

RISE Technologies LLC - Technology Hub Framework

Strategic Evaluation & Engagement Model for NH Group

Version: 1.0

Date: January 2026

Classification: Internal - Strategic

Owner: NH IT Department

Executive Summary

This framework establishes a structured, risk-mitigated approach for evaluating RISE Technologies LLC's potential role as the centralized technology procurement and service management hub for NH Group entities. The framework implements a phased approach with clear go/no-go decision gates, objective performance criteria, and defined exit strategies to protect NH Group interests.

Key Principles:

- Evidence-based evaluation before commitment
 - Probationary period with strict SLA monitoring
 - Performance-based continuation with quarterly reviews
 - Clear exit strategy with no financial penalty to NH
 - Protection of entity autonomy and operational continuity
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1. PROPOSED OPERATING MODEL

1.1 RISE's Intended Role

As Technology Hub, RISE would:

- Act as single point of contact for all NH entities' technology needs
- Source technology solutions, products, and services from market vendors
- Manage vendor relationships, contracts, and negotiations
- Handle AMC (Annual Maintenance Contracts), renewals, and escalations
- Coordinate technical support and service delivery

- Process all technology procurement through RISE (Entity → RISE → Vendor)

Revenue Model:

- Commission on initial software/product/service acquisition
- Annual commission on AMC and maintenance contracts
- Service fee for contract management and vendor coordination

1.2 Value Proposition (If Successful)

Potential Benefits:

- Centralized vendor management and negotiation power
- Standardized procurement processes across group
- Consolidated contract management
- Single escalation point for technical issues
- Potential cost savings through volume negotiations

Potential Risks:

- Additional bureaucratic layer slowing decision-making
 - Lack of technical expertise to evaluate solutions
 - Poor vendor management impacting service delivery
 - Entity dissatisfaction with centralized model
 - RISE becoming bottleneck for critical technology needs
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2. EVALUATION FRAMEWORK

Phase 1: Initial Capability Assessment (Month 1)

Objective: Determine if RISE has minimum viable capability to proceed to probation

2.1 Evaluation Dimensions

A. Organizational Capability

Criteria	Minimum Requirement	Evaluation Method
Team Structure	Dedicated team of minimum 5 FTEs for tech procurement	Org chart review, team interviews
Technical Expertise	At least 2 team members with IT/technology background	Resume review, technical assessment
Vendor Management	Documented vendor management process	Process documentation review
Contract Management	Experience managing 10+ technology contracts	Portfolio review
Financial Capacity	Ability to handle payment cycles and vendor credits	Financial statement review

B. Process Maturity

Criteria	Minimum Requirement	Evaluation Method
Procurement Process	Documented end-to-end procurement workflow	Process walkthrough
SLA Management	Framework for tracking and enforcing vendor SLAs	SLA tracking demonstration
Escalation Process	Clear escalation matrix for technical issues	Process documentation
Reporting	Monthly reporting capability to stakeholders	Sample report review
Risk Management	Vendor risk assessment methodology	Methodology review

C. Technology Infrastructure

Criteria	Minimum Requirement	Evaluation Method
Contract Management System	CRM or contract management platform	System demonstration
Ticketing System	Service request tracking system	System access and review
Communication Platform	Structured communication with entities and vendors	Platform demonstration
Documentation Repository	Centralized document management	Repository access

D. Domain Knowledge

Criteria	Evaluation Area	Assessment Method
ERP Systems	Understanding of Oracle, SAP ecosystems	Technical interview
Cybersecurity	Knowledge of security tools and compliance	Security assessment
Cloud Services	Azure, AWS experience	Reference checks
Data & AI	Understanding of data platforms and AI tools	Technical discussion
Industry-Specific Tech	Knowledge of FMCG, Education, Industrial tech	Case study review

2.2 Evaluation Process

Week 1: Information Gathering

- RISE submits capability statement
- Provide organizational structure and team credentials
- Submit process documentation
- Share current vendor portfolio and contracts managed

Week 2: On-site Assessment

- NH IT team conducts 2-day assessment at RISE facility
- Team interviews and technical assessments
- System demonstrations
- Process walkthroughs

Week 3: Reference Checks & Analysis

- Contact current RISE clients (if any)
- Validate vendor relationships
- Check financial stability
- Analyze capability gaps

Week 4: Decision Gate 1

GO Criteria (ALL must be met):

- Minimum team of 5 FTEs with relevant experience ✓
- At least 2 technically qualified team members ✓
- Documented procurement and SLA management processes ✓
- Contract management system in place ✓
- Passing score ($\geq 70\%$) on domain knowledge assessment ✓
- No major financial red flags ✓

Scoring Matrix:

Category	Weight	Minimum Score
Organizational Capability	25%	60%
Process Maturity	30%	70%
Technology Infrastructure	20%	60%
Domain Knowledge	25%	65%
Overall	100%	$\geq 70\%$

NO-GO Outcome:

- Formal notification to RISE GM
- Recommendation: RISE focuses on capability building for 6-12 months
- NH entities continue direct vendor management
- Re-evaluation option after capability improvement period

GO Outcome:

- Proceed to Phase 2: 6-Month Probation
- Sign Probationary Service Agreement
- Define pilot scope and KPIs

3. PHASE 2: PROBATIONARY PERIOD (Months 2-7)

3.1 Probation Structure

Duration: 6 months

Scope: Limited pilot with controlled risk

- Start with 2-3 specific technology categories only (e.g., IT hardware, SaaS subscriptions)
- Maximum 2 entities participating initially (recommend starting with smaller entities)
- Transaction value cap: Maximum AED 500K per transaction
- Exclude mission-critical systems during probation

Progressive Expansion:

- Month 2-3: Limited scope, close supervision
- Month 4-5: Expand categories if performance acceptable
- Month 6-7: Full assessment and decision on permanent engagement

3.2 Probationary Service Agreement

Key Terms:

1. **No Exclusivity:** Entities retain right to direct vendor engagement if RISE fails to deliver
2. **Performance Security:** RISE provides bank guarantee or performance bond
3. **Payment Terms:**
 - Commission paid only after successful delivery and entity acceptance
 - 30-day payment terms after entity confirms satisfaction
 - Withheld amounts if SLAs breached
4. **Termination Rights:**
 - NH can terminate with immediate effect for material breach
 - 30-day notice for convenience termination
 - No penalty to NH for termination
5. **Data & Contract Ownership:**
 - All contracts remain NH property

- Full handover obligation upon termination
- RISE has no claim on vendor relationships

3.3 Service Level Agreements (SLAs)

A. Response & Resolution Times

Service Type	Acknowledgment	Resolution Target	Escalation Trigger
Critical (Production down)	1 hour	4 hours	2 hours
High (Major functionality impaired)	4 hours	24 hours	8 hours
Medium (Minor issue)	8 hours	72 hours	48 hours
Low (Request/query)	24 hours	5 business days	3 business days
Procurement Request	24 hours	15 business days	10 business days

B. Procurement Performance SLAs

Metric	Target	Measurement	Consequence of Breach
Quotation Turnaround	5 business days	From request to 3 vendor quotes	Delay penalty: -5% commission
Purchase Order Processing	2 business days	From entity approval to vendor PO	Delay penalty: -5% commission
Delivery Coordination	100% on-time	Vendor commitments met	Late delivery: No commission
Cost Competitiveness	Within 5% of market	Quarterly benchmark	Excess cost: RISE absorbs difference
Invoice Accuracy	98%	Error-free invoicing	Re-work at RISE cost

C. Vendor Management SLAs

Metric	Target	Measurement
Vendor SLA Compliance	95%	Vendors meet their SLAs
AMC Renewal Timeline	60 days before expiry	Proactive renewal management
Escalation Resolution	85% within SLA	Vendor issues resolved
Contract Documentation	100%	All contracts properly documented and accessible
Monthly Reporting	100% on-time	Reports delivered by 5th of each month

D. Quality & Satisfaction Metrics

Metric	Target	Measurement Method
Entity Satisfaction Score	$\geq 4.0/5.0$	Monthly survey
First-Time Resolution Rate	$\geq 80\%$	Ticket analysis
Vendor Performance Score	$\geq 4.0/5.0$	Quarterly vendor scorecard
Cost Savings Delivered	$\geq 5\%$ vs. direct procurement	Quarterly benchmark
Process Compliance	100%	Audit findings

3.4 Monitoring & Reporting

Weekly:

- RISE submits activity log (all requests, status, issues)
- NH IT reviews and flags concerns

Monthly:

- RISE submits comprehensive performance report:
 - SLA compliance scorecard
 - Active procurements status
 - Vendor performance summary
 - Cost savings analysis

- Issues log and resolution status
- NH IT conducts performance review meeting
- Entity feedback collection

Quarterly:

- Formal performance assessment against all KPIs
- Entity satisfaction survey
- Cost-benefit analysis
- Go/No-Go decision for continuation

3.5 Decision Gates During Probation

Month 3 Review (Mid-Probation Checkpoint)

Minimum Performance Criteria:

- SLA compliance $\geq 80\%$ across all categories
- Entity satisfaction $\geq 3.5/5.0$
- No critical breaches (production impact)
- Zero financial irregularities

Outcomes:

- **Pass:** Continue probation, consider scope expansion
- **Conditional Pass:** Continue with corrective action plan, no scope expansion
- **Fail:** Immediate termination, transition to direct entity management

Month 6 Review (End of Probation)

Graduation Criteria (ALL must be met):

- SLA compliance $\geq 90\%$ across all categories ✓
- Entity satisfaction $\geq 4.0/5.0$ ✓
- Cost savings demonstrated $\geq 3\%$ vs. direct procurement ✓
- Zero critical breaches ✓
- All vendor contracts properly documented and accessible ✓

- Successful handling of at least 10 procurement transactions ✓
- Successful management of at least 5 vendor relationships ✓

Outcomes:

- **Pass:** Graduate to Phase 3 (Permanent Engagement with Monitoring)
 - **Fail:** Terminate engagement, execute transition plan
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4. PHASE 3: PERMANENT ENGAGEMENT WITH ONGOING MONITORING

4.1 Permanent Service Agreement Terms

Scope Expansion:

- Gradual expansion to all technology categories
- Phased onboarding of all NH entities
- Full vendor portfolio transition over 12 months

Commission Structure:

Service Type	Commission Rate	Payment Terms
New Software/Product Acquisition	5-8% (based on value tier)	After delivery & entity acceptance
Annual Maintenance Contracts	3-5% annually	After AMC renewal & payment
Professional Services	5%	After service completion
Cloud Services (monthly)	3%	Monthly after entity payment

Performance Incentives:

- +1% commission if quarterly satisfaction $\geq 4.5/5.0$
- +2% commission if cost savings $\geq 10\%$ vs. market
- Bonus pool for exceptional vendor negotiations

Performance Penalties:

- -25% commission for SLA breaches
- -50% commission for critical incidents caused by RISE
- No commission if cost exceeds market by >5%

4.2 Ongoing SLA Requirements

Enhanced SLAs (Post-Probation):

Metric	Target	Review Frequency
Overall SLA Compliance	≥95%	Monthly
Entity Satisfaction	≥4.2/5.0	Quarterly
Vendor SLA Compliance	≥95%	Monthly
Cost Competitiveness	Within market ±3%	Quarterly benchmark
Procurement Cycle Time	≤15 business days	Monthly
Contract Renewal Rate	≥95% on-time	Quarterly
Incident Escalation	≥90% resolved within SLA	Monthly

4.3 Quarterly Business Reviews

Agenda:

1. Performance scorecard review (all KPIs)
2. Entity feedback analysis
3. Vendor portfolio health assessment
4. Cost savings analysis
5. Market benchmark comparison
6. Strategic initiatives and improvements
7. Issues and corrective actions
8. Next quarter commitments

Attendees:

- NH Group CIO (Samer)
- NH IT Management
- RISE GM and Operations Head
- Entity IT Representatives (rotating)

Outcomes:

- Performance rating (Exceeds/Meets/Below Expectations)
- Action items and improvement plans
- Decision on continuation/modification/termination

4.4 Annual Performance Assessment

Comprehensive Review:

- Full year SLA compliance analysis
- Financial performance (cost savings, commission value)
- Entity satisfaction trend analysis
- Vendor relationship health
- Strategic value delivered
- Market competitiveness assessment

Renewal Decision:

- **Exceeds Expectations:** Automatic renewal with potential scope expansion
 - **Meets Expectations:** Renewal with existing terms
 - **Below Expectations:** Conditional renewal with performance improvement plan OR termination
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5. TERMINATION & EXIT STRATEGY

5.1 Termination Triggers

Immediate Termination (Material Breach):

- Fraud or financial irregularities

- Data breach or security incident caused by RISE negligence
- Repeated critical SLA breaches (3+ in a quarter)
- Entity satisfaction <3.0/5.0 for 2 consecutive quarters
- Vendor mismanagement causing significant business impact
- Failure to provide required reporting for 2 consecutive months
- Bankruptcy or financial instability of RISE

Termination with Notice:

- Consistent underperformance (SLA compliance <85% for 2 consecutive quarters)
- Entity dissatisfaction (satisfaction <3.5/5.0 for 3 consecutive quarters)
- Cost escalation (>10% above market for 2 consecutive quarters)
- Strategic decision by NH to change operating model
- RISE requests to exit

Notice Periods:

- Material Breach: Immediate (0 days)
- Performance-Based: 90 days
- Convenience: 180 days
- RISE-Initiated: 180 days

5.2 Transition & Handover Process

Immediate Actions (Day 1-7):

1. RISE stops accepting new procurement requests
2. Active procurements transferred to NH IT or entity management
3. Vendor notification of change in contract management
4. Access to all systems and documentation provided to NH

Transition Period (Days 8-90):

Week 1-2: Documentation Handover

- Complete contract repository transfer

- Vendor contact database with relationship history
- Active procurement pipeline with full status
- AMC schedule with renewal dates
- Outstanding issues log with resolution plans
- Financial reconciliation (pending commissions, vendor credits)

Week 3-4: Vendor Relationship Transition

- Joint meetings with all key vendors
- Transfer of relationship ownership to entities/NH IT
- Update vendor records with new contact points
- Transfer of all vendor portals and access credentials

Week 5-8: Entity-by-Entity Handover For each entity:

- Complete list of active contracts
- Vendor relationship maps
- Outstanding service requests
- AMC schedule and renewal process
- Entity-specific documentation
- Transition meeting with entity IT team

Week 9-12: Knowledge Transfer & Closure

- Final documentation review
- Knowledge transfer sessions with NH IT
- Final financial settlement
- Contract termination formalities
- Post-termination support agreement (if applicable)

5.3 Financial Settlement

Principles:

- RISE entitled to commission only for successfully completed work

- No commission on incomplete or failed procurements
- NH retains final payment until complete handover verified
- Disputes resolved through pre-agreed arbitration

Settlement Calculation:

Item	Treatment
Completed Deliveries	Full commission paid
In-Progress Procurements	Pro-rated commission based on completion %
Failed/Cancelled Projects	No commission
AMC Already Paid	Pro-rated commission for service period
Future AMC	No commission; transferred to entity/NH
Handover Quality	10-20% of final payment contingent on complete handover

Holdback:

- NH retains 20% of final settlement for 90 days post-termination
- Released after verification of complete handover
- Adjusted for any post-termination issues discovered

5.4 Post-Termination Support

Optional Transition Support (if RISE agrees):

- 30-60 day advisory support to NH/entities
- Vendor introduction and relationship warm transfer
- Process documentation clarification
- Paid separately at consulting rates (not commission)

6. GOVERNANCE & OVERSIGHT

6.1 Governance Structure

RISE Technology Hub Steering Committee

Composition:

- Chair: NH Group CIO (Samer)
- Members:
 - NH IT Manager (Deepak or designate)
 - RISE GM
 - 2 Entity IT Representatives (rotating quarterly)
 - NH CFO Representative (for financial oversight)

Frequency: Monthly during probation, Quarterly post-probation

Responsibilities:

- Review performance against KPIs
- Approve significant technology investments (>AED 500K)
- Resolve escalated issues
- Approve changes to framework or SLAs
- Make go/no-go decisions at gates

6.2 Working-Level Coordination

RISE-NH IT Interface Team

NH Side:

- IT Manager as primary contact
- Technical leads for specific domains (ERP, Security, Infrastructure)

RISE Side:

- Dedicated Account Manager for NH Group
- Technical specialists as needed

Weekly Sync:

- Active requests status
- Upcoming procurements
- Vendor issues
- Process improvements

6.3 Entity Engagement

Entity Autonomy Protection:

- Entities retain right to escalate to NH IT if unsatisfied with RISE
- Critical/urgent requests can bypass RISE with NH IT approval
- Entity IT representatives participate in quarterly reviews
- Annual entity satisfaction survey with results shared

6.4 Audit & Compliance

Internal Audit Rights:

- NH reserves right to audit RISE processes quarterly
- Full access to RISE systems, documentation, vendor communications
- Financial audit of commission calculations
- Compliance with NH procurement policies

Vendor Audit:

- RISE must support NH audits of vendor performance
 - Provide all documentation for vendor compliance verification
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7. RISK MANAGEMENT

7.1 Risk Register

Risk	Impact	Mitigation	Contingency
RISE lacks technical expertise	High	Thorough initial assessment; require technical hires	Fail at Phase 1; do not proceed
RISE becomes bureaucratic bottleneck	High	Strict SLA monitoring; bypass mechanism	Termination; direct entity management
Vendor relationship damage	Medium	Joint vendor meetings; gradual transition	NH IT direct intervention
Cost escalation vs. direct	Medium	Quarterly benchmarking; market comparison	Renegotiate commission or terminate
RISE financial instability	High	Financial checks; performance bond	Immediate termination; rapid transition
Poor vendor management	High	Vendor scorecards; NH oversight	NH IT takes over vendor relationship
Entity dissatisfaction	Medium	Regular feedback; entity representation	Entity exemption or full termination
Data/security breach	Critical	Security audit; compliance requirements	Immediate termination; legal action
Contract/IP disputes	Medium	Clear contract ownership terms	Legal resolution; contract transfer
RISE capacity constraints	Medium	Capacity planning; workload monitoring	Scope reduction or phased termination

7.2 Continuous Risk Monitoring

Monthly Risk Assessment:

- Review risk indicators (SLA trends, satisfaction scores, financial metrics)
- Update risk register
- Implement additional controls if needed

Escalation Protocol:

- Yellow Flag: 2 consecutive months of underperformance → Corrective action plan
 - Red Flag: Critical breach or 3 consecutive months underperformance → Termination consideration
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8. SUCCESS CRITERIA & DECISION FRAMEWORK

8.1 Overall Success Metrics

For RISE to be considered successful long-term:

Financial:

- Demonstrated cost savings $\geq 5\%$ vs. direct procurement (verified annually)
- Commission costs justified by value delivered
- No cost overruns attributable to RISE

Operational:

- SLA compliance $\geq 95\%$ sustained over 12 months
- Entity satisfaction $\geq 4.2/5.0$ sustained over 12 months
- Vendor performance maintained or improved vs. baseline
- Procurement cycle time ≤ 15 days average

Strategic:

- Standardization achieved across entities
- Vendor consolidation and negotiation power demonstrated
- NH IT time freed up from tactical vendor management
- Scalability proven (handles growing volume without degradation)

8.2 Decision Framework Summary

Phase 1: Initial Assessment (Month 1)

- **GO:** Capability score $\geq 70\%$ → Proceed to Probation

- **NO-GO:** Capability score <70% → Reject; recommend improvement period

Phase 2: Mid-Probation Review (Month 3)

- **PASS:** SLA $\geq 80\%$, Satisfaction ≥ 3.5 → Continue probation
- **CONDITIONAL:** SLA 70-79% OR Satisfaction 3.0-3.4 → Corrective action plan
- **FAIL:** SLA <70% OR Satisfaction <3.0 → Terminate

Phase 2: End of Probation (Month 7)

- **GRADUATE:** All graduation criteria met → Permanent engagement
- **FAIL:** Any graduation criteria not met → Terminate

Phase 3: Quarterly Reviews (Ongoing)

- **EXCEEDS:** All targets exceeded → Automatic continuation
- **MEETS:** All targets met → Continue with existing terms
- **BELOW:** Targets missed → Performance improvement plan OR termination

Phase 3: Annual Review

- **RENEW:** Overall performance satisfactory → Renew for another year
 - **TERMINATE:** Performance unsatisfactory → Exit process
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9. IMPLEMENTATION ROADMAP

Month 1: Initial Assessment

- **Week 1:** RISE submits capability documentation
- **Week 2:** NH IT conducts on-site assessment
- **Week 3:** Reference checks and analysis
- **Week 4:** Decision Gate 1 - GO/NO-GO for probation

Month 2-7: Probation Period

- **Month 2:**

- Sign Probationary Service Agreement
- Define pilot scope (2 technology categories, 2 entities)
- Baseline current state
- RISE setup and onboarding
- **Month 3:**
 - Mid-probation checkpoint
 - Review SLAs and entity feedback
 - Decision: Continue/Corrective Action/Terminate
- **Month 4-6:**
 - Expand scope if performance acceptable
 - Continuous monitoring and weekly reviews
 - Monthly performance reports
- **Month 7:**
 - Final probation assessment
 - Decision Gate 2 - GRADUATE/TERMINATE
 - If graduate: negotiate permanent agreement

Month 8-19: Permanent Engagement Ramp-Up

- **Month 8-10:**
 - Expand to all technology categories (phased)
 - Onboard additional entities (one per month)
 - Transition existing vendor relationships
- **Month 11-13:**
 - First quarterly business review
 - Full entity portfolio onboarded
 - Optimize processes based on learnings
- **Month 14-19:**
 - Steady-state operations
 - Continuous improvement
 - Second and third quarterly reviews

- Prepare for annual assessment

Month 20: First Annual Review

- Comprehensive performance evaluation
 - Renewal decision
 - Adjust terms if needed for Year 2
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10. COMMUNICATION PLAN

10.1 Stakeholder Communication

To RISE:

- Clear expectations document with this framework
- Regular feedback (weekly during probation, monthly thereafter)
- Transparent performance scoring
- Early warning of concerns

To Entities:

- Introduction of RISE model and benefits
- Pilot scope communication
- Regular updates on RISE performance
- Feedback channels

To Vendors:

- Gradual notification of RISE as interface
- Joint introductions and relationship transfer
- Clear escalation paths maintained

10.2 Reporting

Weekly (During Probation):

- RISE: Activity and status report to NH IT

Monthly:

- RISE: Performance report to Steering Committee
- NH IT: Summary to entities

Quarterly:

- Steering Committee: Performance review and recommendations to CEO/Board

Annually:

- Comprehensive performance assessment to Board
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11. CONCLUSION & NEXT STEPS

11.1 Framework Benefits

For NH Group:

- Risk-mitigated approach with clear exit strategy
- Objective performance criteria
- Protection of entity interests and operational continuity
- Potential benefits if RISE succeeds, minimal risk if they fail

For RISE:

- Clear expectations and success criteria
- Opportunity to prove value in controlled environment
- Pathway to significant long-term business if successful

11.2 Immediate Next Steps

1. **NH IT to review and approve this framework (Week 1)**
2. **Present framework to CEO/Samer for approval (Week 1)**

3. **Conduct initial meeting with RISE GM** to explain framework and expectations (Week 2)
4. **Rise submits capability documentation** (Week 2-3)
5. **NH IT conducts Phase 1 assessment** (Week 3-4)
6. **Decision Gate 1** (End of Week 4)
7. **If GO:** Begin probation (Month 2)

11.3 Critical Success Factors

For this framework to succeed:

- **NH IT must commit resources** to proper oversight and monitoring
- **Rise must commit to transparency** and accept performance-based model
- **Entities must be engaged** and provide honest feedback
- **Steering Committee must meet regularly** and make timely decisions
- **Metrics must be tracked rigorously** with no exceptions

11.4 Framework Owner & Reviews

Framework Owner: NH IT Manager (Deepak)

Framework Review Schedule:

- After probation (Month 7): Adjust based on lessons learned
- After first year (Month 20): Comprehensive review and update
- Annually thereafter: Review and adjust as needed

APPENDIX A: TEMPLATES

A.1 Monthly Performance Report Template

A.2 Entity Satisfaction Survey

A.3 Vendor Performance Scorecard

A.4 Quarterly Business Review Template

A.5 Transition Handover Checklist

APPENDIX B: SAMPLE AGREEMENTS

B.1 Probationary Service Agreement (Key Terms)

B.2 Permanent Service Agreement (Key Terms)

B.3 Performance Bond/Guarantee Template

APPENDIX C: ASSESSMENT TOOLS

C.1 Initial Capability Assessment Checklist

C.2 Technical Skills Assessment

C.3 Process Maturity Assessment

C.4 Reference Check Template

Document Control

Version	Date	Author	Changes
1.0	Jan 2026	NH IT	Initial framework

Approvals

Role	Name	Signature	Date
NH IT Manager	Deepak		
Group CIO	Samer		
CEO			

This framework provides a comprehensive, risk-mitigated approach to evaluating and potentially engaging RISE Technologies LLC as NH Group's technology hub. All phases include clear go/no-go decision points, objective performance criteria, and defined exit strategies to protect NH Group's interests while giving RISE a fair opportunity to prove their value.