

Appendix 4.B.1 Transition and Transformation Plan

to the Master Service Agreement Project Docker

**EDF Luminus SA/NV**

**Project Docker**

Submitted by Wipro Ltd

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Table of Contents

[1 Introduction 5](#_Toc515058295)

[2 T&T Program Governance, Organization and Committees 5](#_Toc515058296)

[2.1 T&T Organization 5](#_Toc515058297)

[2.1.1 T&T Organization Chart 5](#_Toc515058298)

[2.2 Key T&T Roles 6](#_Toc515058299)

[2.2.1 T&T Roles Description 6](#_Toc515058300)

[2.2.2 T&T Program Resource Plan – Required roles of Customer, Supplier and Third Parties 9](#_Toc515058301)

[2.3 T&T Governance Model 10](#_Toc515058302)

[2.3.1 T&T Program Management Meetings 10](#_Toc515058303)

[2.3.2 Escalation Procedure 11](#_Toc515058304)

[2.3.3 Success Measurement & Reporting 12](#_Toc515058305)

[3 T&T Program Timelines and Program Milestones 16](#_Toc515058306)

[3.1 T&T Program Timelines and Program Milestones 16](#_Toc515058307)

[3.1.1 Timeline 16](#_Toc515058308)

[3.1.2 Critical Milestones 22](#_Toc515058309)

[3.1.3 Milestones and Deliverables 22](#_Toc515058310)

[4 T&T Program Controls 25](#_Toc515058311)

[4.1 Management of Change 25](#_Toc515058312)

[4.1.1 Management of Change Approach 25](#_Toc515058313)

[4.1.2 Stakeholder Management 26](#_Toc515058314)

[4.1.3 Customer Satisfaction 28](#_Toc515058315)

[4.1.4 Communication Plan 31](#_Toc515058316)

[4.2 Documentation and Deliverable Control 32](#_Toc515058317)

[4.2.1 Tooling and Documentation 32](#_Toc515058318)

[4.2.2 T&T Specific Acceptance Procedure 34](#_Toc515058319)

[4.3 Risk Management 35](#_Toc515058320)

[4.3.1 Risk Management Approach 35](#_Toc515058321)

[5 T&T Methodology and Approach 37](#_Toc515058322)

[5.1 Legal - Documents 37](#_Toc515058323)

[5.1.1 DPA 37](#_Toc515058324)

[5.2 Legal - Transfer 38](#_Toc515058325)

[5.2.1 Asset Transfer 38](#_Toc515058326)

[5.2.2 Personnel Transfer 38](#_Toc515058327)

[5.3 Sourcing Governance 38](#_Toc515058328)

[5.3.1 Organization and Teams 38](#_Toc515058329)

[5.3.2 Meetings 42](#_Toc515058330)

[5.3.3 Processes & Procedure Manuals 43](#_Toc515058331)

[5.3.4 Reports (Including Governance & SLs) 44](#_Toc515058332)

[5.4 Service Integration and Management Services 44](#_Toc515058333)

[5.4.1 Transition - Interim Service Environment 44](#_Toc515058334)

[5.4.2 Key activities and deliverables in Transition 45](#_Toc515058335)

[5.4.3 Transformation - Service Environment 47](#_Toc515058336)

[5.4.4 Key activities and deliverables in Transformation 47](#_Toc515058337)

[5.4.5 Customer SIAMS Function 47](#_Toc515058338)

[5.4.6 SAP SIAMS Function 48](#_Toc515058339)

[5.4.7 IT Service and Operational Management Tooling 49](#_Toc515058340)

[5.4.8 Knowledge Management and Asset and Configuration Management 50](#_Toc515058341)

[5.4.9 3rd parties 53](#_Toc515058342)

[5.5 Non-SAP Application Hosting Services 54](#_Toc515058343)

[5.5.1 Transition - Interim Service Environment 54](#_Toc515058344)

[5.5.2 Key activities and deliverables in Transition 54](#_Toc515058345)

[5.5.3 Transformation - Service Environment 55](#_Toc515058346)

[5.5.4 Key activities and deliverables in Transformation 57](#_Toc515058347)

[5.5.5 Knowledge Transfer 58](#_Toc515058348)

[5.5.6 Target Service Environment 58](#_Toc515058349)

[5.5.7 Target Service Environment - Network Services 64](#_Toc515058350)

[5.5.8 Transformation Approach 66](#_Toc515058351)

[5.5.9 Service Levels 76](#_Toc515058352)

[5.6 SAP Application Hosting Services 77](#_Toc515058353)

[5.6.1 Transition - Interim Service Environment 77](#_Toc515058354)

[5.6.2 Key activities and deliverables in Transition 77](#_Toc515058355)

[5.6.3 Transformation - Service Environment 77](#_Toc515058356)

[5.6.4 Key activities and deliverables in Transformation 78](#_Toc515058357)

[5.6.5 Knowledge Transfer 81](#_Toc515058358)

[5.6.6 Target Service Environment 82](#_Toc515058359)

[5.6.7 Transformation Approach 85](#_Toc515058360)

[5.6.8 Service Levels 90](#_Toc515058361)

[5.7 SAP Application Services 91](#_Toc515058362)

[5.7.1 Transition - Interim Service Environment 91](#_Toc515058363)

[5.7.2 Key activities and deliverables in Transition 91](#_Toc515058364)

[5.7.3 Transformation - Service Environment 95](#_Toc515058365)

[5.7.4 Key activities and deliverables in Transformation 95](#_Toc515058366)

[5.7.5 Knowledge Transfer 97](#_Toc515058367)

[5.7.6 Target Service Environment 100](#_Toc515058368)

[5.7.7 Approach to Documentation 105](#_Toc515058369)

[5.7.8 Service Levels 105](#_Toc515058370)

[5.8 Security Services 106](#_Toc515058371)

[5.8.1 Transition - Interim Service Environment 106](#_Toc515058372)

[5.8.2 Key activities and deliverables in Transition 106](#_Toc515058373)

[5.8.3 Transformation - Service Environment 107](#_Toc515058374)

[5.8.4 Key activities and deliverables in Transformation 108](#_Toc515058375)

[5.8.5 Knowledge Transfer 110](#_Toc515058376)

[5.8.6 Target Service Environment 111](#_Toc515058377)

[5.8.7 Transformation Approach 111](#_Toc515058378)

[5.8.8 SOC integration 112](#_Toc515058379)

[Phased Service Realization 112](#_Toc515058380)

[5.8.9 Service Levels 113](#_Toc515058381)

[5.9 Service Pricing 115](#_Toc515058382)

[5.9.1 Resource Based Pricing 115](#_Toc515058383)

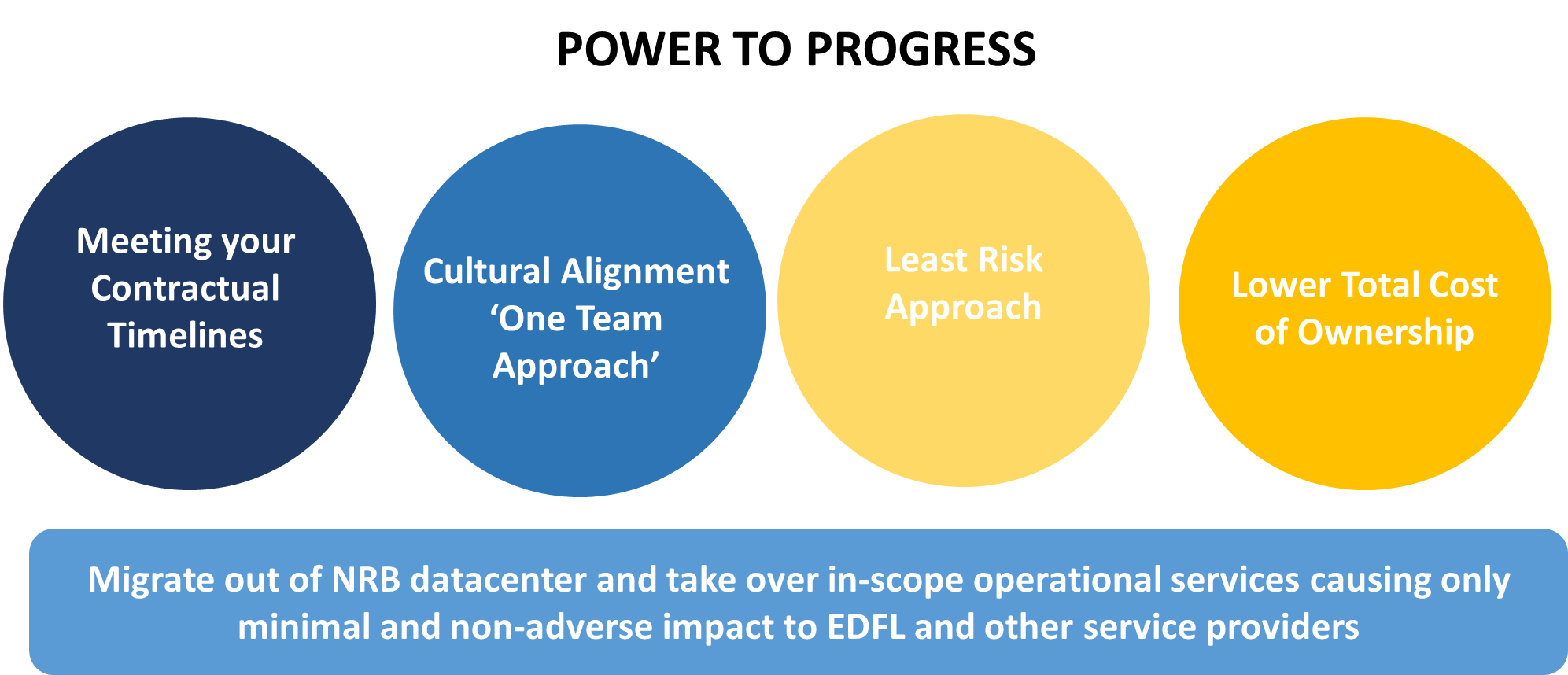
[5.9.2 Invoicing Procedure 116](#_Toc515058384)

# Introduction

This Appendix 4.B.1 Transition and Transformation Plan describes the Transition and Transformation approach Supplier will take to transition and transform the existing services via the Interim Services(as defined in Appendix 4.B.2 Interim Service Environment) to the target service environment(as defined in Appendix 3.B1.1 Target Service Environment).

**T&T Solution Tenets**

Wipro has formulated a Transition and Transformation strategy that will enable risk free handover of services and accordingly migrate the applications onto Wipro data centre/Azure Cloud in line with EDFL’s requirements.

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1. **Transition and Transformation solution tenet**

**Abbreviations**

The following table lists several abbreviations and acronyms used throughout this document.

|  |  |
| --- | --- |
| **Abbreviation** | **Expansion of Abbreviation** |
| T&T | Transition and Transformation |
| TMO | Transition Management Office |
| SQA | Software Quality Assurance |
| NRB | Incumbent Data center service provider |
| PMO | Project Management Office |
| DDoS | Distributed denial of service (DDoS) |
| IPG | IP Group |
| EHP | Enhancement Package |
| DB | Databases |
| SCCM | System Center Configuration Manager |
| TSM | Tivoli Storage Manager |
| Steady State | The state after the transition |
| KAP Playback | Playback session as part knowledge Acquisition phase |

# T&T Program Governance, Organization and Committees

## T&T Organization

### T&T Organization Chart

|  |
| --- |
| Please insert a graphical representation of the T&T program organization |
| We have drawn out our program organisation and governance to comply with EDFL’s requirements.  The Program Director will be overall responsible for the successful engagement with EDFL for the services in scope. Thus, he will steer the program and personally focus on stakeholder management to achieve customer satisfaction both during T&T and in steady state operations. The Program Director will interface with the CIO and other executives at EDFL.  This organization is divided into multiple teams (and supported by the TMO), each of which is led by one or more competent managers and leads, based in Belgium and India who will interact with their peers in EDFL and incumbent providers and be responsible for the outcomes and deliverables for their respective domains.  Below is the proposed organisation structure for T&T phase of the Project Docker:     1. **T&T Organization chart**   The mapping of Wipro roles against EDFL roles is depicted below:-   1. **Mapping of EDFL roles against Wipro roles** |

## Key T&T Roles

### T&T Roles Description

|  |
| --- |
| Please describe the key roles involved in the T&T Program Organization, including the expected roles on the side of EDFL’s previous suppliers and other Third Parties |
| The following table describes the key roles in the T&T program organization presented in the previous response and their responsibilities:   |  |  | | --- | --- | | **Roles** | **Responsibility** | | Program Director/  Engagement Manager | * Manage the overall relationship with EDFL; * Assure the successful transition of this Agreement to operational status; * Ensure that Wipro fulfils all of its obligations under this Agreement; * Work with EDFL Governance team (Program Sponsor, T&T Manager and PMO) to establish, manage, and meet commitments, requirements and expectations | | Transition & Transformation Manager | * Create and Finalize Integrated Transition Plan along with EDFL and other service providers * Track the progress of transition and identify and enable dependencies across other teams i.e. Transformation Team, EDFL and Accenture & NRB teams * Identify and analyse the Transition and Transformation risks and develop a mitigation plan * Coordinate Training KA, KT resources * Coordinate Open Ticket, Backlog ticket Management during the secondary and primary phase * Coordinate deliverables creation and get approval of the same from Customer, SQA * Weekly Transition reporting including status reports and dashboards * Prepare Phase End report and get sign off * Verification of network, infra, tools set up * Coordinate with incumbents * Coordinate with all stakeholders for Transformation testing | | Transformation Manager | * Create and Finalize an Integrated Transformation Plan * Develop and implement the Transformation Plan * Execute the Transformation Plan, and ensure Supplier assumes responsibilities as defined in this Master Service Agreement. | | Service Delivery Manager – AMS  &  Service Delivery Manager - Infrastructure | * Accountable and point of contact for overall delivery * Responsible for driving synergies, operational excellence across the towers * Resource planning and mobilization and escalation management * Report end to end service delivery performance for each tower * Service reviews with EDFL and drive customer satisfaction * Successful service delivery - SLA achievement and responsible for superior customer satisfaction * Building service reports, Service reporting and sponsoring service delivery meetings. * Ensuring customer satisfaction and good end user experience * 3rd party management responsibilities as is necessary. * Identify and manage service improvement activities * Along with the other tower managers and technical leads, accountable for and contribute to the overall performance of the managed services division | | Tower Leads (SAP, Non-SAP, Hosting, Security and Network) | * Create detailed risks mitigation planning * Create detailed Transition Plan * Participate in the scheduled KT sessions * Document the SMTD’s (System Management and Technical Documentation) and SOPs (System Operating Procedures) * Playback the knowledge acquired * Perform Transformation specific tasks like Design, Build of the required DC infrastructure, Office IT * Create/Update and finalize SMTDs, SDD and SOPs | | ITSM architect | * Involved in the initial Transition phase to study the existing process * Identify deviations in the process and provide recommendations * Architecture Design * Tool Process design * Integration Design |   The following table gives a view of Roles that Wipro expects EDFL to perform during the T&T period   |  |  | | --- | --- | | Indicative EDFL Roles | Responsibilities | | Program/Project Manager(S) / Transition / Transformation Manager | * Work with Wipro T&T team, review day to day progress * Ensure alignment of NRB and Accenture to the T&T plan * Approve the Transition & Transformation Plan, including any contingency arrangements * Monitor Supplier's obligations and manage Customer's obligations under the Transition & Transformation Plan. * Approve the Transition & Transformation Plans, including any contingency arrangements; and * Monitor Supplier's obligations and manage Customer's obligations under the Transition Plan. | | Project Management Office (PMO) | * Support & coordinate EDFL governance * Align with Wipro PMO | | Service owner(s)/  Business SMEs | * compare, in cooperation with Supplier, the actual-to-targeted Service Levels; * report operation results; * report Service Level results | | Application Owner/Representative (SME) | * provide input into Transformation Plan, Master Gold List, Move Group charter | | Enterprise Architect/Design Authority | * Overall EDFL architecture responsibility & alignment with Lead T&T Architect | | Infrastructure Architects | * Work with the supplier to develop/maintain a service-oriented, international (federative) architecture model (in harmony with existing domains models); * Work with the supplier to develop and update the architecture model in coordination with infrastructure services; * Review and approve Supplier Architecture deliverables |   Wipro has considered the following assumptions that would be provided by EDFL’s incumbent suppliers, namely – Accenture and NRB:   1. Incumbent supplier SMEs will share knowledge during the KT sessions for SAP AMS, SAP BASIS, TAM and Infrastructure. Wipro will plan and lead all KT sessions while the relevant SMEs from the incumbent suppliers will be required to participate in the sessions. The plan for the sessions will be shared with the suppliers with at least 4 weeks of lead time to ensure that the incumbent suppliers can plan ahead and make the right people available. 2. Incumbent suppliers will share relevant existing documentation on the EDFL systems and processes ahead of the KT sessions 3. Wipro will lead and own the transformation plan. The incumbent suppliers will be invited to relevant planning sessions with sufficient notice and will provide necessary inputs for planning. The transformation plan will clearly document activities that are expected to be carried out by the incumbent DC supplier i.e. NRB. NRB will carry out these activities as per the agreed plan. 4. Transformation to incumbent supplier services, or addition to incumbent supplier services will not be required at any stage of the program   The following table gives a view of Roles that Wipro expects incumbent to perform during the T&T period   |  |  | | --- | --- | | Indicative Incumbent Roles | Responsibilities | | Transition / Project Manager | * The responsible person from the incumbent to enable the transition support and accountable for exit planning. This role can be played by manager from the existing incumbent team. * Ensure the alignment of resources to the transition. * Provide necessary inputs to Wipro and EDFL as part of T&T phase activities | | SAP Application SME | * Participate in the scheduled Knowledge transfer (KT) sessions * Provide necessary Support during Transition and Transformation activities | | Non SAP Application SME (Per application / application group) | * Participate in the scheduled KT sessions * Provide necessary Support during Transformation activities | | Infrastructure / Server architect | * As part of the knowledge acquisition phase, provide detailed information about the existing server and Infrastructure landscape * Coordinate with Wipro during primary and secondary support phases | | Network Team SME and Security SME | * Provides timely inputs and details about the current landscape during the knowledge acquisition session * Coordinate with Wipro during primary and secondary support phases | |

### T&T Program Resource Plan – Required roles of Customer, Supplier and Third Parties

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| The resource requirements are detailed in Appendix 4.B.5 Resource Plan |
| As suggested by EDFL team during our discussions we have considered EDFL IT and Accenture’s support during SAP remediation and Testing.  EDFL/Current Supplier/3rd party resource requirements for Transition & Transformation are provided in the 4.B.5 Resource Plan.  Wipro’s FTE (Full Time Equivalent) numbers are provided below   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | **Scope of work** | **Transition** | | | **Transformation** | | | | **# of Resources** | **% at Onsite** | **% at Offshore** | **# of Resources** | **% at Onsite** | **% at Offshore** | | Non SAP Application Hosting Services | **6** | 70.00% | 30.00% | 19 | 40.00% | 60.00% | | SAP Application Hosting Services | **18** | 75.00% | 25.00% | 8 | 40.00% | 60.00% | | Application Services | 16 | 40.00% | 60.00% | 18 | 30.00% | 70.00% | | Security Services | **6** | 50.00% | 50.00% | 16 | 20.00% | 80.00% | |

## T&T Governance Model

### T&T Program Management Meetings

|  |
| --- |
| Please describe the governance model, including the meetings, meeting schedule, agenda and participants. |
| Key Objectives  The primary objectives of our transition governance for Project Docker is to:   * Define a clear transition approach and responsibilities; * Plan the transition and effectively manage the dependencies amongst EDFL IT team, Accenture, NRB and the other service vendors during Transformation & transition; * Enable Service continuity during Transition; * Monitor Transition/Transformation Effectiveness and proactively take measures for improvement and embed learnings in the consecutive waves; * Identify Risks and report to the stakeholders quickly, thus mitigating transition delays; * Orchestrate a smooth cutover to the new environment and services; * Guarantee a successful Transformation out of NRB data centre within Nov 2019; and * Guarantee a successful SAP knowledge acquisition & Service transition.   Transition & Transformation Governance:  The governance will be organized along three layers:   * The **Strategic Executive Board** will meet at end of every phase to give Go, No-Go decision to go to the next stage based on the Transition & Transformation performance * The **Transition Management Office (TMO)** will have weekly meetings to monitor Transition & Transformation progress on actual v/s planned basis * The **Operations Transition and Transformation Team** where the Tower Leads will have daily meetings to ensure smooth day to day transition. To enhance collaboration, we propose participation from the incumbents and other service providers.   The diagram below details the different levels, meeting frequency, agenda and participants.     1. **T&T Governance (Tripartite Governance with EDFL, Incumbents and Wipro)** |

### Escalation Procedure

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| --- |
| Please provide the escalation procedure for the T&T Program in reference to Schedule 2.C8 Dispute Resolution Procedure |
| Wipro uses an unambiguous escalation process in the event of disagreements in the project. Escalation procedure will be mutually agreed in Schedule 2.C8 Dispute Resolution Procedure.  Wipro suggests EDFL to include an addition level – Level 0 to capture lower levels for immediate actions based on our experience in similar T&T program.  Either Wipro or EDFL can use the below escalation process for Project Docker. A detailed escalation matrix/RASCI with names and contact details will be published as part of the communication plan during the Planning Phase. This matrix includes the escalation path for various situations or issues, identifies who needs to act and the expected time for resolution or where necessary further escalation.  Escalation process will be defined as below:     1. **Escalation procedure**   Escalation Procedures can be suitably defined and implemented to ensure that all issues in the event of non-resolution be escalated to the appropriate authorities through the right channels at the appropriate time. |

### Success Measurement & Reporting

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| --- |
| Please describe the method for success measurement and list the reports that will be provided and the reporting schedule |
| **Key Solution Tenets**   * Establish the T&T metrics along with EDFL during the planning phase * Progress reviews and quality assurance planned at regular intervals * Progress tracking and reporting enabled by Wipro’s Digi-Q tool. Progress visibility to Wipro management at any time.   **Metrics definition**  The Transition and Transformation will be governed by measuring the exit criteria for each of the phases. The below table captures the leading indicators for measuring transition effectiveness which is defined during the planning phase and will be reported and governed during T&T execution   |  |  |  | | --- | --- | --- | | Phase | Metrics | Target | | Knowledge Acquisition | % Completion of KAP Sessions (measured weekly) | 100% by the end of KAP completion date | | % Completion of draft SMTD, EPD | * 100% completion within the cut-off date * Cut-off date = knowledge acquisition session completion date + 3 weeks | | % of Completion of KAP Documentation Provided | * 100% completion on critical processes/ high complex applications * If less than 100%, gaps will be addressed in the post transition phase | | Secondary Support | % of tickets handled per week | 30% of low priority tickets (to be decided in Planning phase) | | % of Tickets Closed | 70% of the tickets handled (to be decided in Planning phase) | | Primary Support | % of tickets taken per week | 75% of the overall tickets (to be decided in Planning phase) | | % of Tickets Closed | 80% of the tickets handled (to be decided in Planning phase) |   **Program Reviews and quality assurance**  The T&T program review will include:   * Executive milestone overview; * Phase summary and milestone status; * Planned accomplishment status; * Internal / External integration status; and * Summary of metrics, risks, issues etc.   In addition, the transition phases will include the following reviews     1. **Regular In-Phase Reviews and Toll gate reviews during Transition Phases**   **Tool enabled Reporting – Digi-Q**  Wipro’s proprietary Project Management Tool, Digi-Q, will be utilised for project management activities. Digi-Q is a web based tool used for project monitoring, control, and communication.  Transition status reporting is usually conducted as a rollup services.  Team members update the status/information against task in Digi-Q Transition Management tool.  This tool is capable of generating all the below statuses and report summary of activities as needed.  The screenshot of sample reports from Digi-Q is provided below:-  cid:image003.png@01D3DC7B.349A6C60   1. **Digi-Q sample reports**   **Sample Templates**  Attached is transition status report template, which will be reviewed with EDFL during planning phase.  **Note:** The embedded files are also provided as separate documents for reference.   |  |  |  | | --- | --- | --- | | S No. | Report | Template | | 1 | Weekly T&T Status Report Template |  | | 2 | Weekly T&T Dashboard |  |   Duration and potential risk containment  The risks will be identified, governed and reported as part of the weekly meetings to ensure that mitigation activities (if any) is triggered before any foreseen risks materialize. Identified new risks shall be added to the Risk Register and tracked for the progress made. |

# T&T Program Timelines and Program Milestones

## T&T Program Timelines and Program Milestones

### Timeline

|  |
| --- |
| Please provide an overview of the Transition and Transformation timeline |
| **Recommended Overall Plan – 12 Month Transition & Transformation (Single-Step Hybrid Cloud & Transition Prior to Transformation)**  The below listed factors has been considered in the plan   1. AMS Knowledge Transition Prior to Transformation to gain SAP environment knowledge as well as make available the EDFL and Accenture team for Transformation related activities 2. Joint BAU (Business as Usual) support of 4 months to mitigate any risk due to knowledge gaps 3. ATRIAS Environment made available in line with the ATRIAS program timelines 4. Multiple rounds of testing planned to mitigate any Transformation failures 5. 4 weeks planned between Move Group 2 and Move Group 3 Go-Live to stabilize the environment post Move Group 2 Transformation 6. One-month contingency period planned (Oct ’19 – Nov’19) before NRB Exit for any unforeseen delays in Transformation 7. Holiday period (Jul/Aug 2019): Many of the Transformation activities such as Transformation testing, cutover preparation, cutover execution of one of the Go-Live groups are scheduled to take place during the holiday period. It is necessary to plan these activities at that time in order to ensure that we exit NRB by mid Oct 2019 leaving 4-weeks contingency from the NRB exit date. Wipro will work with EDFL during the detailed planning (Nov 2018 – Mar 2019) to agree on the detailed tasks and activities. This should provide enough time for forward planning for the Holiday period   We propose to perform the transition and Transformation over a period of **12 months** as represented in the High Level plan below:     1. **T&T High Level Plan**   The key phases of the plan are:   1. Transition (Nov’18 to May’19)    1. SAP AMS Knowledge Transition from EDFL & Accenture *(Nov 2018 – Mar 2019)*       * This will be followed by takeover of SAP AMS by Wipro from 1st April 2019    2. SAP BASIS Takeover from NRB *(Nov 2018 – Mar 2019)*       * Wipro will take over BASIS services from 1st April 2019    3. SIAM Transition and Setup *(Nov 2018 – Mar 2019)*       * This will support the SAP AMS services    4. IMS Knowledge Transition from NRB *(March 2019 – May 2019)*       * This will be followed by IMS takeover as and when the servers are moved from the NRB DC to Wipro DC or Cloud starting 12th May 2019 (i.e. IMS for existing datacenter environment continues with NRB and Wipro takes over IMS for servers migrating to Wipro DC/Azure as and when the migration occurs, as per project plan)    5. Security Transition from NRB (*March 2019 – May 2019)*       * This will support IMS services takeover 2. Transformation (Nov ’18 to Oct’19) 3. Transformation planning, design, build and set-up *(Nov 2018 – Apr 2019)* 4. Transformation Execution *(Jan 2019 – Oct 2019)* 5. Migrate SAP Apps to Public Cloud 6. Migrate Selected Non-SAP Applications to Public Cloud (Apps with low business criticality and minimal remediation) 7. Hybrid ESB Setup 8. Migrate remaining Non-SAP Apps to Wipro DC 9. Unicode conversion for SAP ECC/ISU Application 10. EHP upgrade for SAP ECC/ISU Application 11. HANA DB conversion for SAP Apps (optional) 12. BO re-build as part of BO optimization 13. Non-SAP Mandatory Opportunities 14. Key Transformation Go-Live Dates:  |  |  |  | | --- | --- | --- | | **S.No.** | **Activity** | **Dates** | |  | Go-Live Group 1 (Internal IT and Back-office Systems) | 26th Aug 2019 | |  | Early Life Support for Group 1 Ends | 26th Oct 2019 | |  | Go-Live Group 2 (SAP, SAP Connected, Online, BI, ESB Systems) | 16th Sep 2019 | |  | Early Life Support for Group 2 Ends | 18th Nov 2019 | |  | Go-Live Group 3 (Upstream Systems) | 14th Oct 2019 | |  | Early Life Support for Group 3 Ends | 12th Dec 2019 | |  | Operations Cutover | 12th Dec 2019 |  1. **Transformation (Post Dec 2019)**   The detailed MPP plan is attached below:      **Note:** The embedded files are also provided as separate documents for reference.  The key Dependencies for the above plan are:   1. Contract Signature by Oct 15th, 2018 2. Accenture Contract Ends by 22nd July 2019 3. NRB Exit completion to Nov 12th, 2019 4. Operations Cutover 12th Dec 2019   **Pre-contract Activities**  Based on detailed discussions with EDFL, Wipro has assumed that the following pre-contract activities as a part of the plan:   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **#** | **Activity** | **Details** | **Participants** | **Timelines** | | 1 | Review of Tier Classification of all the applications | Wipro have proposed Tier classification for all the applications and EDFL to review and confirm | Wipro & EDFL Business Team | 1st - 15th Sep | | 2 | Data gathering and validation of MGL | Wipro will work with EDFL to finalise the Master Gold List (MGL). Wipro will request EDFL for any missing information and publish the final MGL | Wipro & EDFL IT Team | 1st Sep - 15th Oct | | 3 | Performance Test cases and expected results | Capture all the business processes and underlying applications which runs the time critical operations (both batch and online) and document the expected performance level | EDFL Business Team | 15th Sep - 15th Oct | | 4 | Updates to Application (both SAP and Non SAP) and Infrastructure related documentation | This potentially helps in gaining the faster knowledge of the applications, SAP FAM, Non SAP TAM and Infrastructure related knowledge as well | EDFL Business Team | 1st Sep - 15th Oct | | 5 | Agreement from business for maximum downtime allowed for each of the applications and along with relevant BCP procedures. | This will be help in cutover planning during migration and also document the catch up procedures post the downtime | EDFL Business Team | 1st - 15th Oct | | 6 | License implications due to the migration due to the dual usage of the applications for BAU and Migration | This will need to be documented by application to ensure that we align the migration approach so that there is no major impact on the license costs | EDFL IT Team | 1st Sep - 15th Oct | | 7 | Place the Network Link orders |  | EDFL IT Team & Wipro | 1st - 15th Oct | | 8 | Migrate the SBC devices and SBC servers to Getronics\* | Migrate the SBC devices and SBC servers to Getronics. Since they are related to SFB – Getronics is their ideal location | EDFL IT Team, NRB Team  & Getronics | 15th Sep - 15th Oct | | 9 | Move EUC related servers like Exchange, Print servers, ININ servers etc. to Getronics\* | Print servers are UNIFLOW servers used for “follow-me-printing”. This is part of EUC scope. | Getronics Team | 1st Sep - 15th Oct | | 10 | Complete the SHA1 to SHA2 migration | This is in progress right now. This will ensure that no SHA1 servers are left over for migration | EDFL IT Team | By 15th Oct | | 11 | Capacity planning on existing systems | Capacity planning on existing systems in case NRB is extended by 6 months. Many storages today are running at capacity | NRB Team | 15th Sep - 15th Oct | | 12 | Publishing of apps on Citrix | Complete the publishing of apps on Citrix. Anyway a project in progress | Getronics Team | 1st Sep - 15th Oct |   **Detailed Approach**  The below approach is based on a detailed analysis performed by Wipro of the Due-diligence data provided by EDFL and the discussions during the Inform, Clarify and Solution sessions. Following are some of the key aspects of the recommended approach:   1. **Transition:**   Transition (Planning, Knowledge Transfer, Shadow Support and Primary Support) will be completed prior to the execution of Transformation from the NRB DC to the Wipro DC / Public cloud.     1. **Transition Option 1**   This has the following benefits:   * Low risk with KT completed prior to Transformation execution * Knowledge gained from KT phase can be leveraged during Transformation that results in –   1. Lower requirement of EDFL support   2. Thorough testing covering all aspects of migration   3. Optimization of testing effort * Option of early closure of Accenture Support if required   Note: Accenture KT Services need to commence from mid-Nov 2018 instead of Jan-2019  The following diagram provides the high-level plan for Transition:     1. **Transition plan**   The application-level transition plan for AMS services is provided in the attached document below:    **Note:** The embedded files are also provided as separate documents for reference.   1. **Transformation:**   Wipro will be migrating all EDFL applications in-scope out of the NRB data-centre and transition Infrastructure Managed Services (IMS) responsibilities from NRB prior to the NRB contract end-date (12th Nov 2019). In addition to this, Wipro has considered the following as a part of Transformation:   * Public Cloud Migration for SAP and selected Non-SAP Applications and Wipro DC Migration for remaining Non-SAP Applications * Unicode Conversion for SAP ECC /ISU application * EHP Upgrade for SAP ECC/ISU Application * HANA Database Migration for SAP Applications (Optional)   Wipro plans to execute the Transformation in **7 Move-groups (5 Non-SAP & 2 SAP Move Groups)** which will be organised into **3 Go-Live Groups / Events** as outlined below:     1. **Clustering of Move Groups**   *Note: ATRIAS has only Dev and QA environments and these environments will go live (i.e. handed over to the ATRIAS project teams) once the environments are built and tested.*  The below is the Move group Transformation approach     1. **Detailed plan for Transformation**   **Non-SAP Public Cloud Migration:** As a part of Project Docker, in parallel to the SAP public cloud migration, Wipro will migrate a set of Non-SAP applications to the Public Cloud. Wipro has selected such applications based on their low business criticality and low remediation effort required for Public Cloud migration. Wipro will also establish dual hybrid ESB setup - IIB on premise (Wipro DC) and IIB on Azure Cloud (IaaS). This will setup the Hybrid Cloud platform for easy migration of Non-SAP applications to the cloud in future.  Details of the approach is provided in Section 5.5.8 of this document.   1. **Post - Transformation:**   **Non-SAP Cloud Migration Opportunity:** As a part of the Project Docker Transformation, Wipro will setup the Hybrid Cloud platform including Hybrid ESB setup. This will allow easy migration of Non-SAP Applications post Docker transformation. Wipro appreciates that post Docker, EDFL does not wish to initiate any major initiative for Non-SAP cloud migration.  Hence Wipro suggests that each Non-SAP application is evaluated on an ongoing basis and is selected for Cloud Migration based on –   * Business Case * Business Criticality * Performance requirements * Architecture and Technology * Product Roadmap * Interface Dependencies * Security and Compliance Requirements   Applications selected for Public Cloud migration based on the above will be migrated to the Cloud. As the Hybrid cloud platform will be setup as a part of Docker, such migration of small sets of applications can be performed relatively easily with low business disruption.  **Other Transformation Opportunities:** Post Transformation, Wipro has identified several transformation opportunities and has recommended a low risk option of including the low complexity transformations that bring in medium to high business benefits as a part of the mandatory transformations to be executed across Stage 1 – Short term and 2 – Mid Term. The following diagram lists the opportunities identified and scores them against business impact and complexity in order to recommend the mandatory transformations which Wipro will be performing as a part of its steady-state services.     1. **Transformation options for EDFL**   Wipro will implement the following mandatory transformations as a part of Transformation:   1. Integrated NextGen Delivery Platform - ServiceNXT 2. BASIS Health Check Monitoring 3. HOLMES BOT Automation - SAP BASIS Service Requests 4. HOLMES BOT - Application Automation Center for SAP AMS 5. Hybrid Cloud Setup 6. Cloud Migration - SAP 7. SAP – Unicode Compliance 8. SAP - EHP Upgrade   The remaining transformation opportunities will be addressed as opportunities post Project Docker Transformation.  The detailed transformation roadmap is represented below:     1. **Detailed transformation plan** |

### Critical Milestones

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| The Critical Milestones are detailed in Schedule 4.A Transition and Transformation Critical Milestones |
| Please Refer Schedule 4.A Transition and Transformation Critical Milestones |

### Milestones and Deliverables

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| The work breakdown structure of the Deliverables, work packages, acceptance criteria and Milestones |
| The Critical Milestones and Deliverables for Project Docker are presented below[[1]](#footnote-2):     1. **Project plan with Deliverables and Milestones**   The deliverables and milestones have been detailed further in 4.A-SCH-Critical Milestones Transition and Transformation  Dependencies and limitations:   * EDFL will share the current process documents and tools configuration information in detail for Wipro to assess and identify the elements to be redesigned * Currently Getronics is carrying out a project where applications are being published via the Citrix farm hosted in the Getronics, Antwerp DC. Further all other Citrix servers elsewhere (like NRB) shall be made redundant. We have assumed at the same architectural design will continue (i.e. no Citrix in Wipro DC or Azure in future). * Further, as of now, the connectivity between Citrix DC (Getronics Antwerp) and NRB DC is delivered by Getronics as a part of their contract with EDFL and even in future the link between Getronics DC and Wipro DC will continue to be owned and delivered by Getronics. In case of any performance issue w.r.t this link, Wipro will work closely with Getronics (and EDFL) to handle such issues. In case of a failure of Getronics to co-operate, Wipro will request EDFL to manage the same within the contract governance. * Based on information received so far – the maximum retention period observed for various backups in the current NRB DC (using IBM Tivoli TSM) is 30 days. As such, at this point, Wipro has not recommended any migration of existing backup data from NRB to Wipro DC. Further, Wipro’s proposed backup solution is not based on TSM in target service environment. * Asset disposal and decommission is not in the scope of RFP and EDFL will make separate arrangement for disposal of assets. This includes decommissioning of logical data, data wiping from equipment and recycling of physical equipment. * Proximus will be responsible for providing MPLS + Internet break out + DDoS in the target Wipro DC * All leased lines (ININ, Getronics, IPG and others) will be extended to the target Wipro DC by the respective providers * Setting up of completely new landscape or any additional new SAP installations (of new SAP component), EHP Upgrade, DB upgrade, SAP release upgrade or other upgrades not agreed to be done as part of the T&T will be treated as an additional activity * For current Data centre migration scope, since the preferred option is to perform the Unicode conversion and upgrade to EHP7, we recommend to have the N+1 environment. * For tickets where multiple parties are involved, the SLAs will be monitored from the time the ticket is allocated to Wipro. * Functional testing and remediation of objects will be done by EDFL with Wipro support during migration of application to new Data Center. * Wipro team will be provided with necessary source OS/DB/systems access to perform upgrade & migration activities. Wipro will also depend on NRB (via EDFL) to deliver certain activities which are pre-requisites for the migration like uninstallation of NRB agents like SCCM / TSM, carrying out a backup before migration activity begins, quiescing the servers, as needed, for migration. These will need to be discussed in detail and agreed between Wipro, NRB and EDFL. * During initial phase of transition, Wipro team will work with EDFL IT team to finalize patching process and follow defined patch management process. * During the planning phase of Wipro, we will define Release Management plan including list of configuration items, approach, roles and responsibilities, schedules, etc. We will also define the naming convention for artefacts based on the release and detailed folder structure per release. * Wipro will work with EDFL and their SIAMS team to identify the SLA reporting requirements and design SLA reporting mechanism. * Remedyforce dependency -- support such as approval for new service catalog from EDFL rather than support to configure the catalog as Wipro will be responsible for Remedyforce support. * Wipro expects EDFL to provide portal like SharePoint or Teams solution for knowledge management. |

# T&T Program Controls

## Management of Change

### Management of Change Approach

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| Please describe the management of change approach |
| Wipro sees this as a large-scale change program as this initiative affects EDFL IT team who is currently supporting the applications (SAP), but from the other areas we see it as a smaller change.  Wipro’s Change Management methodology is a risk-based approach that is planned, tracked and managed throughout the EDFL Project Docker program lifecycle. Aligned to the program lifecycle, our methodology is an iterative approach that takes stakeholders through the change curve in a way that reduces both disruptions to business as usual (BAU) and the time it takes for the changes to be embedded. We use a combination of change impact analysis and risk assessments to identify potential barriers to change and then create a change management strategy and plan that will address these barriers through a series of interventions. These interventions are delivered by stakeholder management, governance, communications, training and coaching and user involvement in build activities.  Wipro will support EDFL in adopting this change with a Management of Change consultant aligned to EDFL. Wipro will also bring its frameworks and templates to support EDFL. We have seen that large Management of Change impacts are best led by the customer to get better buy-in from their respective teams. We expect major changes to start taking place during the transition phase, an initial change impact assessment of the same is as shown below:   | **Areas of Change** | **From** | **To** | **Change Interventions** | | --- | --- | --- | --- | | **Change in Ways of working** | SAP on-Premise | Very minimal impact on the user community as SAP is moved to Cloud with Unicode compliance and EHP upgrade | * Change Vision * Change Impact Assessment, Business Readiness Assessment * Change Plan * Training and handholding on new tools and SAP changes * Clear Engagement and Communication Plan of the Cut over, application down time and user impacts (if any) | | NRB Data Centre | Migration to Wipro’s Data Centre will have impact in terms of down time of applications | | **Engagement Model** | Hardware owned by EDFL | As a Service Model for Infrastructure | | **Organisation Structure** | Service Management and Integration with EDFL team | Wipro’s Service Management and Integration for SAP and Security to integrate with EDFL’s SMI team | * Organisational Design * Role definition * Change Agent Network * Governance RASCI | | **Culture** | EDFL Culture | Interaction with new set of people and culture | * Change Agent Network * Building ‘one team’ approach * Cultural/Behavioural Training for partner staff | | **People** | Current EDFL team providing IT services | Change in Roles  Move over to Wipro | * Skill Development (Cross skill/Upskill) * EDFL Staff Transfer to other roles |   EDFL will need to keep the above changes in mind, together with any wider change initiatives that are running in parallel and be able to build a comprehensive change management capability to address critical requirements.  In addition, to the Management of Change consultant during the change we will have technical resources available on the business floor to support technical issues and queries from business. We will work with EDFL to manage the change process effectively and provide additional support on request.  cid:image001.png@01D3DC0E.EB5D00B0   1. **Management of change approach** |

### Stakeholder Management

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| Please describe the stakeholder management approach to be used and how it is implemented in the T&T approach |
| This initiative will involve multiple stakeholders, internal as well as across EDFL’s vendor eco system, such as incumbent service providers. In order to ensure support in progressing in a positive and constructive manner, these stakeholders are managed effectively at the appropriate levels of EDFL’s and Wipro’s governance structure. Wipro’s **Key Design Principles** include   * Maintain a consistent register of all stakeholders, their involvement, influencing power and mapping into the program organization * Engage with the stakeholders earlier on in the T&T lifecycle through joint workshops with primary and extended groups   + The primary group: the EDFL IT team, NRB, Accenture, Network Supplier, Non-SAP Suppliers   + The extended group: Other Suppliers, User Community * Proactively inform stakeholders about the initiative’s objectives, status against timelines and next steps in order to make stakeholders supporters and change ambassadors wherever possible * Leverage stakeholder feedback to reach consensus and integrate plans (Knowledge Transfer, Testing and disengagement plans) * Make all key stakeholders accountable and an integral part of the progress monitoring set up through joint status monitoring meetings * Maintain high degree of transparency throughout the life cycle * Wipro follows a One Team Approach, i.e. managing the expectations of all Project Docker stakeholders throughout the T&T cycle for alignment with the transition objectives, including On-time Exit from NRB Data Centre Least Risk Approach with no Disruption to Critical Business operations (Upstream) and Cultural Alignment   **Our Approach**  Following Wipro’s general approach to minimize risks, stakeholders are identified and their respective management mapped into the program organization. This ensures far-reaching support, stakeholders’ involvement, influencing power, objectives, concerns and tactics are considered and positively influenced where possible.  Where this support may potentially be limited, such as with incumbent service providers, a detailed analysis of possible adverse impact on the program identified and mitigation actions defined and integrated into the overall planning. This may require a close involvement of EDFL management, where the contractual relationships with such providers may impact levels of cooperation’s and direct management by Wipro.  Wipro’s approach includes the following key activities:   * Create the Stakeholder Matrix, listing all Key Project Docker stakeholders at EDFL and EDFL’s suppliers. Stakeholder Groups identified are * EDFL IT Team * EDFL Business Team * EDFL Users * EDFL Non-SAP Suppliers * NRB * Accenture * Legal * HR * Finance * 3rd Party Suppliers; * Segment stakeholders (e.g. users, identify possible local champions in conjunction with the business) * Identify Change Ambassadors * Ensure every stakeholder has a corresponding person within the joint program organization (Wipro / EDFL retained) * Define and tune communication strategy, i.e. who communicates what, when and to whom, such as program vision outcomes, plans next steps and required support from stakeholders * Identify, assess and address stakeholder concerns in future communication, define any change required and address overall planning where appropriate * Detailed risk analysis with respect to incumbent service providers, including mitigation plans at strategic, tactical and operational level and reflection in integrated plans. |

### Customer Satisfaction

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| Please describe how customer satisfaction will be measured and managed during Transition and Transformation |
| Customer satisfaction (CSAT) and achieving targeted business values are closely linked and as such are core indicators for the overall program performance. Consequently, measurement of CSAT needs to be monitored from the outset of the program and (while indicators may change during the phases) continue into Steady State.  To that end, Wipro will work with EDFL in identifying, further developing and implementing measures and indicators for customer satisfaction at each of the T&T phases of Project Docker. Feedback and learnings from frequent CSAT reports will be leveraged in defining actions for improvement and incorporated in the next consecutive waves as appropriate enabling the program performing better in the respective areas.  We will have different levels of CSAT – KAP Playback, End of Phase and End of T&T.  During the KAP Playback session we will seek feedback from EDFL.     1. **Feedback form for KAP session from EDFL**   Further at critical milestones and phases we have an End of Phase review with EDFL where we will seek EDFL’s feedback and incorporate improvements, if any. Each phase in transition will have defined exit criteria, which will be documented in the phase checklist. Wipro will review these checklists with EDFL as part of the phase sign-off and decision. Beyond these mainly tangible acceptance criteria, aspects of CSAT will be included in the sign-off, which initially will be based on stakeholder feedback as well as users involved in the respective transition phase.  At the End of T&T program we will seek EDFL feedback, a sample is provided below     1. **CSAT Survey** |

### Communication Plan

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| The communication plan for during Transition and Transformation is described in Appendix 4.B.3 Communication Plan - Transition and Transformation |
| The Project Docker will introduce change to EDFL at various levels and areas. Wipro believes that the program’s success is directly linked to customer satisfaction as well as user perceptions and expectations. The latter require close management through proactive, open and frequent information. The program defines a journey of change that EDFL and Wipro will jointly embark on. EDFL’s user community plays a pivotal role and thus need to be taken onto that journey, addressing typical concerns(and sometimes resistance) that are inherent to change in general, as well as concerns specific to the objectives of the program.  During transition, as part of implementing SIAMS, Wipro’s Management of Change approach will be followed, a core part of which is a defined, agreed and followed communication plan outlining “who”, “what”, “when” and “to whom”. Typically, Wipro advocates a layered communication strategy comprising initial / update presentations and frequent, e.g. bi-weekly, newsletters information about progress, status and next steps.  Wipro will define the detailed communication plan in Appendix 4.B.3 Communication Plan - Transition and Transformation. The approach is outlined below.  **Key Objectives**  The objectives of the Communication Plan are:   * raising awareness of the benefits and impact of the program * gaining commitment from those impacted by the program, thus ensuring the success of Project Docker * ensuring timely communication to relevant groups or individuals, before, during and after program implementation * promoting key messages from the program * encouraging two-way communication and obtain feedback from stakeholders   ensuring optimum results for all communications and program expectations   * measuring the effectiveness of the communications and revise accordingly   **Communication Plan Guidelines**  Defined early on in the program and revisited to measure its effectiveness and evolving communication requirements of the stakeholders the communication plan will include both internal, i.e. those required by the program, and external, i.e. those that involve stakeholders and other external leadership teams, e.g. EDFL, Wipro, users and third-party suppliers.  Central to the plan is to understand the information needs and requirements of the audience and determining the key messages and vehicles to deliver the required information in order to be able to understand, shape and embrace the change to be effected.  The plan should not cover the Wipro or EDFL teams' detailed work stream level communications, general discussions or ad-hoc internal communications.  **Communication Content**  There is a wide range of material that could be communicated on a program.  For example:   * Program Management Organization * Roles and Responsibilities * Policies, Strategies and Plans * Key successes and failures * Progress Reports * Training   **Stakeholders**  It is also important to understand why you are communicating with the stakeholder and a communications owner should also be assigned to each of the Stakeholders or Stakeholder Groups  **Communication Effectiveness**  Throughout the lifecycle of the program, the effectiveness of the communication will need to be evaluated and the plan pro-actively updated and maintained to ensure that stakeholder's communication needs are still being met. This can be done via various channels including meeting face to face with stakeholders to hear their feedback, emails or a survey etc. |

## Documentation and Deliverable Control

### Tooling and Documentation

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| Please describe how the approach for documenting the progress and results of Transition and Transformation and what tools will be used for communicating and sharing this |
| The below tools will be used by Wipro for documenting the progress and results of Transition and Transformation   1. **Digi-Q:** Wipro’s proprietary Transition Management Tool with an integrated collaborative environment for end-to-end visibility throughout Project Docker engagement life cycle enabling stakeholders/teams to make informed decision 2. **K-Net:** Wipro’s knowledge management portal that provides access to reusable components, content and T&T best practices. It also the Common Error Database that provides a quick reckoner during the T&T for any issues faced. 3. **Veloci-Q:** Wipro’s proprietary Quality Management system that provides guidelines for execution of projects, Process repository and database of best practices, this contains the templates and checklists that will be used during the T&T execution   The below figure illustrates the tools that Wipro will use to manage and deliver the EDFL Project Docker engagement.     1. **Tools that will be leveraged in Project Docker** |

### T&T Specific Acceptance Procedure

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| Please describe how the acceptance procedure as describe in Schedule 2.C5 Acceptance Procedure will be implemented for Transition and Transformation Deliverables |
| To meet EDFL quality expectations, Wipro will agree and adhere to the Acceptance procedure described in Schedule 2.C5 Acceptance Procedure.  Wipro will develop a comprehensive Project Plan with defined phases, activities, deliverables and milestones that are linked to the project Docker outcomes. The project Docker progress will be tracked based against this Project Plan.   1. **Milestone Acceptance**   Transition and Transformation activities will have certain defined checkpoints intended to assess progress at key stages of its lifecycle and validate that progress has been sufficient to justify proceeding to the next stage of its lifecycle, as well as to signify when the activity has been completed successfully (each, a “Milestone”).  Each Milestone will have associated acceptance or achievement criteria (“Milestone Acceptance Criteria”), which EDFL will use as the basis to confirm that the Milestone has been properly achieved or accomplished.  “Milestone Acceptance method” describes the expected outputs to accept the particular milestone and “Acceptance Authority” specifies EDFL role to approve the milestone delivery.  When Wipro affirms that a Milestone has been achieved (i.e., that its Milestone Acceptance Criteria have all been met or satisfied), Wipro Engagement manager will notify the designated EDFL person in writing, indicating that the Milestone is ready for EDFL’s acceptance.  EDFL will commence review to confirm whether the Milestone Acceptance Criteria have all been satisfied. The process for EDFL to confirm the achievement of Milestone Acceptance Criteria is set out  in 2.C5-SCH-Acceptance Procedure.   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **S. No.** | **Milestone** | **Deliverables** | **Milestone Acceptance Criteria** | **Milestone Acceptance Method** | **Acceptance**  **Authority (EDFL)** | | **1.** | **M01 – Commencement Date\*** |  | Publish the Contract document and schedules after fixing all the comments from EDFL. | Acceptance of  Contract document and schedules for Signature | Vendor IT Contract Manager | | **2.** | **M02 T&T Preparation Starts** | D01 - Governance Plan | 1. Agreement with EDFL Stakeholders on Roles and Responsibility 2. Agreement on the Acceptance criteria for each deliverables/milestone 3 RAID (Risks, Assumptions, Issues, Dependencies) Log assessment should not have review comments | 1. T&T Governance with RASCI Chart Signoff 2. Signed off Acceptance criteria 3. RAID log | Transition and Transformation Manager | | D02 – Acceptance Criteria | | **3.** | **M03 T&T Planning Complete\*** | D03 – Transition & Transformation Plan | 1.Publish the Transition & Transformation Plan and Inventory list for carrying out Transformation activities 2. Zero major review comments for T&T Plan 3. Migration process should be defined & agree with EDFL | Acceptance of   Transition & Transformation Plan along with Master Gold List (MGL)  for Inventory | Transition and Transformation Manager | | D04 - Inventory List | | **TRANSITION MILESTONES** | | | | | | | | **4.** | **TRN-M01 – Transition Start** | D05 - Metrics & Progress Reporting  2018 (On-going through the transition period) | Publish the T&T Metrics & Progress reporting | Acceptance of Metric and Progress reporting during T&T Phases | Transition and Transformation Manager | | **5.** | **TRN-M02 – KAP Completion\*** | D06-  Draft System Maintenance Technical Document(SMTD) | Publish the  KAP metrics at the end of phase | Completion of the KAP activities and Sign off for KAP Phase | Transition and Transformation Manager | | D07 – Draft Execution Process Document (EPD) | | **6.** | **TRN-M02 - SAP Application Support Start\*** | D06-  System Maintenance Technical Document(SMTD) | Publish the Secondary and Primary support metrics at the end of the phases | Completion of the Primary support activities and Sign off for Primary support Phase | Transition and Transformation Manager | | D07 - Execution Process Document (EPD) | | **7.** | **TRN-M03 - SAP Application Support Go-Live/Effective Date\*** | D08 – Service Takeover Signoff Report | Publish the SLA metrics | Signoff for service takeover | Transition and Transformation Manager | | **TRANFORMATION MILESTONES** | | | | | | | | **8.** | **TRF-M01 – Discovery &  Assessment Complete\*** | D09 -  Top Down Analysis Report | Publish the Top-down analysis report of EDFL Application Landscape and Inventory | Approval for Inventory list and move group | Transition and Transformation Manager | | **9.** | **TRF- M02 – Design Complete\*** | D10 -  Solution Design Document | Publish and baseline Infrastructure Design document for new Build | Completion of the Infrastructure Design activities | Transition and Transformation Manager | | **10.** | **TRF- M03 – Build (Hybrid Cloud) Complete\*** | D11 – Mover Group Charter | Approval Execution of Move Group for Plan and Go/No-go document | Completion of the Build activities | Transition and Transformation Manager | | D12 – Service and Transformation Cutover Plan | | D13- Transformation Calendar | | D14- Transformation Test Plan | | D15 - Service Cutover Checklist | | **11.** | **TRF-M04 – Atrias Cutover Readiness** | D16 - Service Takeover Signoff Reports | Approval Execution of Move Group for Atrias Environment and Go/No-go document | Completion of the cutover activities | Transition and Transformation Manager | | D17 - Transformation Test Reports | | D18-  Hour By Hour Transformation Plan | | D19 - Transformation Cutover Checklist | | D20 - Go/No-Go Plan – Go-Live Atrias | | **12.** | **TRF-M05 – Atrias Cutover\*** | D21 - Atrias Cutover Sign-off | Publish the reports for Atrias Environments cutover to Wipro Hybrid cloud | Sign off for  Atrias Cutover | Transition and Transformation Manager | | **13.** | **TRF-M0 – Group 1 Go-Live Readiness** | D22 - Go/No-Go Plan – Group 1 | Publish the GOLive readiness for Group 1 | Sign off the Go-Live plan | Transition and Transformation Manager | | **14.** | **TRF-M07 - Group 1 Go-Live\*** | D23 – Group 1 Sign-off | Complete the Final Business Acceptance testing for Group 1 to Wipro Hybrid cloud | Sign Off Go-Live for Group 1 | Transition and Transformation Manager | | **15.** | **TRF-M08 - Group 2 Go-Live Readiness** | D24 - Go/No-Go Plan –Group 2 | Publish the GOLive readiness for Group 2 | Sign off the Go-Live plan for Group 2 | Transition and Transformation Manager | | **16.** | **TRF-M09 – Atrias Early Life Support Complete/Effective Date\*** |  | Publish the reports after fixing all the issues and defects for Atrias | Sign off to Atrias Environment Handover | Transition and Transformation Manager | | **17.** | **TRF-M10 - Group 2 Go-Live \*** | D25 – Group 2 Sign-off | Complete the Final Business Acceptance testing for Group 2  to Wipro Hybrid cloud | Sign Off Go-Live for Group 2 | Transition and Transformation Manager | | **18.** | **TRF-M11 - Group 3 Go-Live Readiness** | D26 - Go/No-Go Plan – Group 3 | Publish the GOLive readiness for Group 3 | Sign off the Go-Live plan for Group 3 | Transition and Transformation Manager | | **19.** | **TRF-M12 - Go-Live Group 3 \*** | D27 – Group 3 Sign-off | Complete the Final Business Acceptance testing for Group 3 to Wipro Hybrid cloud | Sign Off Go-Live for Group 3 | Transition and Transformation Manager | | **20.** | **TRF-M13 – Group 1 Early Life Support Complete/Effective Date\*** | D28 – Group 1 Handover Report | Publish the reports after fixing all the issues and defects for Group 1 | Sign off to Group 1 Application support Handover | Transition and Transformation Manager | | **21.** | **TRF-M14 – Group 2 Early Life Support Complete/Effective Date\*** | D29 – Group 2 Handover Report | Publish the reports after fixing all the issues and defects for Group 2 | Sign off to Group 2 Application support Handover | Transition and Transformation Manager | | **22.** | **TRF-M15 – Group 3 Early Life Support Complete/Effective Date\*** | D30 – Group 3 Handover Report | Publish the reports after fixing all the issues and defects for Group 3 | Sign-off for T&T Closure reports | Transition and Transformation Manager | | D31 - T&T Closure Report |  1. **Acceptance Procedure**   The Deliverable Acceptance Procedure in transition and transformation phases assures that the deliverables meet the requirements of the EDFL requirements and is a key factor in managing this Project Docker. Wipro recommends following acceptance of deliverables procedure to ensure the satisfaction of this Project Docker engagement:   * Wipro Transition and Transformation Manager will deliver an Acceptance form to the EDFL Approver with each Deliverable. The Acceptance form shall identify the deliverable and the acceptance criteria. The Wipro transition and Transformation Manager will sign the acceptance form indicating that the deliverable meets all requirements * Upon receipt of the Deliverable and Acceptance form, the EDFL Approver shall have 20 working days to formally approve or reject the Deliverable. The form should be marked approved or disapproved. There shall be no acceptance or rejection by default. “Conditional” approvals shall not be allowed, as they would not be handled any differently than rejection of approval. * If the Deliverable is disapproved, a detailed description of why it was rejected must be included on the form. All errors and omissions must be detailed in the first rejection. * If the disapproval is based on factors that were not identified in the acceptance criteria, the Approver must submit a change request to add the factors to the acceptance criteria and the Wipro Transition and Transformation Manager will reschedule the due dates for the deliverable based on the change request * E-mail approval with the approver’s name typed on the form is an acceptable form of transmittal. When e-mail approvals are used, the e-mail with the approval should be saved as a text document and pasted into the acceptance form at the end of the form. Verbal approvals shall not acceptable.  1. **Criteria for Acceptance**   The Wipro and EDFL Approving Authority must agree on acceptance criteria for all deliverables prior to delivery. Acceptance criteria will describe deliverables by title or name, content requirements, or other measurable factors.  During the first week of engagement, deliverable/work product specific acceptance criteria will be finalized mutually between Wipro and EDFL.   1. **Acceptance Log**   The Wipro Transition and Transformation Manager will maintain an acceptance log to document the delivery and approval of each deliverable. The acceptance log will include the following information:   * # - Deliverables are numbers in the order that they are delivered and posted in the log. * Deliverable – brief identification of the deliverable which may include the cross reference from the Project Plan or Acceptance Delivery Plan for the deliverable. * Date Submitted – the date the Wipro Transition and Transformation Manager presents the deliverable to the EDFL approving authority for acceptance. * Approved or rejected – indicating whether or not the deliverable is approved or rejected. * Date of Action – Date that the approval or rejection took place. |

## Risk Management

### Risk Management Approach

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| Please describe the approach to risk management and how the resulting risks described in Tender Document F.4 Risks are managed moving forward. Please confirm that all risks identified by Supplier are described in this document |
| The objective of risk management is to identify and quantify potential risks and then agree and perform the necessary mitigating actions before the risk is realized. Risk management begins in the proposal preparation phase and continues into the planning phase of Project Docker life cycle during which a comprehensive Risk Management Plan is chalked out using context specific experiential inputs from past similar projects/engagements. Based on the rich experience of a number of projects, Wipro is in a unique position to identify in-advance the probable risks and recommend proven solutions/action plans to mitigate the same.  The risks along with mitigations have been identified in the Document F.4 Risks, the T&T manager will plan the mitigation actions along with EDFL for each of the risks and further together identify additional risks during the planning phase:   * Identify and categorize the risks * Determine the impact and probability of the risks * Develop action plans or strategies to mitigate the greatest risks * Identify what should be monitored to determine if the risks are occurring.   Given below is a schematic representation of the risk management process is given below:     1. **Risk Management framework**   Risk management is an ongoing activity that spans the entire project lifecycle. Identifying, assessing, monitoring, and mitigating risks.   * We believe transparency is critical and we will present the risks openly and discuss the mitigation with EDFL. * We also implement the early warning mechanisms where we ensure the risks are mitigated before they occur. * We encourage the team members to identify risks and this is one of the agenda during the daily huddle meetings, this ensures the risks are identified across all the layers * The risks are presented at the T&T operations meeting as well as the steering committee to ensure all stakeholders take appropriate actions   Some of the other best practices that we will follow to enable successful risk management are:   * Agree risk management and escalation philosophy at the outset with all the project stakeholders. This includes risk rating mechanisms, risk levels that warrant escalation and identification of owners and affected stakeholders. Emphasize transparency and collaborative risk management. Don’t hide or ignore even the smallest risk * Identify key sources of risks and the major risks during transition initiation through a collaborative workshop-based approach involving all stakeholders * Risk identification and management should not just be a responsibility of the management team and the TMO. Encourage team members and managers at every level to identify, communicate and maintain their log of risks; be aware of risks arising from levels further down that need to be visible at the upper levels * Use a robust risk management tool * It is not enough if risks stay in the risk register. Key risks should be included in the project plan along with mitigation dates. This will make the impact of risks on the plan more visible * Review project risks weekly in a designated meeting with the appropriate stakeholders and managers – EDFL, Incumbents * Include a summary of key risks, their ratings, and impacts on the plan in the Weekly report to the steering committee. Emphasise and enforce the importance of a formal review of these risks in steering group meetings   We confirm that all risks that we have identified are documented in the Document F.4 Risks.  **Approach for Risk Management for Vendors such as NRB and Accenture:**  Wipro will take the following steps to manage the risk of vendor non-cooperation –   * Wipro will include external vendors in the stake holder management plan and in the project governance. During the planning phase, the planning will be agreed upon (baselined) in a joined planning session. Wipro will present the planning for the activities to be performed by the vendors and seek agreement from the current suppliers on the planning. * During Transformation execution, Wipro will only involve the vendors where required, avoid re-work or repeats (e.g. ask same question twice) and respect a reasonable lead time in case of changes to the planning (e.g. for them to have resources available). * EDFL will remain responsible for the contractual relationship with the vendors, so formal requests should still come from EDFL during the execution. In case of a failure of the vendor to co-operate (on an earlier made commitment), Wipro will request EDFL to manage within the contract governance. * Wipro will also leverage tools like Epiplex to reduce the impact of non-cooperation and the personnel deployed by Wipro will be experienced in handling similar landscape and industry. |

# T&T Methodology and Approach

## Legal - Documents

### DPA

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| Please describe how you will implement Schedule 7 Data Processing Agreement |
| Wipro will implement the controls specified in Schedule 7 Data processing Agreement. Wipro’s IT Security policies are based on ISO27001:2013 framework. We have a dedicated Internet site for employees on Information Security Management System. This covers all our security policies related to physical security as well as logical security. Each delivery centre or project area is physically and logically isolated as per client specification and declared as restricted area. Wipro has well established security practices to provide reliable IT services to the customers and provide adequate protection to customer information that are managed by Wipro.  The following security controls are implemented in Wipro delivery centres in various aspect:   * Data security controls: * TLS encryption for email between Customer and Wipro mail domains * Desktop controls – By default No FDD, No CD-ROMs, USB ports write-disabled using group policy settings * No access to free email sites. No downloads of any .exe/.bat files. All Internet access for browsing purpose is through a web-proxy with stringent access content rules. We use Blue-coat for proxy and content filtering * Option to use Hard disk encryption using BitLocker or any 3rd party tool * Shredder within delivery centres for secure disposal of confidential info. * OS & Application security controls: * Hardened Build (Image) and Patch management system using SCCM * McAfee Anti-virus has VirusScan + AntiSpyware built in & DLP Endpoint Console * No Desktop administrator rights by default * McAfee Data Leakage Protection tool for e-mails from wipro.com. * Network security controls: * Dedicated secure communication links between delivery centre and Customer * Dual layer Firewalls, Intrusion Prevention System at the Internet perimeter * Dedicated VLANs with strict ACLs * Annual Penetration Test on Wipro Internet perimeter network and vulnerability test on DMZ servers. * Personal security: * Stringent recruitment process with Background checks * Sign-off on Code of Business Conduct and Confidentiality Schedule * Compliance Awareness campaigns – Portal, Email, Posters, CoBC * Robust Security Incident Management Framework * Physical security: * Layered approach to Physical security (Perimeter, Inner and Vital areas) * Perimeter Wall and Power fence with 24 x 7 monitoring * Proximity card based Physical Access control & Surveillance (CCTV) * Guest management System * Personal laptops not allowed * Emergency response teams and evacuation drills as per ISO 14001 standard.   Wipro have an SIEM (Security Incident and Event Monitoring) tool in place which monitors all major network and select compute devices for any suspicious activity matching its comprehensive database of suspicious traffic patterns. Alerts get triggered and our 24x7 SIEM teams investigate into these alerts. They cut out the false positives and focus only on the suspicious cases. They then log a ticket and investigate further based on standard operating procedures.  Customer specified security requirements that are over and above Wipro’s information security practices coexist as additional controls to provide a highly controlled environment for processing customer information or managing information processing systems. These mutually agreed upon controls will be documented in the Delivery Center Security document and implemented during the roll-out |

## Legal - Transfer

### Asset Transfer

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| The approach to Asset transfer is described in Schedule 8 Transfer of Assets |
| Wipro has no plan for any assets transfer from EDFL to Wipro as part of the solution. |

### Personnel Transfer

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| Please confirm that the Transition and Transformation approach is in line with Schedule 10 Transfer of Personnel |
| Yes, it’s in line with Schedule 10 Transfer of Personnel |

## Sourcing Governance

### Organization and Teams

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| Please describe how the governance organization will be implemented and how the key personnel will be brought in place as described in Schedule 2.B Sourcing Governance Structure and Processes Please ensure to describe how the move from the T&T organization to the steady state organization will happen |
| To provide a stable foundation that gives a jump start to our strategic relationship with EDFL and to lay down the plan for successful partnership we will have a r**elationship** **foundation stage** right at the start of the contract term.  It begins with on boarding the core governance team, development of a joint vision of mutually agreed goals, laying down the governance and working mechanisms, systematic stakeholder engagement and organizational change management.   * **Core team on boarding:** Wipro with its core team comprising of executive sponsor, engagement partner, Service Delivery Manager, Solution Architect, T&T Manager along with EDFL’s core members will work as one team to lay down the relationship fundamentals. Cultural synchronization among the core team is a key aspect. Wipro has introduced its Core ‘A’ team to EDFL at Brussels as well as its offshore team during the EDFL team’s visit to our Bangalore delivery centre.      1. **Core team on boarding**  * **Development of Joint vision**: Our experience has been that a common vision is the stepping stone to lay down the strategic partnership plan for a successful relationship. Within 6 weeks of contract signature a visioning workshop will be conducted to jointly discuss the Power 2 progress and Project Docker objectives. The key participants from Wipro in the workshop are likely to include the core team described above, it is expected that the appropriate members of the EDFL Leadership team will attend. The key outcome of this workshop will be an agreed set of vision statements and actions.   Wipro will integrate these vision statements into its overall strategic partnership plan and the relationship scorecard, owned by the Wipro Engagement partner, which will be reviewed on a regular basis with EDFL.  Wipro recognises that an organisation’s goals change over time and it strongly encourages EDFL to invest in an annual review of the joint vision and goals.     1. **Development of Joint vision**  * **Laying down the governance and working mechanisms:** In this stage**,** the governance structure is organized and the mechanisms by which governance is implemented laid down. An effective governance operating model will be critical to the success of the operations and will aligned to Schedule 2.B Sourcing Governance Structure and Processes * **Stakeholder engagement**: The identification of types and levels of bi-lateral stakeholder engagement in the early stage of relationship is critical for a successful partnership to flourish. It is important to discuss and agree on joint procedures, reporting mechanisms, frequency of reporting with stakeholders across management, business and other vendors in the wider eco-system * **Organizational change management**: Wipro will support EDFL in internal communication to its user community, employees and any other stakeholders. It is Wipro’s experience that jointly communicating in this way helps understanding and acceptance of the new sourcing model.   **Handover from the T&T organization to the steady state organization**  The handover to steady state operations, which sometimes is also referred to as BAU (Business As Usual) is a process which starts with an early engagement of the delivery organization during the Transformation phase of the program. Hence it will be seamless and we will ensure continuity of the resources into the BAU support and availability of the T&T team for Early Life Support.   |  |  | | --- | --- | | **Tower** | **Seamless Transition from T&T to Steady State** | | SAP Application Managed Services | The Transition team moves into the BAU organization and continues support | | Security Services Support | The Transition team moves into the BAU organization and continues support | | Hosting | The Transformation Team will be available during the Early Life Support period (post Transformation) to address any issues. Also, the BAU team is staffed adequately to address any spikes in issues due to the Transformation. |   **Application Support**  During the primary support phase, the team is organized similar to the steady state organization this acts as a dress rehearsal before taking over operations. The SAP AMS, IMS, SIAMS, Security teams that participate in the transition the core team will also move onto the steady state operations.     1. **Move from the T&T organization to the steady state organization**   The Service Delivery Manager will work in parallel during the transition phase to setup the steady state organization and take over operations as it rolls over from T&T organization based on the T&T plan.   1. **Movement of team to steady state operations**   **Hosting**  In the same way as described for SAP and Security, the Service Delivery Manager will work in parallel during the Transformation phase to setup the steady state organization and take over operations as it rolls over from T&T organization based on the T&T plan. To prepare that handover a handover plan will be created which finally will be signed off by the Service Delivery Manager as acceptance. |

### Meetings

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| Please describe how the meeting structure will be brought in place as described in Schedule 2.B Sourcing Governance Structure and Processes, please ensure to describe how the move from the T&T meeting structure to the steady state meeting schedule will happen. |
| **Key Objectives**  The key objectives of the meeting structure during the phase when both the T&T organization and service delivery organization exist are:   * To ensure the program meetings and reporting requirements are fully aligned between T&T organisation and service delivery organisation * To hold regular reviews to address the overall progress * To review Risks, Issues and Dependencies and identify and allocate actions * To enable communications between the T&T organisation and service delivery organizations on all levels to flow on a regular basis * To manage the day to day situations within each organization. * Wipro service delivery manager is present during both the T&T meeting as well as Service operations Meetings so he is the lifeline between the two organizations   The following diagram provides a summary overview of the meetings that will take place within T&T and Service delivery.     1. **Summary of T&T meeting**  * Executive Reviews will be attended by executives from both EDFL and Wipro and will drive the overall engagement * Regular joint reviews at Steering committee layer to address the progress across T&T and service delivery. And also, to Review Risks, Issues and Dependencies across * The operational layer will have meetings independently to manage the day-to-day situation   As the T&T starts and the first wave of service delivery begins the transition organization will lead all the meetings. As the transition organization diminishes the Steady State organization will take overall control of the meetings. |

### Processes & Procedure Manuals

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| Please describe how the processes as described in Schedule 2.B Sourcing Governance Structure and Processes will be implemented. Please also describe how the Governance Procedure Manual and the Operational Service Manual will be created and made available to Customer |
| The procedure detailed below is to initiate EDFL project Docker program that enables sourcing governance processes aligned to EDFL’s Processes, Systems and Governance described in Schedule 2.B Sourcing Governance Structure and Processes. The Transition Management Office (TMO) will establish these processes and also track the progress of T&T.       1. **TMO Process /Governance**   **Process Establishment**  Strategy process: The TMO along with Engagement manager, Service Delivery manager, and Transition manager will setup the governance framework, performance controls and measures.  Business Relationship and Demand Request Management: TMO along with the Service Delivery manager will layout the process how this will be managed during the steady state. |

### Reports (Including Governance & SLs)

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| Please describe how the reporting as described in Schedule 2.B Sourcing Governance Structure and Processes and in Appendix 3.B1.12 Service Reports |
| Reporting during the Transition has been detailed in Section 2.3.3 Success Measurement & Reporting. |

## Service Integration and Management Services

### Transition - Interim Service Environment

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| If Interim Services will be delivered for the Service Integration and Management Services, the interim service environment is described in Appendix 4.B.2 Interim Service Environment |
| Please refer Appendix 4.B.2 Interim Service Environment for the interim service environment solution |

### Key activities and deliverables in Transition

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| Please describe the key activities and Deliverable that will be delivered as part of the Transition |
| To set up the Wipro Service Management Office (SMO), Wipro will leverage the existing EDFL SIAMS function like Processes, Governance, tooling and enhance it during the transition period to meet the FMO requirements. As part of the SMO that will be set up, Wipro will understand the current service-catalogue management process and support EDFL in its management for the scope of services being delivered.  Service catalog management, Wipro as supplier and SI has proposed new catalogues that will be configured in Remedy Force during the transition stage.  Wipro will use its service management transition framework “PLUG”. Which is aligned with our general transition framework. This will be all done as part of Service management work stream within the overall transition and transformation plan.     1. **Transition framework**  |  |  |  |  | | --- | --- | --- | --- | | **S No** | **Stage** | **Activities** | **Deliverables** | | 1 | Planning | * Define Engagement Scope * Identify Customer Stakeholders & Create SME Schedule * Collect relevant documentation * Identity Existing Processes * Prepare for As-Is Assessment * Commence As-Is Study of processes * Create assessment report with details for any upgrades or changes * Assess requirements for initiating the integration with SIAMs as part of SMO * Identify Business needs in terms of SLA’s, support * Identify the 3rd party vendor for SI within SAP services * Sign off Plan | * Detailed SMO set up Plan * Gap Analysis Report (OFI’s) * Redesigning plan | | 2 | Leverage/Redesigning | * Identify Process Owners, Roles & Responsibilities * Schedule discussions with customer stakeholders & draft process workflows * Identify & Document Risks * Update the process maps , governance forums , SLA reporting mechanism to meet FMO * Familiarize with the customer ITSM tools and list down day to day work * Develop SI approach to integrate SAP 3rd parties using SIAMS blueprint * Identify the elements of the ITSM tools that are required to be integrated * Training Plan | * KT Notes * Draft Engagement Procedure Document (EPD) * Draft Process maps * Governance manual * Reporting Manual | | 3 | Unify | * Conduct process Workshop & Trainings * Establish necessary OLAs/DoUs among the suppliers and with SIAMS * Integrate the EDFLs ITSM tools with Wipro’s ITSM tools * Train Delivery resources * Test integration with EDFL SIAMS and 3rd party through service rehearsals * Gain Hands on experience on operational processes * Resolve historical / live tickets and requests / enhancements with the Customer SME’s help. * Finalize Reporting & baseline KPI’s * Tool customization, testing and sign off * Recommend Best Practices | * Training Material * Sign off Engagement Procedure Document (EPD) * Draft Process maps * Governance manual * Reporting Manual | | 4 | Go gear Up | * Resolve live tickets in alignment with Primary support or planned rehearsals * Manage risks documented * Publish periodic dashboards to customer Stakeholders * Ensure Process Adherence * List gaps and ensure corrective actions are taken. * Obtain signoff on Primary Support/Rehearsals | * Dy run reports * Periodic dashboards * Sign off on Primary Support | |

### Transformation - Service Environment

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| The service environment the Service Integration and Management Services is described in Appendix 3.B1.1 Target Service Environment |
| See Appendix 3.B 1.1 for a description of the SIAMS Target Service Environment.  As described earlier, Wipro’s SMO will be aligned with EDFLs SIAMS. Hence, we will be able to reach our target environment through transition. |

### Key activities and deliverables in Transformation

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| Please describe the key activities and Deliverables that will be delivered as part of the Transformation |
| We have designed the transition and transformation for service management together and the plan has been described in section 5.4.2 above |

### Customer SIAMS Function

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| Please describe the plan of approach for implementing the integration with the internal Customer SIAMS function as part of this plan |
| Integration of the service delivery with EDFLS SIAMS will be at three levels   * Process * Governance * Tools  1. Wipro SMO will fully integrate the Service Management process into the EDFL SIAMS Management. Other Wipro SIAMS processes will be aligned with the EDFL SIAMS. This integration is one of the key deliverables during the Transition. 2. Wipro SMO will review the current governance methods for managing multisupplier environment and if require design governance to integrate with SIAMS. The ownership of governance will be with EDFL SIAMS. Wipro will identify the various roles with EDFL SIAMS and align Wipro roles accordingly. 3. Furthermore, the Wipro SMO will align the processes with not-in-scope Operations and non-SAP AMS to secure the coordination with not in scope resolver groups. Since Wipro is responsible for the SAP System Integration, this alignment is a key step during the Transition.   The picture below picture shows how Wipro’s SMO will function under EDFL’s Service & Integration function     1. **Wipro’s SMO will function under EDFL’s Service & Integration function**   As depicted in the above picture, Wipro’s SMO will be formed under EDFL’s SIAMS function and will execute the System Integration for SAP services operate the Non-SAP services. |

### SAP SIAMS Function

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| Please describe the plan of approach for implementing the SIAMS function for Applications in scope of the Application Services as part of this plan |
| The key of implementing SIAMS function across the landscape is to identify key interface points among various AMS teams and this will be part of transition. Based on these interfaces the integration among all the teams/supplier is designed.  Establish necessary Operating Level Agreements (OLAs) and Document of Understanding (DoU) with other provider having link with SAS/SAHS services like other AMS teams, SAP etc     1. **SIAMS function for SAP**   To deliver System Integration for SAP:  **Wipro will setup the following Organization**   * Governance Level: The Global Delivery Manager has a direct mandate to manage the SAP services AND Hosting services * Tactical Level: The Hosting services have included 24/7 SAP specialists with in depth Hosting knowledge to pinpoint the root cause in case of complex issues or incidents * Operations Level: all operators are trained for Hosting and SAP operations (cross skilled engineers) to achieve an integrated mindset   **Wipro will implement the following Process**   * As a service Integrator our SMO will Govern and manage 24/7 Incident Management to co-ordinate SAP and Hosting and other provided services to manage the SAP incidents E2E.   **Wipro will implement the following Tools**   * Integrated Application monitoring tool for SAP (Dynatrace)   Specific activities to enable SMO for performing service integration   * Identify various 3rd parties or other groups * Establish necessary Operating Level Agreements (OLAs) and Document of Understanding (DoU) with other provider having link with SAS/SAHS services like other AMS teams, SAP etc. |

### IT Service and Operational Management Tooling

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| Please describe the plan of approach for implementing Supplier's IT Service and Operation Management Tooling and migration from as-is IT Service and Operation Management Tooling and integration with Customer's IT Service Management tooling (RemedyForce) |
| During the transition phase, Wipro process consultants will work closely with the Remedy business analysts/ product owners at EDFL and provide detailed Remedy data loading requirements to enable Wipro teams to deliver their scope of services. Below list provides the key data points that Wipro team will be providing during the transition state:   * Support group games * Support group – Personnel Mapping * Personnel – Role Mapping * Incident categorization values (if required) * Problem categorization values (if required) * SLA configuration details * Change management technical approver roles (if required) * Additional IM/PM/SRM reporting requirements * Escalation Matrix   In addition, the RemedyForce analyst will have to work with Wipro ITSM tools SMEs enable B2B integration between the tools through configuration of the APIs related to each of the processes.  This integration is built by exposing web services between these two tools so that ticket information can be exchanged between them. Tickets that need to be resolved by Wipro shared services teams will be propagated to Wipro’s (shared Instance) ServiceNow through this integration. Any ticket that gets updated in either of systems, the information will flow to other system in real time through this integration. All users from EDFL will use Remedyforce ITSM to create request/incident and information would flow to Wipro’s ITSM as part of this integration. Wipro support team will use its own ITSM ServiceNow to create incident and problem tickets. Wipro will ofcourse depend on EDFL/existing suppliers to carry out the necessary changes on the RemedyForce side to achieve this integration.  The flow of the integrated ITSM is depicted below -  cid:image001.png@01D3DCB4.A43F4430   1. **Flow of Integrated ITSM**   The B2B Gateway (a Wipro Intellectual Property (IP)) acts as a store and this sits between Wipro’s ITSM and EDFL ITSM tool. It forwards the tickets that are in scope by applying the filter at the tickets category level at Customer’s ITSM tool and also takes care of error handling and data mapping. Wipro B2B publishes the XML based web-services for receiving inbound transactions. These services can be accessed over HTTP or HTTPS (secured) protocol by customer ITSM tool. |

### Knowledge Management and Asset and Configuration Management

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| Please describe the plan of approach for implementing and improving the current knowledge management items and completing the CMDB? |
| **Knowledge Management (KM)**  Knowledge management is key for improving the efficiency of services, in this scenario as the service desk is not in our scope we will work with EDFL’s service desk to assess the current situation and then improve the KM process especially related to SAP knowledge articles. This will also include consolidation of various SAP KM systems in place. Wipro will place the KM articles into the EDFL ITSM.  Key elements of any effective KM process are   * **People**. They represent how you increase the ability of individuals within the organization to influence others with their knowledge. * **Processes**. They involve how you establish best practices and governance for the efficient and accurate identification, management, and dissemination of knowledge. * **Technology**. It addresses how you choose, configure, and utilize tools and automation to enable knowledge management. * **Structure**. It directs how you transform organizational structures to facilitate and encourage cross-discipline awareness and expertise. * **Culture**. It embodies how you establish and cultivate a knowledge-sharing, knowledge-driven culture.   We propose to assess each of the above areas and improve the services using the following approach:     1. **Knowledge management process**   **Configuration Management Improvement Approach**  Wipro proposes a phased approach with clear milestones which will result in short manageable delivery cycles for designing and implementing CMDB within the EDFL Remedyforce (SAP) and Wipro ServiceNow (Non-SAP). At this time no automated sync of CI data between RemedyForce CMDB and ServiceNOW CMDB has been assumed.     1. **Configuration Management Improvement Approach**   Table below details the key activities and deliverables of each phase of proposed journey   |  |  | | --- | --- | | **Phase** | **Key activities** | | Strategy & Roadmap Creation | * Define overall strategy and roadmap for application CMDB journey * Define support model and agree upon the activities and deliverables for each phase * Discuss with key stakeholders to understand the current challenges and scope related aspects * Design strategy to achieve working CMDB * Identify key activities and key deliverables for each phase | | Process Definition | In this phase three key activities will be executed on parallel I, e   1. Process definition 2. Planning for Application CMDB 3. Traceability 4. Key activities of Process Definition Track  * Schedule and conduct process workshops to gather information about existing process * Design / refine Configuration management process and related artefacts * Conduct process review sessions to obtain feedback and update process artefacts to reflect the suggestions * Baseline approved process artefacts  1. Key activities of Planning for Application support track  * CI Identification * CI Data modelling * Identify the dependencies between applications and underlying infrastructure * Review readiness of CMDB with relevant stakeholders * Baseline approved artefacts  1. Traceability - This track will integrate into Application CMDB journey | | Pilot and Refine | * Select portfolio/application for pilot * Awareness about new process flow and artefacts * Identify Application CI’s, attributes and relationships * Prioritise and categorise list of applications/portfolios for phased rollout * Pilot the new process flow and artefacts * Upload CI data and relationships into CMDB * Monitor the process * Validate CI details in the Application CMDB | | Phased Rollout | * Review Prioritised and categorised list of applications/portfolios for phased rollout * Implement the process/artefacts on selected applications as per plan * Upload CI details and relationships in Application CMDB * Monitor the progress of rollout * Monitor adherence to process * Start monitoring KPI’s * Application CMDB Audit | | Delivery and support | * Ongoing maintenance of CMDB | |

### 3rd parties

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| Please describe the plan of approach for implementing the integration with the necessary third party suppliers and implementing the required operating level agreements |
| **Key Principles**   * Deliver consistent services across all suppliers in an integrated manner meeting the program objectives * Early identification of risks and mitigation * Enabling handling of critical inter-dependencies between third parties * Availability of information to all stakeholders in a timely manner ensuring that all parties are working together, avoiding any confusion or conflicting actions * Exchange of best practices across vendors to enable improved efficiencies and enhance the program delivery   **Approach**  Wipro will implement process coordination with:   * MECOMS (Ferranti) * Streamserve (Delaware) * ESB Support Supplier * Salesforce SaaS Vendor * SAP Development Vendor * Industry Participants etc.   Our approach essentially establishes the environment for an integrated operations deliver across third parties and then defines the day-to-day operations in this environment. It takes into account the below key areas in the collaborative multi-vendor model of service delivery   * **Governance**: Relationship management with the third parties and the customer, establishment of clear reporting structures, clear accountability and planning * **Process Integration**: Process integration establishes a common service definition with clearly defined process hand-offs across multiple vendors ensuring that all vendors operate effectively in the environment. * **Information Exchange**: Information exchange defines the information to be shared between vendors throughout the program. It includes information such as status updates, sign-off criteria and documentation.   **Governance**  Wipro will agree on the governance with 3rd parties in line with the overall governance, so that issues and actions can be easily managed. Key for governance will be agreement on OLA. Wipro will establish necessary Operating Level Agreements (OLAs) with SMO and other provider to support Wipro’s overall SLAs. Wipro’s team will be able to gather OLA requirements during the transition phase and collaborate with SMO designees to negotiate and agree on the OLAs. For each Wipro SLA, there might be more than one OLA with different parties including SMO. Wipro will seek SMO support to involve all relevant parties while formalizing the OLAs.  In a scenario where Wipro is not able to establish an OLA with any of the parties, Wipro will propose to develop a Document of Understanding (DoU). The DoU would provide details of mutual expectations and dependencies of two parties and agreed fulfilment mechanism, point of contacts and meeting frequency.  **Process & Integration**  Our approach will be to integrate the Remedyforce with 3rd party suppliers so that there is seem less flow of data and no delay in resolution. We will also define areas such as identifying and resolving issues with other vendors, ensuring vendor’s actions are done with an awareness of the impact on other vendors, etc.  **Information Exchange**  Establish an ‘Operations Forum’ comprising of stakeholders from all of the suppliers and the customer where day-to-day interactions, best practices are exchanged. We will also establish a communication plan across the vendors and ensure vendors provide adequate information to other vendors based on the communication plan. |

## Non-SAP Application Hosting Services

### Transition - Interim Service Environment

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| If Interim Services will be delivered for the Non-SAP Application Hosting Services, the interim service environment is described in Appendix 4.B.2 Interim Service Environment |
| We do not plan for any interim services for Non-SAP application hosting since NRB will continue to offer the services in their datacentre until such time that the applications are migrated to Wipro DC. For each Non-SAP application, the hosting services including TAM will switch from NRB to Wipro from the date of cutover of the applications on to Wipro DC or Public Cloud. The planned dates for switch over of Non-SAP Hosting services are as follows:   * ATRIAS Non-SAP systems – 22nd Jul 2019 * Internal IT Systems (IMS Systems) & Back-office Systems – 26th Aug 2019 * SAP Connected Systems, Market Communications & ESB, SOA/Online & BI/BO Systems – 16th Sep 2019 * Upstream systems – 14th Oct 2019 |

### Key activities and deliverables in Transition

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| Please describe the key activities and Deliverables that will be delivered as part of the Transition |
| Wipro is proposing to only do a knowledge transfer for the services being delivered by NRB. The actual services will continue to be delivered by NRB until such time that the workloads are hosted in NRB DC. Once the workloads are moved to Wipro DC services will be delivered by Wipro for those workloads.  The following diagram depicts the transition of Non-SAP Application Hosting Services from NRB to Wipro through the timeline of the program. The key phases of the transition are:   * Non-SAP TAM Knowledge transition from NRB to Wipro (1st April 2019 – 12th May 2019) * Transition of services from NRB to Wipro as applications are migrated from NRB DC to Wipro DC/ Public Cloud (26th August 2019 – 14th October 2019). Wipro will be responsible for providing Non SAP hosting services for each application from the date of cutover of the application from NRB DC to Public Cloud / Wipro DC. * Post the final Go-Live on 14th Oct 2019, Wipro will be responsible for providing Non-SAP Hosting Services for all applications in scope. * Wipro will take over responsibility of the ATRIAS Non-SAP environments as soon as the ATRIAS environments are Go-Live in Wipro DC 22nd July 2019     The knowledge discovery and transfer from NRB, being the key activities and deliverables in Transition for the non-SAP Application Hosting Services, has been described in section 5.5.5 of this document. |

### Transformation - Service Environment

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| The service environment the Non-SAP Application Hosting Services is described in Appendix 3.B1.1 Target Service Environment |
| Wipro will move EDFL from its current state to the target end state which is AS-IS for Non-SAP applications and a service environment aligned with the EDFL’s IT target state vision     1. **Hosting for EDFL**   The Non-SAP Application Hosting Services from current NRB data centre setup will be migrated to Target Service Environment in Wipro Hybrid DC setup detailed in Appendix 3.B1.1 Target Service Environment using Wipro’s migration factory approach enabled by WipMigrate Framework and other tools. |

### Key activities and deliverables in Transformation

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| Please describe the key activities and Deliverables that will be delivered as part of the Transformation |
| **Key Considerations**  Based on Wipro’s understanding of EDFL’s landscape from the details provided in the RFP and the interactive session with EDFL team, the following are the principles that have been considered:   * + Minimum transformation during migration with aim to exit current data centres by Nov 2019 and migrate all applications in-scope   + Performance is a critical consideration for Non-SAP applications, especially Upstream applications   + Impact of Atrias program on the SAP and Non SAP landscape and the program timelines   + Enable the platform to adopt cloud, slow and de-risked approach to cloud – Land and Expand   + Bringing IT (and Ops) closer to Business needs   Based on the above we decided not to take up any Non-SAP transformations during Transformation but do an AS-IS migration and implement transformations as a part of Long term optional transformations. Also, our suggestion is to deploy As-Is infrastructure (Storage/CPU) solution as a part of migration and implement optimizations post a detailed application analysis to ensure there are no performance impacts. The following diagram depicts the Non-SAP Hosting Opportunities:     1. **Non-SAP Hosting Opportunities**   Therefore, our approach is standard migration without transformation for Non-SAP applications. The vanilla migration activities are detailed in section 5.5.8 – Transformation. |

### Knowledge Transfer

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| Please describe how the necessary knowledge transfer will be done from the previous suppliers. Clearly highlight the requirements on these suppliers in Appendix 4.B.5 Resource Plan |
| NRB is the incumbent supplier for infrastructure managed services for EDFL. One of the key phases of the overall transition is the knowledge transfer from NRB. The KT activities will be coordinated from EDFL HQ in Brussels and the actual KT is be performed in-person and remotely via collaboration tools. The following table provides a list of various activities that will be performed in this phase along with key deliverables and resource requirements.   |  |  |  |  | | --- | --- | --- | --- | | **Knowledge Transfer** | **Activity** | **EDFL/**  **NRB** | **Wipro** | | Incumbent supplier SMEs share knowledge during the KT sessions | R | A | | Share the existing knowledge artefacts | R, A | C | | Document the knowledge gathered from KAP sessions | C, I | R, A | | Play back the knowledge gathered to Company service owners | C, I | R, A | | **Key Deliverables** | * Knowledge Artefacts, System Maintenance Technical document (SMTD) * Play back session presentations * Service readiness Checklist | | | | **Wipro resources** | * Tower Leads and SME * Transition Manager | | | | **Participants** | * Incumbent SME * Service Owners | | | | **Key Dependencies** | * Approved and Published Transition plan * Availability of SMEs during the planned sessions * Providing with the local site contact (incumbent supplier) for access and enable information gathering | | | |

### Target Service Environment

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| Please describe how the target service environment as described in Appendix 3.B1.1 Target Service Environment for the Non-SAP Application Hosting Services is implemented |
| **Key Principles**   * Our Transformation of the Non-SAP systems, infrastructure operations and services is built around a business process centric approach considering the business complexity and criticality of Upstream applications, middleware ESB, Mecoms – Detailed in Section 5.5.8 * Minimum transformation during migration, Vanilla as-is lift-and-shift migration of Non-SAP applications. This means that migration of servers will not include upgrades/changes of existing OS & DB versions. OS version and DB version upgrade will be done Post Docker Transformation as part of separate projects. * Wipro will depend on EDFL for any application remediation activities (e.g. hard coded IPs in the application code) * Align to Atrias timelines and needs - Detailed in Section 5.5.8 * Align IT to business Needs - SLA and DR requirements for the different categories of applications based on business requirements * For the OpenText storage – we have assumed that the starting point for us will be the revised setup of Centera and Isilon storages i.e. all primary pools in Centera and all secondary/copy pools in Isilon. And as such our proposal is to be migrate the data from the existing Isilon devices to target Isilon devices in Wipro DC. Enabling SmartLock for compliance archive is something that will be inline with the setup existing at NRB. * For databases – Wipro will continue to rely on existing suppliers/EDFL for activities like database architecture planning, designing w.r.t structures, schemas and also the logical database related activities like schema changes.   Based on these principles we have presented below target Environment and how we will get there.  **TO-BE Target Environment**  We will conduct a deep dive to better understand the landscape during the discovery phase and conduct analysis and design. We have presented below our findings till date.  ***Hosting Location***  EDFL’s Infrastructure is currently hosted at Twin DC setup in NRB and being considered as Central Data Center services. Incumbent is owning the Central DC Facilities and Infrastructure assets are owned by EDFL.  The Wipro Solution Strategy for Data Center is shown below:   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | **EDFL - existing DC footprint (Wipro Understanding)** | | | | **Wipro Approach** | | | | **City** | **Country** | **Site Type** | **Owned by** | **Application Landscape** | **Approach** | **Target DC** | | Herstal | Belgium | Primary DC | Incumbent | Non-SAP | Migrate | Wipro DC Neurath, Germany | | Herstal | Belgium | HA DC | Incumbent | Non-SAP | Migrate | Wipro DC Niederaussem, Germany |   **Hybrid Cloud HA and DR Services**   |  |  |  |  | | --- | --- | --- | --- | | **Metal Class** | **Type of workload** | **Server Type** | **Backend Technology Solution** | | Platinum | Production | VM | VMware Stretch Cluster /Synchronous Storage Replication/ App/DB layer Replication link Oracle Data Guard or SQL Always ON +Global load Balancer | | Gold | Production | VM | Storage level Asynchronous replication/VMware SRM or Azure ASR to second location for Automatic VM power on. | | Silver | Production | VM and Physical Server | Storage level Asynchronous replication/VMware SRM or Azure ASR to second location for Automatic VM power on. | | Bronze | Non-Production | VM and Physical Server | Storage level Asynchronous replication Manual Server powered on for Physical and VM Servers. |   **Private Cloud HA & DR Architecture**     1. **Private Cloud HA & DR Architecture**   Wipro will offer below services from the private cloud.  **Compute Service:** Wipro will provide Virtual Machine and Physical servers as services under compute service.  Below catalogue will be offered for VM servers.   |  |  |  | | --- | --- | --- | | **Server Type** | **vCPU** | **RAM (GB)** | | VM- X- Large | 12 | 128 | | VM -Large | 8 | 32 | | VM- Medium | 4 | 32 | | VM -Small | 2 | 8 | | VM -Very Small | 1 | 8 | | Physical Server | 24 | 256 |   Physical servers as services is based on configuration of 24 core and 256 GB RAM per server. Physical servers will be mainly used for DB servers and workloads which can’t be hosted on virtual machines due to compliance and technical reasons.  **Storage Service**  Storage services will be shared services for both Virtual and Physical servers. Wipro proposed solution will offer flash based storage per TB capacity. Target environment will offer storage level snapshots and cloning features. Storage solution will also offer data replication (sync and Async) between DC and DR location. Both the DC location are connected through dedicated fibre link.  Wipro will also offer NAS and archival services from target environment.  **Backup Service**  Backup service will be based on per TB of protected data. Wipro target environment uses enterprise grade backup software to provide application consistence and point in time granularity for backup and restore. Target environment is designed on Disk based backup appliance to ensure faster backup and restore. Two copies of Backup data at different physical sites will be stored.  **Implementation of the Target Environment**  Wipro will be utilising a Factory Approach to accelerate the Cloud Migration process.     1. **Migration factory framework** 2. **Server Migration**   Wipro will plan for host based migration tools for migrating servers from existing location to target environment hosted at Wipro DC.  Wipro target environment uses underline VMware hypervisor which is same as EDFL existing hypervisor. This will allow Wipro to use VMware vconverter tool to migrate Virtual machine from exisitng DC to target DC on the network.  Application for which landing zone is Azure public cloud, Wipro will use double take/Platespin migration tool to migrate to Azure cloud.  **Note**: Wipro is not planning to lift and shift of any physical equipment from NRB DC to Wipro DC.   1. **NAS and archival Migration**   EDFL existing Isilon which is used for NAS and open text archival storage system will be migrated using Isilon SyncIQ replication feature.  Wipro target environment use EMC Isilon to offer NAS and archival storage service. Migration of data from EDFL existing Isilon system to new Isilon storage system hosted at Wipro DC requires Isilon SyncIQ license at both source and target site. Wipro will ensure license are enabled at target site and EDFL will be ensuring the SyncIQ license at EDFL existing Isilon at source location. |

### Target Service Environment - Network Services

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| Please describe how the target service environment as described in Appendix 3.B1.1 Target Service Environment for the Network Services is implemented |
| Wipro’s two Datacentres Neurath and Niederaussem called as DC1 and DC2, at each DC a pair of Nexus 9k [N9K-C9364C] as Spine, 2 Leaf switches [N9K-C93180YCEXB18Q] and 2 Leaf Inter Pod Network [IPN] as border switches [N9K-C93180YCEXB18Q] would be implemented. The Nexus 9K IPN Leaf switches is considered for Datacenter Interconnect links termination between Neurath and Niederaussem Datacentres. The dual fiber links would be terminating on 2 separate IPN Leaf switches for resiliency and high-availability.  Infoblox [TE-V1415-NS1GD] VM deployment at each DC on premise and in Azure cloud is to provide DNS, DHCP, IPAM and NTP services to the EDFL enterprise network.  A network schematic diagram shown below depicts is a high-level design that be seen during transformation.     1. **High-level network design**   Wipro will build green field DC LAN network at Wipro’s Germany Datacenter. Workloads from NRB Datacenter will be moved to Wipro’s Datacenter.  The Wipro Datacentres in Germany are setup as Active/Active with [V]LAN stretched between them.  The DC LAN solution is based on Cisco’s ACI principles and products. Nexus switches for Spine and Leaf which provides the following benefits:   * Automation and Agility * Security and Analytics * Open and Programmable * Workload mobility at scale   The proposed Cisco ACI Software Defined Network is shown in the LAN which comprises of Spine and Leaf architecture, this model is highly scalable and robust.  The Datacenters are inter-connected [DCI] using resilient fiber connect.  Each Datacenter has a connection to the Public Internet cloud and EDFL enterprise MPLS WAN. Remote Branch Offices, Corporate HQ or Regional HQ would connect to the datacenters over the pre-established MPLS/Internet to access the On-premise applications and Azure cloud.  To ensure high availability and responsiveness of applications and services hosted in Datacenter following switching platforms are considered for EDFL DC and DR LAN.   * Nexus 9000 at the spine, * Nexus 9000 at the leaf * Nexus 9000 as the inter pod network [IPN] for DC inter-connect. * Server management at each DC. * Infoblox a single virtual instance would cater to the enterprise [DDI] DNS, DHCP, NTP services at each DC and for IPAM [IP Address Management].   A single virtual instance of Infoblox is considered for DDI services to the SAP hosted applications on Microsoft Azure cloud in each Azure Region Primary and DR.  Single link access to Microsoft Azure Cloud with auto failover from each on-Premise Wipro Datacenter Neurath and Niederaussem is established for application communication between on-premise and cloud hosted applications. Dual firewalls with single security architecture at each DC with security zones is configured to separate extranet and intranet..  Workloads from existing **NRB DC (Herstal)** to **Wipro DC (Neurath)** will be moved over a dedicated point to point leased line size 2 X 1 Gbps lines.  EDFL engaged service provider managed single access enterprise MPLS and Internet breakout at each DC is considered. Remote EDFL branch offices, corporate HQ or regional HQ would connect to the pre-established MPLS/Internet to access the On-premise and Azure cloud SAP applications. |

### Transformation Approach

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| Please describe in detail the plan of approach for the migration and clustering of Applications. Clearly highlight how the clustering is determined. Also in relation to the SAP Applications |
| **Key Principles**  The key aspects of our Transformation approach are   * Transformation Move Group strategy has been developed considering EDLF’s complete non-SAP and SAP applications bringing in the interdependencies across these applications, business criticality * Timelines are aligned to ATRIAS program needs and Supplier Exit dates * Minimal transformation during migration, first exit NRB Data Centre * Reduce impact due to latency while migrating through Dynatrace performance monitoring for the very critical business processes   **Move Group Planning**  Following are the principles that underpin our approach for clustering of applications:   * Applications that have the following characteristics are grouped in a single move-group   + Related either technically or functionally   + Transformation approach/ remediation techniques are similar   + Tightly coupled with a significant number of interfaces   + Need to be tested together with a significant number of test cases spanning across the applications   + Need to migrate together to reduce effort or risks * Applications in a single move group can be migrated independently however there may be cases where two or more move groups need to go-live together to reduce efforts or risks for. e.g. SAP and SAP Connected systems (Non-SAP) * One or more move groups clustered together into a Go-Live group to form the cluster that will be cutover into production. * The Go-Live groups are designed to ensure that number of interim flows required between Go-Live events are minimised * At cutover, all environments (Dev/ Quality/ Acceptance/ Production) for the applications included in the Go-Live Group will go-live together.   Based on the above principles Wipro plans to execute the Transformation in **7 Move-groups (5 Non-SAP & 2 SAP Move Groups)** which is organised into **3 Go-Live Groups / Events** and one Atrias as outlined below:     1. **Move group clustering for EDFL**   The picture below depicts the incremental cutover of move groups to future mode of operations - **Wipro Hybrid Cloud**. As the environments cutover they will be decommissioned from NRB data centre. A minimum of 3-4-week period between go-lives to ensure the stabilization of the environment and to accommodate any unforeseen delays.  ATRIAS has only Dev and QA environments and these environments will go live (i.e. handed over to the ATRIAS project teams) once the environments are built and tested. Whereas all others have Development, Quality, Acceptance and Production environments.     1. **Incremental Cutover of Move groups**   **How does proposed Go-Live Group 2 minimise risk:**  We have done a detailed analysis of Go-Live Group 2 and have investigated the option of splitting it into 2 separate Go-Live groups. Our analysis of the integration flows indicates that there is a high degree of integration between the applications in this Go-Live group. If this Go-Live group is split, there will be a need for significantly higher number of interim interface flows. Thus the risks of breaking up this Go-Live group is higher than the risks of migrating all of the applications together. Also, our proposed approach will eliminate the duplication of integration testing and functional regression testing.     1. **Detailed analysis of Go-Live Group**   **Transformation Approach**  The grouping of move groups and the environment migration approach is depicted below:     1. **Transformation Approach**   Please note the following regarding the approach:   * Move-groups B & G (SAP Connected systems and SAP Systems) are related and migrated at the same time. This approach is aimed at eliminating duplicateintegration testing efforts and interim integration flows that will be required if done in separate go-live groups * Move-groups D & F (ATRIAS SAP and Non-SAP Systems) which consists of only Dev and QA systems will be migrated earlier (in alignment with ATRIAS Program Plan) than Go-Live Group 1 * For Development, Quality and Acceptance environment, the move-groups as depicted in the diagram above indicates point in time when the environment is created and testing commences in that environment not the actual cutover for the environment. The actual cutover for these environments will occur when the production environment for that move-group cuts over and goes live. For example, when the Dev for move-group C is created, the testing activities for this move-group commences. The actual cutover (when the users start using this environment in the target DC) occurs when the production cutover for the move-group takes place. In the interim, the old Dev environment in NRB continues to be used as BAU and the newly created Dev environment is kept updated with regular (weekly/fortnightly) retrofits of production changes. At the time of production cutover, the old Dev environment in NRB is discontinued and the users start using the new environment * The above approach of Dual Maintenance ensures that the complete chain Dev-Quality-Testing-Production are maintained at identical configurations (e.g. EHP levels, code, config) when they go-live. * For the production environment, the plan above indicates the point where cutover occurs. The actual production environments are created earlier and is used for testing, dress-rehearsals etc. At the time of cutover, new production environments are refreshed from the BAU production and is cutover for go-live. * The Go-Live Groups have been designed so that tightly coupled applications are migrated in the same Go-Live event. This ensures that the number of interim interface flows required between Go-Live events is minimised. The following diagram shows the analysis of EDFLs interface flows against the Go-Live groups to estimate the number of interim flows required:      * A gap of 3-4 weeks has been planned between the Go-Live events for stabilisation. In the interim period between the first go-live event and the final, when applications will be split between NRB DC and Wipro DC / Public Cloud, the interface flows and market communications need to be re-routed to the correct target/source location. The following diagrams depict, at a high-level, how this will occur:      1. **Migration timeline**      1. **Go-Live Group 1 Migration**      1. **Go-Live Group 2 Migration**      1. **Go-Live Group 3 Migration**   **ATRIAS Environments Transformation Approach**  The ATRIAS Environments will be migrated in a 2-Stage Approach:   * Stage 1 – ATRIAS SAP Unicode Conversion, EHP Upgrade & Platform Migration in NRB DC – (Feb 2019 – Apr 2019) * Stage 2 – Migration of ATRIAS systems out of NRB DC to Public Cloud (SAP Apps) and Wipro DC (Non-SAP Apps) – (May 2019 – Jul 2019)   The overall approach is outlined in the diagram below:     1. **ATRIAS Environments Transformation Approach**   During Stage 1 of the Transformation, the ATRIAS SAP (ECC/ISU) system will undergo combined EHP Upgrade and Unicode Conversion in NRB DC using temporary hardware (staging environment). and will be migrated to Oracle Linux platform to match with Target Cloud Platform. These staging environment are a copy of the ATRIAS Dev and Test environments and while these changes happen on the staging environments at NRB DC, ATRAIS project team can continue to use the existing Dev and Test environments hence no impact on ATRIAS project activities.  The Unicode conversion project includes various phases, like Preparation, Pre-Conversion, Conversion and Post Conversion. During pre-conversion phase, there are certain key activities will be executed in source system, ie. Tables and index analysis, scanning, creating Unicode nametabs and executing downtime specific reports, etc, hence it is important not to execute these changes on the current ATRIAS Dev/QA systems hence the usage of staging environment approach is proposed.  These technical activities will be performed for a period of 3 weeks and this will be followed by custom code remediation for Unicode compliance, technical and functional testing of the upgraded environment for a period of 4 weeks. As ATRIAS ISU system has 3 different test environments, depending upon the suitability of data and interface availability functional and integration tests will be conducted. The upgraded environment in the NRB DC will regularly be refreshed from the existing ATRIAS Dev/Quality environment or dual maintenance will be done with the help of ATRIAS team to keep both in sync.  Once testing is completed, the upgraded ATRIAS environments in the NRB DC will be handed over to the ATRIAS program team for BAT Wave 1 to be carried out as a part of ATRIAS Program. Stage 2 of the Transformation will commence in parallel with the BAT Wave 1 which will not be impacted due to this process.  During Stage 2 of the Transformation, the ATRIAS applications (SAP and Non-SAP) will be migrated out of the NRB DC to Public Cloud (for SAP Environments) and Wipro DC (for Non-SAP Environments). The Transformation will be followed by another cycle of testing to provide assurance of the environments in their target locations. The migrated environment in public cloud and Wipro DC will be regularly refreshed from the upgraded ATRIAS Dev/Quality environment in NRB DC which the ATRIAS team will continue to use. Once testing is completed, the migrated ATRIAS environments will be handed over to the ATRIAS Program team for BAT Wave 2 and subsequent program phases.  **Non-SAP Public Cloud Migration:**  Wipro has completed Cloud Assessment and Application Remediation assessment (R-Lane Analysis) for all Non-SAP Applications, as a part of the due diligence based on data provided by EDFL. Based on this analysis, Wipro has identified a set of Non-SAP Applications which can be migrated to the Public Cloud as a part of Project Docker, in parallel to the SAP Public Cloud Migration. These applications are identified based on low remediation effort (simple re-host to cloud) and low integration impact. The migration of these applications will be performed as a part of the Docker Move-Group / Go-Live Plan as outlined in sections above.  Following is the set of applications identified for initial Public Cloud Migration:   * ISABEL ICS * APEX + IIS Sales Trading Platform * Augeo * Verint Workforce Management * Accon Kluwer * ERAM * IBM IIB (ESB) – Hybrid setup * Trinicom + KANA Express   As a part of Project Docker, Wipro will establish the Hybrid cloud set-up for EDFL which will set up the platform for migration of other Non-SAP application to the cloud in the future. A key component of this platform is the dual hybrid ESB setup - IIB on premise (Wipro DC) and IIB on Azure Cloud (IaaS). This will be performed as a part of Project Docker. The following diagram outlines the setup of the Dual ESB.     1. **Dual ESB Setup for EDFL**   Please note the following with respect to the Dual ESB Setup:   * We assume that the on-premise IBM Integration Bus version will already be V10.0.0.4 or later to support IIB on Cloud deployments (project already in progress) * EDFL will provide the licenses install new fresh instances of IIB v10.x on Public cloud * Wipro currently assumed 50% of existing On-Prem server capacity for IIB Infrastructure to be setup on cloud. However, this can be scaled out based on the number of application that are hosted on the public cloud * Reducing On-Prem capacity of IIB infrastructure in future will be done once the number of applications on the cloud increases * Wipro will depend on EDFL/existing supplier for the segregation of message flow components between on-Prem and Cloud   **Transformation Testing Approach:**  A comprehensive testing approach forms an integral part of the Transformation approach. The types of testing recommended for each environment varies according to the type of environment. The following table outlines the types of testing that will be carried out:     1. **Transformation testing approach**   The following diagram depicts an overview of the types of testing recommended for SAP and Non-SAP applications:    The following table provides more details on the types of testing recommended for Non-SAP Applications Transformation:     1. **Various testing activities recommended by Wipro (Non - SAP Environments)**   The following should be noted regarding the testing approach:   * For Non-SAP Applications Transformation, Wipro will be performing Non-Functional Testing while Functional Testing is expected to be carried out by EDFL as Wipro will not have the knowledge to carry out the functional testing of Non-SAP Applications. For ATRIAS Non-SAP applications, non-functional testing such as infra and connectivity testing will be carried out by Wipro. The ATRIAS Program Team is expected to carry out the functional testing for these environments * The following test types will be carried out during the cutover event:   + Infra Tests   + Technical Tests   + Smoke Test   + Functional Regression Tests (limited test cases) – Carried out by EDFL   + Integration Tests (limited test cases) – Carried out by EDFL, Wipro will support on the technical connectivity tests * The following test types will be carried out with extended time-scales (2-3 weeks):   + Functional Regression Tests (Complete Test Cases) – Carried out by EDFL   + Integration Tests (Complete Test Cases) – Carried out by EDFL, Wipro will support on the technical connectivity tests   + User Acceptance Tests – Carried out by EDFL   **Testing Approach for BAU (post Effective Date)**  For Non-SAP Applications, as a part of Go-Live of projects/ applications and handover into IMS, Wipro will perform the following test activities:   * Infrastructure tests * Technical tests (including connectivity tests) * Smoke tests   Functional Regression tests, Integration tests and UAT will be carried out by EDFL  **EDFL Testing Roles and Responsibilities**  The following table outlines the expected EDFL roles and responsibilities for Non-SAP Application testing as a part of Transformation:   |  |  |  | | --- | --- | --- | | Role | Who | Responsibilities related to Testing | | EDFL Transformation Test Manager | EDFL Transformation Test Manager (SAP & Non-SAP) | * Support and mentor the EDFL QA during the project lifecycle * Act as an escalation point for the EDFL QA * Contribute, review, provide feedback, and sign-off on the EDFL-Project Docker Test Strategy document (this document) * Review, provide feedback, and sign-off on the EDFL-Project Docker Test Plan documents * Review and sign-off on the EDFL-Project Docker Test Reports | | EDFL Application Tester Non-SAP | Non SAP Application Tester (IT4IT)  Non SAP Application Tester (SAP Connected, BI & ESB etc.)  Non SAP Application Tester (Optimisation) | * Review Project documentation * Review and provide feedback on: Functional Regression Test Plan, Regression Test Cases, System Integration Test Plan, System Integration Test Cases, Performance Test Plan, Performance Test Cases, and Security Test Plan and Security Test Cases * Work with Business Users to execute create UAT, FRT and SIT Test Cases * Execute UAT, FRT and SIT * Maintain the Regression Test Suite * Manage the tracking of Defects during UAT, FRT and SIT, Defect Re-testing, Regression Testing * Participate in Defect Review meetings * Update the UAT, FRT and SIT Test Report with test results and Regression Testing * Use the Test Management tool to generate weekly Status Reports | | EDFL BU Owner | BU Owner (DevOps)  BU Owner (Packages & IT4IT)  BU Owner (Collaboration) | * Review, and provide feedback on the EDFL Project Docker Test Strategy, Functional (Application) Test Plan, Functional (Application) Test Scripts, Functional (Message Broker) Test Plan, Functional (Message Broker) Test Scripts, OAT Test Plan, OAT Test Cases, Performance Test Plan, Performance Test Cases, Security Test Plan, and Security Test Cases * Attend Defect Review meetings * Review and provide feedback on results of testing | | EDFL Application SME | Non-SAP Application SME - IT4IT  Non-SAP Application SME - ESB  Non-SAP Application SME - BI/BO  Non-SAP Application SME - Optimization  Non-SAP Application SME - ATRIAS | * Review and provide feedback on the Wipro Test Plan and Test Scripts * Review and provide feedback on the Project Docker Test Strategy and Test Plan * Review, provide feedback, and sign off on the UAT, FRT and SIT Test Cases * Support the EDFL QA execution of User Acceptance, Defect Re-testing, Regression, and End-to-End Testing * Support Production Verification Test activities * Review and provide feedback on results of testing * Participate in Defect Review Meetings * Provide business scenario clarification, and provide test scenario trigger from external systems to Wipro for System Integration Testing |   **Test Tools:**  Following are the test tools which will be used by Wipro for Non-SAP application testing:   |  |  | | --- | --- | | **Tool** | **Purpose** | | Microsoft Office | Word and Excel documents will be used for initial test planning, to document test scenarios, test conditions and expected results, and/or test data | | JIRA (Existing EDFL tool) | Test Lifecycle Management tool to support test planning, test authoring (scripting), test execution, and reporting. Traceability between application requirements and tests will also be maintained in JIRA. All testing phases of the project will utilize JIRA as a central repository of testing documents and results. | | Load Runner (during T&T phase) | A tool that will be used for Test scripts storage, Load Test Scenario Design, Test Execution & Load Test Results for the Performance Testing test phase | | Dynatrace (during T&T phase) | Latency on the Network and Application response monitoring |   **Overall Testing Plan:**     1. **Transformation Testing** |

### Service Levels

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| Please describe the process, steps to be taken and timing for commitment to, and proof of meeting, the Service Level Requirements |
| The Service Levels applicable will be defined in the schedules to the agreement.  The Service Level Management process will be implemented in the transition phase to design, agree and document appropriate Service Level Management process with representatives of EDFL business & IT, and then monitor and produce reports on Wipro’s ability to deliver the agreed level of service. We have provided the Critical Service Levels and Relationship Balanced Score Card along with timings and commitment - 2.A-SCH-Relationship Scorecard, 3.A-SCH-Critical Service Level Requirements. |

## SAP Application Hosting Services

### Transition - Interim Service Environment

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| If Interim Services will be delivered for the SAP Application Hosting Services, the interim service environment is described in Appendix 4.B.2 Interim Service Environment |
| The following diagram depicts the transition of SAP Application Hosting Services with respect to the following services –   * SAP BASIS (BAU Environment) – Interim services between AMS Stabilisation commencement (1st April 2019) and AMS Effective Date (22nd July 2019). During this period Wipro provides SAP BASIS services supported by Accenture. * SAP BASIS (ATRIAS Environment) - Interim services between ATRIAS BAT Wave 1 commencement on NRB Staging environment (19th April 2019) and ATRIAS Environment Go-Live on Wipro DC / Cloud (22nd July 2019). During this period Wipro provides SAP BASIS services supported by Accenture. * Infrastructure & Hosting Services - We do not plan for any interim services for SAP application Infra & Hosting since NRB will continue to offer the services in their datacentre until such time that the applications are migrated to Wipro DC. For each SAP application, the Infra & Hosting services will switch from NRB to Wipro from the date of cutover of the applications on to Public Cloud. The planned dates for switch over of SAP Application Infra & Hosting services are as follows:   + ATRIAS SAP systems Go-Live (BAT Wave 2 commences) – 22nd Jul 2019   + BAU SAP systems Go-Live – 16th Sep 2019      1. **Planned dates for switch over of SAP Application Infra & Hosting services** |

### Key activities and deliverables in Transition

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| Please describe the key activities and Deliverables that will be delivered as part of the Transition |
| Wipro is proposing to only do a knowledge transfer for the services being delivered by NRB. The actual services will continue to be delivered by NRB until such time that the workloads are hosted in NRB DC. Once the workloads are moved to Wipro DC services will be delivered by Wipro for those workloads.  The following diagram depicts the transition of SAP Application Hosting Services from NRB to Wipro through the timeline of the program.     1. **Transition timeline of SAP Application Hosting Services**   The SAP BASIS activities are split into the following categories:   |  |  | | --- | --- | | **Logical Basis** | **Physical Basis** | | * Incident and Problem Management * Performance Analysis (EWR & Daily Monitoring) * Transport Management & Landscape Configuration * SAP Remote Access Management * SAP Standard Job Scheduling and Monitoring * Managing Software Logistics (EHP, SPS, Kernel , Add-Ons, Plug ins, 3rd Party Transport Files, etc.) at Application layer Coordination with AMS and Physical Basis | * Incident and Problem Management * SAP Instance Management at Operating System level * System Performance Analysis * Database Performance Analysis * Database Administration (Patch, Upgrade, Tuning) * Instance Start and Stop Management * System Copy/Client Copy/Client Export & Import * SAP Kernel Upgrade * Backup and Restore Scheduling and administration * File System Extensions * SAP Installation  and Deletion |   The key phases of the transition are:   * SAP Logical BASIS Knowledge Transition from Accenture/EDFL (26th Nov 2018 – 31st Mar 2019) * SAP Physical BASIS Knowledge Transition from NRB (26th Nov 2018 – 31st Mar 2019) * Wipro will take over both Logical and Physical BASIS responsibilities from 1st April 2019 for BAU and ATRIAS Environments   The knowledge discovery and transfer from NRB and Accenture including the activities and deliverables, have been described in section 5.6.5 of this document. |

### Transformation - Service Environment

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| The service environment the SAP Application Hosting Services is described in Appendix 3.B1.1 Target Service Environment |
| Wipro’s will move EDFL from its Current State to the Target End State service environment that is transformed and aligned with the EDFL’s IT target state vision    Our target solution aligned to the above objectives are detailed in Appendix 3.B1.1 Target Service Environment. |

### Key activities and deliverables in Transformation

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| Please describe the key activities and Deliverables that will be delivered as part of the Transformation |
| **Key Considerations**  Based on Wipro’s understanding of EDFL’s landscape from the details provided in the RFP and the interactive session with EDFL team, we have identified EDFL’s key priority areas to be considered. The following are the principles that have been considered:   * + Minimum transformation during migration with aim to exit current data centres by Nov 2019 and migrate all applications in-scope   + Align to EDFL’s Project Docker objectives * Reduce time to market (from days/weeks) in support of projects and service requests * Meet or exceed the performance and availability service levels (as is today) against predictable cost * TCO reduction * Align IT and Business closer   + Impact of ATRIAS program and consider the freeze and Go-Live timelines – No change to the landscape during this period   We have also looked into the option to utilize this opportunity to perform the activities required as optimization for landscape specially below points,   * + Optimize number of environments while meeting EDFL project requirements   + Flexible capacity demand   + For ECC/ISU option for Upgrade to latest EHP and Unicode conversion.   **Approach**  Broadly, the following initiatives will contribute to SAP Hosting transformations:     1. **SAP hosting transformation**  |  |  | | --- | --- | | **Transformation** | **Details** | | Migration of application in public cloud | **Business Case:**  Details hosting on public cloud provide the flexibility to optimize the storage / CPU this will allow to buy only the required storage / CPU. As and when require as per the business requirement Wipro will help in augmenting the necessary resources on cloud.  Wipro has proposed Azure as part of its public cloud solution. | | Upgrade and Unicode conversion of ECC/ISU system | **Business Case**  As part of optimization EDFL has mentioned to achieve  Upgrade to latest EHP and Unicode conversion.  Details  As mentioned during our various interactions with EDFL for Solution discussion Wipro recommends upgrading only ECC/ISU system to EHP7. EHP8 is not considered  Following are the main points for this consideration.   1. EHP7 is the n-1 EHP level for ECC/ISU application. 2. All integrating SAP systems are compatible with EHP7 hence no impact. 3. BW system will need NW upgrade to be compatible with ECC/ISU EHP8 4. EHP7 is also HANA compatible 5. Unicode conversion is a requirement for hosting on Oracle & Oracle Linux combination on Azure | | Migration of oracle from HP-UX to Oracle Linux system | **Business Case**  Migration to cloud  **Details**  Since the database is going to remain Oracle, we are proposing to migrate SAP database servers to Oracle Linux which is a certified OS with Oracle database on Azure cloud platform. | | Migration of BO system | **Business Case**  Issues with BO operation and performance.  **Details**  As part of migration we will freshly install the BO system and export the current universe to the new environment. |   **Proposed project Phase Wise Deliverables and Activity Map corresponding to the migration plan**  The table below gives the phase wise activities and the deliverables.   | **Phases** | **Brief activities** | **Key Deliverables** | | --- | --- | --- | | Transformation Preparation | 1. Initial Transformation project planning 2. Technical requirement planning 3. Verify the pre-requisites are in place 4. Sandbox system migration | 1. Detailed Project Plan 2. Project introduction to key stakeholders 3. Finalize the communication plan and status reporting formats and frequency 4. Migrated Sandbox System | | Explore | 1. Analysis of the Productive SAP Systems 2. Quality Management 3. Dev box migration | Migrated Development box | | Realise | 1. Code remediation & Unit Testing 2. Quality Management 3. Interface Testing 4. UAT by EDFL team 5. Migrated Quality system | 1. System migration manual 2. Migrated DEV environment – Unit Testing complete 3. Migrated Quality environment 4. Functional & regression testing output 5. UAT Sign off | | Deploy | 1. Mock migrations (Dress Rehearsals ) 2. Cutover plan 3. Preparation for go-live | 1. Approved cutover plan 2. System Migration manual 3. Migrated Mock1/2 environment | | Go Live and support | 1. Production Support 2. Resolving user issues if any | Trouble free production system | |

### Knowledge Transfer

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| Please describe how the necessary knowledge transfer will be done from the previous suppliers. Clearly highlight the requirements on these suppliers in Appendix 4.B.5 Resource Plan |
| NRB is the incumbent supplier for infrastructure managed services for EDFL. One of the key phases of the overall transition is the knowledge transfer from NRB. The KT activities will be coordinated from EDFL HQ in Brussels and the actual KT is be performed in-person and remotely via collaboration tools. The following table provides a list of various activities that will be performed in this phase along with key deliverables and resource requirements.   |  |  |  |  | | --- | --- | --- | --- | | **Knowledge Transfer** | **Activity** | **EDFL/**  **NRB** | **Wipro** | | Incumbent supplier SMEs share knowledge during the KT sessions | R | A | | Share the existing knowledge artefacts | R, A | C | | Document the knowledge gathered from KAP sessions | C, I | R, A | | Play back the knowledge gathered to Company service owners | C, I | R, A | | **Key Deliverables** | * Knowledge Artefacts, System Maintenance Technical document (SMTD) * Play back session presentations * Service readiness Checklist | | | | **Wipro resources** | * Tower Leads and SME * Transition Manager | | | | **Company resources** | * Incumbent SME * Service Owners | | | | **Key Dependencies** | * Approved and Published Transition plan * Availability of SMEs during the planned sessions * Providing with the local site contact (incumbent supplier) for access and enable information gathering | | |   **Note:** Knowledge transfer approach for SAP Basis activities is covered in Section 5.7.5 of this document. |

### Target Service Environment

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| Please describe how the target service environment as described in Appendix 3.B1.1 Target Service Environment for the SAP Application Hosting Services is implemented |
| Wipro’s recommended approach for SAP Applications is Public Cloud hosting. The high-level logical view of the application landing zones:     1. **High-level logical view of the application landing zones**   Wipro proposed solution for SAP landscape is based on Azure Public Cloud. Wipro will deploy SAP across two different Azure Regions. Wipro has chosen Azure West Europe region as primary region and Azure North Europe region as Secondary/DR region.  Proposed Deployment architecture is depicted as below.     1. **Deployment Architecture**   Wipro on premise DC will connect with Azure public cloud regions using private link using Azure ExpressRoute.  EDFL or Third party SAP users will reach Wipro DC from Getronics DC and will access SAP service from Azure using Azure express route network.  Proposed target environment is based on Azure hub-spoke network topology. The hub is a virtual network (VNet) in Azure region that acts as a central point of connectivity to Wipro on premise network. The spokes are VNet that peer with the hub, and can be used to isolate workloads.  Infra and shared service related VM e.g. Domain Controller, NVA, jump box etc. VM’s will be hosted in hub VNet to isolate them from SAP landscape.  SAP environment production, Acceptance, Test and Development will be isolated in different networks using separate spoke VNet for each environment. Network between DB VM, applications VM and ASCS VM will be separated using Network Security group(NSG) for production and Acceptance environment.  Production environment Application & DB VM will be hosted in HA using Azure availability sets. Oracle Data Guard will be used for data sync between the DB VM’s within the region. SAP users may need to re login the sessions during DB failover.  Backup of App and DB servers will be taken using proposed backup s/w as per backup schedule and Azure BLOB storage will be used as target backup location.  Azure BLOB geo replication will be used to ensure second copy of backup data is replicated to secondary azure region (Azure North region).  Proposed solution uses Azure North Region as DR site for production workloads. Data will be sync between the primary and secondary region using Oracle Data Guard replication. Azure DR region will offer single instance (Non-HA) for App & DB VM’s during DR period. Azure Site recovery (ASR) is being considered for DR replication of App servers. ASR functionality will also be used for DR failover also for App servers. |

### Transformation Approach

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| Please describe in detail the plan of approach for the migration and clustering of Applications. Clearly highlight how the clustering is determined. Also in relation to the Non-SAP Applications |
| **Key Principles:**  The key aspects of our Transformation approach are   * Transformation Move Group strategy has been developed considering EDLF’s complete non-SAP and SAP applications bringing in the interdependencies across these applications, business criticality * Timelines are aligned to ATRIAS program needs and Supplier Exit dates * Minimal transformation during Transformation, first exit NRB Data Centre * Reduce impact due to latency while migrating through Dynatrace performance monitoring for the very critical business processes   **Move Group Planning**  Following are the principles that underpin our approach for clustering of applications:   * Applications that have the following characteristics are grouped in a single move-group   + Related either technically or functionally   + Transformation approach/ remediation techniques are similar   + Tightly coupled with a significant number of interfaces   + Need to be tested together with a significant number of test cases spanning across the applications   + Need to migrate together to reduce effort or risks * Applications in a single move group can be migrated independently however there may be cases where two or more move groups need to go-live together to reduce efforts or risks * One or more move groups will be clustered together into a Go-Live group which will form the cluster that will be cutover into production. * At the time of cutover, all environments (Dev/ Quality/ Acceptance/ Production) for the applications included in the Go-Live Group will be going live. * The complexity of application in one group is manageable from both Wipro and EDFL perspective   Based on the above principles Wipro plans to execute the SAP system Transformation in  **Go-Live 2 and the ATRIAS** as outlined below:     1. **Identified SAP Move groups**   SAP and its tightly coupled applications grouped under Go-Live 2 – Move Group G (SAP) and Move Group B & C (Non SAP). Similarly, the ATRIAS environments across SAP and Non SAP are grouped into one Cutover. ATRIAS has only Dev and QA environments and these environments will go live (i.e. handed over to the ATRIAS project teams) once the environments are built and tested.  **Move Group Migration Approach**  Based on the Move groups, migration approach, is as follows:     1. **Detailed Transformation plan**   Please note the following regarding the plan:   * Move-groups B & G (SAP Connected systems and SAP Systems) and D & F (ATRIAS SAP & Non-SAP Systems) are related and migrated at the same time. This approach is aimed at eliminating duplicate integration testing efforts and interim integration flows that will be required if done in separate go-live groups. * Move-groups D & F (ATRIAS SAP and Non-SAP Systems) which consists of only Dev and QA systems will be migrated earlier (in alignment with ATRIAS Program Plan) than Go-Live Group 1 * For Development, Quality and Acceptance environment, the move-groups as depicted in the diagram above indicates point in time when the environment is created and testing commences in that environment not the actual cutover for the environment. The actual cutover for these environments will occur when the production environment for that move-group cuts over and goes live. For example, when the Dev for move-group C is created, the testing activities for this move-group commences. The actual cutover (when the users start using this environment in the target DC) occurs when the production cutover for the move-group takes place. In the interim, the old Dev environment in NRB continues to be used as BAU and the newly created Dev environment is kept updated with regular (weekly/fortnightly) retrofits of production changes. At the time of production cutover, the old Dev environment in NRB is discontinued and the users start using the new environment * While the Upgrade & Unicode conversion activities are performed on the ECC/ISU system, a dual landscape (temporary) will be created to allow the users to use the BAU system. The upgrade/UC activities will be performed on the temporary landscape created for this purpose. * The above approach ensures that the complete chain Dev-Quality-Testing-Production are maintained at identical configurations (e.g. EHP levels, code, config) when they go-live. * For the production environment, the plan above indicates the point where cutover occurs. The actual production environments are created earlier and is used for testing, dress-rehearsals etc. At the time of cutover, new production environments will be created from the BAU production environment by performing Back-up /restore method using RMAN and is cutover for go-live except for the ISU/ECC system which will follow database export/import method Using SUM and CUUC method to accommodate upgrade & Unicode conversion.. * The Go-Live Groups have been designed so that tightly coupled applications are migrated in the same Go-Live event. This ensures that the number of interim interface flows required between Go-Live events is minimised. The following diagram shows the analysis of EDFLs interface flows against the Go-Live groups to estimate the number of interim flows required:      * A gap of 3-4 weeks has been planned between the Go-Live events for stabilisation. In the interim period between the first go-live event and the final, when applications will be split between NRB DC and Wipro DC / Public Cloud, the interface flows and market communications need to be re-routed to the correct target/source location. Please refer to Section 5.5.8 for a detailed view of how the interim states will work   **SAP Migration Approach:**  Wipro has leveraged its past upgrade & migration experience and has built a robust cloud migration framework called “Wipro Safe Passage - Migration framework” for the existing SAP customers running on the latest versions of SAP Suite products or otherwise. The migration methodology incorporates SAP best practices, cookbooks, tools, accelerators and lessons learned from our previous migrations that aim at delivering an on-time, on budget, non-disruptive and risk-free migration to Cloud. Backed up by a talent pool of SAP OS/DB certified consultants, Wipro’s model is a failsafe option for Cloud migrations.  The picture below details this framework:     1. **Wipro SAFE passage framework**   **Transformation Activities**  The SAP application Transformation can broadly split into two categories, Heterogeneous & Homogeneous. A Migration is considered as Heterogeneous if during the copy, either the operating system or database is changed, or both (SUSE Linux / Oracle to Windows / Oracle) is changed. A migration is considered homogeneous, if the copy of the system is installed on the same operating system and database platform as the original system.  For EDFL SAP Landscape most of the application servers are on Red HAT Linux Operating system with Oracle as Database on HP-UX. Wipro proposes to use Oracle RMAN back up tool to perform the migration. This tool based approach allows change in the Operating system (HP-UX to Oracle Linux in this case ) using backup/restore method and will require limited amount of testing for the applications other than ECC and minimum downtime during production cut-over.  EDFL SAP landscape is mainly implemented on HP-UX - Oracle database and application servers on Red Hat Linux. All SAP applications on HP-UX as a part of target landscape will be migrated to Oracle Enterprise Linux – Oracle database using Oracle RMAN. This is because HP-UX is not available on Public cloud.  SUSE LINUX and Oracle Enterprise Linux are “Little Endian”. Wipro will leverage the Oracle native RMAN Duplicate option.  HP-UX is “Big Endian” and Oracle Enterprise Linux is “Little Endian”. Wipro will leverage the Oracle native Transport Tablespace with RMAN Incremental Backup + RMAN Convert approach to manage heterogeneous migration of databases from HP-UX to OEL.  Usage of Oracle RMAN with incremental backup option as compared to SAP’s parallel Export/Import method using SWPM (Software Package Manager) will reduce downtime.  Following are the SAP Notes describing how to migrate Oracle heterogeneous without SWPM/R3load:   * SAP Note 1035051 - Transportable tablespaces * SAP Note 1003028 - Extended support for database copy in BR\*Tools * SAP Note 1367451 - Oracle 10g: Transportable Database   **Advantages of using Database Backup/Restore method over SAP Export/Import:**  The following are the advantages of using database backup/restore method over SAP Export/Import method using SAP SWPM are:   1. When we use SAP SWPM, SAP Application servers are shut down and only database is up & running. This causes downtime on Non-Production environment which will be around 6-48 hours (depends on SAP component type (ABAP/Java) and size of database. Although, the impact of downtime can be reduced by executing the export/import process on weekends, the usage of Database Backup/restore method removes all dependencies on the BAU landscape and activities can be carried on week days as well. 2. The downtime on Production Environment can be reduced significantly by using database backup/restore and application of incremental backup.     **SAP Migration Steps**     1. **Oracle DB based on HP-UX to Oracle Enterprise Linux (Heterogeneous)**   Wipro will leverage the Oracle native Transport Tablespace with RMAN Incremental Backup + RMAN Convert approach to manage heterogeneous migration of databases from HP-UX to OEL. Detailed phased approach is as under.  **Step 1: Pre-Requisite Checks**   * Availability of database binaries on Target environment for OEL * Check for adequate storage availability for intermediate RMAN Backup at Source and Target environments * Server/Storage/OS readiness check on Target Linux. * Hardware Validation- for it is at least similar to existing environment @ NRB * Adequate Network link between source (On-Premise DC) and Target (Cloud) * New installation of OEL7 on target cloud environment to be performed using standardized template * Phased approach for Migration - Dev/QA/Non-Prod & Prod along with ECC/ISU system   **Step 2: Preparation Phase – No Downtime**   * Use RMAN to back up your source tablespaces at source * Transfer the backups to VM/Server on Target Cloud Storage   + Transferring data from On-Prem to Cloud will happen over the dedicated link (ExpressRoute) using UNIX / Linux based utilities such as RSYNC and SFTP * Run RMAN Convert on the database file as the endian format is changing from Big To little endian here.   **Step 3: Roll forward Phase - Incremental Updates on Target ( Can be done multiple times to reduce back logs) – No Downtime**   * Use RMAN to create incremental backup of changes logged to the database file for associated user tablespace * Transfer the incremental backup to Target; Use RMAN Convert to convert the incremental backup to the target system little endian format and apply it to the target data files. * Repeat the roll forward tasks until the target database is almost up to date with the source database.   **Step 4: Final Cutover - Roll forward Phase & Metadata Transport – Require Downtime**   * Place tablespaces @ Source in read-only mode, create final incremental backup with RMAN * Export tablespace metadata from Source * Transfer incremental backup & Metadata file to Target ; Run RMAN Convert on backup and apply on the target database files * Import the Tablespace metadata on Target * Set the tablespaces to Read Write * Database & Application Testing; Data Validation by Application teams * Database / ApplicationGo –Live * Handover to BAU   **SAP Application Rebuild (Homogeneous & Heterogeneous DB)**   * SAP ASCS/SCS/Application Servers will be installed and all SAP Profile parameters will be manually replicated on the Target Public Cloud Environment. * The database on Target Public Cloud Environment will be recovered Point-In-Time to Cut-Over date & time. * SAP ASCS/SCS and Application servers will be started. * SAP BASIS team will perform sanity checks on the migrated SAP Environment and handover to Technical/Functional teams for Functional & Interface testing.   **Common Activities**   * Application server shall be integrated with the database and validated for the latest data using trial account on the server. * Post migration activity such as connection driver with the database and SQL query for access to the database shall be revalidated and configured on the target application servers on target cloud. * Post migration, testing and validation will be done for the performance of OS, database query and IOPS function of the database and necessary action such as upgrade of the server/instance will be done or storage will be modified for provisional speed.   ECC/ISU system will be upgraded to EHP7, Unicode converted and migrated to public cloud using SUM tool of SAP as outlined below:     1. **SUM tool for Migration**   SUM tool for Migration will be used for ECC / ISU system upgrade/migration & Unicode conversion.  The overall approach for SAP application migration has been divided into three phases as described below:     1. **SAP Migration activities**   **ATRIAS Environments Transformation Approach**  Please refer to Section 5.5.8  **Transformation Testing Approach:**  A comprehensive testing approach forms an integral part of the Transformation approach. The types of testing recommended for each environment varies according to the type of environment. The following table outlines the types of testing that will be carried out:     1. **Transformation testing approach**   The following diagram depicts an overview of the types of testing recommended for SAP and Non-SAP applications:  The following table provides more details on the types of testing recommended for Non-SAP Applications Transformation:     1. **Various testing activities recommended by Wipro (Non - SAP Environments)**   The following should be noted regarding the testing approach:   * For SAP Applications Transformation, Wipro will perform Non-Functional Testing and Functional testing. Functional testing (Regression and Integration Testing) will be a joint activity carried out by Wipro and EDFL. Wipro will create the test cases and test scripts for functional testing with necessary inputs from EDFL SMEs. The SAP test cases will be jointly executed between Wipro and EDFL. Wipro will be responsible for preparing Test reports.   Wipro will be responsible for End-to-End testing for SAP Application and Hosting as a part of Transformation. For test cases that span across SAP and Non-SAP systems, Wipro will hold the overall ownership of the test cases and test reporting while EDFL or relevant Non-SAP suppliers will be executing the detailed test steps in the Non-SAP applications  For ATRIAS SAP applications, non-functional testing such as infra and connectivity testing will be carried out by Wipro. The ATRIAS Program Team is expected to carry out the functional testing for these environments   * Wherever available EDFL will provide Wipro with Regression Test pack/Test Scripts/Test Cases. Where existing regression test packs are not available, Wipro will create the regression test packs for critical business scenarios which will be agreed with EDFL * The following test types will be carried out during the cutover event:   + Infra Tests   + Technical Tests   + Smoke Test   + Functional Regression Tests (limited test cases)   + Integration Tests (limited test cases) * The following test types will be carried out with extended time-scales (2-3 weeks):   + Functional Regression Tests (Complete Test Cases) – Carried out jointly by Wipro and EDFL   + Integration Tests (Complete Test Cases) – Carried out jointly by Wipro and EDFL   + User Acceptance Tests – Carried out by EDFL   **Testing Approach for BAU (post Effective Date)**  The purpose of BAU Testing is to ensure that when the code changes/defect fixes are deployed into the production environment, they do not adversely impact the previously tested functionality or the existing live code. This confirms the stability of the code and re-validating the functionality of the projects that will be implemented in conjunction with other changes being delivered.  BAU Testing will be done for weekly, monthly and project level changes that may happen. For all project related changes, the respective project teams will own the ST/SIT/E2E testing. Weekly and Monthly Releases will be tested by the respective project teams and then the code will be merged in the BAU Test Environment. If Wipro is responsible for the project/weekly/monthly release, then Wipro will perform the above within the scope of the change.  **BAU Functional Testing:**  The scope of functional testing in BAU, can be broadly classified as:   * Project level Regression: Functional Testing of project level changes is performed by the project team delivering the respective project.Core Regression: This will be carried out by the Wipro SAP AMS team for SAP Applications. This will include Functional Regression tests and Integration Tests for business critical test scenarios. In case of any defects identified where the root cause is a project change, the defect will be handed over to the project team for closure.   If SAP Application changes are delivered by Wipro, Wipro will manage the End-To-End testing of SAP Applications and ensure a smooth handover into support.  **BAU Non-Functional Testing:**  For SAP Applications as a part of Go-Live of projects/ applications and handover into Support, Wipro will perform the following non-functional test activities:   * Infra tests * Technical tests (including connectivity tests) * Smoke tests   **Ongoing updates to Regression Test Packs:**  Wipro will maintain the Regression Test Packs created for SAP Applications and will ensure that they are updated with relevant test cases post each Business Release.  **EDFL Testing Roles and Responsibilities**  The following table outlines the expected EDFL roles and responsibilities for Non-SAP Application testing as a part of Transformation:   |  |  |  | | --- | --- | --- | | Role | Who | Responsibilities related to Testing | | EDFL Transformation Test Manager | EDFL Transformation Test Manager (SAP & Non-SAP) | * Support and mentor the EDFL QA during the project lifecycle * Act as an escalation point for the EDFL QA * Contribute, review, provide feedback, and sign-off on the EDFL-Project Docker Test Strategy document (this document) * Review, provide feedback, and sign-off on the EDFL-Project Docker Test Plan documents * Review and sign-off on the EDFL-Project Docker Test Reports | | EDFL Application Tester SAP | SAP Application Tester  (ECC - Non ISU)  SAP Application Tester (ISU) - Customer Service  SAP Application Tester (ISU) - Billing & Invoicing  SAP Application Tester (ISU) - IDE  SAP Application Tester (ISU) - EDM  SAP Application Tester (ISU) - Metering  SAP Application Tester (ISU) - Device Management  SAP Application Tester (HR)  SAP Application Tester (BW)  SAP Application Tester (Others - CATS, VIM, BPC, IP, PWB) | * Review Project documentation * Review and provide feedback on: Functional Regression Test Plan, Regression Test Cases, System Integration Test Plan, System Integration Test Cases, Performance Test Plan, Performance Test Cases, and Security Test Plan and Security Test Cases * Work with Business Users to execute create UAT, FRT and SIT Test Cases * Execute UAT, FRT and SIT * Maintain the Regression Test Suite * Manage the tracking of Defects during UAT, FRT and SIT, Defect Re-testing, Regression Testing * Participate in Defect Review meetings * Update the UAT, FRT and SIT Test Report with test results and Regression Testing * Use the Test Management tool to generate weekly Status Reports | | EDFL BU Owner | BU Owner (SAP) | * Review, and provide feedback on the EDFL Project Docker Test Strategy, Functional (Application) Test Plan, Functional (Application) Test Scripts, Functional (Message Broker) Test Plan, Functional (Message Broker) Test Scripts, OAT Test Plan, OAT Test Cases, Performance Test Plan, Performance Test Cases, Security Test Plan, and Security Test Cases * Attend Defect Review meetings * Review and provide feedback on results of testing | | EDFL Application SME | SAP Application SME  (ECC - Non ISU)  SAP Application SME (ISU) - Customer Service  SAP Application SME (ISU) - Billing & Invoicing  SAP Application SME (ISU) - IDE  SAP Application SME (ISU) - EDM  SAP Application SME (ISU) - Metering  SAP Application SME (ISU) - Device Management  SAP Application SME (HR)  SAP Application SME (BW)  SAP Application SME (Others - CATS, VIM, BPC, IP, PWB) | * Review and provide feedback on the Wipro Test Plan and Test Scripts * Review and provide feedback on the Project Docker Test Strategy and Test Plan * Review, provide feedback, and sign off on the UAT, FRT and SIT Test Cases * Support the EDFL QA execution of User Acceptance, Defect Re-testing, Regression, and End-to-End Testing * Support Production Verification Test activities * Review and provide feedback on results of testing * Participate in Defect Review Meetings * Provide business scenario clarification, and provide test scenario trigger from external systems to Wipro for System Integration Testing |   **Test Tools:**  Following are the test tools which will be used by Wipro for Non-SAP application testing:   |  |  | | --- | --- | | **Tool** | **Purpose** | | Microsoft Office | Word and Excel documents will be used for initial test planning, to document test scenarios, test conditions and expected results, and/or test data | | JIRA (existing EDFL tool) | Test Lifecycle Management tool to support test planning, test authoring (scripting), test execution, and reporting. Traceability between application requirements and tests will also be maintained in JIRA. All testing phases of the project will utilize JIRA as a central repository of testing documents and results. | | Load Runner (during T&T phase only) | A tool that will be used for Test scripts storage, Load Test Scenario Design, Test Execution & Load Test Results for the Performance Testing test phase | | TDMS (existing EDFL tool) | Test Data Creation for Non-Prod Testing | | Dynatrace (during T&T phase only) | Latency on the Network and Application response monitoring |   **Overall Testing Plan:**     1. **Transformation Testing**   **Staging Environment Requirements at NRB for SAP Upgrade and Migration:**  **BAU SAP Environments:**    **ATRIAS SAP Environments:**   Dual Maintenance While the freeze is in effect any urgent changes which will go to BAU production will require to move to project landscape as well.   * Dual maintenance strategy will be adopted to manage Production Support changes and break-fixes * Any new changes which is moved to Production environment (after UAT sign off) will be manually configured / developed in the Dev environment of the Upgrade/conversion project path * As a part of project governance, a Change control board comprising of Program management team members from both Dominion and Wipro will be formed * Change control board will meet on defined frequency to discuss the production changes, validity of these changes in the project environment and approve the movement of the changes to the project environment * Wipro expect the support of production support team members for working with the project team on the configuration and testing of the changes   Below diagram depict the movement of transport to project landscape once it will move to production of BAU. This is critical step and will be govern by change management board.     1. **Movement of changes to production of BAU**  * All the changes moved to BAU production will be manually replicated to the target Dev project environment * Approval of change Management board for Retrofit * Changes from the BAU environment will move to Project QA for Integration testing * All changes of project will move to Production system at the time of Deploy  System Freeze Wipro strongly recommend change control board who will monitor & keep track all the changes in source landscape, while the environments are upgraded to new setup. The changes will be manually replicated to target environment as per the dual maintenance policy. Soft / Hard freeze timelines will be defined during project preparation phase to control the development activities. The below mentioned chart provides the Wipro recommendations for maintenance during typical migration project.     1. **Maintenance during the transformation**   **Approach for BO system**  As per the details during DD, Wipro understand following are the issues with BO environments   * There are inconsistency in the current way BO environments are setup and hence EDFL is suggesting not to go ahead with like to like migration of BO environments. * There are 4 environments – Dev / Test / Acceptance / Production. All the 4 are not similar. Same issues do not occur in all the 4 environments since they have been set-up differently and because of issue replication and resolution of those are a concern. * EDFL require solution to have Consistency & Stability across environments * There is concern with the way logs are getting create on one of the BO server. It is not readable as it is getting logged in different language. * Currently BO and BODS systems are installed with same database and different schema. Is this a recommended way of installation * BO has Data Services and Webi components. When Atrais system goes live the Webi would be de-commissioned.   Following are the resolution for the BO issues   * Install the BO & BODS environment again to remove the inconsistency in the environments. * Installation of all environments from scratch is will be done * Installation of all individual environment with different database. * Though True HA for BODS is not possible installation of BODS application server wil be done to provide two nodes to continue working in case one server is down. * BO & BODS system should use different databases – This will help in simplifying the landscape and will help running these two different applications independently. |

### Service Levels

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| Please describe the process, steps to be taken and timing for commitment to, and proof of meeting, the Service Level Requirements |
| The Service Levels applicable will be defined in the contract.  The Service Level Management process will be implemented in the transition phase to design, agree and document appropriate Service Level Management process with representatives of EDFL business & IT, and then monitor and produce reports on Wipro’s ability to deliver the agreed level of service. We have provided the Critical Service Levels and Relationship BSC along with timings and commitment - 2.A-SCH-Relationship Scorecard, 3.A-SCH-Critical Service Level Requirements. |

## SAP Application Services

### Transition - Interim Service Environment

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| If Interim Services will be delivered for the SAP Application Services, the interim service environment is described in Appendix 4.B.2 Interim Service Environment |
| The following diagram outlines the transition of responsibilities from the current SAP Application Services Provider i.e. Accenture to Wipro:     |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | **SAP  Landscape** | | **Transition (between Nov’18 to Mar’18)** | | **01/04/2019 - 22/07/2019** | | **23/07/2019 - Ongoing** | | | **SAP Application Support** | SAP Logical Basis KT from EDFL/Accenture SAP Physical Basis  KT from NRB | | Primary Basis Support (Physical & Logical) - Infrastructure remains at NRB DC | | BAU Basis Support (Physical & Logical)  - NRB DC  then Cloud | | | **ATRIAS** | SAP Logical Basis KT from EDFL/Accenture SAP Physical Basis  KT from NRB | | Primary Basis Support (Physical & Logical) along with  Unicode Upgraded landscape - Infra Remains at  NRB DC | | Basis Support (Physical & Logical) - NRB DC then Cloud | | | **Solution**  **Manager** | Analysis of missing configuration between NRB and EDFL Solution  Manager  Systems | | Technical Monitoring Configuration in  EDFL Solution Manager System- Infra Remains at NRB  DC | | Solution  Manager support from fully functional EDFL Solution  Manager System - NRB DC then Cloud | |   The key phases of the transition are:   * SAP Application Services Knowledge Transfer from Accenture and EDFL (26th Nov 2018 – 31st Mar 2019) * Wipro commences BAU Stabilisation services from 1st April 2019. The first three and half months till 2nd July will be a stabilisation period where the Wipro team will be supported by the Accenture support team for critical issues. The period between 1st April 2019 to 22nd July 2019 is the period of interim services for SAP Application Services where Wipro provides the AMS services supported by Accenture * From 22nd July 2019, Wipro will commence the BAU AMS services. |

### Key activities and deliverables in Transition

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| Please describe how the necessary knowledge transfer will be done from the previous suppliers. Clearly highlight the requirements on these suppliers in Appendix 4.B.5 Resource Plan |
| The following diagram outlines the activities and the deliverables for the key phases of transition:     1. **Key deliverables for SAP Transition Phases**   Wipro will perform the knowledge transfer as detailed out in Section 5.7.5.  Below table provides the detailed activities in each phase and the RASCI matrix   |  |  |  |  | | --- | --- | --- | --- | | **Planning and Common Transition Framework Phase** | **RASCI Matrix** | | | | **Activities** | **Wipro** | **EDFL** | | | Enable Resource Mobilization and hardware/software resources for Transition | R/A | R/C | | | Transition management, common framework and governance setup | JOINT ACTIVITY | | | | Detailed Transition Plan preparation | R/A | C/I | | | Entry Criteria for each of the phase of the tracks identified | R/A | C | | | Agree on phase wise deliverables | R/A | C | | | Agree on the Exit Criteria for each phase of transition | R/A | C/I | | | Define and Agree on the transition monitoring and reporting processes | R/A | C/I | | | Ongoing Service Management Process | R/A | C/I | | | Identify the SME’s and critical contacts for each of the tracks | C | R/A/I | | | Link Connectivity between EDFL & Wipro | JOINT ACTIVITY | | | | Review of all Planning Phase Deliverables | A | R/C/I | | | Transition Plan Sign-Off | C/I | R | | |  |  |  | | |  |  |  | | | **Knowledge Acquisition Phase** | **RASCI Matrix** | | | | **Activities** | **Wipro** | | **EDFL** | | Ensure the availability of SME’s for Knowledge Transfer | - | | R/A/I | | Perform Knowledge Transfer | R/A | | I/C | | Provide existing Business Process documents | I | | R/A/C | | Provide access to Functional, Technical specification and design documentation relevant to the applications | I | | R/A/C | | Access to Development, Test and Quality systems | I | | R/A | | Monitor transition progress, Service management monitoring & Reporting | R/A | | I/C | | Connectivity Testing | R/A | | I | | Completion of Application Level Playback | R/A | | I | | Knowledge Acquisition Phase Deliverables | R/A | | I | | Review of all KAP Deliverables | A | | R/C/I | |  |  | |  | | **Secondary Support Phase** | **RASCI Matrix** | | | | **Activities** | **Wipro** | | **EDFL** | | Responsibility of resolution of Incidents, Problem, Change & Service requests | R/A | | I | | Transition Progress Management | R/A | | I | | On-going Service Management | A | | I/R | | Review of all Secondary Support Phase Deliverables | A | | R/C/I | |  |  | |  | | **Primary Support Phase** | **RASCI Matrix** | | | | **Activities** | **Wipro** | | **EDFL** | | Responsibility of resolution of Incidents, Problem, Change & Service requests | R/A | | I | | EDFL’s tools availability Testing (Before Migration to Wipro Hybrid Cloud) | R | | A/C | | Transition Progress Management | R/A | | I | | On-going Service Management | A | | I/R | | Finalize Steady Sate Reporting Formats | R/A | | C | | Review of all deliverables | A | | R C/I | | Go – No go decision to Steady State Phase | R | | A/ C/I | | Transition Completion Sign Off | C/I | | R | |

### Transformation - Service Environment

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| The service environment the SAP Application Services is described in Appendix 3.B1.1 Target Service Environment |
| Wipro’s will move EDFL from its Current State to the Target End State service environment that is transformed and aligned with the EDFL’s IT target state vision   1. **Wipro’s solution alignment to EDFL’s Objectives**   Our target solution aligned to the above objectives are detailed in Appendix 3.B1.1 Target Service Environment.  **Transformation Testing Approach:** Please refer to section 5.6.7 which covers combined testing approach for SAP Hosting and SAP Application Services. |

### Key activities and deliverables in Transformation

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| Please describe the key activities and Deliverables that will be delivered as part of the Transformation |
| **Key Considerations**  Based on Wipro’s understanding of EDFL’s landscape from the details provided in the RFP and the interactive sessions with EDFL team, we have identified EDFL’s key priority areas to be considered. The following are the principles that have been considered:   * + Minimum transformation during migration with aim to exit current data centres by May 2019 and migrate all applications in-scope   + Align to EDFL’s Project Docker objectives * Reduce time to market (from days/weeks) in support of projects and service requests * Meet or exceed the performance and availability service levels (as is today) against predictable cost   + Current operations are more reactive in nature   + Impact of Atrias program and consider the freeze and Go-Live timelines – No change to the landscape during this period   + Bringing IT (and Ops) closer to Business & Development Teams   **Approach**  Broadly, the following initiatives will contribute to SAP Application Services “Run” transformations:     1. **SAP Application Services “Run” transformations**  |  |  | | --- | --- | | **BASIS Health Check Monitoring**  **Moving from Reactive to Proactive Monitoring** | **Business Case**  Currently, manually each system is checked for every required transaction to ensure the system health. This results in high effort consumption and also prone to manual errors. We see an automation opportunity here and are proposing to move towards the automation of the BASIS health check.  **BASIS Health Check Implementation**  Transactions like ST06, DB02, SMLG, SM66, ST03 etc. which cover Checking Application servers, Monitoring System wide Work Processes, Monitoring Work Processes for Individual Instances, Monitoring Lock Entries, CPU Utilization, Available Space in Database,  Monitoring Update Processes and Monitoring System Log etc. are automated and a standard report is generated for the BASIS Consultant which is run thrice a day. | | **HOLMES BOT Automation - SAP BASIS Service Requests**  **Reduce time to market** | **BUSINESS CASE**  Many of the Service Request activities requested by EDFL can be automated using our Holmes Robotic Process Automation and for 50% of the BASIS catalogue-SR's we already have bots in place  **Solution Implementation**  The following SR’s from EDFL’s service catalog have been identified to be automated  BASIS RPA requests-Startup/Shutdown of SAP, maintain license keys, client configuration (SCC4), applying kernel patches etc. | | **HOLMES BOT - Application Automation Center  for SAP AMS**  **Reduce time to market** | We will also automate identified Service Requests in SAP Application Support. Service Requests automation, 50% of the BASIS catalogue and 20% of the SAP AMS catalogue is automatable.  **Solution Implementation**  SAP AMS SR's that are automatable- FICA mass change contract account/document, add user to VIM table, FICO Mass Vendor Upload, ISU Prices update, SLP Adaptation, delete gridfee invoice, create schedule record, account limit dunning level, mass delete operands etc. |   **Key Activities and Deliverables**  These BOTS are available as a part of Wipro SAP Holmes Solution. This will require only integrating the BOT into EDFL service delivery platform. These BOTS have already been tested and proven through POCs. |

### Knowledge Transfer

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| Please describe how the necessary knowledge transfer will be done from the previous suppliers. Clearly highlight the requirements on these suppliers in Appendix 4.B.5 Resource Plan |
| Approach to Knowledge Transfer  ***Knowledge Acquisition Process***  The knowledge acquisition process flow incorporates regular evaluations and feedback     1. **Knowledge acquisition process flow**   Knowledge Acquisition will be gathered from Accenture and EDFL teams as well as through self-study   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Knowledge Transfer Areas** | **Self-Study** | | **Dependency on Incumbent & EDFL** | | **Tools** | | **Documentation** | **Code/ Application Walkthrough** | **Code/ Application Walkthrough** | **Process Walkthrough** | **EPIPLEX** | | **Process** | | | | | | | EDFL Specific business processes | √ |  |  | √ |  | | EDFL specific country specific processes | √ |  |  | √ |  | | **Technology** | | | | | | | Application Architecture with interfacing systems | √ |  |  | √ |  | | SAP Standard modules |  | √ | √ |  | √ | | SAP Customizations |  | √ | √ |  | √ | |  |  |  |  |  |  | | **Service Operations** | | | | | | | Business Critical Events and overview | √ |  |  | √ |  | | Scope of activities performed | √ |  |  | √ |  | | Month /quarter end/ periodic activities | √ |  |  | √ |  | | Handling of major service disruptions | √ |  |  | √ |  | | **Delivery Process** | | | | | | | Release cycles | √ |  |  | √ |  | | Knowledge Management | √ |  |  | √ |  | | Other Processes – Critical Incident process etc. | √ |  |  | √ |  |   Knowledge Validation and Retention  Knowledge gained by all these sources are documented in SMTD and EPD. Regular playback sessions are held to identify any gaps in knowledge and address them. The playback session would be used as a platform by Wipro support personnel to present their understanding and have the same validated by Incumbent/EDFL SME’s. It is suggested to have weekly playbacks which help in course correction and would act as an interim milestone check.  Following knowledge aspects will be reiterated by Wipro during the Playback sessions:   * Activity & Application Scope * Summarization of Business Process * Highlight Various interfaces, roles & responsibilities of each of the 3rd parties * Summarize way of working (coding standards and code review) * Relate Technical specs to Functional specs and Business Process. * Detail all application modules, interfaces, reports etc. * Business Events and the procedure followed during Business Events   Team organization and location  In order to ensure that knowledge acquisition is seamless, Wipro proposes two modes of transition viz**. Direct Mode and Remote Mode** that would apply as standard medium during transition.   * In the Direct Mode of transition Wipro SMEs will travel to Belgium and interact with the incumbent staff (Accenture) and EDFL for knowledge acquisition * In the Remote Mode of transition, Wipro SMEs will manage knowledge acquisition using collaborative tools like WebEx and video conferencing. We will use this mode to transfer knowledge to larger team based in India.   Wipro’s transition SMEs will interact with identified Outgoing SMEs to acquire knowledge (technical, process and business). Wipro SMEs will understand service delivery management across all in scope service towers during this phase.  Wipro will use various tools like knowledge acquisition questionnaire templates and checklists to facilitate the process of knowledge acquisition.  Team organization and location  In order to ensure that knowledge acquisition is seamless, Wipro proposes two modes of transition viz**. Direct Mode and Remote Mode** that would apply as standard medium during transition.   * In the Direct Mode of transition Wipro SMEs will travel to Belgium and interact with the incumbent staff (Accenture) and EDFL for knowledge acquisition * In the Remote Mode of transition, Wipro SMEs will manage knowledge acquisition using collaborative tools like WebEx and video conferencing. We will use this mode to transfer knowledge to larger team based in India.   Wipro’s transition SMEs will interact with identified Outgoing SMEs to acquire knowledge (technical, process and business). Wipro SMEs will understand service delivery management across all in scope service towers during this phase.  Wipro will use various tools like knowledge acquisition questionnaire templates and checklists to facilitate the process of knowledge acquisition. |

### Target Service Environment

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| Please describe how the target service environment as described in Appendix 3.B1.1 Target Service Environment for the SAP Application Services is implemented |
| Key Considerations  Following are the key considerations, which gives SAP application takeover approach that has been adopted for transition into the steady state.   * **Close Collaboration and Communication**: We understand the Accenture team is spread across Belgium and India. So, knowledge transfer will be facilitated by frequent communication between the remote team members through Tcons and Vcons. * **Complex SAP Landscape**: Wipro will bring experienced SAP resources. The SAP-ISU team will be brought in from our similar engagements in European Customers who have a fair amount of knowledge on the business and legal requirements for Utility customers in Europe * **SAP-ISU highly customized-** We will review and analyse the customization inventory in the EDFL landscape in addition to the documents and handbooks that EDFL has shared as a part of the RFP, so that lack of documentation for any customization can be immediately identified and covered. Additionally the customizations can be categorized based on complexity, code quality, usage etc. and transition prioritization can be arranged based on the same.   **Transition approach**  Wipro would leverage its robust **integrated transition methodology** in the diagram below for the applications in scope of support.     1. **Transition Approach for SAP applications**   There are 4 phases in SAP Service Transition and at the end of each phase EDFL will sign off before proceeding to next phase. Each of the transition phases will have mutually agreed acceptance criteria which will be met, thereby ensuring continuity in BAU operations. The key highlights of each transition phase are mentioned in the table below:   | **Transition Phases** | **Highlights** | | --- | --- | | Initiation & Planning Phases | * Integrate the L2 Transition Plan with the Overall Program transition and Transformation Plan * Agreed way of working with EDFL & its service providers – NRB, Accenture, Security provider * Detailed Knowledge Acquisition Plan * Transition Deliverables, Templates, metrics agreed and signed off | | Knowledge Acquisition Phase | * Detailed Knowledge Acquisition from incumbent service providers * Knowledge Transfer to the offshore team * Development of Documentation –System maintenance Technical Document (SMTD) and Execution Process Document (EPD) * Playback of Understanding | | Shadow Support | * Wipro team works on Live tickets – Low priority tickets * Update SMTD & EPD | | Primary Support | * Work on all priority tickets, Incumbent resolves backlogs * Finalise SMTD & EPD |  1. **Application Analysis Summary**   In order to understand the complexity of transition and the timelines for Knowledge Transfer, which is at the heart of our Transition Plan, we analysed the SAP application landscape based on the size, complexity, criticality and stability.  The figure below depicts the SAP Landscape Analysis at EDFL.     1. **SAP landscape Analysis**   Using the complexity, criticality and stability criteria, Wipro could calculate an Index called a Transition Complexity Index (TCI). It is proven framework, developed by Wipro’s Transition Council to calculate the transition time-lines to define the transition plan. Further, Wipro has manually assessed to determine if certain SAP modules within the portfolio (because of its intrinsic business criticality or level of risk) require special focus or less timeline or any other EDFL priorities.     1. **Transition planning approach – TCI framework**   We are following a differentiate approach for Low, Medium and High TCI applications as outlined below   |  |  |  | | --- | --- | --- | | Transition Complexity Index (TCI) | Transition Strategy | What this means | | SAP IS-U & related Apps -  High TCI | Extended KT strategy (additional time for KT and understanding the customizations, additional handholding and close monitoring of specialist in-house knowledge from existing Support team) | * Early ramp up of key Wipro resources * Focused transition by application and the integrations across the landscape and Market communication MEComs application. Longer KT to understand the complex ISU applications and the critical customization in SAP-ISU * Early onsite- functional engagement with EDFL Application Owners/SMEs for early stages of KAP * Use a combination of both on-shore & off-shore KT activities * Longer shadow support phase | | SAP ERP (non ISU) & BW - Medium | Normal KT strategy (regular transition timelines, leverage available documentation, some dependency on existing support team for critical functionalities) | * Transition will be organized by the across EDFL and Accenture teams * Special attention to Financial events like month end, yearend processing etc. | | SAP HR, SolMan, GRC - Low | Fast track KT strategy, with a high use of existing documentation | * Rapid takeover of services * Early consolidation of related services |  1. **Transition Waving**   For EDFL SAP Application, Wipro will perform Service transition in 3 waves:   * **Transition Wave 1**: SAP IS-U & related Apps (High TCI) * **Transition Wave 2**: SAP ERP (non ISU) & BW * **Transition Wave 3**: SAP HR, SolMan, GRC & other low TCI Apps      1. **SAP Transition timelines** 2. **Transition tools**   Wipro will accelerate transition for EDFL through use of dedicated process support transition tools listed below:   |  |  | | --- | --- | | **Digi-Q** | Transition Management Tool with an integrated collaborative environment for end-to-end visibility throughout engagement life cycle enabling stakeholders/teams to make informed decision.   * Integrated Transition Framework through Digi-Q ensures availability of standard work break down structure (WBS) and standard set of metrics * Process Tailoring facility allows tailoring the ITIL process areas, based on the specific needs * Transition Planning using standard MPP or planning tool of Digi-Q * Activity based gating mechanism allows real time Day 0/Start green assessment of Program/transition * Workflow enabled review process of Transition Plan and critical activities * System based task allocation and task tracking in distributed environment * Real Time transition status reporting with better visibility of Transition Health for management reviews |   Usage of Transition tools and document generation tools to reduce SME effort while making for a faster and more effective Transition process |

### Approach to Documentation

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| Please describe how the Documentation of the Applications in scope of Application Services will be performed |
| The key documents that will be delivered to EDFL as a result of the Knowledge Acquisition process are the System Maintenance Technical Document (SMTD) and the Execution Process Document (EPD).   * System Maintenance Technical Document (SMTD) for applications with a high degree of documentation for will be completed during the transition phase. * SMTD for applications with a medium to low degree of documentation will be completed during the stabilisation phase  |  |  | | --- | --- | | **System Maintenance Technical Document (SMTD)** | **Execution Process Document (EPD)** | | * System overview * Functional overview * Technical overview * Third party products * List of exceptions | * Scope of engagement * Roles and responsibilities * Communication process * Service support – Incident, Problem, Change, Release * Service delivery – Capacity, Service Level Management, Business continuity | |

### Service Levels

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| Please describe the process, steps to be taken and timing for commitment to, and proof of meeting, the Service Level Requirements |
| The Service Levels applicable will be defined in the contract.  The Service Level Management process will be implemented in the transition phase to design, agree and document appropriate Service Level Management process with representatives of EDFL business & IT, and then monitor and produce reports on Wipro’s ability to deliver the agreed level of service. We have provided the Critical Service Levels and Relationship BSC along with timings and commitment - 2.A-SCH-Relationship Scorecard, 3.A-SCH-Critical Service Level Requirements. |

## Security Services

### Transition - Interim Service Environment

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| If Interim Services will be delivered for the SAP Security Services, the interim service environment is described in Appendix 4.B.2 Interim Service Environment |
| We are not proposing an interim service environment |

### Key activities and deliverables in Transition

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| Please describe the key activities and Deliverables that will be delivered as part of the Transition |
| We would transitioning the ADFS, PKI, PAM and IT Security guidelines from EDFL and existing incumbents.  The different phases of the transition process, including key activities and deliverables is given below.     1. **Transition process, including key activities and deliverables**   Wipro will perform the knowledge transfer as detailed out in Section 5.8.5. |

### Transformation - Service Environment

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| The service environment the SAP Security Services is described in Appendix 3.B1.1 Target Service Environment |
| The Security Solution components considered for optional transformation opportunities are listed below.   |  | | --- | | **Transformation Opportunities** | | Identity Management and Access Governance – Savyint | | Privileged Access Management- CyberArk |   Please refer ‘F.5-TDOC-Opportunities’ for detailed transformation solution overview. |

### Key activities and deliverables in Transformation

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| Please describe the key activities and Deliverables that will be delivered as part of the Transformation |
| The below security components have been proposed as optional transformation or opportunities for EDF:   1. Savyint Identity Management & Access Governance 2. CyberArk PAM   **Transformation Plan**  **Implementation Methodology**  Overall transformation methodology deploying the security services is given below.     1. **Overall transformation methodology deploying the security services**   For Identity Management, governance and PAM transformation below are the activities and deliverables:   |  |  |  | | --- | --- | --- | | **Phase** | **Activities** | **Deliverables** | | **Kick off & Planning** | * Kick-off meeting to discuss in-scope /out of scope * Initial Architecture / Setup discussion * On-board Wipro resources for EDFL * Identify target applications in-scope * Provide application data gathering template * Submit requests for access to test instances of target systems | Detailed project plan | | **Requirement Gathering** | * Provide the predefined questionnaires to gather requirement for IAM * Analyse the questionnaire response to gather specific requirements around in-scope systems * Conduct workshop with identified technical and business stakeholders to  validate, elaborate and finalize the functional and non-functional requirements * Identify HR feed Integration design * Discuss & baseline Key Requirements & use cases (per target application) * Gather Application specific data around   + Birth Right & Provisioning Rules * Gather requirements on Request Approval Process | Business specification/process document  & Requirement specification document | | **Design** | * Finalize Solution Architecture and High Level Design. * Define the Detail Design Document based on the finalized requirements and end to end architecture. * Analyse and Map the requirements with the product capability and identify the risk if any. * Produce report to list the requirements that requires customizations / not supported by Product. * Conduct workshops with identified EDFL Technical team to review and finalize the Detail Design Document * Document application connection & integration details * Document workflows and configurations * Document environment mapping * Finalize Design document | Detailed design document | | **Build** | * Test Environment * Test and validate setup * Gather Application specific data around   + Application Integration   + Application security model   + Local accounts & service account needs   + Gathering Connection details for All Connected Apps. * Setup birth right rules , standard workflows * Branding configuration * Setup required configurations based on detailed design doc * Setup Reporting | Integration approach document | | **Integration** | * Integration with SAP HR(or available Authoritative source) for employees and contractors * Load Employee * Setup integration with AD domains * Configuring OOTB Email Templates * Integrate the In scope 10 birth right applications as part of foundation build * Perform unit test for identified test applications | System Integration Test (SIT) report | | **Setup Test Environment & SIT** | * Prepare SIT and SIT Scripts * Deploy the build artefacts in Acceptance Environment * Perform integration testing * Defect resolution * Obtain Signoff on SIT | User Acceptance Test (UAT) Plan | | **UAT** | * Prepare QA and UAT Scripts * Perform user acceptance testing * Defect resolution * Obtain Signoff on UAT | Deployment document | | **Production setup & Go live** | * Prepare Release Plan and Receive Sign Off * Gather service accounts for production environment * Build Production environment * Prepare Knowledge Transition document * Perform Sanity Testing * Plan Go-No Go * Send Go-live communication * Migrate rules , workflows, entitlements to production * On-board all applications in production * Integrate with all applications * Integrate with HR and AD * Perform additional setup as required * Validate functionality in Production * Obtain signoff/ Go / no-go * Go-Live | Administrator guide & Operation document | |

### Knowledge Transfer

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| Please describe how the necessary knowledge transfer will be done from the previous suppliers. Clearly highlight the requirements on these suppliers in Appendix 4.B.5 Resource Plan |
| **Knowledge acquisition Approach**  We will use the below knowledge acquisition levers to gain the required knowledge to deliver services   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Knowledge Transfer Areas** | **Self-Study** | | **Dependency on Incumbent & EDFL** | | | **Documentation** | **Application Walkthrough** | **Application Walkthrough** | **Process Walkthrough** | | Security Policies | √ |  |  | √ | | Security Tools | √ |  | √ |  | | ADFS | √ |  | √ | √ | | PKI | √ |  | √ | √ | | PAM | √ |  | √ | √ |   Please refer Section 5.7.5 the knowledge acquisition process remains the same |

### Target Service Environment

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| Please describe how the target service environment as described in Appendix 3.B1.1 Target Service Environment for the Security Services is implemented |
| Please refer ‘Appendix 3.B1.1 Target Service Environment’ – Security services (Proposed Operating Model) for detailed Target Service Environment overview. |

### Transformation Approach

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| Please describe in detail the plan of approach for the migration and clustering. Clearly highlight how the clustering is determined. |
| There are no Transformation activities factored for security services. However, the security services/controls required for Wipro’s Data Centre and Cloud infrastructure is defined in Appendix 3.B1.1 Target Service Environment’ – Security services (Security Transformation and Migration). |

### SOC integration

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| Please describe the plan of approach for implementing the integration with the internal Customer Group SOC function as part of this plan |
| As per the DD discussions, SIEM log source integration and security operations/ SOC management are considered out of scope by Wipro. However, Wipro’s interaction with EDFL’s G2S SOC, Wipro’s roles and responsibilities during security operations and dependencies on EDFL are explained in detail in the document ‘EDFL\_WIPRO - SOC Clarification’. Request you to refer to the same for further details.  . |

### Service Levels

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| Please describe the process, steps to be taken and timing for commitment to, and proof of meeting, the Service Level Requirements |
| The Service Levels applicable will be defined in the contract.  The Service Level Management process will be done in the transition phase to agree and document appropriate IT service targets with representatives of EDFL business & IT, and then monitor and produce reports on Wipro’s ability to deliver the agreed level of service. We have provided the Critical Service Levels and Relationship Balanced Score Card along with timings and commitment - 2.A-SCH-Relationship Scorecard, 3.A-SCH-Critical Service Level Requirements. |

## Service Pricing

### Resource Based Pricing

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| Please provide the timing and approach to implementation of Resource Based Pricing, including the implementation of the Demand Forecasting approach |
| RU based pricing is implemented in terms of a service catalog – one being a IAAS and Managed Services catalog and second being a service catalog. The following provides a view of the possible options for the catalog.  IAAS and Managed Services Catalogue   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Service Tower** | **Service** | **Description** | **Service Coverage** | **UOM** | | **IaaS** | Virtual Server-Very Small | 1 vCPU, 8 GB RAM | 24x7 | Per VM | | Virtual Server - Small | 2 vCPU, 8 GB | 24x7 | Per VM | | Virtual Server - Medium | 4 vCPU, 32 GB | 24x7 | Per VM | | Virtual Server - Large | 8 vCPU, 32 GB | 24x7 | Per VM | | Virtual Server –  Extra Large | 12 vCPU, 128 GB | 24X7 | Per VM | | Physical Server | 24 Physical Core,256 GB RAM | 24X7 | Per Physical Server | | Backup/Archive Retained Capacity | 75 - 100 IOPS | 24x7 | Per TB | | Primary Block Storage (Flash) - Usable Disk Capacity | 3000 - 3500 IOPS | 24x7 | Per TB | | File Storage - Usable Disk | 75 - 100 IOPS | 24x7 | Per TB | | Capacity | |  |  |  |  |  |   **IT Service Catalog – Refer 3.B1.3-APP-Service Catalogue for the detailed IT service catalog.** |

### Invoicing Procedure

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| Please describe how the Implementation of invoicing Procedure, including Service Credit Procedure, will take place |
| **Invoicing Procedure**  Wipro would align identified Finance officer with the procurement office of EDFL. During the Transition phase, Wipro will plan for structured meeting on this alignment. Wipro will explain about the process, procedures which will adhere, and adopt for smooth and effective invoicing during tenure of the engagement.  The controls ensuring “First time right invoicing” are exercised for each customer. The invoicing process in Wipro is automated with minimal manual touch points. Finance officer from Wipro will be in regular connect with EDFL to ensure that invoicing is done as per EDFL agreed requirements and approvals.  Procedure and requirements are listed below:  **Transition and Transformation Charges.** Wipro will invoice any Transition Charges and Transformation Charges in accordance with the agreed milestone mentioned in schedule 4.B Transition and transformation Statement of work, provided however, that the Transition Services and Transformation Services, as applicable, have been delivered and any agreed Acceptance Test has been passed.  **Monthly Resource Unit Charges:** Monthly Resource Unit Prices will be based on a fixed Resource Unit Price multiplied by the actual amount of the relevant Resource Units consumed during that particular month (e.g. the active number of logical servers of a particular type; the number of terabytes of storage used). All Resource Units and their corresponding Resource Unit Prices are explicitly listed in Schedule 6.A Prices.  **Service Credit:** Any Service credits or penalties incurred by Wipro for the quarter will be credited against the invoice in the first month of the subsequent quarter. |

1. Kindly view the plan above in 130% zoom for better clarity [↑](#footnote-ref-2)