TECHNOLOGY OPERATING MODEL & STRATEGY REFRESH

TECHNOLOGY ROADMAP

December 2021

AGENDA

01 Solutions Strategic Roadmap

02 Investment Plan

03 Transformation Success Factors

04 Initiative Charters

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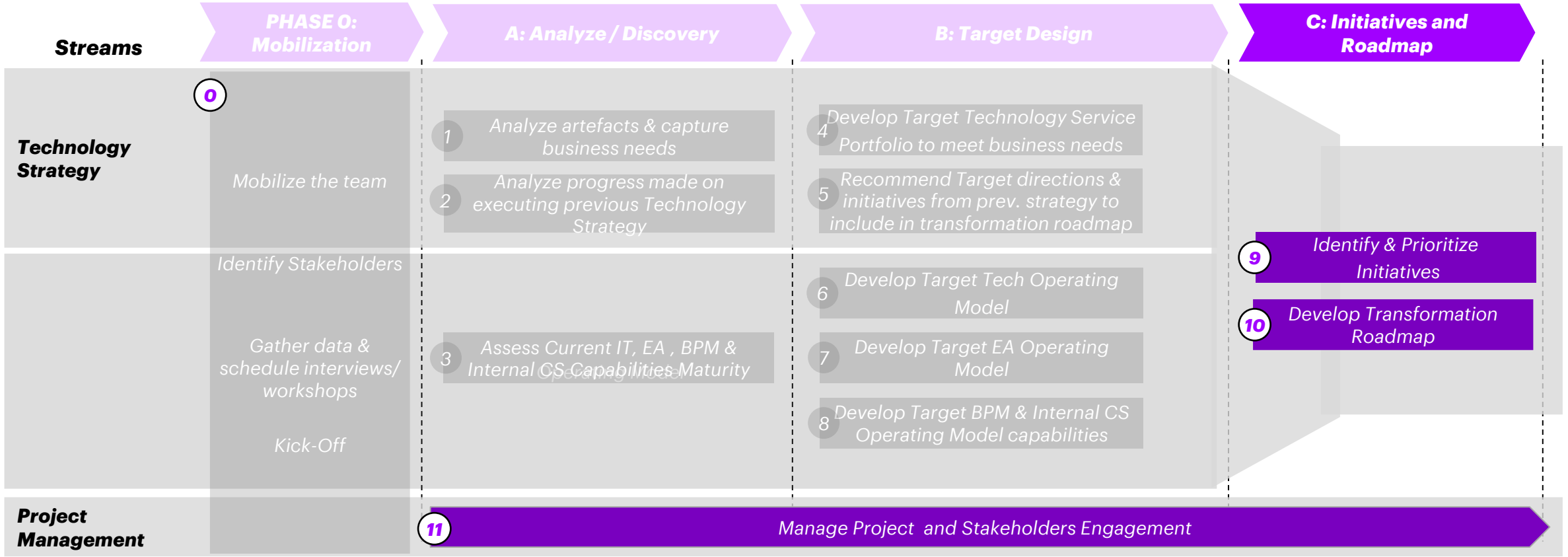
04 Initiative Charters

The purpose of this document is to define an implementation roadmap to realize the solutions vision and strategic objectives

Project Approach and Status



- *Maturity Assessment Report for IT, EA, BPM and Internal Cybersecurity*
- *Analysis report on current status of initiatives from previous Technology Strategy*

A

- *Target Tech, EA, BPM and Internal Cybersecurity Operating Model*
- *Target considerations and initiatives to carry forward from previous Technology Strategy*

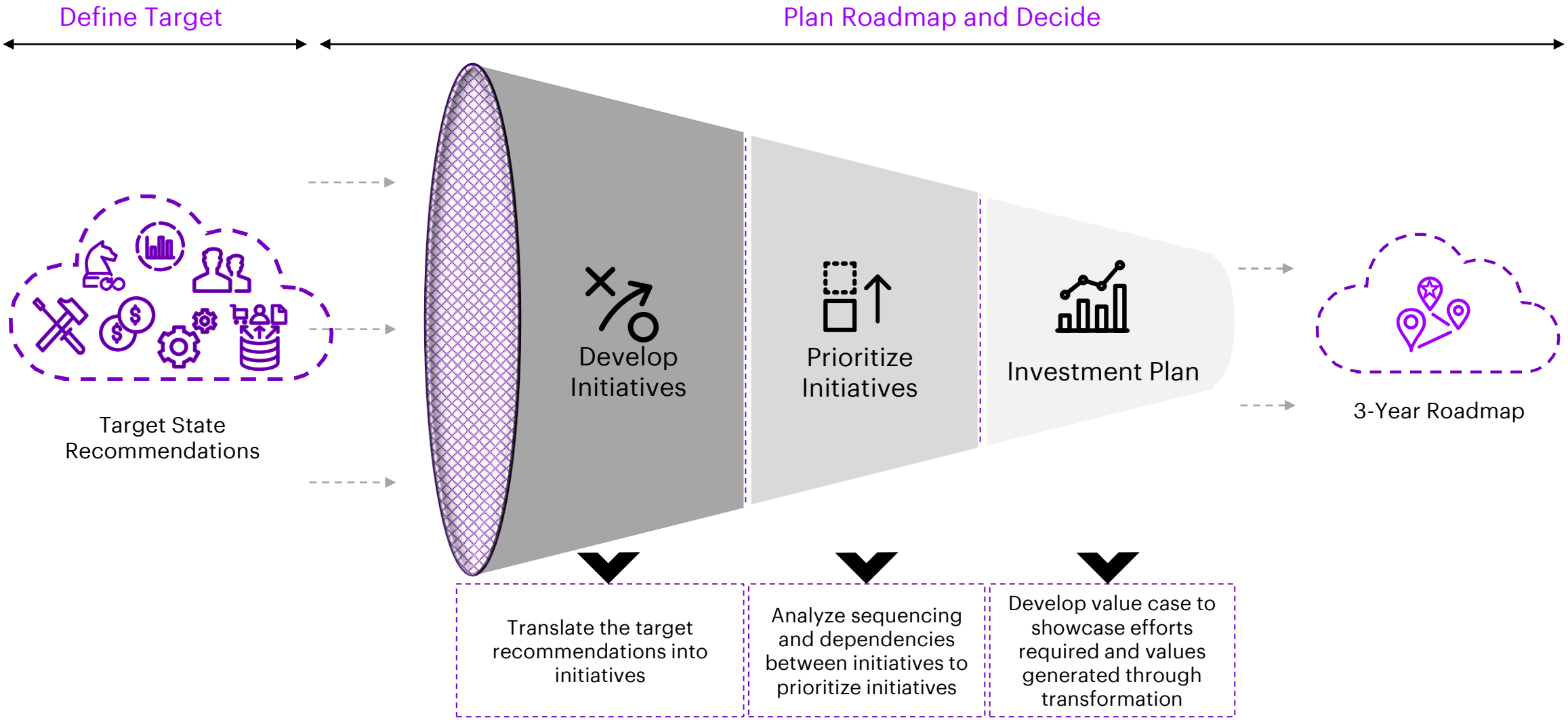
B

- *Transformation Roadmap*
- *Individual Initiative Charters*

C

Results and recommendations from the current and target phase were grouped into initiatives to form the transformation roadmap

Roadmap Approach



As a recap, solutions need to excel at five strategic pillars to support and enable the business to achieve its vision and business strategy

The New Technology Pillars

solutions Vision and Strategic Objectives

solutions by stc

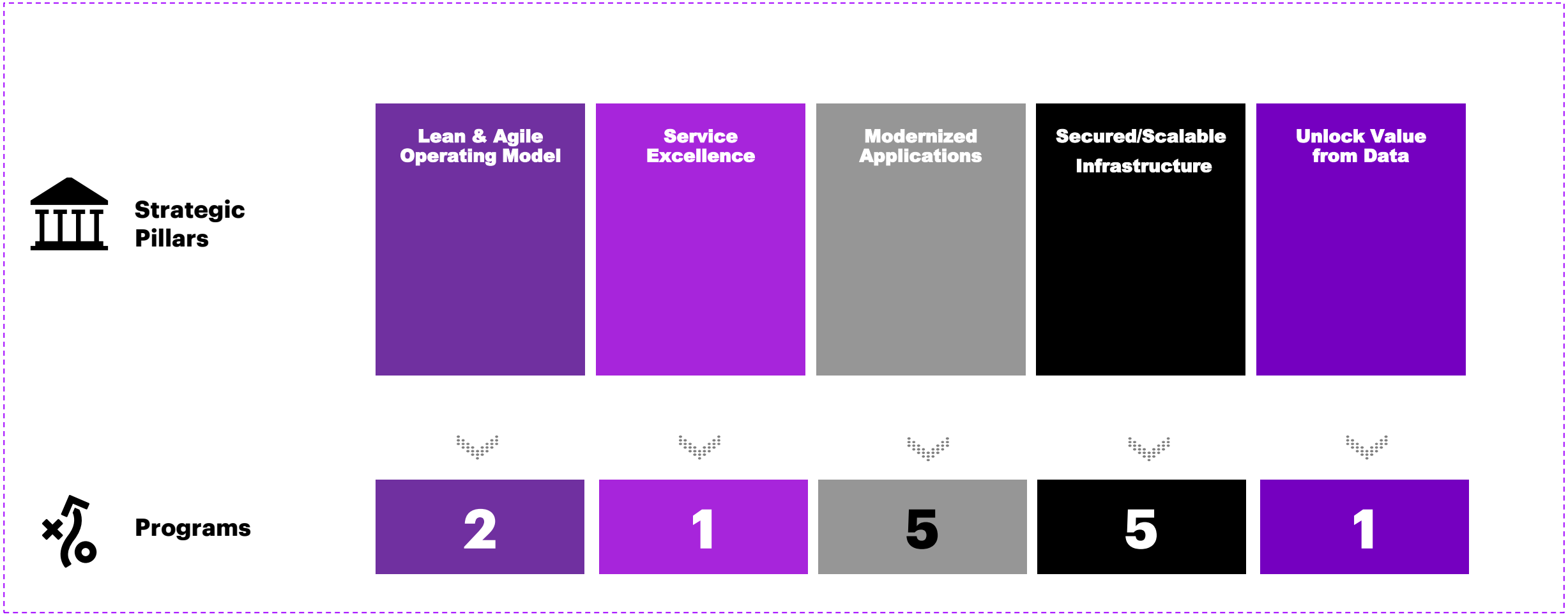
"Spearhead the B2B ICT and Digital agenda for STC Group by offering segment focused digital products & services"

New Technology Pillars

Lean & Agile Operating Model	***Service Excellence***	***Modernized Applications***	***Scalable/Secured Infrastructure***	***Unlock Value From Data***
Build a lean multi-speed tech operating model across people, processes and governance, flexible for scale aligned to solutions Business Objectives	*Deliver future-ready business-oriented technology services with seamless customer experience for the business and their customers*	*Develop resilient, future-ready, flexible & scalable application portfolio to enable the services provided and potential new business integrations*	*Secure and scalable technology landscape through a mature infrastructure, governance and resilient security architecture*	*Ensure access to high quality data to enable accelerated and informed analytics driven and fact-based decisions*

We have defined 14 Programs across 5 strategic pillars to deliver value to solutions over the next three years

Defining Roadmap Streams



Which are further broken down into 30 initiatives to reach the recommended target state for solutions

solutions Strategic Roadmap – Streams, Programs & Initiatives

Lean & Agile Operating Model					
1	**Technology Transformation Office**	1.a. Technology Transformation Office Setup	1.b. Technology Transformation Office Run	1.c. Spend analysis for solutions' IT	
2	**Target Op Model Operationalization**	2.a. Target Operating Model Operationalization			
Service Excellence					
3	**Enhance Technology Service Portfolio and Sourcing**	3.a. Detail Out and Implement Technology Service Portfolio	3.b. Detail Out and Execute Service Sourcing Strategy	3.c. Institute a Showback/ Chargeback Model for Technology Services	
Modernized Applications					
4	**Digital and Innovation Capabilities Uplift**	4.a. Implement New Apps - Digital Exp & Innovation Mgmt.	4.b. Rationalize Collaboration Tools Portfolio		
5	**Core Application Capabilities Enhance**	5.a. Implement Revenue assurance tool*	5.b Implement Product Lifecycle mgmt. and Contract Mgmt.		
6	**Technology Tools Capability Revamp**	6.a. Implement New Tools	6.b. DevOps tools Implementation	6.c. MEGA Hopex tool replacement.*	
7	**Integration Capabilities Enhancement**	7.a. Migrate Remaining P2P Interfaces to TIBCO	7.b. Enhance STC and Solutions Integration*		
8	**Application Landscape Consolidation**	8.a. Develop strategy to consolidate and optimize Applications portfolio under Technology			
Scalable/Secured Infrastructure					
9	**Data Center Migration & DR Operationalize**	9.a Data Center Migration from existing Co-located Site	9.b. Enhance Disaster Recovery Site		
10	**Infrastructure Uplift**	10.a Service Desk Automation	10.b. Infrastructure Automation	10.c. SN integration with metering solution	
11	**Cloud Assessment and Value Case**	11.a. Cloud Assessment and Value Case			
12	**Uplift IAM/PAM and Application Security**	12.a. Enhance IAM and PAM Coverage	12.b. Evaluate And Implement Application Security Testing Tool		
13	**Enhance Data Protection Program**	13.a. Enhance DC Program	13.b. Enhance DLP Coverage	13.c. Improve Data Encryption	13.d. Implement DAM
Unlock value from Data					
14	**Data Management**	14.a. Yakeen Program			

Each initiative has been ranked against a set of defined criteria across business value and ease of implementation dimensions …

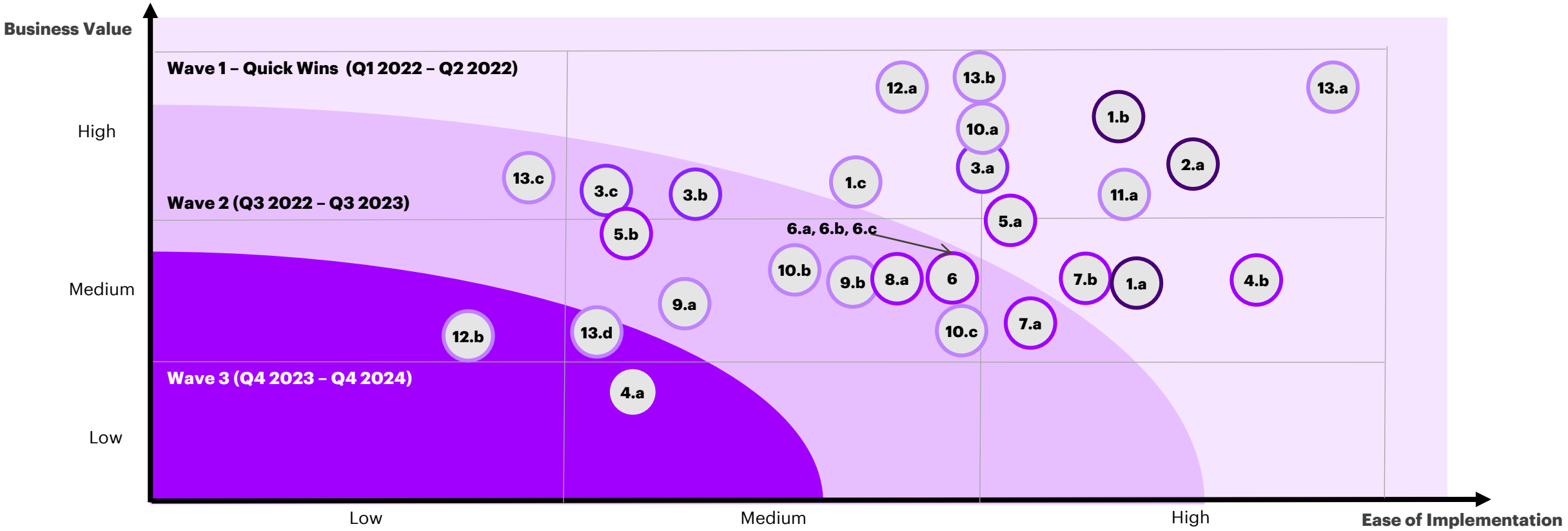
Initiative Prioritization Framework

Dimensions	Criteria	Description
Business Value	Alignment to strategic pillars	Level of coverage of solutions strategic pillars
	Operational efficiency	Addresses key pain points of users and increases the overall efficiency and user experience
	Business impact (qualitative)	Enables revenue growth, cost optimization, new opportunities, enhance customer experience
Ease of Implementation	Technical simplicity	Level of simplicity of the initiative implementation based on technical requirements (e.g., integration dependencies, architecture compatibility, availability of supporting technology)
	Affordability	Estimated upfront cost / investment to develop the initiative
	Effort required	Efforts required to implement the initiative

The initiatives have been prioritized based on their ranking.
Quick wins have been identified as the initiatives that can be started and executed in a short period and deliver value in a 3-6 months timeframe.

… and plotted on a prioritization matrix to identify quick wins

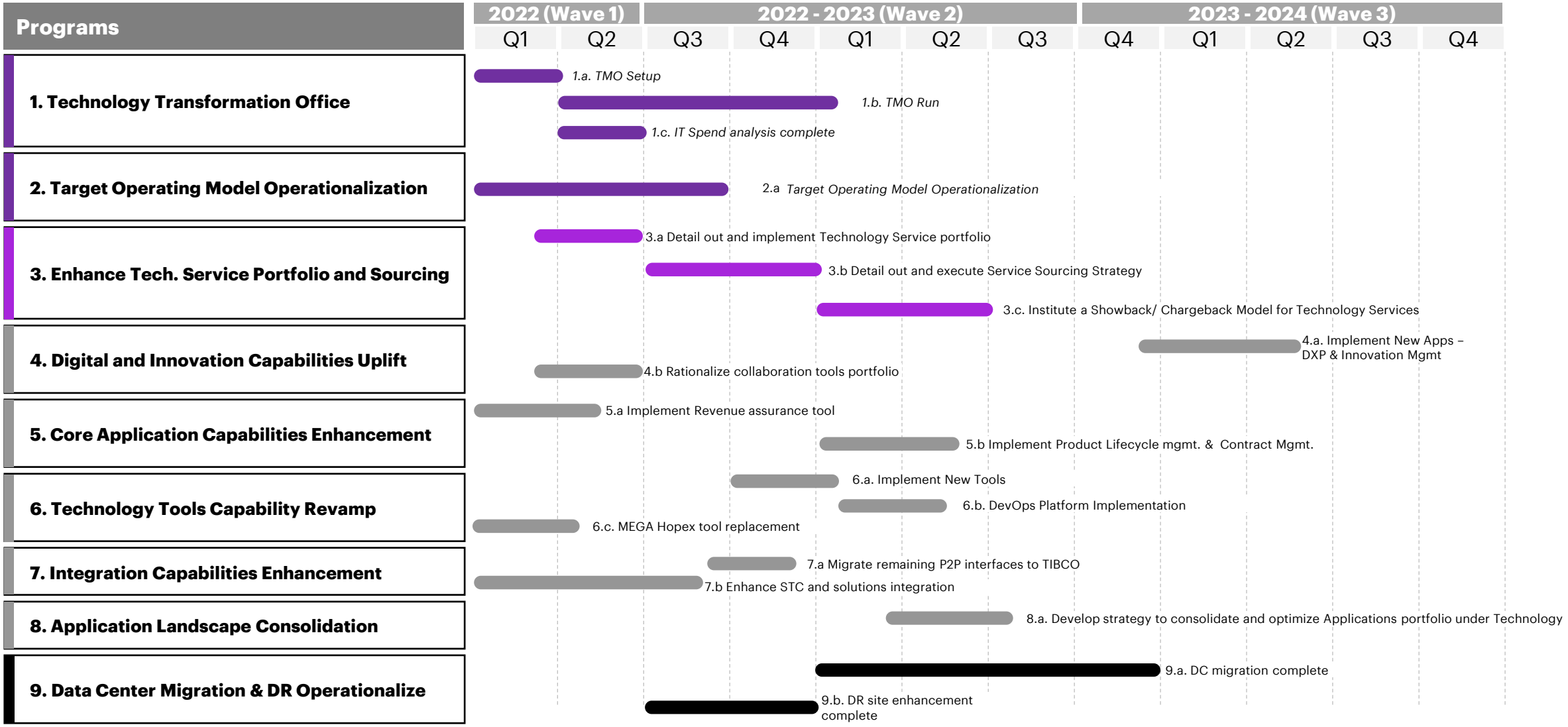
Initiatives Prioritization Matrix



Lean & Agile Operating Model	Service Excellence	Modernized Applications		Scalable/Secured Infrastructure	
1.a. Technology Transformation Office Setup 1.b. Technology Transformation Office Run 1.c. Spend analysis for solutions' IT 2.a. Target Operating Model Operationalization	3.a. Detail Out and Implement Technology Service Portfolio 3.b. Detail Out and Execute Service Sourcing Strategy 3.c. Institute a Showback/ Chargeback Model for Technology Services	4.a. Implement New Apps – DXP & Innovation Mgmt. 4.b. Rationalize Collab Tools Portfolio 5.a. Implement Revenue Assurance 5.b Implement Product Lifecycle mgmt. & Contract Mgmt.	6.a. Implement New Tools 6.b. DevOps Implementation 6.c. MEGA Hopex tool replacement 7.a. Migrate remaining P2P interfaces to TIBCO 7.b. Enhance STC and solutions integration 8.a. Develop strategy to consolidate and optimize Applications portfolio under Technology	9.a Data Center Migration from existing Co-located Site 9.b. Enhance Disaster Recovery Site 10.a Service Desk Automation 10.b. Infrastructure Automation 10.c. SN integration with metering solution 11.a. Cloud Assessment and Value Case	12.a. Enhance IAM and PAM Coverage 12.b. Evaluate And Implement Application Security Testing Tool 13.a. Enhance DC Program 13.b. Enhance DLP Coverage 13.c. Improve Data Encryption 13.d. Implement DAM

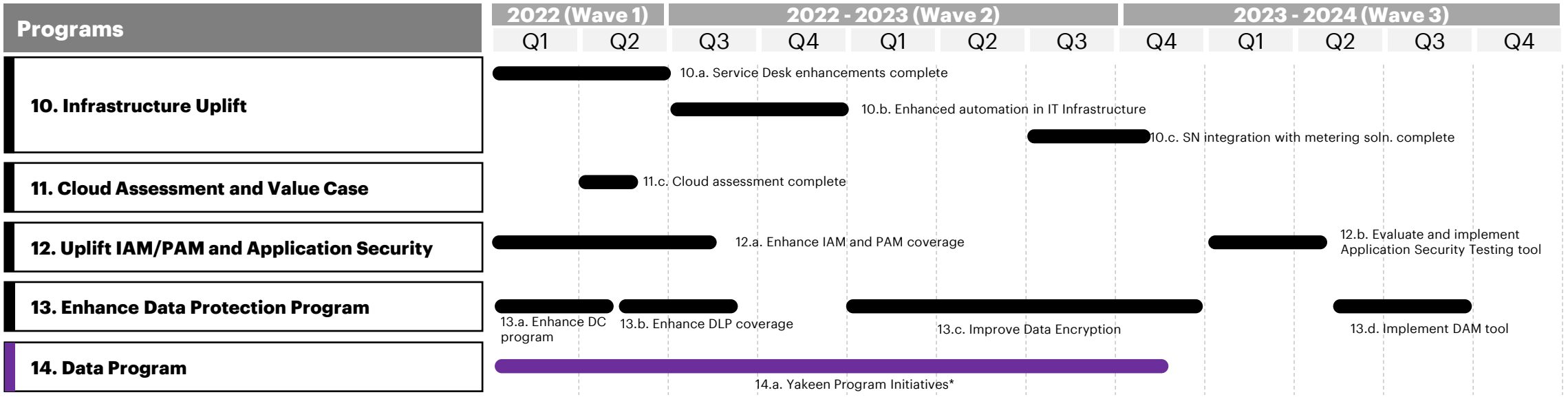
solutions transformation roadmap has been anchored on 5 streams with 14 related programs to be delivered over a course of 3 years (1/2)

solutions Transformation Roadmap



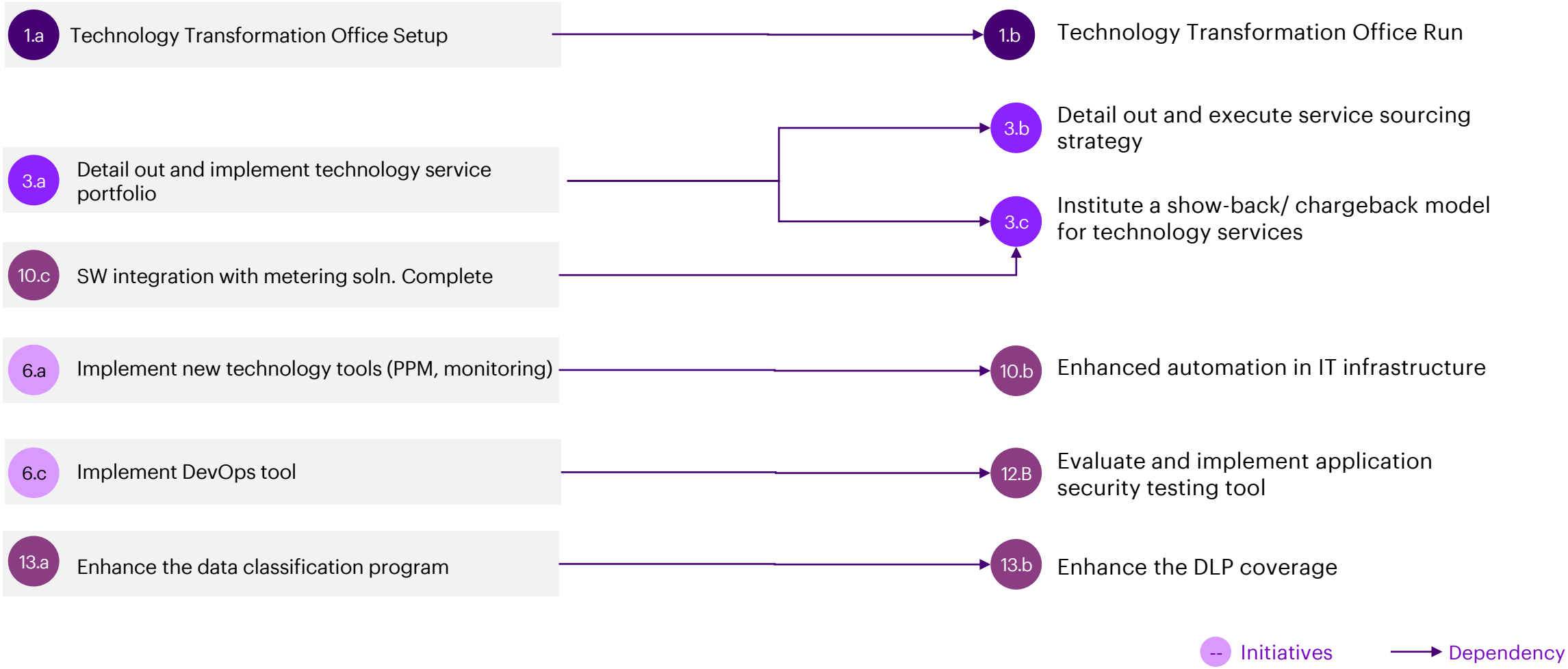
solutions transformation roadmap has been anchored on the 5 streams with 14 related programs to be delivered over a course of 3 years (2/2)

solutions Transformation Roadmap



… where dependencies across initiatives have been defined to rationalize the proposed timelines

Technology Transformation Roadmap - Dependencies



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The following assumptions were taken into consideration while defining the Execution Roadmap Cost Case

Investment Plan Assumptions

Miscellaneous assumptions

- The roadmap budgetary exercise results in top-down high level (ballpark) estimates based on high level requirements. Budget flexibility will be required as detailed bottom-up estimates will be created during the detailed definition and solutions selection of each individual project
- Capital Expenditure includes project management and implementation costs. It also includes Management and Change Management/Training, as a percentage of the total effort, varying by the complexity of the initiative
- Operating Expenditure include hardware leasing cost and software licenses cost assuming off-the-shelf software is bought. Opex expenditure estimates do not include inhouse IT organization manpower costs. However, operational manpower cost (outsourced roles) from the vendor to manage the outsourced operations (e.g., infrastructure operations) have been included in estimations of each initiative
- Cash outflow has also been provided on a quarterly basis

Manpower Assumptions

#	Assumption	Daily rate	Comments
1	Professional Services Average Daily Rate - Advisory ($2,500)	SAR 12,000	3K USD average Daily Rate for Tier 2 to Tier 1 Consulting Firms
2	Professional Services Average Daily Rate - Technology ($1,000)	SAR 3,750	1k USD Average Daily Rate for Typical Technology firms

Investment Assumptions

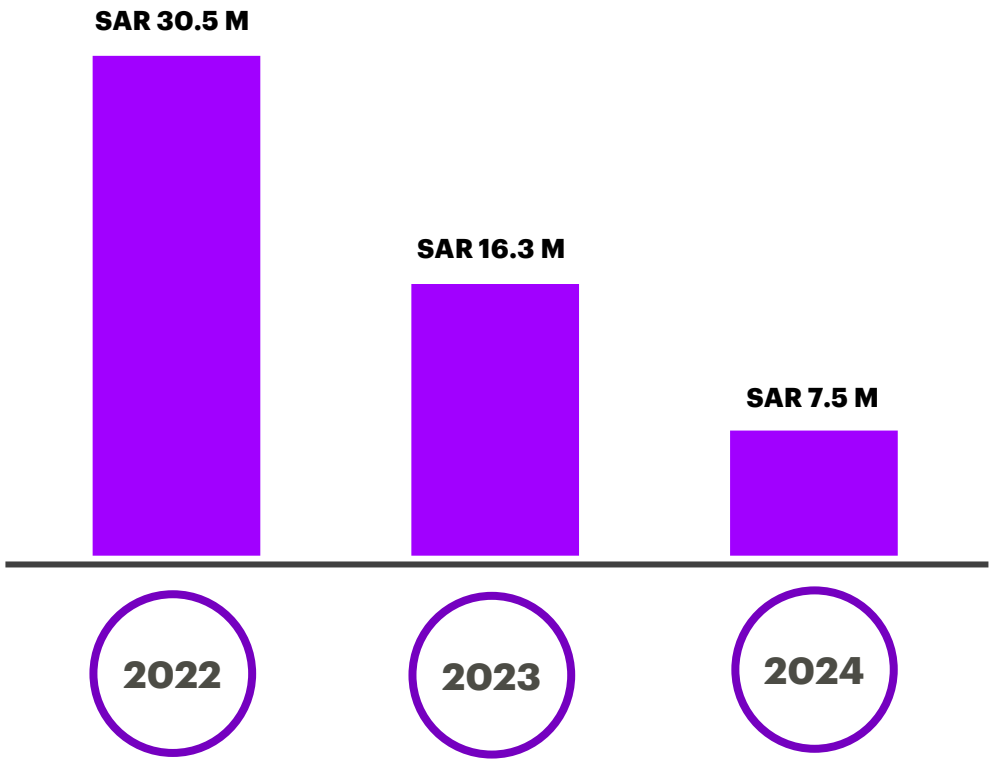
#	Assumption	Value	Comments
1	Project Implementation Buffer (Contingency)	20%	Accenture Best Practices Analysis
2	Conversion Rate (USD to SAR)	3.75	Currency exchange rate
3	Investment plan number of months calculated	36	3 years investment plan (2022-2024)
4	Working days in a month	20	Average of 20 working days every month
5	Transformation Start Date	Jan 2022	Kick-Off Transformation

Please refer to the investment excel for assumptions taken to calculate the investment at a program level

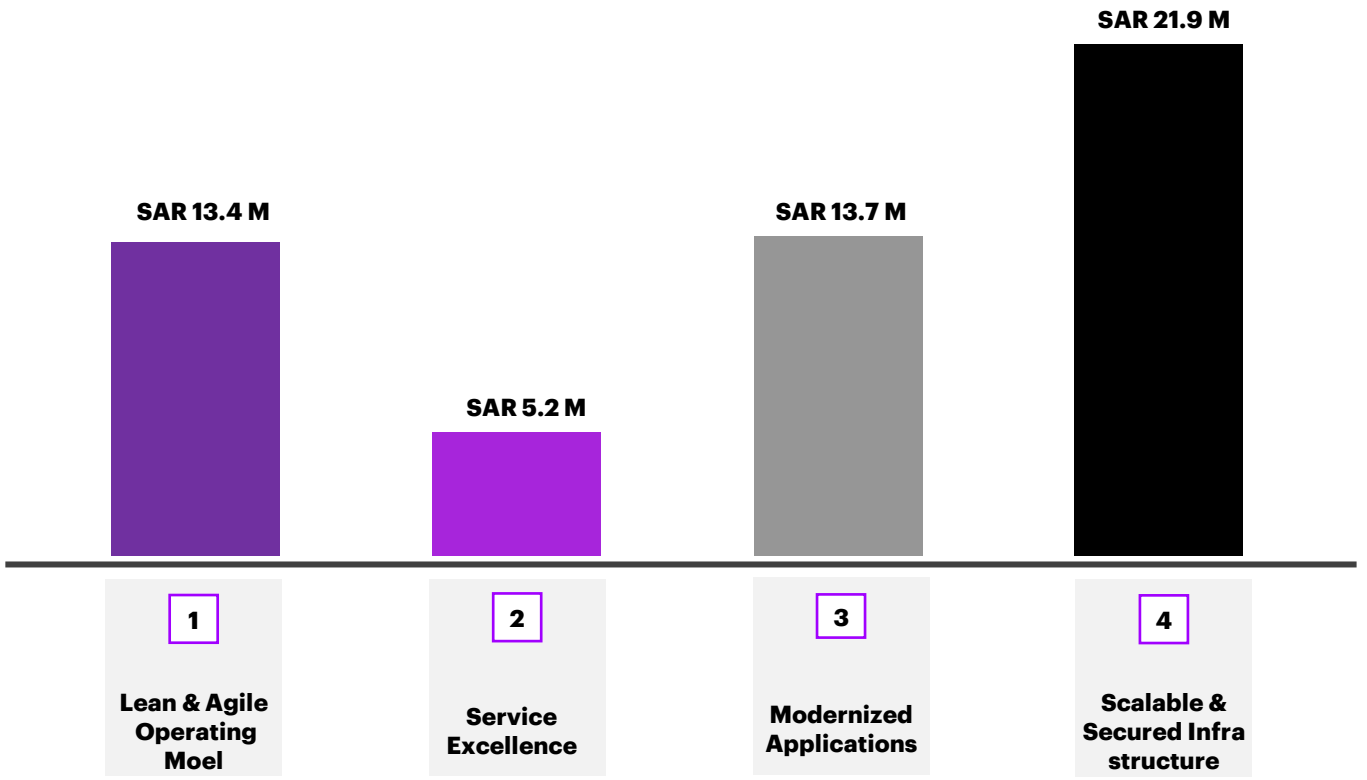
The total estimated investment over 3 years for the full implementation of the Transformation roadmap is ~ SAR 54 Mn

Year-wise Investment breakdown

Year-wise Investment breakdown



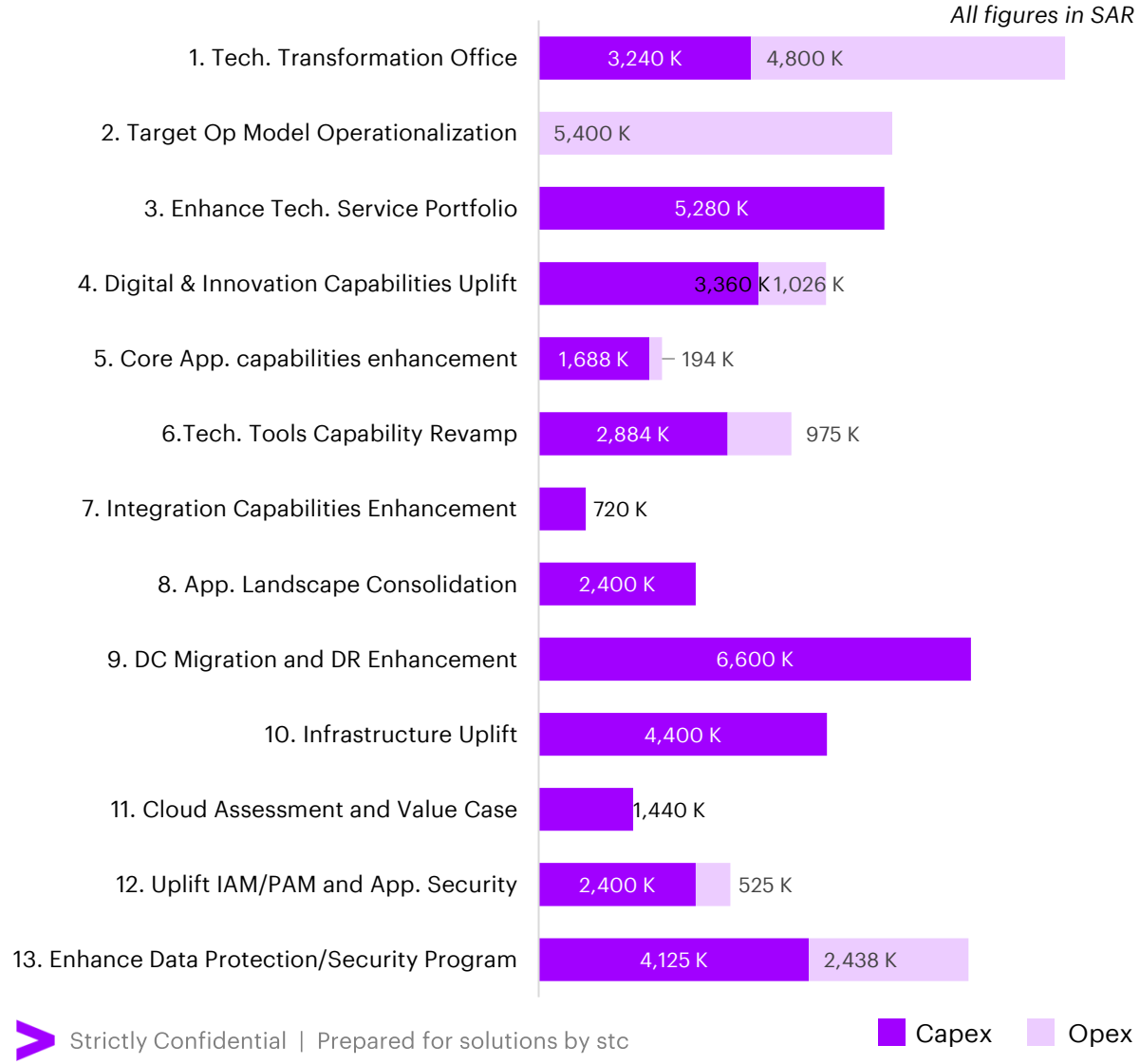
Investment Required per Strategic Pillar



The total estimated investment over 3 years for the full implementation is broken down at Program and Initiative level

Investment required at a Program and Investment level

Investment Required at Program level



Investment Required at Initiative level

#	Initiative	Capex	Opex	Total
1.a	Technology Transformation Office Setup	1,800 K	0 K	**1,800 K**
1.b	Technology Transformation Office Run	0 K	4,800 K	**4,800 K**
1.c	Spend analysis for 'Technology' IT	1,440 K	0 K	**1,440 K**
2.a	Technology Operating Model Implementation	0 K	5,400 K	**5,400 K**
3.a	Detail out and implement Technology Service portfolio	480 K	0 K	**480 K**
3.b	Detail out and execute Service Sourcing Strategy	2,880 K	0 K	**2,880 K**
3.c	Institute a Showback/ Chargeback model for Technology services	1,920 K	0 K	**1,920 K**
4.a	Implement new applications (DXP + Innovation mgmt.)	2,400 K	1,026 K	**3,426 K**
4.b	Rationalize collaboration tools portfolio	960 K	0 K	**960 K**
5.b	Implement Product Lifecycle mgmt. and Contract Mgmt.	2,160 K	194 K	**2,354 K**
6.a	Implement New Tools	1,680 K	154 K	**1,834 K**
6.b	DevOps Implementation	964 K	90 K	**1,054 K**
6.c	MEGA Hopex tool replacement	240 K	731 K	**971 K**
7.A	Migrate remaining P2P interfaces to TIBCO	720 K	0 K	**720 K**
8.a	Develop strategy to consolidate & optimize App portfolio under Technology	2,400 K	0 K	**2,400 K**
9.a	Data Center Migration from existing Co-located Site	4,150 K	0 K	**4,150 K**
9.b	Enhance Disaster Recovery site	2,450 K	0 K	**2,450 K**
10.a	Transform IT ServiceDesk	3,350 K	0 K	**3,350 K**
10.b	Infrastructure automation	600 K	0 K	**600 K**
10.c	ServiceNow integration with metering solution	450 K	0 K	**450 K**
11.a	Cloud assessment and value case	1,440 K	0 K	**1,440 K**
12.a	Enhance IAM and PAM coverage	1,800 K	0 K	**1,800 K**
12.b	Evaluate and implement Application Security Testing tool	600 K	525 K	**1,125 K**
13.A	Enhance the Data Classification program	600 K	0 K	**600 K**
13.b	Enhance the DLP coverage	600 K	0 K	**600 K**
13.c	Improve Data Encryption	2,175 K	2,297 K	**4,472 K**
13.d	Implement Database Activity Monitoring solution	750 K	141 K	**891 K**
-	**Total**	**39,009 K**	**15,357 K**	**54,366 K**

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Transformation Guiding Principles will ensure the alignment of defined initiatives with overall objectives

Transformation Guiding Principles

Sponsorship from the **solutions** business leadership

Dedicated **governance** through the empowered solutions Transformation Office

Established **strategic metrics** to continuously track the transformation program's success

Clear, consistent and transparent **communications** of transformation activities across solutions and business

Plan and track **'people'** and **'process'** changes along with '**technology**' changes for full benefits realization

Pursue of **priority initiatives** (quick wins) that demonstrate business value in a short period of time

Centralized unit to orchestrate the solutions transformation program's execution and mitigate any risks arising

The Transformation will present certain challenges which need to be managed in a holistic way and require strong orchestration by a dedicated team

Key Transformation Challenges to be Considered

Program and Project Management
Translating the solutions Strategic Transformation into an operational plan and establishing the required program management tools and frameworks to support it

Organizational Readiness
Ensuring that established roles, units and organizations are running properly and achieving their required objectives

Change Management and Communication
Ensuring that solutions users are aligned and ready to accommodate project go-lives and changes to the current operations

Fast and Correct Decision Making
Providing key stakeholders with the correct and clear information on on-going projects and initiatives for the right decisions

Architecture and Guidelines Alignment
Ensuring the alignment of the implemented solutions to the architecture, security and technical standards

Establish solutions Transformation Office

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Technology Transformation Office (1/3)

Initiative Charter - 1a. Technology Transformation Office Set Up

Lean & Agile Operating Model

Overview	Setting up a technology management office to support the execution of the technology transformation and ensure adherence to masterplan and budget while minimizing risks by designing and/or developing the necessary artifacts, procedures, roles and controls	Owner	Technology Governance

Key Activities

Technology management Office Setup

- Develop the roles, responsibilities and capacity plan of the Technology transformation management office
- Define mandate and engagement model between stakeholders and identifying and developing required processes and artifacts
- Mobilize and staff the roles required as part of technology transformation management office
- Support in consolidating functional and technical requirements from stakeholders
- Support technology governance team to do market screening for the requirements
- Support technology governance team to raise RFP for selected initiatives

Expected Outcomes

- Drive operational efficiency & agility

Dependencies

- Approved Technology Strategy
- Acquire the required qualifications and skills

Strategic Alignment

- Lean & Agile Operating Model

Business Value	High
Ease of Implementation	Medium

Duration	3 months	Start Date	Jan 2022	CAPEX	SAR 1800 K	OPEX	-

Technology Transformation Office (2/3)

Initiative Charter - 1b. Technology Transformation Office Run

Lean & Agile Operating Model

Overview	Track and manage issues and risks on a Program level, serving as escalations for individual projects as required; Monitor overall execution of the Roadmap and have an integrated and holistic view, raise issues and main deviations	Owner	Technology Governance

Key Activities

Technology Management Office Execution

- Assist in approving budget required for initiatives
- Launch key initiatives and monitor their execution
- Manage and report risks, issues and performance across initiatives
- Conduct periodic operational and executive status meetings and checkpoints
- Monitor and report on benefits realization
- Track and manage issues and risks on a Program level, serve as escalations for individual projects as required
- Monitor overall execution of the roadmap and have an integrated and holistic view, raise issues and manage deviations
- Manage the change request process (changes to plans, costs, resources, scope etc.) ensuring that changes to the roadmap respond to qualitative and quantitative parameters
- Schedule weekly project status sessions to collect project information from respective project managers

Expected Outcomes

- Technology transformation delivered on budget and on plan
- Technology transformation benefits realization

Dependencies

- Approved technology strategy & initiatives
- Technology transformation office Set Up

Strategic Alignment

- Lean & Agile Operating Model

Business Value	High
Ease of Implementation	Medium

Duration	10 months	Start Date	Apr 2022	CAPEX	-	OPEX	SAR 4800 K

Technology Transformation Office (3/3)

Initiative Charter – 1c. Spend Analysis for 'Technology' IT

Lean & Agile Operating Model

Overview	Collect and analyze all financial related data such as contracts, Pos, and investments for consolidation and spending efficiencies opportunities	**Owner**	Technology Governance

Key Activities

- Gather all financial related data from IT, EA and BPM
- Analyze current technology contracts and Pos with vendors
- Assess the last three years technology spending to be compared with benchmark
- Develop a comprehensive view of the current technology financials
- Develop recommendations on future spend with consolidations opportunities

Expected Outcomes

- Technology spend analysis and recommendations

Dependencies

- N/A

Strategic Alignment

- Lean & Agile Operating Model

Business Value	High
Ease of Implementation	Medium

Duration	8 weeks	**Start Date**	Apr 2022	**CAPEX**	SAR 1440 K	**OPEX**	-

Target Operating Model Operationalization

Initiative Charter - 2a. Operating Model Operationalization

Lean & Agile Operating Model

Overview	Operating model implementations in a phased manner, in order to ensure strong delivery & governance capabilities that can support technology transformation	Owner	Technology Governance

Key Activities

Phase 1: Target organization structure implementation

- Co-ordinate and assist HR for to implement target organization structure across systems.
- Hiring of the appropriate key roles identified in the target operating model
- Support to HR in the design of a learning & development plan offer required to develop workforce to support

Phase 2: Target process & governance implementation

- Operationalize technology governance bodies
- Define operating processes including security up to level 5 and deploy processes and workflows to enable effective and efficient delivery of services
- Establish holistic and comprehensive monitoring of technology performance through balanced scorecard enabled through data coming from the integrated IT4IT suites
- Asist in setting up innovation CoE to channel innovative ideas from concepts to being adopted by their respective departments
- Develop and embed policies, with areas covering security, procurement, end-user support, general usage of assets, digital and data classification

Expected Outcomes

- Increased resources capacity flexibility
- Improved efficiency of the processes
- Better process of governing or overseeing the control

Dependencies

- Approved technology strategy & initiatives
- Approved Organization structure

Strategic Alignment

- Lean & Agile Operating Model

Business Value	High
Ease of Implementation	Medium

Duration	9 months	Start Date	Jan 2022	CAPEX	-	OPEX	SAR 5400 K

Enhance Technology Service Portfolio and Sourcing (1/6)

Initiative Charter - 3.a Implement Technology Service Portfolio (1/2)

Service Excellence

Overview	Detail Technology Service Catalog, communicate the new services across **solutions** and configure the Technology services in the ITSM tool in live environment for requesting by business teams	Owner	Service Management

Key Activities

Phase 1: Define Technology Service portfolio (2 months)

- Detail out the Target Technology Service Catalog defined as part of Technology Service Portfolio Strategy for each service category. For each Technology service, define the following aspects:
  - Detailed list of services under each category, Service owner, description, consumer together with mapping of the business processes if any that rely on the Technology services
- Define the Service Level Agreements for each service together with the business and define OLA's where required
- Define detailed Service Fulfillment workflow for each service covering following aspects:
  - Teams involved in the workflow (parallel or sequential), OLA for each team, escalation point of contacts, etc.
- Develop a communication plan to socialize the new Technology Service Catalog across **solutions**
- Identify channel for communicating & requesting Technology services (e.g., a page on **solutions** Intranet portal)

(Continued on next slide)

Expected Outcomes

- Technology Service Catalog with SLAs and OLAs
- Live catalog of Technology services
- Live intranet portal to request Technology services
- Informed business stakeholders on available Technology services

Dependencies

- Ability of business stakeholders to define needs and expectations per Technology service to formalize requirements, SLAs, etc.

Strategic Alignment

- Establish Service Excellence

Business Value	High
Ease of Implementation	High

Duration	4 months	Start Date	Jul 2022	CAPEX	SAR 480 K	OPEX	-

Enhance Technology Service Portfolio and Sourcing (2/6)

Initiative Charter - 3.a Implement Technology Service Portfolio (2/2)

Service Excellence

Overview	Detail Technology Service Catalog, communicate the new services across **solutions** and configure the Technology services in the ITSM tool in live environment for requesting by business teams	Owner	Service Management

Key Activities

Phase 2: Deploy Service catalog through ITSM tool (2 months)

- Configure and enable the new detailed Technology Service Catalog on the ITSM tool for both business and internal Technology users
- For each service in the service catalog
  - Ensure appropriate service details are available to the user to request the service (service description, service tiers, service bundles, pricing, SLAs etc.)
  - Configure the defined workflow for fulfilling the services
  - Configure the approvals involved, and exceptions.
  - Clearly establish the escalation process
- Deploy to Pre-production Environment
- Conduct Technical Testing and User Acceptance Testing
- Deploy the Technology services in live environment
- Conduct training and awareness sessions for both Business and Technology users
- Set up channel for communicating & requesting services (e.g., page on intranet portal)

Enhance Technology Service Portfolio and Sourcing (3/6)

Initiative Charter - 3.b Detail out and Execute Service Sourcing Strategy (1/2)

Service Excellence

Overview	Optimize cost, increase service quality, flexibility and efficiency by outsourcing select Technology services and underlying application and infrastructure components	Owner	Service Management

Key Activities

Phase 1: Define Detailed Scope (1 month)

- Review the sourcing strategy and agree on the services to be outsourced
- Define the detailed outsourcing requirements for each service
- Define and agree the sequence in which the services will be outsourced
- Define the SLAs and KPIs for services to be outsourced

Phase 2: Vendor Assessment and Onboarding (2 months)

- Conduct a market research to identify potential Outsourcing Service Integrator (vendor) covering the Service Outsourcing requirements
- Develop RFP for Outsourcing Service Integrator
- Roll out RFP to potential vendors
- Assess vendor responses to RFP, conduct vendor evaluation
- Select the best fit vendor and award the contract

(Continued on next slide)

Expected Outcomes

- Outsourced select Technology services

Dependencies

- Implement Technology Service Portfolio (3.a.)
- Access to Technology spend information, TCO of applications and infrastructure, skill of individual staff and resources

Strategic Alignment

- Establish Service Excellence

Business Value	High
Ease of Implementation	Medium

Duration	6 months	Start Date	Jul 2022	CAPEX	SAR 2880 K	OPEX	-

Enhance Technology Service Portfolio and Sourcing (4/6)

Initiative Charter - 3.b Detail out and Execute Service Sourcing Strategy (2/2)

Service Excellence

Overview	Optimize cost, increase service quality, flexibility and efficiency by outsourcing select Technology services and underlying application and infrastructure components	Owner	Service Management

Key Activities

Phase 3: Service Transition and Handover (3 months)

- Develop a plan with vendor to transition the selected Services to the vendor
- Enable fulfillment of services through the vendor in Live environment and phase out the existing services
- Manage handover of service operations to the vendor
- Review service satisfaction and vendor performance and take course correction actions if necessary

Enhance Technology Service Portfolio and Sourcing (5/6)

Initiative Charter - 3.c Institute a Showback/ Chargeback model (1/2)

Service Excellence

Overview	Implement Chargeback of Technology costs to Business Units in a transparent and mutually agreed manner based on a structured and comprehensive process	Owner	Service Management

Key Activities

Phase 1: Define Chargeback Model (2 months)

- Develop mechanism to calculate total cost for a service, rate card, cost drivers, Chargeback models (measured consumption, resource based, etc.) for Technology Cost allocation and pricing model
- Identify the finance and accounting requirements of the new Chargeback model
- Define and agree upon the process of Chargeback of costs to users (e.g., through reports, Dashboards, etc.) including the frequency at which cost Chargeback will be communicated (weekly, monthly, quarterly, etc.)
- Review and finalize the overall pricing model with business stakeholders
- Communicate the defined Technology service Chargeback model across **solutions**, linked with the live services in the Technology Service Catalogue

(Continued on next slide)

Expected Outcomes

- Business case for Technology Transformation roadmap
- Established Technology Financial Management Capability
- Activated Technology Showback model

Dependencies

- Implement Technology Service Portfolio (Phase 1)

Strategic Alignment

- Establish Service Excellence

Business Value	High
Ease of Implementation	Medium

Duration	6 months	Start Date	Mar 2023	CAPEX	SAR 1920 K	OPEX	-

Enhance Technology Service Portfolio and Sourcing (6/6)

Initiative Charter - 3.c Institute a Showback/ Chargeback model (2/2)

Service Excellence

Overview	Establish Technology Financial Management capability that will enable IDS to identify, manage, and communicate the actual cost of service delivery as well as secure the funding required for providing the services	**Owner**	Technology Strategy

Key Activities

Phase 2: Deploy Showback Model (2 months)

- Enhance ServiceNow tool, and configure rate card, chargeback mechanism and necessary processes
- Conduct training and awareness sessions on the new Showback functionality to Business stakeholders
- Roll out the chargeback functionality by first doing a showback to business on cost incurred by consumption of Technology services
- Address any issues & incorporate learnings by fine tuning chargeback model

Phase 3: Deploy full chargeback functionality (1 month)

- Roll out full chargeback functionality and start charging back to business for Technology services consumed

Digital and Innovation Capabilities Uplift (1/3)

Initiative Charter - 4.a Implement new applications (1/2)

Modernized Applications

Overview	This initiative aims at 1. Evaluating and implementing the DXP and integrating all channels with the platform 2. Evaluating and implementing the Innovation management tool	Owner	Technology Delivery

Key Activities

1. Digital Experience Platform

Phase1 - Requirement Analysis, RFP, Vendor Selection (2 months):

- Identify key digital experience use cases to be covered and finalize functional and technical requirements for the new application
- Evaluate and shortlist options through secondary research and RFI process
- Develop the SI RFP for the implementation of the DXP platform
- Execute Tender Management process to select and contract with the SI for implementation
- **Phase 2 - Digital Experience Layer Implementation (Internal focused) (2 months):**
- Develop adaptive and responsive layouts for mobile and portal
- Integrate Collaboration capabilities (chat, call, social collaboration tools, knowledge mgmt., support & digital assistants) via Digital Experience layer
- Integrate mobile solutions into the digital experience layer

Phase 3 - Digital Experience Layer Implementation (External focused) (2 months):

- Develop adaptive and responsive layouts for mobile and portal
- Integrate external facing portals (Partner portal, external websites) & mobile solutions into the digital experience layer

(Continued on next slide)

Expected Outcomes

- Business case for Technology Transformation roadmap
- Established Technology Financial Management Capability
- Activated Technology Showback model

Dependencies

- Rationalize collaboration tools portfolio (4.b)

Strategic Alignment

- Build Modernized Applications Landscape

Business Value	Low
Ease of Implementation	Medium

Duration	6 months	Start Date	Dec 2023	CAPEX	SAR 2400 K	OPEX	SAR 1026 K

Digital and Innovation Capabilities Uplift (2/3)

Initiative Charter - 4.a Implement new applications (2/2)

Modernized Applications

Overview	This initiative aims at 1. Evaluating and implementing the DXP and integrating all channels with the platform 2. Evaluating and implementing the Innovation management tool	**Owner**	Technology Delivery

Key Activities

2. Innovation Management tool

Phase 1 - Requirement Analysis, RFP, Vendor Selection (2 months):

- Finalize functional and technical requirements for the new application
- Evaluate and shortlist options through secondary research and RFI process
- Develop the SI RFP for the implementation of the innovation management solution
- Execute Tender Management process to select and contract with the SI for implementation

Phase 2 – Implementation & rollouts (2 months):

- Onboard the applications into solutions Landscape
- Implement and configure the application
- Run a Pilot on subset of data to test the application functionality and integration
- Conduct user Trainings for the application users

Digital and Innovation Capabilities Uplift (3/3)

Initiative Charter - 4.b Rationalize collaboration tools portfolio

Modernized Applications

Overview	This initiative aims at providing a seamless & a unified collaboration experience for **solutions** workforce – by consolidation of multiple collaboration being used today & enhancing user experience across channels.	Owner	Technology Delivery

Key Activities

Phase 1: Assessment and Planning (2 months)

- Carry out detailed assessment of the functional and technical feasibility of consolidation of the applications
- Identify the access and license requirements for migrating users to the consolidated portfolio
- Define the migration and retirement plan for the applications marked for consolidation
- Define the data migration plan for the retired applications

Phase 2: Implementation (2 months)

- Consolidate the applications as recommended in the Target state
- Enable user access for the consolidated applications
- Test the consolidated applications for latency and other issues
- Resolve any issues identified during testing of the applications
- Run the applications in parallel with the new consolidated application to test the successful migration of the functionality
- Cut over and decommission the other collaboration applications
- Leverage SharePoint as a Knowledge management repository. Add search & tagging capabilities and integrate KM with Digital Experience platform
- Conduct user trainings & change mgmt. to increase adoption of collaboration tools.

Expected Outcomes

- Consolidation of multiple collaboration tools will reduce the operational support costs.
- Knowledge management tools will enable structured storage, reuse & leverage of STCS knowledge assets.
- Change mgmt. & user trainings will increase the overall adoption of collaboration tools, thereby increasing workforce productivity.

Dependencies

- NA

Strategic Alignment

- Build Modernized Applications Landscape

Business Value	Medium
Ease of Implementation	High

Duration	4 months	Start Date	Jan 2022	CAPEX	SAR 960 K	OPEX	-

Core Application Capabilities Enhance (1/2)

Initiative Charter - 5.a. Implement Revenue assurance tool

Modernized Applications

Overview	• This initiative aims at evaluating and implementing the Revenue assurance platform integrated with STC tools so as enhance revenue reconciliation and eliminate revenue leakage	Owner	Technology Delivery

Key Activities

Phase 1 - Requirement Analysis, RFP, Vendor Selection (2 months):
- Finalize functional and technical requirements for the new applications
- Evaluate and shortlist options through secondary research and RFI process
- Develop the SI RFP for the implementation of the Revenue assurance solution
- Execute Tender Management process to select and contract with the SI for implementation

Phase 2 – Implementation & rollouts (2 months):
- Onboard the applications into solutions Landscape
- Implement and configure the applications
- Run a Pilot on subset of data to test the application functionality and integration
- Conduct user Trainings for the application users

(Continued on next slide)

Expected Outcomes

- Business case for Technology Transformation roadmap
- Established Technology Financial Management Capability
- Activated Technology Showback model

Dependencies

- NA

Strategic Alignment

- Build Modernized Applications Landscape

Business Value	Medium
Ease of Implementation	High

Duration	4 months	Start Date	Jan 2022	CAPEX	NA*	OPEX	NA*

Core Application Capabilities Enhance (2/2)

Initiative Charter - 5.b Implement Product Lifecycle Management and Contract tools

Modernized Applications

Overview	Owner
• Evaluating and implementing Product Lifecycle management solution integrated with engineering, marketing , sales & finance functions • Evaluating and implementing the contract management tool	Technology Delivery

Key Activities

Phase 0: Define Product structure (1 month)
- SMO team to define and finalize the product structure

Phase 1 - Requirement Analysis, RFP, Vendor Selection (2 months):
- Finalize functional and technical requirements for the new application
- Evaluate and shortlist options through secondary research and RFI process
- Develop the SI RFP for the implementation of the Product Lifecycle Management solution
- Execute Tender Management process to select and contract with the SI for implementation

Phase 2 – Implementation & rollout (2 months)
- Onboard the applications into solutions Landscape
- Implement and configure the application
- Carry out Testing on subset of data to test the application functionality and integration
- Conduct user Trainings for the application users

(Continued on next slide)

Expected Outcomes

- Business case for Technology Transformation roadmap
- Established Technology Financial Management Capability
- Activated Technology Showback model

Dependencies

- NA

Strategic Alignment

- Build Modernized Applications Landscape

Business Value	Medium
Ease of Implementation	Medium

Duration	5 months	Start Date	Jan 2023	CAPEX	SAR 2160 K	OPEX	SAR 194 K

Technology Tools Capability Revamp (2/4)

Initiative Charter - 6.a. Implement New Technology Tools

Modernized Applications

Overview	The objective of this initiative is to implement key Technology Tools (PPM and application monitoring) that will enable Technology to automate key processes in the IT4IT value stream.	Owner	Service Management

Key Activities

Phase 1 - Requirement Analysis, RFP, Vendor Selection (2 months):

- Finalize functional and technical requirements for the new applications
- Evaluate and shortlist options through secondary research and RFI process
- Develop the SI RFP for the implementation of the PPM solution
- Develop the SI RFP for the implementation of the application monitoring solution
- Execute Tender Management process to select and contract with the SI for implementation

Phase 2 – Implementation & rollouts (2 months):

- Onboard the applications into solutions Landscape
- Implement and configure the tools
- Run a Pilot on subset of data to test the application functionality and integration
- Conduct user Trainings for the application users

Expected Outcomes

Improvements in the following Technology capabilities:

- Technology Investment Portfolio Management
- Service Portfolio Management
- Demand Management (incl. Proposals)
- Project Portfolio Management
- Project Management
- Reduced downtime due to application monitoring

Dependencies

- Implement Technology Service Portfolio (Phase 1)

Strategic Alignment

- Build Modernized Applications Landscape

Business Value	Medium
Ease of Implementation	Medium

Duration	4 months	Start Date	Oct 2022	CAPEX	SAR 1680 K	OPEX	SAR 154 K

Technology Tools Capability Revamp (4/4)

Initiative Charter - 6.b. DevOps Platform implementation

Modernized Applications

Overview	The objective of this initiative is to implement a DevOps platform that will provide end to end DevOps capabilities and tooling	Owner	Technology Delivery

Key Activities

Phase 1 - Requirement Analysis, RFP, Vendor Selection (2 months):
- Finalize functional and technical requirements for the DevOps platform
- Evaluate and shortlist options through secondary research and RFI process
- Develop the SI RFP for the implementation of the DevOps platform
- Execute Tender Management process to select and contract with the SI for implementation

Phase 2 – Implementation & rollouts (2 months):
- Onboard the platform into solutions Landscape
- Implement and configure the platform
- Run a Pilot on subset of data to test the functionality and integration
- Conduct user Trainings and change management

Expected Outcomes

- Improved Productivity and reduction in cycle time improving product speed to market
- Optimized development & operations by leveraging Tech & automation
- Increase quality of business value delivery

Dependencies

- Technology Operating Model Operationalization

Strategic Alignment

- Build Modernized Applications Landscape

Business Value	Medium
Ease of Implementation	Medium

Duration	4 months	Start Date	Feb 2023	CAPEX	SAR 964 K	OPEX	SAR 90 K

Technology Tools Capability Revamp (4/4)

Initiative Charter - 6.c. MEGA Hopex tool replacement

Modernized Applications

Overview	Explore the option of having all the capabilities of Mega Hopex well understood through trainings and knowledge transfer from the current third-party provider by December; if the challenge with the vendor remains, then explore other EA tools with better SI vendor support	Owner	Enterprise Architecture

Key Activities

Phase 1 – Engage with Mega Hopex Third party vendor (1 month)
- Actively engage with the current third-party vendor for Mega Hopex to negotiate an agreement to acquire the required knowledge with respect to the desired and yet unused capabilities of Hopex
- Co-develop a plan with the vendor to carry out knowledge transfer and training to relevant EA and BPM teams members

Phase 2 – Implement new EA/BPM tool (3 months)
- If the negotiations with the third-party vendor fail, opt for a new EA/BPM tool

Tool Evaluation & Selection (1 month)
- Finalize functional and technical requirements for EAM tool, Evaluate and shortlist through RFI process
- Develop the SI RFP for the implementation of the PPM solution
- Execute Tender Management process to select and contract with SI for implementation

Tool implementation (2 months)
- Deploy the new EA tool
- Provide training to relevant stakeholders
- Migrate the EA artefacts and Process flows from Hopex to the new EA tool
- Retire Mega HOPEX tool with proper cutover planning

Expected Outcomes

- Configured and Implemented EA and BPM tool with the right knowledge to optimize the utilization of the tool

Dependencies

- Implement Technology Service Portfolio (Phase 1)

Strategic Alignment

- Build Modernized Applications Landscape

Business Value	Medium
Ease of Implementation	Medium

Duration	4 months	Start Date	Feb 2022	CAPEX	SAR 240 K	OPEX	SAR 731 K

Integration Capabilities Enhancement (1/2)

Initiative Charter - 7.a. Migrate Remaining P2P Interfaces to TIBCO

Modernized Applications

Overview	As identified in the Integration strategy by EA team, migrate the remaining 19 P2P interfaces to TIBCO middleware	Owner	Technology Delivery

Key Activities

Phase 1: Requirements and Planning
- Identify the integration requirements of the remaining 19 P2P interfaces
- Define the integration pattern for each of the P2P interfaces based on the requirements
- Prioritize the interfaces and develop a plan to onboard the interfaces to TIBCO

Phase 2: Implementation
- Test the TIBCO integrations for latency and other issues
- Resolve any issues identified during testing of the applications
- Deploy the new integrations in Live environment with proper cutover planning
- Enhance and adapt business rules and orchestration logic as per new integrated applications
- Develop documentation around Integration Architecture, Framework and Interface Catalogue

(Continued on next slide)

Expected Outcomes

- Improved Operational efficiency by automating the information sharing between the applications
- Fast time to deploy due to standardizing the use of Integration platform based on integration use case
- Simplified architecture where all the applications will be connected in standard way defined in integration guidelines

Dependencies

- Integration Guidelines and governance policies

Strategic Alignment

- Build Modernized Applications Landscape

Business Value	Medium
Ease of Implementation	High

Duration	3 months	Start Date	Sept 2022	CAPEX	SAR 720 K	OPEX	-

Integration Capabilities Enhancement (2/2)

Initiative Charter - 7.b. Enhance STC and solutions Integration

Modernized Applications

Overview	This initiative aims at enhancing STC Integration to cover all applications that must be integrated with STC. This would also include execution & operationalization of **solutions** – STC integration for leveraging synergies.	Owner	Technology Delivery

Key Activities

Phase 1- solutions-STC Integration blueprint development (2 months)

- Enhance existing integration blueprint to cover all solutions applications that need to be integrated with STC – Customer information, Product catalog, Lead Management, CPQ, Order Management & Fulfillment, Revenue assurance, Service Assurance.
- Develop detailed architecture designs that will serve as a guidelines for execution.
- Review integration design with STC IT & EA teams; Liaison with STC integration team to expedite execution

Phase 2 - STC Integration Implementation & Governance (6 months)

- Develop & execute system integration as per approved integration blueprints.
- Ensure all dependencies – inflight initiatives, application consolidation or upgrades are considered during project execution.
- Carry out end-to-end testing & release management

Expected Outcomes

- Integrating Billing engines will eliminate any revenue leakages and enable flexible revenue sharing models
- Synchronizing Customer information will enable cross/up-selling opportunities
- Integrating product catalog information will foster product innovation & improve time to market of new 'bundled product' launches
- Visibility of leads & order status will reduce sales conversions time
- Synchronization of Order Management stacks will ensure E2E traceability

Dependencies

- Integration Guidelines and governance policies
- Product Lifecycle management tool implementation

Strategic Alignment

- Build Modernized Applications Landscape

Business Value	Medium
Ease of Implementation	High

Duration	8 months	Start Date	Jan 2022	CAPEX	NA*	OPEX	NA*

Application Landscape Consolidation (1/2)

Initiative Charter - 8.a. Strategy to consolidate and optimize Applications portfolio (1/2) *Modernized Applications*

Overview	Work with **solutions** business units and develop a strategy to have the entire enterprise-wide application portfolio under the umbrella of Technology	Owner	Technology Strategy

Key Activities

Phase 1- Applications assessment and dispositioning (2 months):

- Develop a current state inventory of all the applications deployed at **solutions** both under Technology and other BUs
- Understand from each BU the rationale behind deploying the applications without Technology team's involvement
- Reach an agreement with business to handover the application portfolio to Technology
- Carry out functional and technical assessment of each application
- Create dispositioning of each application in following areas :
  - Maintain: Maintain the application as-is with no new investment
  - Enhance: Enhance or re-architect the application to meet functional and Technical requirements instead of deploying a new application
  - Replace: Removing the existing application by decommissioning it and replacing it with alternate solution
  - Consolidate: Replace an application with another existing application due to feature overlap

(Continued on next slide)

Expected Outcomes

- Technology team as the single point of contact for all applications
- Leaner Application portfolio which is easy to maintain
- Optimized Vendor landscape
- Modern Application landscape covering the latest application instance
- Maximized business value by reusing the applications to other business units

Dependencies

- Agreement with Business stakeholders for consolidation and dispositioning of the applications

Strategic Alignment

- Build Modernized Applications Landscape

Business Value	Medium
Ease of Implementation	Medium

Duration	4 months	Start Date	Mar 2023	CAPEX	SAR 2400 K	OPEX	-

Application Landscape Consolidation (2/2)

Initiative Charter - 8.a. Strategy to consolidate and optimize Applications portfolio (2/2)

Modernized Applications

Overview	Work with **solutions** business units and develop a strategy to have the entire enterprise-wide application portfolio under the umbrella of Technology	**Owner**	Technology Strategy & Governance

Key Activities

Phase 2 - Handover to Technology (2 month):

- Develop target state application blueprint
- Identify the teams within Technology who will be managing the applications going forward
- Develop a plan to handover the application technical ownership and management to Technology

Data Center Migration & DR Operationalize (1/2)

Initiative Charter – 9.a. Data Center Migration from existing Co-located Site (1/2)

Scalable/Secured Infrastructure

Overview	Migrate Data Center from existing co-located DC facility to another DC with the right design principles and minimal business disruption risks	Owner	IT Infrastructure Head

Key Activities

Phase 1: Plan and Design (4 months) - This phase would involve detailed design of Target DC architecture and will involve following key sub activities and the production of the associated documents:

- Establish centralized Migration factory organization structure (Central capability to migrate applications and infrastructure to move to a new collocated data center)
- Perform infrastructure sizing taking into account the expected growth over next 5 years
- In case of new servers (hyperconverged) that need be commissioned, map application and services to the associated hardware and target the disposition for current servers (Retained, Retired, Replaced)
- Document the High Level and Low-level Design (incl. DC plan and specifications)
- Create sequencing of activities across all entities (applications and functional infrastructure components)
- Build Detailed Implementation & migration plan (incl. Data migration)

Expected Outcomes

- Increase efficiency with the help of latest hyperconverged technology in the new co-located data center
- Data redundancies due to wasteful processes can be spotted and addressed which can result in saving of hardware to eliminate the premise equipment and associated maintenance cost

Dependencies

- Timeline and strategic decision to move from existing co-located site to another

Strategic Alignment	Business Value	Medium
Scalable/Secured Infrastructure	Ease of Implementation	High

Duration	12 Months	Start Date	Jan 2023	CAPEX	SAR 4150 K	OPEX	-

Data Center Migration & DR Operationalize (1/2)

Initiative Charter – 9.a. Data Center Migration from existing Co-located Site (2/2)

Scalable/Secured Infrastructure

Initiative Objective	Migrate Data Center from existing co-located DC facility to another DC with the right design principles and minimal business disruption risks	Owner	IT Infrastructure Head

Key Activities

Phase 2: Build (7 months): - This phase would involve implementing the approved designs and ensuring readiness for migration and cutover:

- Completion of Implementation and Readiness steps for operationalizing the new co-located Data Center
- Implementation of management and monitoring tools & configuration of live dashboards ensuring required 24*7 support availability

Phase3: Go Live (1-2 months)

- Co located DC site go live
- Continue to monitor services running on respective server platform
- Set up a system to audit the data in order to ensure the accuracy of the migration

Data Center Migration & DR Operationalize (1/2)

Initiative Charter - 9.b Enhance Disaster Recovery Site

Scalable/Secured Infrastructure

Overview	Enhance the disaster recovery site to cover all the applications (Tier 1 and Tier 2) and ensure a real time replication to the DR site to keep RTO and RPO to a minimal	Owner	IT Infrastructure Head

Key Activities

Note – solutions has already established a DR site in phase 1 covering the Tier 0 applications, with BIA and DR testing in progress

Phase 2– DR site to accommodate Tier 1 and Tier 2 applications (6 months)

- Conduct Business Impact Analysis (BIA) on Tier 1 and Tier 2
- Based on the outcomes of BIA, define Recovery Time Objective (RTO) and Recovery Point Objective (RPO) for those applications
- Specify backup and off-site storage procedures for those apps
- Update the DR Master Plan and runbooks with the added list of applications
- Integrate the applications with Arcserve DR solution
- Perform DR testing and remediation
- Create ongoing DR visibility and awareness
- Update the Disaster Recovery plan to accommodate for changes in business processes, technology, and evolving disaster risks

Expected Outcomes

- Successful and operational Disaster Recovery site covering all the solutions applications
- Drastic reduction of restore times and lower RTO & RPO due to real-time replication for Tier0 applications

Dependencies

- Successful completion of phase 1 of the program

Strategic Alignment	Business Value	High
Scalable/Secured Infrastructure	Ease of Implementation	Medium

Duration	8 Months	Start Date	Jul 2022	CAPEX	SAR 2450 K	OPEX	-

Infrastructure Uplift

Initiative Charter - 10.a Transform IT ServiceDesk

Scalable/Secured Infrastructure

Overview	Improve the IT Service desk by implementing core modules and automation solutions to ensure quality of services provided, thereby having a unified Service Desk	Owner	IT Operations Head

Key Activities

Phase 1: Planning and Design (1 month)

- Create high level and detailed level design documents for:
  - User Insight Model/ Process Functional Design
  - User Interaction Model/ Process Functional Design

Phase 2: Implementation (4 months)

- This phase comprises of implementation of core modules for unified IT service desk:
  - Intelligent IVR
  - Chatbot
  - Intelligent Email Advisor
  - Automatic ticket resolver and assignment
  - Request and Incident RPA Automation
  - Live Dashboard and reporting

Phase 3: Training (1 month)

- Provide training to all the agents on the centralized IT service desks across all solutions

Expected Outcomes

- Configure the tool to enable consolidated L1 support, and enable the contact number for Unified Service Desk for IT Services

Dependencies

- None

Strategic Alignment	Business Value	High
Scalable/Secured Infrastructure	Ease of Implementation	Medium

Duration	6 Months	Start Date	Jan 2022	CAPEX	SAR 3350 K	OPEX	-

Infrastructure Uplift

Initiative Charter – 10.b Infrastructure Automation

Scalable/Secured Infrastructure

Overview	Infrastructure automation will help replace human-centric manual effort in infrastructure operations with automated provisioning and orchestration techniques to reduce turnaround time and efficiency increase	Owner	IT Infrastructure Head

Key Activities

Phase 1 – Identify and document use cases for infrastructure automation

- Assess existing tool automation capabilities (Ansible, UI path) for infrastructure provisioning and orchestration across infrastructure elements (server, storage, network, load balancer, firewall etc.)
- Adopt open-source tools (Jenkins, dockers etc.) for code deployment automation
- Evaluate and document the automation use cases for infrastructure automation
- Prioritize automation use cases
- Detail and document key metrics to be captured by monitoring tools

Phase 2 – Implement use cases for infrastructure automation and implement additional monitoring tool functionality

- Implement the selected use cases for automation and validate the expected outcomes
- Configure the monitoring solution (SolarWinds) with key metrics

Expected Outcomes

- Reduced complexity of IT provisioning
- More efficient workflows with increased efficiency and reduced errors
- Faster delivery to configure environment
- Reduced cost due to elimination of large teams to perform infrastructure provisioning

Dependencies

- Procuring open-source tools

Strategic Alignment	Business Value	High
Scalable/Secured Infrastructure	Ease of Implementation	Medium

Duration	4 Months	Start Date	Jul 2022	CAPEX	SAR 600 K	OPEX	-

Infrastructure Uplift

Initiative Charter – 10.c ServiceNow integration with metering solution

Scalable/Secured Infrastructure

Overview	Integrate ServiceNow with metering tool to monitor and track usage of underlying infrastructure resources to enable show-back and associated costs to business units consuming the services	Owner	IT Infrastructure Head

Key Activities

Phase 1 –Procure metering tools

- Detail out the requirement of metering solution
- Basis the requirements, procure a metering solution

Phase 2 – Define requirements for integration and implement integration with metering solution (2 months)

- Design and document the integration requirements of ServiceNow with metering tool.
- Ensure the documentation is in line with the overall chargeback model
- Create logical designs between ServiceNow and the metering solution
- Conduct a PoC to ensure proper technical integration
- Test and validate integration before moving it to production

Expected Outcomes

- Technology team will recover the cost of services through chargeback model
- Promote total transparency and accountability
- Help Technology team decide which services are most useful and which ones can be discontinued

Dependencies

- Service Catalog is well defined and implemented in ServiceNow

Strategic Alignment	Business Value	High
Scalable/Secured Infrastructure	Ease of Implementation	Medium

Duration	4 Months	Start Date	Apr 2023	CAPEX	SAR 450 K	OPEX	-

Cloud Assessment and Value Case

Initiative Charter - 11.a. Cloud Assessment and Value Case

Scalable/Secured Infrastructure

Overview	Conduct a cloud assessment and value for solutions achieve accelerated growth and cost savings enabled by Journey to Cloud	Owner	IT Infrastructure Head

Key Activities

Conduct application disposition
- Conduct stakeholder sessions with business Group/Tower leads, application leads
- Review IT Volumetrics (Application, Infrastructure)
- Identify Applications/Workloads for Decommissioning
- Validate application disposition hypothesis
- Determine migration approaches
- Align on architecture standards & patterns
- Review and finalize application disposition

Top-Down Value case & Roadmap
- Conduct Inventory assessment and application mapping
- Establish existing Infrastructure cost baseline
- Comparison of current and future IT spend post cloud adoption
- Identify Re-invest for growth use cases and approach
- Prepare a migration roadmap and transition plan

Operating model development
- Define roles and accountability
- Frame a high-level framework for Cloud Center of Excellence
- Create leadership awareness and foster buy-in

Expected Outcomes

- To understand the application disposition to be moved to cloud

Dependencies

- None

Strategic Alignment	Business Value	High
Scalable/Secured Infrastructure	Ease of Implementation	No implementation

Duration	12 Months	Start Date	Apr 2022	CAPEX	SAR 1440 K	OPEX	-

Uplift IAM/PAM and Application Security (1/3)

Initiative Charter – 12. a Identity & Access Mgmt./Privileged Access Mgmt. (1/2)

Scalable/Secured Infrastructure

Overview	Enhance Identity & Access Management (IAM) and Privileged Access Management (PAM) coverage considering the Role Based Access Control (RBAC) principle and sync access revoke procedures for vendors	Owner	Technology Operations – Security

Key Activities

Phase 1:

- Assess the existing IAM implementation status
- Define user roles; the type and scope of resource access entitlements; and policies that govern items such as password requirements, segregation of duties, who is allowed to request access, and account provisioning, based on RBAC principle
- Socialize the finalized role mapping with the key stakeholders/system owners
- Determine the accuracy of data in the systems to be integrated with the IAM solution
- Evaluate current business processes to determine which business processes are ripe for change or elimination and add the required ones e.g., session management, directory management, authentication, federation
- Prepare a communication plan to aware the audience about the implementation and benefits of the IAM solution, the IAM sub-processes and procedures to support the users, etc.
- Implement the IAM tool (if not done already) and perform application onboarding
- Define requirements and sync revoke procedures for vendors and integrate with upstream and downstream solutions like IT Service Mgmt., Active Directory

Expected Outcomes

- IAM solution enhanced with RBAC
- Comprehensive provisioning & deprovisioning lifecycle workflow management process configured on tool
- Integration of PAM with identified servers, DBs and applications
- Integration of IAM and PAM solutions
- Access revoke procedure streamlined on tool

Dependencies

- List of critical and important systems/servers/applications/databases/network components should be defined and agreed

Strategic Alignment	Business Value	Very High
Scalable/Secured Infrastructure	Ease of Implementation	Medium

Duration	8 months	Start Date	Jan 2022	CAPEX	SAR 1800 K	OPEX	-

Uplift IAM/PAM and Application Security (2/3)

Initiative Charter – 12. a Identity & Access Mgmt./Privileged Access Mgmt. (2/2)

Scalable/Secured Infrastructure

Overview	Enhance IAM and PAM coverage considering the RBAC principle and define requirements/sync access revoke procedures for vendors	Owner	Technology Operations – Security

Key Activities

Phase 2:

- Assess the existing PAM implementation status
- Identify all privileged accounts that need to be protected and monitored
- When identifying the accounts consider both human and non-human privileged access accounts, where they are located and where the credentials for each are stored
- Clean-up and remove inactive user accounts and implement process to track and monitor permission changes
- Determine high-risk user accounts with elevated privileges and that have access to valuable and sensitive information
- Determine which employees, applications and systems that needs access to privileged accounts
- Extend the existing PAM implementation for critical and important systems, applications, databases, servers, network components, etc.
- Identify the sub-processes already defined and develop missing processes e.g., remote maintenance access, hard-coded password management, privileged account management, firefighter access
- Integrate PAM with the IAM solution

Uplift IAM/PAM and Application Security (3/3)

Initiative Charter – 12.b Evaluate and implement Application Security Testing tool

Scalable/Secured Infrastructure

Overview	Evaluate and implement Application Security Testing tool for providing a secure environment for in-house teams to innovate faster and securely with improved quality. The application should provide testing capabilities such as SAST, DAST, IAST and RASP
Owner	Technology Operations – Security

Key Activities

Phase 1:

- Finalize functional and technical requirements for AST solution
- Evaluate and select product(s) for AST solution through secondary research, RFI & POC process
- Develop the RFP for the implementation of the AST solution
- Execute tender management process to select and contract with the AST solution vendor for implementation
- Receive the solution design from vendor
- Validate the AST solution design against the requirements

Phase 2:

- Pilot the AST solution and test the AST tool with selected Dev/SIT environments and vendors
- Roll out AST tool throughout the development environment and CI/CD pipelines
- Integrate with the DevOps tool and ITSM solution

Expected Outcomes

- Source code scanning mechanism to remove security vulnerabilities
- Secure testing of applications during run-time to spot security issues
- Reduced risk due to thick and thin client application security testing
- Secure CI/CD pipeline

Dependencies

- Availability of test environment is needed for testing the applications post changes
- Implementation of DevOps tool should be completed

Strategic Alignment	Scalable/Secured Infrastructure
Business Value	Medium
Ease of Implementation	Low

Duration	4 months	**Start Date**	Jan 2024	**CAPEX**	SAR 600 k	**OPEX**	SAR 525 k

Uplift Data Protection/Security Program (1/4)

Initiative Charter – 13.a Enhance the Data Classification program

Scalable/Secured Infrastructure

Overview	Enhance the Data Classification program to create awareness for users, and enable rights management	Owner	Technology Operations - Security / Internal Cybersecurity

Key Activities

Phase 1:

- Assess the existing Data Classification program status
- Understand the concerns of users for not using Data Classification tool and conduct revisions on tool based on that (e.g., classification labels and sub-labels)
- Develop the knowledge-based articles/FAQs/user guides for better adoption
- Conduct workshops to educate users on how to classify the files and emails using Microsoft Information Protection
- Propose the case for suggestive or auto-classification based on the license-type

Phase 2:

- Assess the existing concerns around rights management and the reason of disabling the rights management feature by conducting workshops with BUs
- Develop the classification/rights management schema based on BU use cases
- Create awareness for the end users and develop user guides/knowledge-based articles
- Draft rights management policies, conduct pilot and rollout policies to enterprise audience

Expected Outcomes

- Enhanced Data Classification program
- Knowledge-based articles, FAQs for end-user support
- Default/auto-classification feature enabled
- New schema including Rights Management
- Rights Management tool configuration policy document
- Rights Management enabled across the organization

Dependencies

- License upgrade may be needed if the current Microsoft license is a basic one for auto-classification purposes
- solutions has a defined Data Classification schema, and the schema is configured on the tool

Strategic Alignment	Business Value	High
Scalable/Secured Infrastructure	Ease of Implementation	High

Duration	4 months	Start Date	Jan 2022	CAPEX	SAR 600 k	OPEX	-

Uplift Data Protection/Security Program (2/4)

Initiative Charter – 13.b Enhance the DLP coverage

Scalable/Secured Infrastructure

Overview	Enhance the DLP coverage to include endpoint and network. Also develop contextual policies and integrate with upstream/downstream systems e.g., Data Classification, RMS	Owner	Technology Operations - Security

Key Activities

Phase 1:

- Assess the existing Data Loss Prevention program status
- Analyze the already configured policies on the DLP solution
- Identify the instances of false positives and scope of fine-tuning
- Define thresholds and automated alerting mechanism
- Conduct discussions with BUs to identify the specific contextual use cases
- Develop contextual policies to be configured on the DLP solution based on the identified use cases

Phase 2:

- Configure the policies on the solution, conduct pilot and then successfully rollout
- Assess the upstream and downstream solutions that can be integrated with DLP solution
- Develop the solution requirements and analyze the dependencies
- Perform integrations with the in-scope decided solutions

Expected Outcomes

- Enhanced DLP solution and coverage
- Reduced false positives
- Integrated security solutions
- Contextual policies configured on the tool
- Reduced risk due to enhanced capabilities

Dependencies

- Agreement on egress points to be protected
- Data Classification/Rights Management enhancement should be completed

Strategic Alignment	Business Value	Very High
Scalable/Secured Infrastructure	Ease of Implementation	Medium

Duration	4 months	Start Date	July 2022	CAPEX	SAR 600 k	OPEX	-

Uplift Data Protection/Security Program (3/4)

Initiative Charter – 13.c Improve Data Encryption (1/2)

Scalable/Secured Infrastructure

Overview	Enhance the coverage of data encryption by data masking/obfuscation or performing database/application encryption	Owner	Technology Operations - Security

Key Activities

Phase 1:

Data Obfuscation/Masking/Tokenization

- Analyze data obfuscation/masking requirements (static or dynamic masking) of enterprise applications
- Understand the organization definition on the sensitive data to be obfuscated/masked
- Understand the current risk in the present environment without Data Masking
- Understand the application dependency
- Perform upstream/downstream impact due to masking
- Evaluate potential tools for obfuscation/masking
- Develop executive summary report along with recommendations

Database Encryption

- Analyze applications & database infrastructure
- Recommend the database protection solution for encryption
- Develop the RFP for the implementation of the application encryption solution
- Implement the database encryption solution
- Design the encryption and decryption process for database

Expected Outcomes

- Reduced instances of sensitive data leakage
- Encrypted database
- Masked data for testing purposes reducing possibility of unintended exposure

Dependencies

- Impact of masked or obfuscated or encrypted data on the downstream applications if the data transfer becomes slow due to obfuscation/encryption needs to be considered

Strategic Alignment	Business Value	Very High
Scalable/Secured Infrastructure	Ease of Implementation	Low

Duration	12 months	Start Date	Jan 2023	CAPEX	SAR 2175 k	OPEX	SAR 2297 k

Uplift Data Protection/Security Program (3/4)

Initiative Charter – 13.c Improve Data Encryption (2/2)

Scalable/Secured Infrastructure

Overview	Enhance the coverage of data encryption by data masking/obfuscation or performing database/application encryption	Owner	Technology Operations - Security

Key Activities

- Integrate with external hardware like hardware security module for secure key management (if required)
- Identify the pilot databases for encryption solution deployment

Application Encryption:

- Identify applications storing business sensitive data
- Gather business requirements and use cases for application data encryption
- Identify pilot applications for encryption solution deployment

Phase 2:

- Implement data obfuscation/masking for critical applications
- Deploy the database protection encryption for the identified databases of each database type and applications in pilot mode
- Support application team during the performance and system integration testing
- Support the UAT team during the acceptance testing
- Based on testing, improvise the deployment plan and deploy the encryption solution in production environment on all in-scope databases and applications

Uplift Data Protection/Security Program (4/4)

Initiative Charter – 13.d Implement Database Activity Monitoring solution

Scalable/Secured Infrastructure

Overview	Implement DAM solution to understand the changes performed on the sensitive databases by admins and ensure integrity checks	Owner	Technology Operations - Security

Key Activities

Phase 1:

- Identify databases which are storing critical or sensitive information
- Identify monitoring, auditing & block requirements for databases identified
- Evaluate potential tools for DAM
- Develop the RFP for the implementation of the DAM solution
- Execute tender management process to select and contract with the DAM solution vendor for implementation
- Receive the solution design from vendor
- Validate the DAM solution design against the requirements

Phase 2:

- Initially integrate critical databases with DAM solution for activity monitoring & auditing
- Review, monitor and analyze to enable block mode
- Enable blocking mode and virtual patching capabilities
- Integrate high severity databases with DAM solution and develop plan for other databases later (only if required) for activity monitoring & auditing
- Review, monitor & analyze to enable block mode

Expected Outcomes

- All privileged user activity is being monitored
- All access to sensitive data being monitored, logged and blocked as defined by the policy
- Real-time actions on the misuse of the super-user rights
- Secure critical and high severity databases from unintended activities

Dependencies

- Application/database owner will be responsible to identify the critical/high severity databases, critical objects (Table, row, view, procedures, etc.) and sensitive data in databases

Strategic Alignment	Business Value	High
Scalable/Secured Infrastructure	Ease of Implementation	Medium

Duration	6 months	Start Date	July 2024	CAPEX	SAR 750 k	OPEX	SAR 141 k

solutions has already embarked on a journey to uplift the Data Management program distributed across 3 years, named as 'Yakeen'

Data Initiatives – Yakeen Program Summary

Unlock Value from Data

19

Tracks defined to overhaul the entire Data Management Program at solutions

119

Initiatives/projects defined within tracks to ensure coverage across all areas

4

Categories defined to distribute the tracks and initiatives i.e. quick-wins, change program, data domain, enterprise program

..... across a period of 3 years i.e., 2021, 2022 and 2023

will result into multiple milestones as mentioned below enabling solutions' Data journey

DGM

DWH

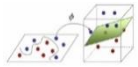
BI

Finance Data Mart

Revenue Assurance

Self-service BI

Big Data Platform


AI/ML

MDM

iPaas

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T1 Data Governance Operationalization	Data Governance Operationalization	The track is important in terms of adoption of Data Governance across the organization in terms of the foundation setup towards data governance framework and operating model. This requires training and awareness programs across data stewards, data custodians, data council members and data specialists on all governance processes. Further establishing and communicating KPIs for fulfilling data governance requirements is imperative to ensure adequate monitoring and involvement of data governance team.	Feb-2021	Apr-2021	High
	Data Quality Management processes, roles and guidelines	Define data quality monitoring KPIs across Intrinsic, Contextual, Representational and Accessibility pillars for all critical data assets.	Feb-2021	Feb-2021	High
	Data Quality Assessment	Perform assessment of data quality monitoring KPIs across Intrinsic, Contextual, Representational and Accessibility pillars for all critical data assets.	Feb-2021	Apr-2021	High
	Data Governance Tool Setup	Identify a data governance tool to centralize, communicate and automate the processes related to data governance.	Mar-2021	Apr-2021	Medium
	Data Lineage Tool Setup	Identify a tool to develop and maintain data lineage across the organization to monitor and assess impact of system, and process changes in the organization.	Mar-2021	Apr-2021	Low

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T2.a Datawarehouse & BI Implementation	Data Warehousing / ETL Solution Design and Setup	Develop the data warehouse / ETL design and integration plan.	Feb-2021	Mar-2021	High
	Data Warehouse tool implementation	Implement a data warehouse platform to support organizational needs.	Feb-2021	Mar-2021	High
	ETL Tool implementation	Evaluate and implement an ETL to support organizational needs.	Feb-2021	Mar-2021	Medium
	BI Strategy & Plan	Develop a robust BI strategy, identify a solution, keeping in mind the long-term vision of self-service BI.	Mar-2021	May-2021	High
	Implementation of BI platform	Evaluate and implement a BI platform to achieve the maturity roadmap established for STCS.	May-2021	Jun-2021	High
	Implementation of AI/ML Platform	Evaluate and implement an AI/ML platform to achieve the maturity roadmap established for STCS.	Oct-2021	Nov-2021	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T2.b Datawarehouse & BI Implementation (Phase 2)	Data integration and archival of STC data	Establishment of data integration capabilities and archival mechanism for exchange and storing of STC data.	Jan-2022	Mar-2022	High
	Data Warehousing performance assessment	Assessment of implemented Data Warehouse performance in terms of business readiness and data assurance	Jan-2022	Mar-2022	High
	Marketplace Automation	Automation of marketplace product services to customer transactions on Data Warehouse for real-time access of data and reports.	Jan-2022	Mar-2022	High
	Implementation of self-service platform	Implement self-service platform for performing BI.	Feb-2022	Mar-2022	High
	Self Service BI	Management of Self-service BI.	Jun-2022	Jul-2022	High
	Report Automation	Automation of reports either manually sourced from systems / applications or through manual sources outside systems / applications	Mar-2022	Jun-2022	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T3 Customer 360	Customer Data Governance	Establish data governance best practices for Customer data.	Feb-2021	Feb-2021	High
	Customer 360	Develop the customer 360 view for all STCS customers, integrating data from all sources including internal and external enhancement sources.	Feb-2021	May-2021	High
	STC - STCS Customer Master Unification	Unification of customer master data between STC & STCS.	Mar-2021	May-2021	High
	Customer data quality	Perform data quality assessment across Intrinsic, Contextual, Representational and Accessibility pillars for all critical Customer data assets.	Apr-2021	May-2021	High
T4 Customer Data Analytics, Enhancements and Mastership	MDM solution implementation	Implement Master Data Management (MDM) solution.	Oct-2023	Dec-2023	High
	Implement MDM processes, SLAs, standards and guidelines	Setup processes, SLAs', standards and guidelines for establishing MDM practice.	Nov-2023	Dec-2023	High
	Customer Mastership & Master-Slave Setup	Establishment of customer master lifecycle data, systems / applications and interactions with other data.	Dec-2023	Feb-2024	High
	Customer 360 -Enhancements & Analytics	Enhancement of customer view through adequate data collection and analytics insights.	Jan-2023	Apr-2023	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T5.a Big Data Platform	Big Data Solution Design & Evaluation	Develop the Big Data solution design and evaluate tools for implementing the solution in STCS.	Jan-2022	Feb-2022	High
	Big Data Platform implementation	Implement Big Data solution.	Feb-2022	May-2022	High
	Development and implementation of data lake processes, SLAs, standards and guidelines	Setup processes, SLAs', standards and guidelines for establishing Big Data platform.	Apr-2022	May-2022	High
	Data Ingestion planning and Bulk processing	Setup practice for data ingestion plan and bulk processing of data load.	May-2022	Jul-2022	High
T5.b Big Data Platform	Big Data Performance assessment	Assess performance of Big Data platform and its operations	Dec-2022	Jan-2023	Medium
T6.a Financial & Performance Data Standardization	Financial Data Governance	Establish data governance best practices for Finance data.	Feb-2021	Feb-2021	High
	Unified Financial data management	Develop a unified financial revenue recognition and cost management framework, to ensure consistent, granular and transparent view of all financial data.	Mar-2021	May-2021	High
	Financial Data Mart design and development	Develop a common data model for all reporting requirements to allow all teams to receive financial data / insights from a common source.	May-2021	Jul-2021	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T6.a Financial & Performance Data Standardization	Unified Billing Process	Establish a unified bill data collection, utilization and calculations process, to ensure consistent application of computations for each service-line / product. Develop a unified billing model for improved customer experience.	Apr-2021	Jun-2021	High
	GL transactional reconciliation	Ensure General Ledger (GL) transactions between STCS and STC journal entries are consistent.	Jun-2021	Jul-2021	High
	Implementation of enterprise performance management	Utilize Hyperion for centralized planning, budgeting, and forecasting process to ensure an integrated financial and operational planning.	Jun-2021	Jul-2021	Medium
	EUC Documentation	Develop the end user computation (EUC) occurring at various departments on top of excel sheets.	Jul-2021	Aug-2021	Medium
	EUC Portal	Develop the End User Computation (EUC) portals to capture adjustments and assumptions during financial, billing and project cycles.	Aug-2021	Oct-2021	Low
	Risk & Revenue Assurance Assessment	Develop a robust risk monitoring framework to assess and mitigate risk across all revenue areas of the value chain.	Aug-2021	Sep-2021	Medium
	Implementation of Revenue Assurance tool	Evaluate and implement a robust revenue assurance (RA) tool.	Sep-2021	Oct-2021	Medium
T6.a Financial & Performance Data Standardization	Financial Big Data	Develop the additional data requirements (structured and unstructured) for all STCS financial data, integrating data from all sources including internal and external enhancement sources.	Oct-2022	Nov-2022	Medium

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T7 Project Data Standardization	Project Data Governance	Establish data governance best practices for Projects data	Mar-2021	Apr-2021	High
	Completions reporting, Invoice and Billing process data standardization	Data standardization for projects completion, invoicing and billing processes	Apr-2021	May-2021	High
	Construction of Project Lifecycle	Develop and end-to-end view of project lifecycle, establish all reporting and data requirements and implement for better project management and oversight.	May-2021	Jun-2021	High
	Project data collection and management	Utilize EPM and other tools to democratize and capture data across all team members, for all project related activities, including performance management.	Jun-2021	Jul-2021	High
	Time Booking and reconciliations	Standardize the project time booking and resource management reconciliation processes to capture adequate data and prevent requirement for manual data entry.	Jul-2021	Aug-2021	High
	Project reporting and dashboards	Develop dashboards and reports for all project stakeholders, with standardized metrics.	Aug-2021	Sep-2021	Medium

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T8.a Employee Data Management	Employee Data Governance & Data Quality	Establishes Data Governance policy, procedures, Data Quality root cause assessments along with enhancements and Data Governance Controls.	Mar-2022	Apr-2022	High
	Employee Data & Process Standardization	Standardize employee data elements and CRUD processes across systems.	Mar-2022	Apr-2022	High
	Employee Data Centralization & 360	Have employee 360 view and integrating data from all sources.	Apr-2022	May-2022	High
	Business Intelligence & Data Virtualization	Develop BI data design, models and build data marts along with reporting and dashboard capability for employees.	Jun-2022	Jul-2022	High
T8.b Employee Data Management	Employee Data Enhancements & Big Data	Develop and enhance employee data and big data capabilities	Oct-2022	Nov-2022	High
	Advanced Analytics	Develop advanced analytics such as Machine Learning (ML) use cases and perform advanced analytics on Employee data.	Jan-2021	Mar-2021	Medium

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T9 Data Driven Transformation - Change Program	Change Program for Data Governance	Develop a robust change program to train all members on data governance, their roles, and responsibilities.	Dec-2021	Jan-2022	High
	Change program for Financial data management	Develop a robust change management program for financial data management to ensure adequate participation, transparency, and to ensure that financial data is created, monitored and tracked in an optimal manner.	Feb-2022	Mar-2022	High
	Change Program for Project data management	Develop a robust change management program for project data management to ensure adequate participation, transparency, and to ensure that projects are monitored and tracked in an optimal manner.	Feb-2022	Mar-2022	High
	Develop and implement Data Management SLAs	Develop and implement Data Management SLAs for Application Changes, Reporting, Data sharing, KPI reporting and managing changes to source systems.	Mar-2022	Apr-2022	High
	Change program for Big data Implementation	Develop a robust change management program for Big Data implementation to ensure adequate participation, transparency, and to ensure that new big data capabilities are utilized in an optimal manner.	Jan-2023	Mar-2023	Medium
	Change program for Data warehouse Implementation	Develop a robust change management program for Big Data implementation to ensure adequate participation, transparency, and to ensure that a comprehensive DWH is created to support STCS' reporting needs.	Apr-2022	May-2022	Medium
	Change program for Reporting Automation	Develop a change program for reporting automation, to ensure adequate participation, transparency, and prevention of erroneous reporting due to upcoming systems or process changes.	May-2022	Jun-2022	High
	Year 1 Data Governance review	Review year 1 of data governance operations and establish mandate for year 2	Sep-2022	Oct-2022	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T10 Customer Complaints & Care	Complaint & Care Data Governance & Data Quality	Establishes Data Governance policy, procedures, Data Quality root cause assessments along with enhancements and Data Governance Controls.	Aug-2022	Sep-2022	High
	Complaint & Care Data & Process Standardization	Standardize complaint & care data elements and CRUD processes across systems.	Sep-2022	Oct-2022	High
	Customer complains & care Data Centralization & 360	Have customer care data 360 view and integrating data from all sources.	Sep-2022	Oct-2022	High
	Business Intelligence & Data Virtualization	Develop BI data design, models and build data marts along with reporting and dashboard capability for employees.	Oct-2022	Nov-2022	High
	Advanced Analytics	Develop advanced analytics such as Machine Learning (ML) use cases and perform advanced analytics on Customer complaints data.	Oct-2022	Dec-2022	Medium
T11 Supply and Asset Data Management	Supply & Asset Data Governance & Data Quality	Establishes Data Governance policy, procedures, Data Quality root cause assessments along with enhancements and Data Governance Controls.	Jan-2023	Feb-2023	High
	Supply & Asset Data & Process Standardization	Standardize supply & asset data elements and CRUD processes across systems.	Feb-2023	Mar-2023	High
	Supply & Asset Data Centralization & 360	Have supply chain & assets data 360 view and integrating data from all sources.	Mar-2023	Mar-2023	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T11 Supply and Asset Data Management	Business Intelligence & Data Virtualization	Develop BI data design, models and build data marts along with reporting and dashboard capability for employees.	Apr-2023	May-2023	High
	Supply & Asset Data Enhancements & Big Data	Enhancements in Supply & Asset data	Apr-2023	May-2023	High
	Advanced Analytics	Develop advanced analytics such as Machine Learning (ML) use cases and perform advanced analytics on Supply & Asset data.	Jul-2023	Jul-2023	Medium
T12 Standard Services Data Management	Standard Services Data Governance & Data Quality	Establishes Data Governance policy, procedures, Data Quality root cause assessments along with enhancements and Data Governance Controls.	Jan-2023	Feb-2023	High
	Standard Services Data & Process Standardization	Standardize standard services data elements and CRUD processes across systems.	Feb-2023	Mar-2023	High
	Standard Services Data Centralization & 360	Have standard services data 360 view and integrating data from all sources.	Mar-2023	Apr-2023	High
	Business Intelligence & Data Virtualization	Develop BI data design, models and build data marts along with reporting and dashboard capability for employees.	Jun-2022	Jul-2022	High
	Connectivity Data Enhancements & Big Data	Enhancements in Connectivity products data	May-2023	Jun-2023	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T12 Standard Services Data Management	Advanced Analytics	Develop advanced analytics such as Machine Learning (ML) use cases and perform advanced analytics on Standard Services data.	May-2023	Jun-2023	Medium
	Revenue Assurance & Leakage	Perform a preliminary assessment to baseline revenue leakage and identify process gaps across the organization.	Jun-2023	Jul-2023	High
T13 Connectivity Data Management	Connectivity Data Governance & Data Quality	Establishes Data Governance policy, procedures, Data Quality root cause assessments along with enhancements and Data Governance Controls.	Apr-2022	May-2022	High
	Connectivity Data & Process Standardization	Standardize connectivity data elements and CRUD processes across systems.	May-2022	Jun-2022	High
	Connectivity Data Centralization & 360	Have connectivity data 360 view and integrating data from all sources	May-2022	Jun-2022	High
	Business Intelligence & Data Virtualization	Develop BI data design, models and build data marts along with reporting and dashboard capability for employees.	Apr-2023	May-2023	High
	Connectivity Data Enhancements & Big Data	Enhancements in Connectivity products data	Aug-2022	Sep-2022	Low
	Advanced Analytics	Develop advanced analytics such as Machine Learning (ML) use cases and perform advanced analytics on Connectivity data.	Jul-2022	Aug-2022	Medium

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T13 Connectivity Data Management	Revenue Assurance & Leakage	Perform a preliminary assessment to baseline revenue leakage and identify process gaps across the organization.	Sep-2022	Nov-2022	High
T14 Cloud & Data Center Management	Cloud & Data Center Data Governance & Data Quality	Establishes Data Governance policy, procedures, Data Quality root cause assessments along with enhancements and Data Governance Controls.	Jun-2021	jul-2021	High
	Cloud & Data Center Data & Process Standardization	Standardize cloud & data center data elements and CRUD processes across systems.	Jul-2021	Aug-2021	High
	Cloud & Data Center Data Centralization & 360	Have cloud & data center data 360 view and integrating data from all sources.	Jul-2021	Aug-2021	High
	Business Intelligence & Data Virtualization	Develop BI data design, models and build data marts along with reporting and dashboard capability for employees	Aug-2021	Sep-2021	High
	Cloud & Data Center Data Enhancements & Big Data	Enhancements in Cloud & Data Center data	Oct-2022	Nov-2022	Low
	Advanced Analytics	Develop advanced analytics such as Machine Learning (ML) use cases and perform advanced analytics on Connectivity data.	Sep-2022	Oct-2022	Medium
	Revenue Assurance & Leakage	Perform a preliminary assessment to baseline revenue leakage and identify process gaps across the organization.	Dec-2021	Jan-2022	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T15 Managed Services Data Management	Managed Services Data Governance & Data Quality	Establishes Data Governance policy, procedures, Data Quality root cause assessments along with enhancements and Data Governance Controls.	May-2023	jun-2023	High
	Managed Services Data & Process Standardization	Standardize managed services data elements and CRUD processes across systems.	May-2023	jun-2023	High
	Managed Services Data Centralization & 360	Have managed services data 360 view and integrating data from all sources.	Jun-2023	jul-2023	High
	Business Intelligence & Data Virtualization	Develop BI data design, models and build data marts along with reporting and dashboard capability for employees	Jun-2023	jul-2023	High
	Managed Services Data Enhancements & Big Data	Enhancements in Managed Services data	Jul-2023	Aug-2023	Low
	Advanced Analytics	Develop advanced analytics such as Machine Learning (ML) use cases and perform advanced analytics on Connectivity data.	Aug-2023	Sep-2023	Medium
	Revenue Assurance & Leakage	Perform a preliminary assessment to baseline revenue leakage and identify process gaps across the organization.	Aug-2023	Aug-2023	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T16 IOT & Digital Services Data Management	IOT & Digital Services Data Governance & Data Quality	Establishes Data Governance policy, procedures, Data Quality root cause assessments along with enhancements and Data Governance Controls.	Nov-2021	jan-2022	High
	IOT & Digital Services Data & Process Standardization	Standardize IOT & Digital Services data elements and CRUD processes across systems.	Dec-2021	jan-2022	High
	IOT & Digital Services Data Centralization & 360	Have IOT & digital services data 360 view and integrating data from all sources.	Jan-2022	Apr-2022	High
	Business Intelligence & Data Virtualization	Develop BI data design, models and build data marts along with reporting and dashboard capability for employees	Apr-2022	May-2022	High
	IOT & Digital Services Data Enhancements & Big Data	Enhancements in IOT & Digital Services data	Dec-2022	Feb-2023	Low
	Advanced Analytics	Develop advanced analytics such as Machine Learning (ML) use cases and perform advanced analytics on IOT & Digital Services data.	Feb-2023	May-2023	Medium
	Revenue Assurance & Leakage	Perform a preliminary assessment to baseline revenue leakage and identify process gaps across the organization.	May-2022	Jun-2022	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T17 Other Products Data Management	Other Products Data Governance & Data Quality	Establishes Data Governance policy, procedures, Data Quality root cause assessments along with enhancements and Data Governance Controls.	Jul-2023	Aug-2023	High
	Other Products Data & Process Standardization	Standardize other products data elements and CRUD processes across systems.	Jul-2023	Aug-2023	High
	Other Products Data Centralization & 360	Have other products data 360 view and integrating data from all sources.	Aug-2023	Sep-2023	High
	Business Intelligence & Data Virtualization	Develop BI data design, models and build data marts along with reporting and dashboard capability for employees	Aug-2023	Sep-2023	High
	Other Products Data Enhancements & Big Data	Enhancements in Other Products data	Oct-2023	Nov-2023	Low
	Advanced Analytics	Develop advanced analytics such as Machine Learning (ML) use cases and perform advanced analytics on other products data.	Sep-2023	Oct-2023	Medium
	Revenue Assurance & Leakage	Perform a preliminary assessment to baseline revenue leakage and identify process gaps across the organization.	Sep-2023	Oct-2023	High

Following shows the details of the defined Tracks and Initiatives within the Yakeen program

Data Initiatives – Yakeen Program

Unlock Value from Data

Tracks	Initiative Name	Project Description	Start Date	End Date	Impact
T18 Partnership Data Management	iPaaS platform design and development. Align Big Data Solution to provide API data feed.	Develop an iPaas system to support integrated activities between all data collaborators and contributors.	Mar-2023	Apr-2023	High
	API design and management team. Establish processes, SLAs, standards and guidelines	Create the API design and management team and support with processes, use-cases and goals.	Apr-2023	May-2023	High
	Development of Customer, Third-party and external touch points	Identify key data contributors and collaborators taking into consideration all the cloud products, on-premise and external source systems	Jun-2023	Jul-2023	Medium
	API project management	Manage API development process to ensure specific micro services are provided.	Aug-2023	Aug-2023	Medium
T19 Product & Service Innovation	Partnership Onboarding & Data Sharing	Establish Partnership data onboarding and systemized data exchange process	Sep-2023	Oct-2023	High
	Sandbox performance and access management	Assess and monitor performance of open data/sandbox.	Oct-2023	Nov-2023	Medium
	Revenue Modeling & Transparency	Establish revenue models and reconciliation of partnership data	Nov-2023	Dec-2023	High