Hexaware Response to Trustmark Benefits Platform RFP

Transition Plan

June 05, 2020

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1. TRANSITION PLAN

1.1 Understanding Trustmark IT's Application Management Services Strategy

The below illustration articulates our broader understanding of this engagement.

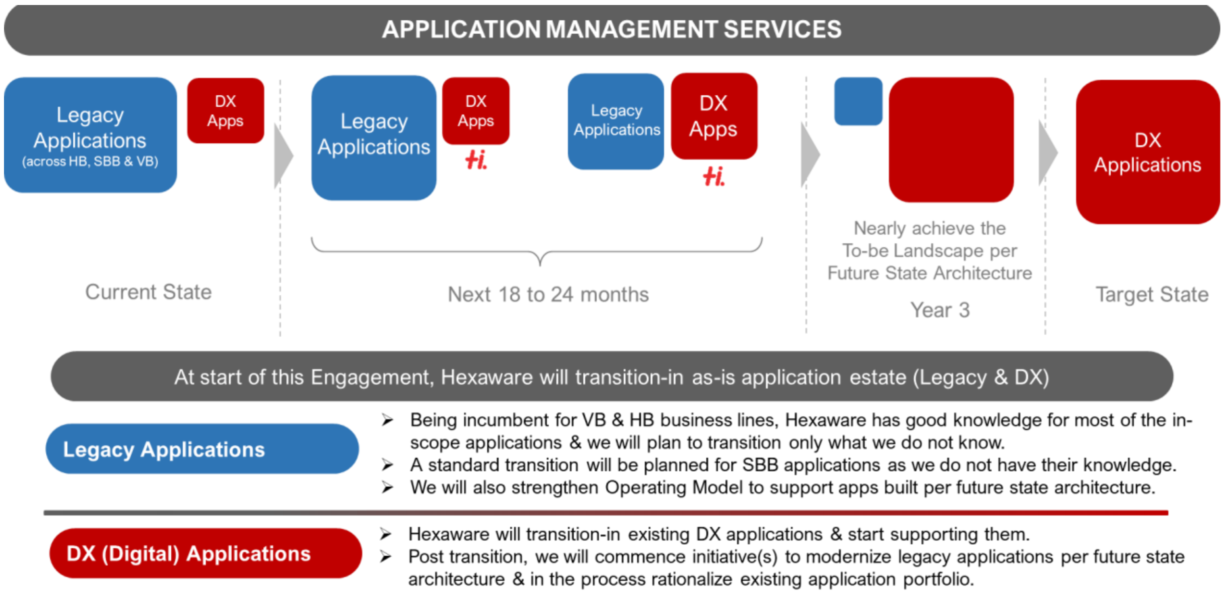


Figure 1 – Understanding of Trustmark's strategy for Application Management Services

We understand that Trustmark IT's existing application portfolio (across all 3 business lines, i.e., Health Benefits, Small Business Benefits, and Voluntary Benefits) will gradually reduce in size and a sizable functionality from these applications will get implemented in the digital applications that will be built per the future state architecture.

1.2 How we intend to approach this Service Transition

We intend to approach this Service Transition with the three following objectives:

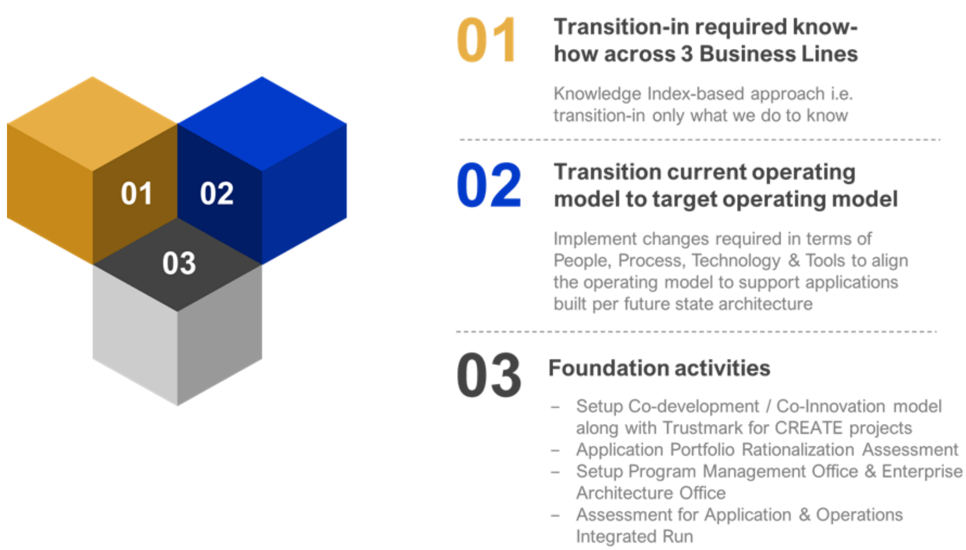


Figure 2 - How we intend to approach this Service Transition

Transition-In using a knowledge index-based approach

Given our varying presence and knowledge depth (across BPS, Applications and Operations) across each of the 3 business lines we are proposing a Knowledge Index-based approach for this Service Transition.

Figure 3- Knowledge Index-based approach

- No knowledge transfer will be planned for application(s) that we have complete knowledge of - either because we are currently supporting those applications or believe that we have good knowledge of them.
- We propose an accelerated knowledge transfer for application(s) where we have partial knowledge i.e. either functional and/or technical and/or operational knowledge. For these applications we will only plan for knowledge transfer session(s) for what we do not know.
- For applications where we do not have any knowledge, we will plan for a standard transition.

Transition Current Operating Model to Target Operating Model

In addition to the actual Service Transition, we also propose making changes to the current operating model to align it per the target operating model.

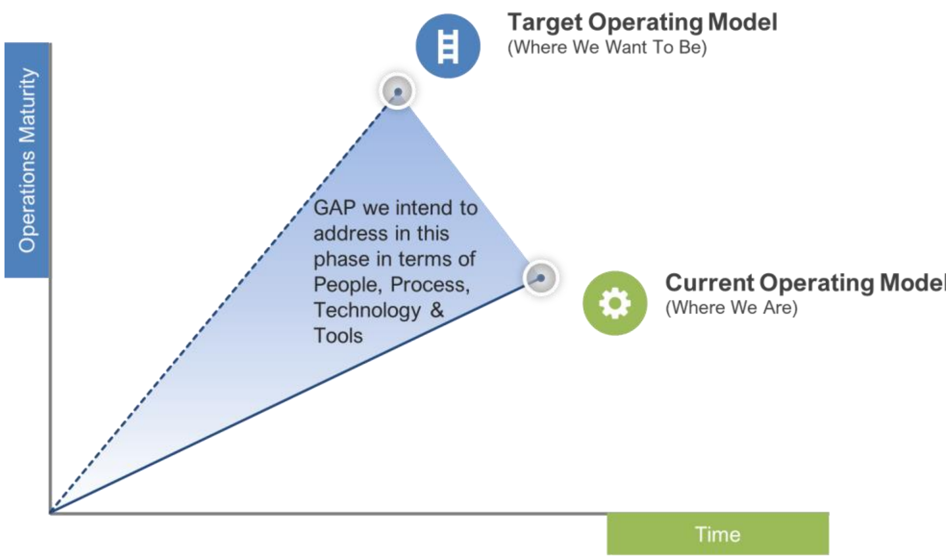


Figure 4 – Strengthening the Operating Model

Post-transition our intent is to deliver a consistent operating model across the entire application management services spectrum – be it legacy applications or digital applications.

To achieve that, during the Service Transition phase we will also identify changes that will be required (in terms of People, Process, Technology & Tools) to align existing teams to the target operating model.

Being the Incumbent allows us to offer Trustmark IT with this unique value proposition wherein we can enable the much-needed operating model transformation right from the get-go. Our deep understanding of your ongoing operations and the basis for this RFP offer us a unique insider's perspective as we help you along your journey to future-state operations.

Foundation Activities

In alignment to the adage "well begun is half done", we propose to commence the below foundation activities in this phase:

- Setup a co-development / co-innovation model along with Trustmark for CREATE projects – for the 3 digital projects that will be taken up in the voluntary benefits business line, i.e.,
  - Policy Owner Portal
  - Producer Portal
  - Client Portal
- Perform an application portfolio rationalization assessment for the 116 in-scope applications across the 3 business lines.
- Setup a Program Management Office and an Enterprise Architecture Office to ensure alignment to engagement objectives.
- Leverage our knowledge from providing Infrastructure & Application Support Services to Trustmark to perform an assessment to identify Support tasks that can be shifted-left to the Service Desk Team or be done by setting up a Level 1.5 Support Team. This is to allow the core Application Support Team(s) to provide Incident & Problem Management.

1.3 Scope of this Service Transition

Service Category 1 (Trustmark Benefits Platform)

Application Count

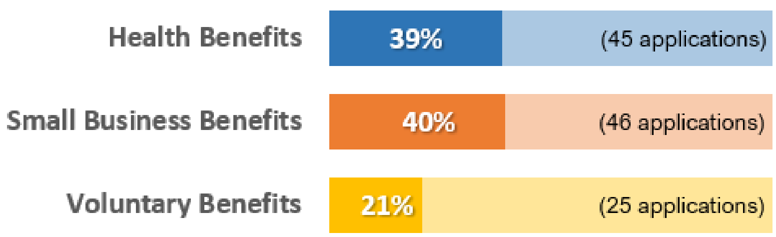


Figure 5 - Transition Scope

Being the incumbent for Health Benefits, we believe Magic and NextSTEPP should have made it to this list for a total of 45 applications (instead of 43).

For the rest of this document, we will consider 116 applications are in-scope for this Service Transition and that we will have to acquire delta know-how for these in-scope applications from Trustmark's IT Internal Team (as most of these applications are supported by them).

Applications by Business Capability & Business Line

As outlined in "Attachment 2-B Current IT Applications in Scope.xlsx" we understand that in-scope applications are further classified into 11 business capabilities.

The table below provides a view of in-scope applications with their business capability mapping.

Business Capability	Health Benefits	Small Business Benefits	Voluntary Benefits
Account Management	1. Client Database	(No Applications)	1. Case Setup Audit
Billing & Finance	1. CA$ 2. Network Self-Bill	1. General Ledger 2. Starmark Network Billing	1. Consolidated Billing System
Claims	1. Auto Adjudicator 2. eCAMS Document Viewer 3. Edifecs 4. EFT Provider Flag Update 5. ICE Claims Viewer 6. ICE Start Page 7. Integrated HRA (iHRA)	1. Audit Applications 2. Claim Facts 3. CORE Patient Notes 4. Expert System 5. National Carrier Plan / RRB 6. PBM Plan Feed	1. Claims Central II

Business Capability	Health Benefits	Small Business Benefits	Voluntary Benefits
	8. Last Chance Pricing 9. NextSTEPP 10. NGS Claims Platform 11. PAD 12. PBM Accumulator Exchange 13. Provider File Parser 14. Provider Xfer 15. PowerSTEPP (CS) 16. Trucare 17. Work Queue 18. Void Application	7. Robots 8. RSRX 9. Vendor Claim Data Feeds 10. WPUA	
Customer Service	1. Family Files 2. CKSC Lookup	1. Benefit Lookup 2. Benefit Retrieval 3. Express Connect 4. Starmark Documents 5. Starmark Letters	1. Claims Online 2. Policy Integration Sync Suite 3. Policy Owner Portal 4. Policy Service Suite 5. VB Insights
Customer Setup & Onboarding	1. Magic (aka Initial Consensus)	1. Marketplace	1. App Intake
Membership & Enrollment	1. Core Elect / Benefit Elect 2. e-Elect (Auto-Bene) 3. Market Prominence Wrap 4. OSU Temporary ID Card 5. TripleE	1. Email Capture 2. Express Enrollment & Eligibility 3. Group Facts 4. Network Eligibility Maintenance 5. Network Notification 6. Sold 7. Sold Case Feed 8. Vendor Eligibility Fees	1. Case Profile 2. Enrollment Config Parameters UI 3. Notepad Utility
Reporting	1. Benefit Look-Up Service 2. Cottage Health Reporting 3. ICE Reporting 4. Operational Dashboards 5. Verscend Interface / Deerwalk 6. WCW	1. ECHO TPA Claims 2. State Reporting – Claims & Eligibility	(No Applications)
Sales & Marketing	(No Applications)	1. Group Division Website 2. Group Star 3. Rating System 4. Renewal Import 5. SOLAR	1. Agent UI 2. Commission View 3. State Matrix, Form Database
Self Service	1. D2 Redirect 2. Generic CS Provider Inquiry 3. ICE Portal 4. Nippon Mobile Services 5. Parker Claims Submission Portal 6. Real Time Eligibility 7. Rx Claims Loader	1. Benefit Resources Site 2. Claim Web Lookup 3. Core Portal Web Applications 4. Eligibility Web Lookup 5. Employer Medical Resources Site 6. Inforce Lookup 7. Starmark Online Payment 8. Starmark Participation 9. Starmark Website 10. E-Doc (Electronic Documents)	1. Corro Copies 2. NWA Apps
IT / Utility	1. .NET User Security 2. SureSync	1. Starmark Reporting	1. Code Translation Maintenance

Business Capability	Health Benefits	Small Business Benefits	Voluntary Benefits
			2. Premium Payment System 3. SIMPLink 4. Unique ID UI 5. VB Audit Utilities 6. VB G360 Imaging 7. VB Utilities (Menus/Security) 8. VB Utilities Administration
Other Shared Service	1. Authorization Loader	1. GroupFacts TrainingDocs 2. Starmark Batch Processing	(No Applications)

Applications by Support (Incidents) Workload

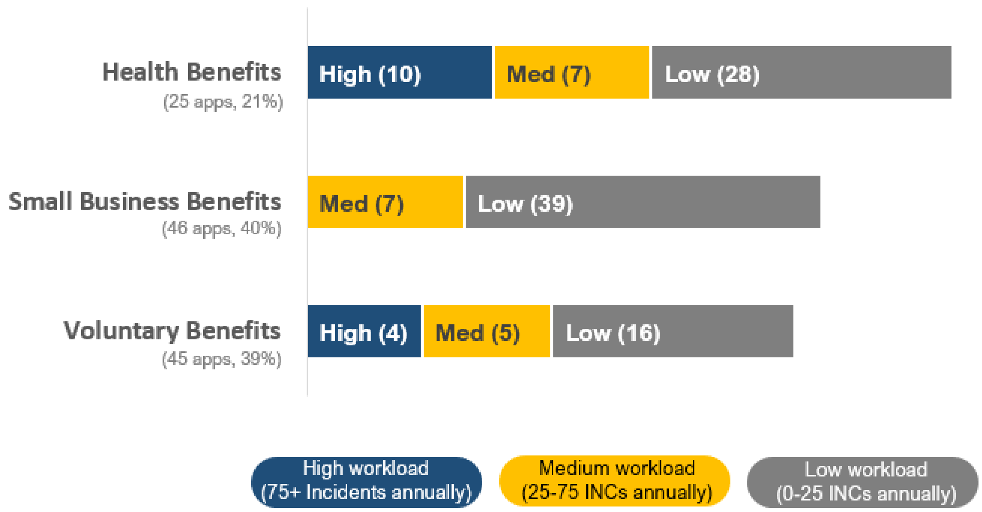


Figure 6 - Applications by Support (Incidents) Workload

The application estate seems to be stable given that 72% of the total applications (83 applications) report <=2 Incidents per month.

Across the remaining 28% applications (33 applications):

- 12% (14 applications) appear to have a high support workload.
- 16% (19 applications) appear to have a medium/moderate support workload.

During transition we will prioritize learning these 33 applications, which are also listed in the below table:

Support Workload	Health Benefits	Small Business Benefits	Voluntary Benefits
High	1. Core Elect / Benefit Elect 2. Edifecs 3. ICE Portal 4. PBM Accumulator Exchange 5. PowerSTEPP (CS) 6. TripleE 7. TruCare 8. WCW 9. Work Queue	(No Applications)	1. Notepad Utility 2. VB Audit Utilities

Support Workload	Health Benefits	Small Business Benefits	Voluntary Benefits
Medium/Moderate	1. Authorization Loader 2. Client Database 3. Family Files 4. Last Chance Pricing 5. Magic 6. PAD 7. Real Time Eligibility	1. Claim Facts 2. Group Facts 3. GroupStar 4. Network Eligibility Maintenance 5. PBM Plan Feed 6. Starmark Batch Processing 7. WPUA	1. Case Profile 2. Claims Central II (DI Office, Worcester) 3. NWA Apps 4. State Matrix, Form Database 5. VB G360 Imaging

Service Category 3 (Workday Platform)

Our understanding is that we will be required to transition-in the Workday HCM function. In this function, of the total 10 modules, Trustmark IT has implemented the following 6:

- Benefits
- Compensation
- Core HR
- LMS
- Payroll
- Time Tracking

As outlined in the Supplier Q&A, we understand that the support workload for this HCM implementation is ~75 work requests per month.

The ongoing Workday Finance implementation is out of scope for now and we will plan for another transition around April-May 2021 when the incumbent team completes this implementation.

1.4 What do we already know?

Currently, Hexaware has a 20-consultant team working across 2 of the 3 business lines (i.e. Health Benefits & Voluntary Benefits) providing Sustain & Enhance services for a few of the in-scope applications.

In addition, we have around a 180-consultant team from our Business Process Services (BPS) service line working on claims processing (i.e. data capture, pre-adjudication, adjudication & adjustments) across all of Trustmark's 3 business lines (i.e. Health Benefits, Small Business Benefits & Voluntary Benefits). These consultants use quite a few of these in-scope applications for their day-to-day activities and as a result have a good functional understanding of them.

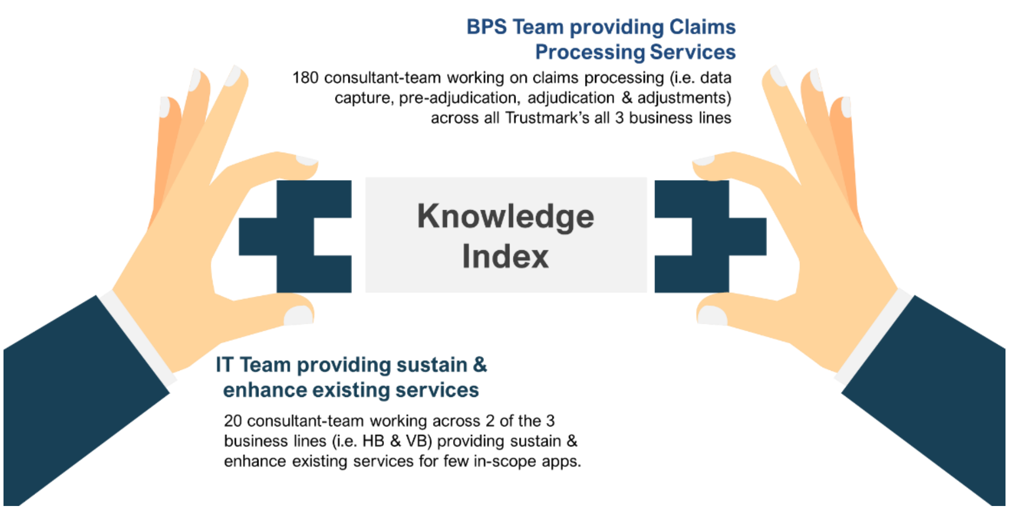


Figure 7 - What we already know?

Given our deep & long-standing involvement with Trustmark IT we believe that we have a good understanding of the in-scope applications and our knowledge index will be in the range of 70% - 75%.

Broadly speaking, we have knowledge of almost all Voluntary Benefits applications and about half of the applications across Health Benefits & Small Business Benefits business lines.

Therefore, we believe this will be a low risk transition, and that essentially places us as the service provider of choice for this engagement.

1.5 Grouping scope into Transition Tracks

For Service Category 1

Based on the information shared as part of this RFP, Supplier Q&A, business capabilities, support workload and our knowledge of the Trustmark's IT Operating model, we would like to propose that the in-scope applications for each business line be logically grouped into the below-illustrated 3 transition tracks.

There will be a total of 8 tracks across 3 business lines. For Health Benefits & Small Business Benefits there will be 3 transition tracks and for Voluntary Benefit there will be 2 transition tracks.

Within each Track, we will prioritize applications according to our knowledge of the application and support workload. Applications with a high support workload where we don't have knowledge will be prioritized first.

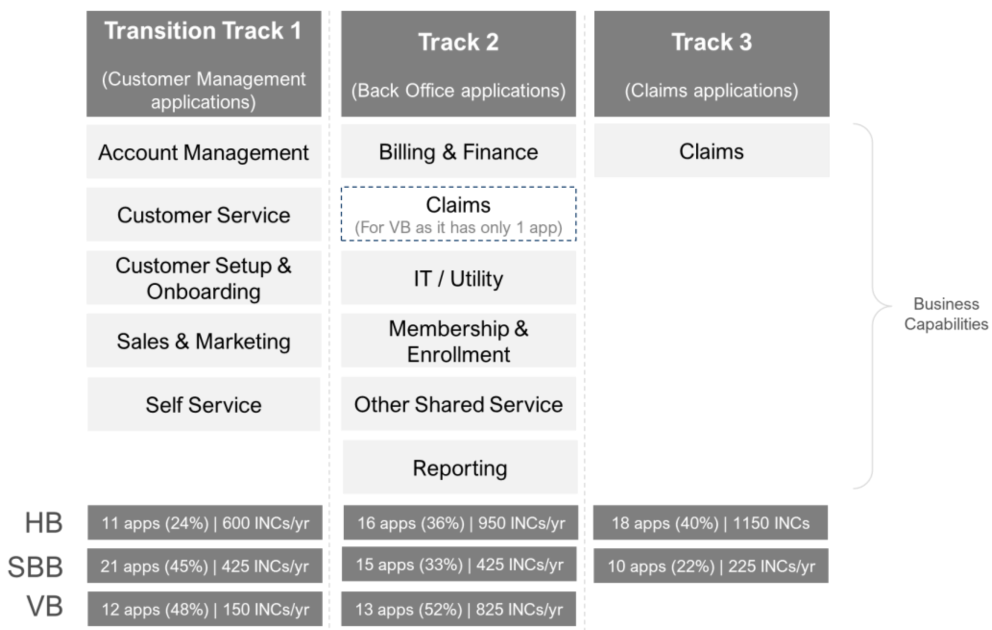


***Figure 8** – 8 Transition Tracks across 3 business lines*

For Service Category 3

Considering that there will only be 1 track i.e. the HCM Track we will plan to transition-in by functional modules in the below order:

- Core HR
- Compensation
- Benefits
- LMS
- Time Tracking
- Payroll

In addition to what we have identified so far, during the Preparation phase (a.k.a. Transition Planning Phase or Readiness Planning Phase) we will work with Trustmark IT to factor in the below-stated additional aspects and then firm up the transition tracks and the application prioritization, and publish a detailed day-wise, topic-wise transition plan.

- Stakeholder interviews
- Application's size & complexity
- SME availability

- Ticket backlog
- Application's remaining lifespan

1.6 Our Transition Approach

As outlined in the Supplier Q&A, we understand that in-flight projects are out of scope for this transition.

For Service Category 1 – this transition will require us to focus on acquiring know-how for sustaining the 116 in-scope applications across the 3 business lines. Post transition, these applications will be incrementally aligned to Trustmark IT's desired end state per future state architecture.

For Service Category 3 – this transition will require us to focus on acquiring know-how for the existing Workday HCM implementation.

With this understanding, we would like to propose the below-illustrated standard transition methodology for this engagement:

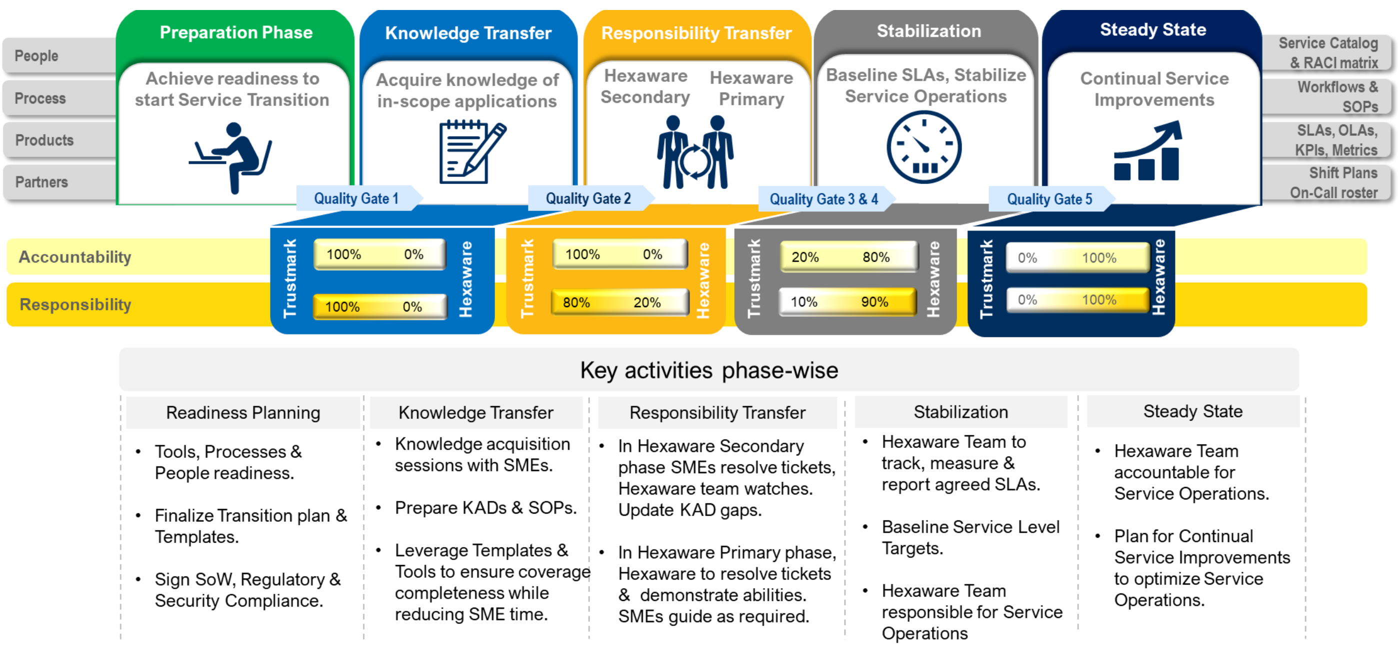


Figure 9 - Transition Methodology

This is a standard methodology, well-understood among IT Teams & well-proven over time to deliver successful outcomes.

1.7 What does the Transition Plan Outline & Timeline look like?

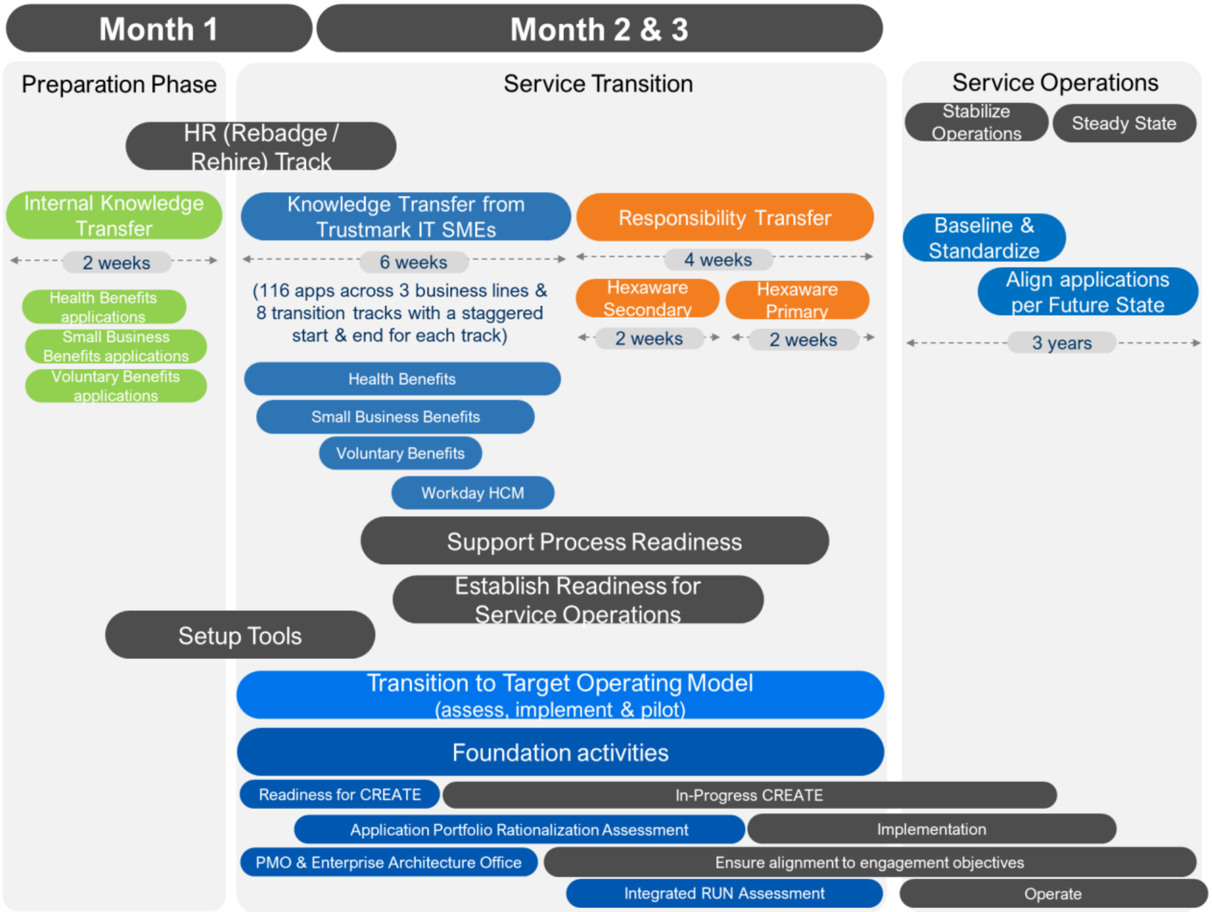


Figure 10 - Transition Plan Outline & Timeline

The first 2 weeks will be comprised of the preparation phase, wherein key Hexaware stakeholders will jointly work with corresponding key stakeholders from Trustmark IT to ensure we can commence Service Transition activities beginning in week 3. The Preparation Phase will also include tasks wherein the incumbent Hexaware Team will orient the onboarded engagement team with know-how that we already have.

The Service Transition Phase will be comprised of 2 distinct sub-phases: The Knowledge Transfer phase and the Responsibility Transfer Phase. The Knowledge Transfer phase will be comprised of SME sessions per the transition plan. The Responsibility Transfer Phase will allow us to demonstrate our understanding and ability to support these applications with & eventually without SME oversight.

Leveraging our prior experience with Trustmark engagements, for each application we propose to prioritize learning support activities followed by enhancements. This will allow us to begin contributing to BAU activities at the earliest.

Please note, given the varying complexity of most transition tracks we will have a staggered start and end. For example:

- We believe we can transition-in (i.e. complete both knowledge transfer & responsibility transfer) the Voluntary Benefits track in a month given our high knowledge index for that track.
- Similarly, we believe we can also transition-in the Workday HCM track in one month given our understanding of the scope for Service Category 3.
- The Health Benefits & Small Benefits may require a little longer given the volume of applications to cover.

Specific to Service Category 3, based on our understanding of the support workload (~75 work requests/month), we believe that we can transition-in with a smaller team (of say 4 consultants - Workday Operations Specialist - HCM, Workday Technical Lead, Workday Reporting Lead & Workday Security Specialist) and then onboard the remaining consultants as & when required by Trustmark IT. We will discuss this with Trustmark IT as we advance through this pursuit and improve our understanding of your Workday implementation & objectives.

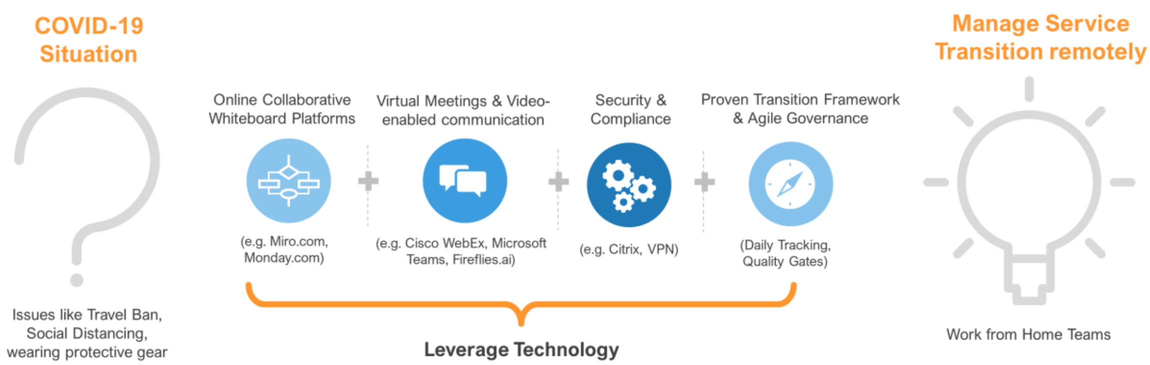
The above timelines are indicative, and we will share a detailed day-wise, track-wise, application topic-wise plan in week 2 of the preparation phase that will be jointly discussed & agreed upon by all stakeholders.

1.8 Our Approach to Transition – LAND SAFE

We understand that a successful Service Transition is a stepping-stone towards meeting the objectives of this engagement and we are committed to achieve a smooth transfer of services from the current In-house team(s) by leveraging our vast transition experience & proven transition methodology.

Figure 11 - Building Blocks of our Land Safe Transition Approach

Touchless Transition



- Hexaware recommends that this entire transition happen in a touchless mode / remote transition to offset the challenges around COVID-19.
- Hexaware commits to leverage its Touchless Transition expertise to de-risk this transition.
- We will leverage online collaboration platforms & tools to ensure all stakeholders are on the same page and progressing towards the common objective of making this transition successful.
- All participating teams (Trustmark IT / 3rd Parties & Hexaware) will participate in this transition from their base location and collaboration will happen seamlessly using collaboration software.
- Should there be any need for co-location – the onsite location will be the Trustmark office in Lake Forest, Illinois, and the offshore location will be (preferably) the Hexaware Global Delivery Center in Chennai, India. Or, at a mutually agreed upon location with all stakeholders.

Understand the Voice of Business

Often, we have observed that Engagement Teams get busy on the operational aspects of a Transition and there is no effort/focus on understanding the business perspectives & expectations of the engagement.

Hexaware proposes to differentiate this transition by conducting a Design Thinking workshop with Trustmark business to clearly understand the voice of customer, ascertain what is working, and what is not, and what should be the focus for the transition and down-stream phases.

This effort will be led by experts from our User Experience Team who will interview Trustmark stakeholders to achieve the desired outcome. They will use Design Thinking techniques like Empathy Mapping, AS-IS Mapping and Identifying Friction among others as part of this workshop.

Hypercare Team

During transition there is always a concern about managing the current service levels which may impact the business. Hexaware will bring in a 'Hypercare' team in addition to the transition team. This will enable us to augment the bandwidth of core team.

Leverage SMEs with Industry knowledge

Insurance is one of our 5 chosen verticals where we have chosen to build deep domain expertise. Hexaware has been providing IT services for insurance companies for a well over 2 decades, and over time we have onboarded quite a few consultants with 15+ years of industry experience spanning the business as well as the IT side.

We will leverage some of these consultants for this transition to ensure the core team acquires a good understanding of the Trustmark IT landscape both from an IT as well as Business / domain perspective.

Minimal Business Disruption

- Our Transition Planning approach will allow for Trustmark SMEs to progress BAU activities. For each track, SME sessions will be planned only for 4 hours (i.e. 50% of their workday).
- The Service Transition scope will be grouped by business lines and sub-grouped by business functionality. Each track will be executed in parallel to ensure clear visibility for Trustmark stakeholders.

Low Risk Approach

- Internal knowledge transfer will be planned for applications where we already have technical & functional know-how.
- We will leverage Hexaware's well-defined transition methodology to arrive at a clear & comprehensive transition plan with a day-wise schedule.
- To maximize learning, we propose to have key roles in the Transition Team on Day 1 of Service Transition start.
- Post-transition, the Transition Team will continue as the Service Delivery Team.

Organization Change Management (OCM) & People First

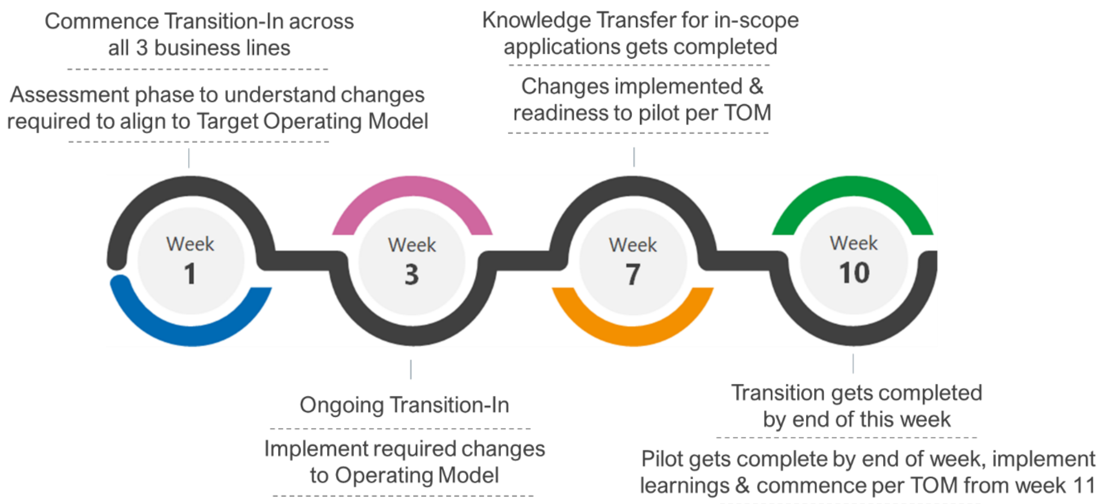
- Hexaware is willing to consider rebadging & rehiring options for this Engagement, if desired by Trustmark. We will ensure these consultants have a long & meaningful career with Hexaware.
- We will ensure the optimal use of SME availability & time. We will work with Trustmark to jointly finalize a transition plan keeping in mind SME BAU demands & planned time-off. We propose recording SME sessions for offline consumption to minimize Q&A.
- We will encourage all teams (Trustmark / 3rd Party / Hexaware) to collaborate & work well together.

Metrics-based Governance & Effective Knowledge Management (KM)

- We will manage Transition as a project, and designate an experienced, ITIL certified Transition Team.
- We will provide exhaustive phase-exit checks (quality gates) to ensure teams focus on first things first.
- The performance of the Hexaware Transition team will be monitored with agreed-upon KPIs.
- There will be separate tracks for establishing Support Process & Service Operations readiness.
- We will jointly agree upon a governance model with a best practices-based communication plan & escalation path.
- We will set up a Knowledge Management site to ensure clear tracking of the knowledge articles created for this engagement.

1.9 Our approach to move to the Target Operating Model

The below illustration provides a view of key milestones for each objective of this Service Transition over a 10-week timeline (i.e. the proposed duration of this phase).



While the above sections of this document articulate how we intend to approach this low-risk transition (from our standpoint), the below sections will explain how we intend to transition existing teams to the target state operating model.

1.10 Our Understanding of the Current Operating Model & Associated Challenges

Before we delve into the specifics of the what & how for the target operating model, it is important for us to briefly touch upon our understanding of the current operating model followed by each application team:

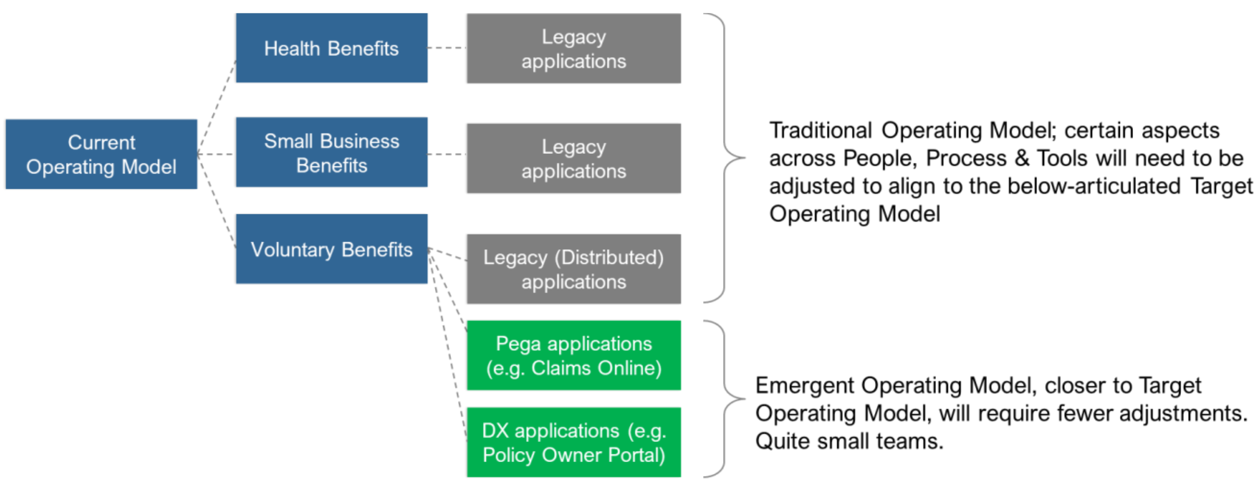


Figure 12 - Consolidated view of Current Operating Model

While the current operating model has been delivered successfully till-date, it will need certain adjustments both on Trustmark IT's side as well as Hexaware's side to align to the Trustmark IT's priorities as articulated Appendix 2:

- Product oriented hybrid teams, focusing on Agile & DevOps.
- Platform modernization – digital decoupling and reusable components.
- Identify best of breed providers for each respective service area.
- Sunrise & sunset product lifecycle management.

The below table lists key challenges envisaged across the different operating model elements:

Operating Model element	Challenges in Traditional Operating Model	Challenges in Emergent Operating Model
People (Team Composition & Roles)	• Lacks alignment to Business Capabilities	• Lacks alignment to Business Capabilities

Operating Model element	Challenges in Traditional Operating Model	Challenges in Emergent Operating Model
	• Teams are grouped by skills • Reactive focus • Lack agility & async status	• Primarily aligned to technical skills • Reactive focus
Process	• Alignment to ITIL processes and standard e.g. Problem Management • Clear Roles & Responsibilities for key processes e.g. Critical Incident Management	• Alignment to ITIL processes and standard e.g. Problem Management • Clear Roles & Responsibilities for key processes e.g. Critical Incident Management
Technology	• Alignment to future state architecture	-
Tools (& Methodologies)	• Leverage DevOps & Agile Scrum • Establish ITSM as the single source of truth	• Establish ITSM as the single source of truth

1.11 Understanding the Target Operating Model

Section 2.1 Target Operating Model of the main response document articulates the intended Target Operating Model for this Engagement.

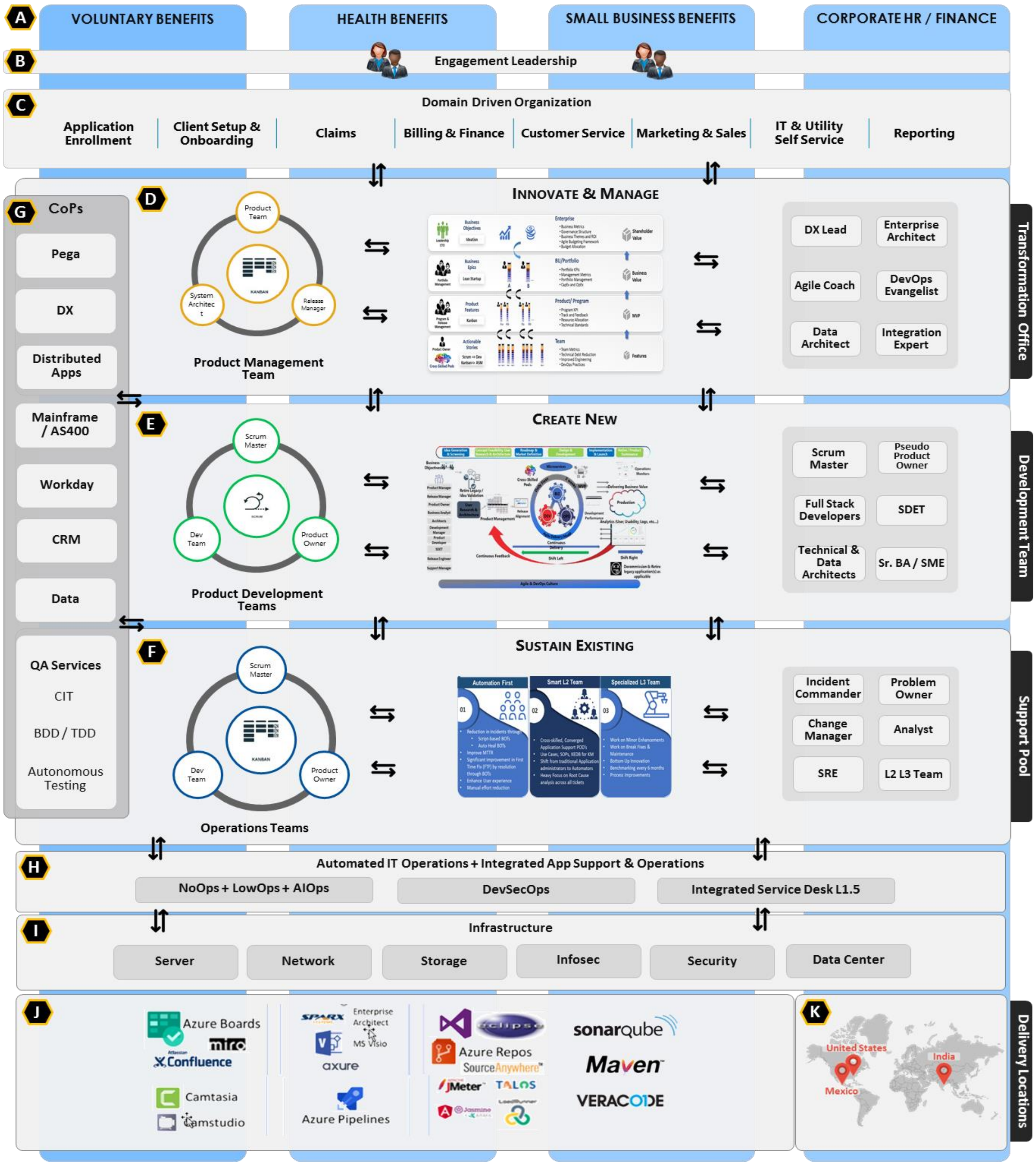


Figure 13 - Target Operating Model

For the Production Support Teams, we propose the below addition to the Target Operating Model:

- Identify members for key processes e.g. Incident Manager, Major Incident Manager, Problem Manager, Change Manager and assign them appropriate accountability.
- Identify members for key functional roles e.g. Product Owners for in-scope applications.
- Introduce Site Reliability Engineer (SRE) roles with a proactive focus on service improvement (for example, focus on Reliability, implement service delivery automation, implement application performance monitoring, etc.). These

roles will be free from BAU responsibilities and will have KPIs to improve the proactive focus of the Production Support Teams.

- Train the traditional Level 2 and Level 3 Support Teams in Scrumban and Kanban methodologies to improve the team's velocity, agility, and turnaround time.
- Strengthen data quality required for Service Level Management by making ITSM the single source of truth and integrate supporting systems like JIRA via REST APIs.

1.12 Additional Elements Required to Operationalize the Target Operating Model

The changes being discussed below are primarily applicable to the legacy applications teams.

During the preparation phase, we intend to conduct workshops with Trustmark IT stakeholders to finalize activities & participants for the assessment phase.

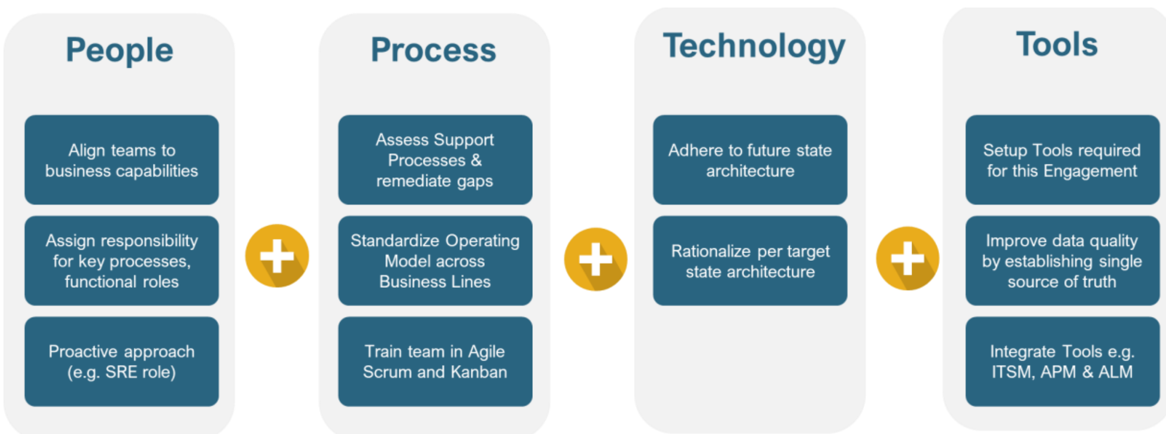


Figure 14 - additional elements required to operationalize TOM

Given our deep tribal knowledge, we are confident of completing this assessment and the subsequent required changes in an expedited manner.

1.13 Foundation Activities

- **Setup Co-development / Co-Innovation model along with Trustmark for CREATE projects**

As part of foundation activities for initiating any new DX project, we propose to setup a co-development team consisting of Trustmark and Hexaware consultants working as a single cohesive unit.

The following diagram depicts key activities involved in setting up a co-development team during Transition:

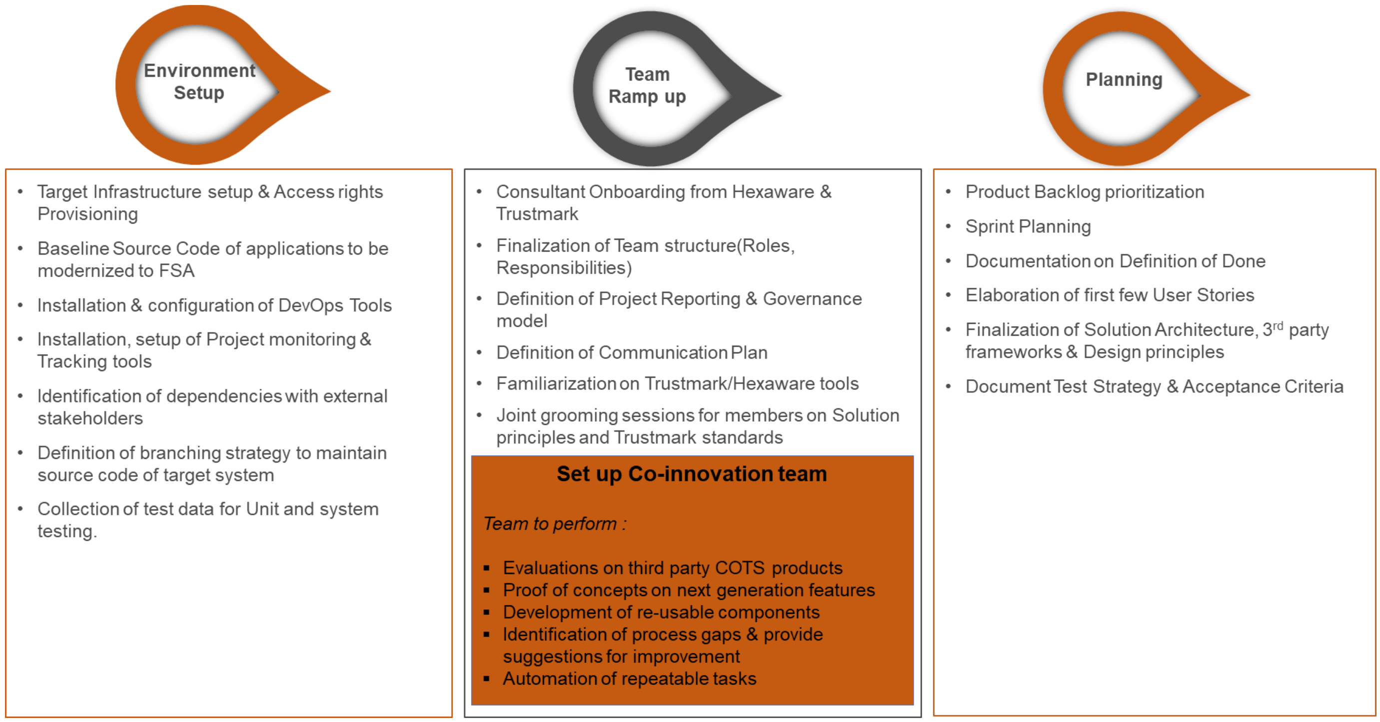


Figure 15 - Co-Development/Co-Innovation activities

We also intend to set up a co-innovation team that will assist product development teams to bring a culture of innovation and continuous improvement through product evaluations, R&D tasks, and automation tasks.

- ## Application Portfolio Rationalization Assessment

Hexaware intends to perform detailed Application Portfolio Rationalization (APR) Analysis during the Transition phase. This will help in identifying a future roadmap for each application which may include Modernize, Retain, Retire.

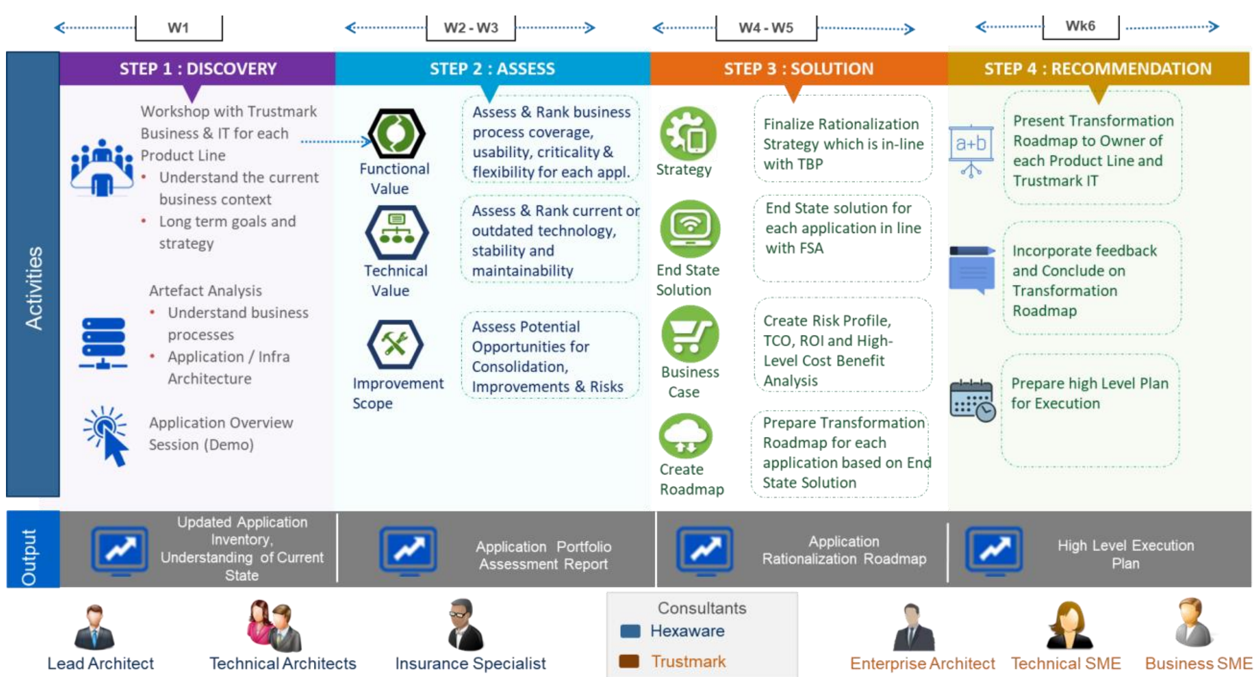


Figure 16 - APR Methodology

APR starts with one week of Discovery Phase where we intend to have a workshop with Trustmark SMEs. The Team will come to understand the existing application landscape via surveys, questionnaire, reading documentation, demos, etc. This will be followed by an Assess phase (2 weeks) where Functional as well as Technical value will be determined for each application. An APR Map (Bubble chart) will be prepared based on Functional and Technical Value. APR Map helps in evaluating future roadmap for each application (Modernize/Retain/Retire).

During the Solution phase (next 1-2 weeks), the end state of each application will be decided based on transformation goals, risks, and cost benefit analysis. During the last week (Recommendation), a Transformation roadmap will be presented to Trustmark senior management. At the end of 5-6 weeks of APR, Hexaware will deliver a detailed report containing a Transformation roadmap and high-level execution plan.

Hexaware expects the Trustmark Enterprise Architect, Business and Technical SMEs to participate in all the phases of the APR exercise. Though Hexaware will have dedicated consultants for each product line, Hexaware's Lead Architect will own APR across product lines to arrive at an optimized and unified solution.

We intend to start APR for VB first which will be followed by APR for HB and SBB in an overlapping timeframe as shown below:

Figure 17 - APR Timeline

- Transformation Team set-up

Hexaware foresees an enterprise-wide change initiative driven by an empowered transformation team led by Trustmark and supported by Hexaware. This team will drive digital transformation towards product-centric development, breaking down silos between functional groups, and building teams that collaborate effectively & advocate for Security, Risk & Governance in the whole delivery workflow.

Hexaware is committed to delivering a digital transformation that will not only align with the business goals set by Trustmark and reduce costs and complexity, but also future-proof Trustmark's future state architecture. We have committed and invested in readiness to ensure minimum disruption to Trustmark and their end customers.

The transformation team will consist of Enterprise Architects, and Agile and DevOps evangelists.

Team from Outside the current Hex-TMK Engagement

1. Digital Transformation Lead
2. Agile & BizDevOps Evangelist
3. "Experience First" Architect
4. Cloud and Microservices Architect
5. Cloud Data & Analytics Architect

Team from within the Existing Hex-TMK Engagement

6. IT Engagement Lead.
7. BPS SMEs from each of HB, SBB & VB BUs
8. IT Ops Engagement Lead

The Transformation team will be responsible for **establishing architecture, and selecting technologies, making build vs buy decisions, evaluating products, and establishing best practices and consistency** across the program. This team is also required to work very closely with Trustmark's Senior Management team to realize their vision.

- Assessment for Application & Operations Integrated Run

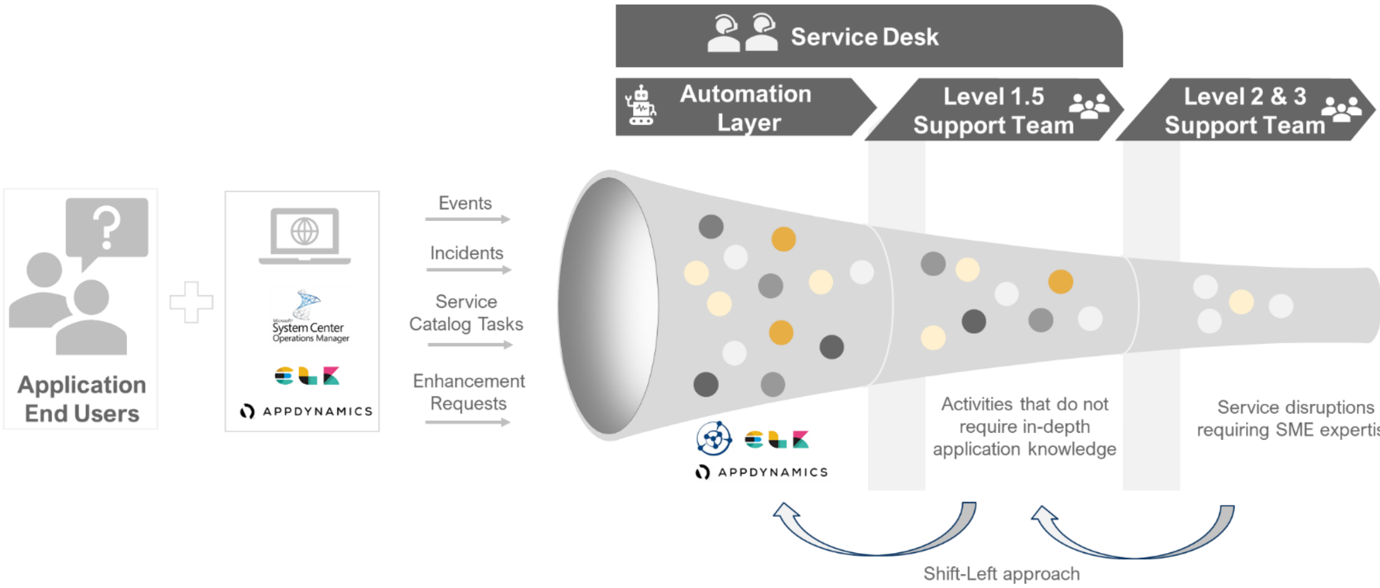


Figure 18 - Application & Operations Integrated Run

From our experience in other application managed services engagements, we have observed that in enterprises with a large application footprint, the Level 2 & 3 Support Team often runs into task prioritization challenges. To offset this challenge, we propose to setup a Level 1.5 Support team for this engagement. Activities that do not require core SME expertise will be taken up by this team, which will be eventually consolidated with the Service Desk team.

This team will be the first point of contact for the service desk and will provide a single user interface to handle both application and infrastructure issues. This team will also focus to improve left-shift of tickets from the Level 2 teams. It will be the single point of contact for Users and take ownership for incidents and requests from creation to closure.

Typical activities include:

- Application performance monitoring activities
- Batch monitoring & scheduling activities
- Work on SOP-based standard changes (Service Requests)
- Coordinate among various teams (Apps/Infra/3rd Party)
- Availability & capacity monitoring
- Operational housekeeping activities enabled by SOPs/Runbooks
- Event handling
- License maintenance
- Deployment of release patches as per release notes, etc.

Eventually for the DX cloud native applications, we intend to leverage the NoOps model with AIOps, DataOps & CloudOps. This has been articulated in the main technical solution document.

1.14 Names & Profiles of Transition Team

Listed in the below tables are key profiles for the to-be transition team. We will be happy to provide names & profiles of the larger team as we progress through the selection process. The location for these consultants will be decided during the Preparation Phase.

Health Benefits

Application Group	Name	Role & Brief Profile
Overall	Sarfraz Shaikh	**Service Delivery Manager** 18 Years of IT experience and worked on Application Support Managed Services projects in Health Insurance Domain. Expertise in Health Insurance domain.
Customer	Manikandan R	**Team Lead**

Application Group	Name	Role & Brief Profile
Management Applications		14+ Years of professional IT experience in System Development and Life Cycle (SDLC). Extensive experience in Microsoft, C#.Net, MVC, Web API, ADO.NET/Entity Framework, WCF, jQuery and strong knowledge in Angular 4.
Back Office Applications	Loganathan K	**Team Lead** 10+ Years of experience in Analysis, Design and Development of software applications in Microsoft Technologies. Strong in ASP.NET, VB.net, MVC, LINQ, WCF, Web API, C#, SSRS, SSIS, SQL Server, Angular JS / Angular 2, Telerik controls. Sound domain knowledge in Partnership and Healthcare / Insurance.
Claims Applications	Arun Devadiga	**Team Lead** 18 Years of IT experience on .NET application development and life cycle (SDLC). Strong technical background and expertise in MVC, Web API, C#, jQuery, bootstrap, SQL SERVER, Oracle, SSIS, SSRS, Entity framework, WCF, SPA (marionette.js, backbone.js). Have hands-on to angular2, .NET core and Azure technologies.

Small Business Benefits

Application Group	Name	Role & Brief Profile
Overall	Shailesh Rao	OVERALL LEAD FOR RUN Service Delivery Manager 19+ Years of IT experience with expertise in managing & developing Mobile, Web and Windows applications. Good exposure to software development lifecycle (Business Requirements Analysis, Design, Development, Documentation, Testing). Sound experience in Web API, Web services, MS SQL. Good Health Care domain knowledge.
Customer Management Applications	Jarvis Selvam	Team Lead 5+ Years of experience in Microsoft Technologies, includes VB.Net, C#.Net, SQL and API / Web services. Sound knowledge in Insurance domain.
Back Office Applications	Pritesh Vadhel	Team Lead 9+ Years of experience in Energy, BFSI and Insurance domain knowledge and Dot Net technologies - Asp.Net, MVC4.0, C#, VB.Net, Entity Framework, LINQ, ADO.Net, WCF, Web API, Windows Service, Web service. Proficiency in Windows and Web development. Good knowledge in R-Lang, Python, Tableau, HTML, CSS3.0, Ajax & JavaScript.
Claims Applications	Bhargav A	Team Lead 4+ Years of experience in Microsoft Technologies like C#, Vb.Net, ASP.Net, MVC#5 and JavaScript, jQuery, Html-5, CSS, Bootstrap, Ajax, Entity framework 6.0, LINQ, Ado.net, Web API, WCF, SQL Server 2018. Good Knowledge on Angular#8 and Azure fundamentals. Good knowledge in Insurance and HealthCare domain.

Voluntary Benefits

Application Group	Name	Role & Brief Profile
Overall	Suresh Kumar Bhadram	Project Manager 13+ Years of IT experience. Sound experience in Microsoft Technology landscape – ASP.Net, VB.Net, SQL, Web API, MVC, WCF. Worked in various phases of Software development. Good knowledge in Insurance Domain, ITIL.
Customer Management Applications	Pankaj Sahasrabudhe	Team Lead 14+ Years of experience in web and windows application using Asp.net, MVC, Web API, Web services, MS SQL. Worked on all stages of software development lifecycle.
Back Office & Claims Applications	Abhijeet Shinde	Team Lead 7+ years of experience in windows / web-based application development using Microsoft.NET technologies including ASP.NET MVC, C#, ADO.NET, Entity

Application Group	Name	Role & Brief Profile
		Framework, WCF, WPF, jQuery, XAML, VB scripts, VB.NET, MS Access. Back End: SQL Server, Oracle 12g+.

Workday

Name	Role & Brief Profile
Srini CHM	Service Delivery Manager & Workday Operations Specialist 10+years of experience in Project Management including leading Workday projects following Workday methodology. Experience in setting up the data and configuring business processes, also experienced in migration and data load activities.
Sukumar Billa	Workday Technical Lead 12+ years of overall experience in ERP with 6+ years of experience in Workday Custom Reports, EIB, Core Connectors and WD Studio. Has experience in developing complex integrations using Java, Webservices and WD Studio. Certified in Workday Integration. Also has experience in managing teams in complex Workday projects.

Others

Name	Role & Brief Profile
Ashutosh Das	Transition Manager 20+ years of rich experience in Applications Management, E2E Transition Management, Project Management, E2E Release Management, E2E Delivery and Service Management. Certified ITIL V3 professional.

1.15 Locations

Onsite Location	Trustmark Office in Lake Forest, IL
Nearshore Location (L1.5)	Hexaware Office in Saltillo, Mexico
Offshore Location	Hexaware Global Delivery Center in Chennai, India

Flexible to consider other locations in US or India, if required.

2. RESPONSIBILITIES AND EXPECTATIONS FROM TRUSTMARK

For applications that Hexaware has to transition-in:

Preparation Phase

- Assign an Engagement Manager who will act as a SPOC for Hexaware.
- Provide SME names (primary & backup) to finalize Transition plan.
- Approve Transition Plan, Templates & Tools identified for this Transition.
- Ensure excellent collaboration from Trustmark / Incumbent(s) involved & timely resolution to queries / issues raised.
- Communicate Organization Change Management & engagement objectives to all stakeholders.
- Arrange for requisite IDs & access to knowledge management systems.

Service Transition

- Manage SME workload to allow them to deliver planned knowledge transfer sessions.
- Proactively identify & mitigate risks. Oversee collaboration between Teams.
- Timely review/feedback & sign-off for deliverables.
- Introduction to Business, Service Desk, Infrastructure Support Teams, and 3rd Party Vendors.
- Orient Hexaware Team with plans for in-scope applications.
- Inform Hexaware of business needs & plans and advise on areas of focus.

3. ESTIMATED RISKS DURING TRANSITION

Type	Description	Probability	Impact	Mitigation
People	Delay in onboarding of consultants due to: 1. Consultants backing out at the last minute by not joining the organization 2. Relief from existing project getting delayed.	Low	1. Schedule slippage 2. Delay in Transition	1. Keep in touch with the identified consultant(s) every week to check on the status and to avoid last minute surprises. 2. Get confirmation from consultant line manager that the relieving date of the consultant has been agreed upon.
People	Lack of Cooperation / Absenteeism of Trustmark SMEs in planned Knowledge Transfer sessions	Medium	Transition Schedule delay	1. Core Leadership Team to meet with Trustmark SMEs to provide clarity on Engagement objectives & approach. 2. Identify backup names for critical SMEs.
Process	Change in priorities of Trustmark SMEs who are responsible for transition to Hexaware OR SME bandwidth issue to deliver KT sessions.	Medium	Delay in Knowledge Transfer	1. Ensure that Trustmark identifies the critical SME and ensure to lock them down till end of transition 2. Identify the sensitive areas upfront and plan for Rapid Transition
Process	Lack of documentation - Application specific documentation missing	High	Lack of transition effectiveness	1. Discuss with Trustmark any gaps in documentation and if the existing team can close the same before end of Knowledge transfer phase/ / Sprint 1 2. Capture the knowledge transferred for the gaps portion in Technical detailed documents
Process	Effectiveness of Transition	Medium	Transition of knowledge/ Process/People not effective impacting the support and delivery hence negative CSAT	1. Checks in each phase to monitor the performance: - Playback to monitor the effectiveness of Knowledge Transfer rather than waiting till the end of Responsibility Transfer - 70% of Steady State team to participate in playbacks ensure that significant portion of team has the required knowledge

Type	Description	Probability	Impact	Mitigation
				2. Quality gate reviews at the end of each phase
Technology	Delay in providing required application specific access (Systems, Applications, ServiceNow, Monitoring tools and other Tools) to Hexaware Team	High	1. Impact the Knowledge Transfer 2. Impact forward shadow and reverse shadow effectiveness. 3. Transition schedule plan will be impacted.	1. Hexaware to raise access requests 2-3 weeks prior to Transition KA phase and ensure gets approval and access to all the required systems. 2. Trustmark to ensure that access requests are fulfilled with urgency before the start of the transition.

In addition to the above related risks, we would also like inform Trustmark IT on how we intend to mitigate remote Transition-related risks. Below table briefly lists them -

Description	Probability	Impact	Mitigation
Ability to collaborate seamlessly given remote & geographically distributed teams	Medium	High	Leverage whiteboarding platforms, tools to transcribe meetings, always on video-enabled meeting rooms – basically ensure clear & effective communication in team
How will we ensure there is adequate learning?	Medium	High	Prior to start of transition, have multiple sessions like the transition initiation meeting to ensure both teams have complete clarity on how this transition will happen - Do's & Don'ts, Tools & Platforms, Timelines & Day in a Life. During Transition – transcribe meetings, record SME sessions, plan for multiple playback sessions & also identify contextual assignment to ensure individuals have enough learning.
How will Forward Shadow & Reverse Shadow sessions happen?	Low	Medium	Leverage screen-sharing capabilities of WebEx, Teams, etc. to ensure the SME can explain the Hexaware Team how the resolution was carried out & vice versa.
Connectivity & Internet speed issues	Low	High	Ensure all team members have a backup to offset connectivity & speed issues. Teams can also reach out Hexaware's System Technology Group (STG) team to expedite troubleshooting of such issues.
How will security & compliance be maintained?	Medium	High	Leverage VPN & Secure Desktop products. Also leverage Information Rights Management capabilities of MS Office to ensure only the required people have access to that asset.
How will we ensure inter-team discussion & resultant learning?	Low	Medium	Setup online wikis (e.g. confluence) where knowledge can be collaboratively updated & viewed.

Description	Probability	Impact	Mitigation
			Focused sessions for the teams to discuss learnings and issues around a topic.

thank you

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