Perform (internal) Disaster Recovery test

- Perform validation of security parameters and vulnerability / penetration test
- The Temenos CDM signs off that the test process has been successfully completed once the exit criteria have been met

When the above activities have been completed, the PM must complete the following sections in the Cloud Operational Handover Document :

- Performance, Load and Stress Tests, or Production Simulation Runs
- DR Tests
- Vulnerability & Pen Tests

2.5.3. Defect Resolution

Following initial on-site triage, performed by the implementation project team, if the reported issue is found to be a bona-fide defect, then it is determined whether the defect relates to L1 or L3 code.

It is worth ensuring, where possible, that the defect is correctly classified and prioritised as this will have a major impact on delivery dates of associated fixes.

2.5.3.1. Issues related to L1 code

Potential defects are reported to Customer Support via the standard PACS processes

As a minimum, the following information must be provided:

- Client Name
- Client Reference Number, if known
- Product (Wealth Front Office) and versions
- Impact and Urgency
- Description of defect (attach any supporting evidence (logs, screen shots, etc.))

Where Possible, explain how to reproduce the defect.

Customer Support respond with an email qualifying the defect and proposing a fix (i.e. “it will be in R22”) or possibly offering a workaround.

If the proposed fix is acceptable (i.e. wait until the next release) this is the end of the process. Please note that the opened incident will not be closed but the severity decreased as an acceptable workaround solution has been provided.

If the Customer Support proposal is not acceptable (e.g. fix in far future only) and no temporary solution can be provided to the Project:

- The project team needs to raise a Hotfix request which can then be downloaded.
- The completed form, which requests a delivery date, is then sent to TCSP.
- Customer Support then emails a response including a Hotfix reference and a delivery date, which may be different from the one requested.

2.5.3.2. Issues related to L3 code

These issues are dealt with by the onsite project team and are tracked and managed through the Client’s defect tracking tools, as agreed during Project Initiation.

As with L1 defects, a fix date is provided once the underlying source issue has been identified and workarounds may be suggested to permit continuation of testing whilst waiting for the planned fix.

Deployment of Test Fixes

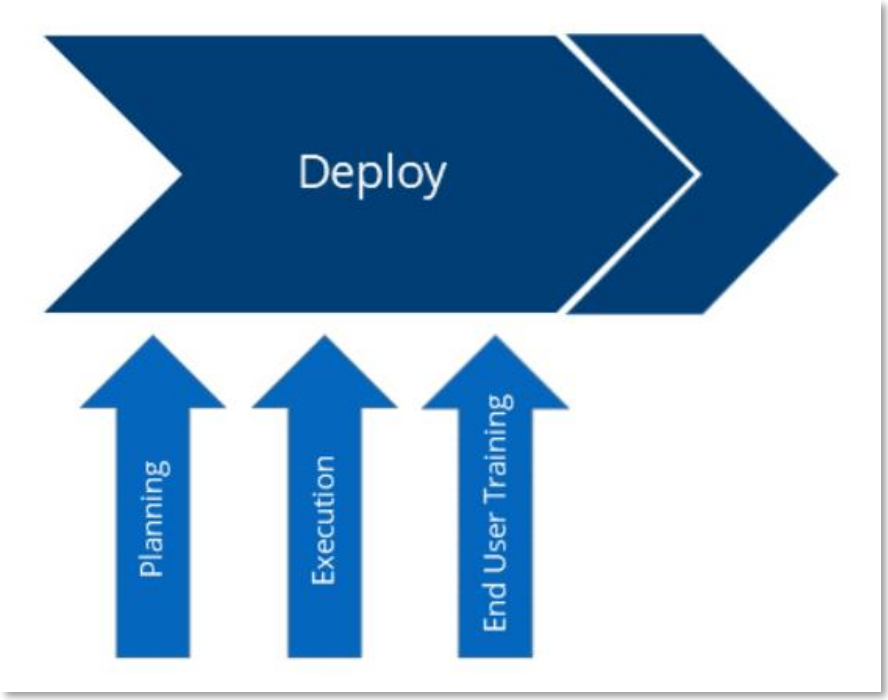
Upon receipt of a hotfix from Product, the implementation team analyses the contents and determines the optimum process for deploying the hotfix.

If the fixes do not have any potential impact upon the local L3 developments, they can be deployed directly; if they do have potential impact on local developments, then the fixes must be merged with the local Client-site source code.

For L1 fixes, the documentation is relatively minimal – release note with limited compatibility matrix, installation guide, no proof of testing.

2.6. Deploy

Deployment involves the planning and execution of the system in an SIT (system integration, available in lager projects) or UAT (user acceptance) environment.



2.6.1. Deployment Planning

Deployment Planning is essential to secure the enterprise-wide rollout of the system. This poses critical challenges to the project and demands careful planning and constant review throughout the project life cycle.

For deployments in the Temenos Cloud, Temenos is responsible for provisioning of Cloud environments, Cloud operational hand-over and providing assistance to the Client to develop a rollout strategy for its operations. Temenos will validate operational readiness in a decision meeting of its ORB, which operates according to the ORB checklist.

The Implementer is responsible for data conversion and migration.

For the Client there are significant additional tasks involving hardware and infrastructure logistics for systems not hosted by Temenos Cloud Services, end-user training, change management and communication.

The Deployment Planning document acts as a point of reference for the following key components in the deployment stage:

- Data migration and conversion
- Coexistence strategy
- Logistics
- Training
- Change management and communication
- Temenos Cloud Operational readiness (for deployments in the Temenos Cloud)

For deployments in the Temenos cloud, the PM must complete the following sections in the Cloud Operational Handover Requirements Document:

- Project Details
- Local Customisation
- Releases & Changes
- Support Process
- Support SLAs
- Environments to be Decommissioned
- Monitoring Report
- Sign Off

2.6.1.1. Prepare Deployment Plan

The PM works with all designated Client stakeholders to begin the Deployment Planning process.

2.6.1.1.1. Review infrastructure (by the Implementer)

- Cloud Production, Pre Production and DR environments for deployments in the Temenos Cloud
- Hardware and software for applications not supported by Temenos Cloud Services
- Disaster Recovery and High Availability for applications not supported by Temenos Cloud Services
- Network
- Resourcing (capacity planning)

2.6.1.1.2. Review business change processes (by the Client)

- Business processes and policies
- Training
- Communications
- Coexistence

2.6.1.1.3. Review data conversion and migration (by the Implementer)

- Production environment setup
- Technical checklist
- User checklist
- Conversion and reconciliation
- Coexistence
- Roles and responsibilities
- Command centre procedures
- Acceptance criteria
- Roll back and recovery

The PM will then circulate draft project planning documents and Deployment Plan for Client review.

For deployments in the Temenos Cloud, the PM must complete all remaining required documents for Temenos Operational Readiness review as per the ORB checklist. This involves ensuring that all elements of the Cloud Operational Handover Requirements Document are now complete and signed off by the respective owner.

The signoffs include, but are not limited to:

- NFR requirements
- NFR (performance, load, stress, VUL, PEN and DR) sections of test plan
- Associated test results
- Security checks
- Architecture overview
- Support handover checklists (NCS, PACS) incl. warranty support and outstanding defects
- (where applicable) Temenos L3 maintenance and support contract
- (where applicable) CR on Temenos Cloud Order form or Addendum to Temenos software agreement

2.6.1.1.4. Temenos Operational Readiness Board decision meeting (deployments in Temenos Cloud only)

The PM is to present the request for any deployment in the Temenos ORB meeting. The meeting is usually scheduled the week ahead of the scheduled deployment. The Temenos CDM will assist the PM in preparing for this meeting.

The PM presents a concise version of the deployment plan to the ORB along with evidence of signoffs obtained for all the criteria on the ORB checklist.

The ORB subsequently decides to either

- accept the deployment,
- accept the deployment with conditions, or
- reject the deployment

2.6.1.1.5. Acceptance

In case of acceptance, this is the Temenos signoff for the deployment plan.

2.6.1.1.6. Conditional Acceptance

In case of acceptance with conditions, the PM must ensure that the acceptance conditions are met in accordance with the decision. This is the Temenos conditional signoff for the deployment plan.

2.6.1.1.7. Rejection

In case of rejection, the PM is responsible for remediating the reasons for rejection, adjusting the deployment plan, and presenting back to the Temenos ORB once this has been completed. In this case, Temenos does not signoff the deployment plan.

2.6.1.1.8. Review (Cloud) Environment to be decommissioned

For deployments in the Temenos Cloud, the Temenos CDM will review all relevant contractual documents and submit a list of environments to be decommissioned. For on-premise implementations, the Client project team should list the environment to be decommissioned as well.

The PM reviews and approves the environments list and raises a CR if any extension is required.

2.6.2. Deployment Execution

This phase is primarily concerned with the activities that the Client will oversee and the Client team, or Temenos Cloud team in the case of a deployment in the Temenos Cloud, will execute to complete the transition to the new software.

The success of the deployment is dependent on the Client deploying the necessary hardware across the network, software peripherals for 3rd party applications integrated to the Temenos Cloud environment (for deployments in the Temenos Cloud, Interacting with Services from the Temenos Cloud Services catalogue) and ensuring that the end users have received comprehensive training on the new products.

The Client team or Temenos Cloud Team (in the case of a deployment in the Temenos Cloud) will ensure the readiness of production environment including application, security hardening, COB automation and environment test and verification.

The Deployment Planning document produced in the previous phase acts as a point of reference for the following Client activities:

- Logistics
- Training (including training to Operation procedures such as but not limited to incident management and Change & Release request management)
- Business change management and communication

For deployments in the Temenos Cloud, the PM must complete the **Tertiary DB Backup** section in the Cloud Operational Handover Requirements Document.

2.6.2.1. Logistics

The Client team or Temenos Cloud team (in the case of a deployment in the Temenos Cloud) will ensure that the production environment is ready for Go-live. The Client ensures the same for all 3rd party systems interacting with this environment.

The project team will validate the rollout sequence and ensure that all hardware and networks are in place and tested in the branches, where appropriate, to support the new system as per the Deployment Plan.

Finally, the team will execute hardware/network upgrades and replacements as per the Deployment Plan.

2.6.2.2. Training

Update training materials, procedure and end user documentation based on the finalised implementation delivery.

Ensure that the training is delivered and coordinated in accordance with the Deployment Plan.

2.6.2.3. Business Change Management and Communication

The Client will ensure regular updates and communication with all levels of the organisation that are impacted by the system change.

The Client will ensure that customers are informed of any change that impacts them directly on successful deployment of the system and ensure that adequate fall back measures are in place for communicating with customers in the event of a rollback.

2.6.2.4. End User Support

The Client PM is responsible for ensuring the setup of command centres and procedures for handling end user queries during the cut over period. The PM must also ensure that the following are available to handle immediate problems during the Go-Live weekend:

- Super users stationed in the branches and/or command centres
- Phone numbers and communication channels established for handling issues that may arise, including escalation points to senior management.

The Client PM is also responsible for the setup of an internal help desk for supporting the operations, once in production.

- Phone numbers distributed for operational issues encountered by end users
- Super users available to walk through the procedures
- Escalation procedures in place to handle major system or process issues

The PM must ensure that Temenos PACS team is informed of the.

2.6.2.5. Deploy solution

The Client team or Temenos Cloud team (in the case of a deployment in the Temenos Cloud) will execute the tasks as per the deployment runbook, based upon the instructions of the Client's PM. These tasks originate from previous Dress Rehearsals and involve software deployment and configuration, data migration and various other activities.

2.6.3. End User Training

When the solution has been built and tested and is about to be deployed, the Client's staff will need to be trained to use the solution.

The Project Manager must complete the Training section in the Cloud Operational Handover Requirements Document.

2.6.3.1. Schedule/Enable Training Resources

The PM initiates the request for scheduling of training resources and is the initial liaison between the customer and the training Team.

The term resources is inclusive of things like:

- Licensing
- Trainer
- Installation/SaaS TLC Engine

The training Team will confirm availability of resources and assist with the scheduling and allocation of these resources.

2.6.3.2. Execute Training Program

Either the training Team will be responsible for the training or will play a supporting role if the Client is using their own Trainers.

2.6.3.3. Evaluation

The training Team works with the Client to evaluate the training through use of a standard survey or through the Client's own evaluation process. Any feedback / lessons learned will be incorporated into future training engagements.