



DIGITAL DFSA TRANSFORMATION JOURNEY

THE DIGITAL PLAYBOOK (ANNEX)

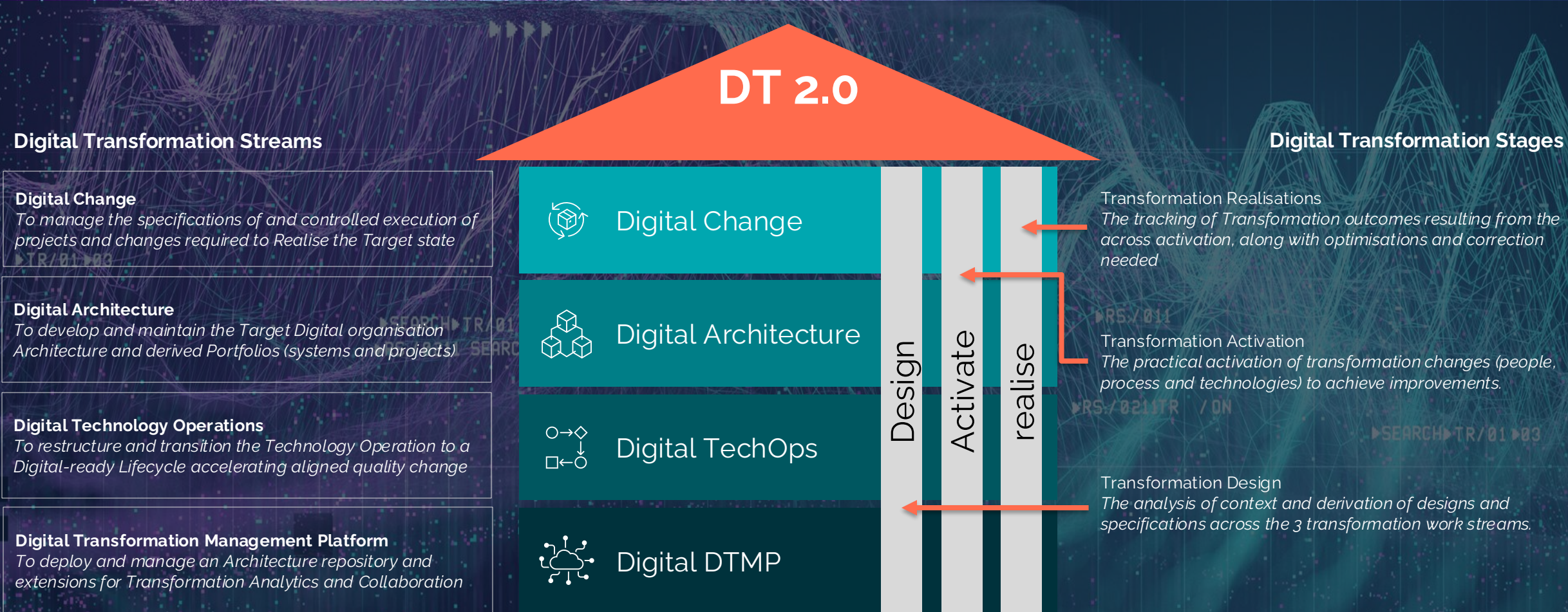
This report is the 1st draft of the Digital Transformation PlayBook for Digital DFSA. The PlayBook is updated throughout the Design and Implementation lifecycle of DFSA's Digital Transformation Journey, and serves the primary guide for Designs, Specifications & Changes

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DIGITAL TRANSFORMATION FRAMEWORK

The fast growing Digital Economy is disrupting long established organisation business and operating models. Digital Transformation is a de-facto function needed for organisations to sustain their market position

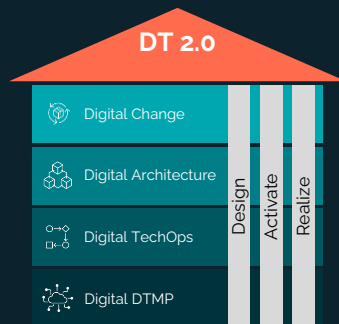
- > DT2.0 Streams: Digital presents a number of major opportunities and challenges for all organisations. DigitalQatalyst DT2.0 (Digital Transformation 2.0) addresses underlining Digital opportunities and challenges.
- > DT2.0 Stages: Digital Technologies and Data is in continuous development. DigitalQatalyst DT2.0 establishes a 3 step transition model. This is deployed as an iteration by the office leading Digital Transformation.

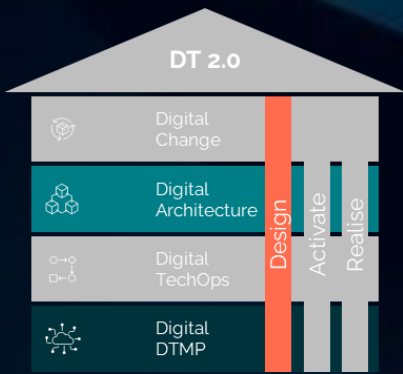


DIGITAL DFSA PLAYBOOK

TABLE OF CONTENTS

- 01 Section 01 | DESIGN (The Canvas)
- 02 Section 02 | DESIGN (The DBP)
- 03 Section 03 | ACTIVATE (The Roadmap)
- 04 Section 04 | REALISE (Maturity & Compliance)





Section 01

DIGITAL DFSA CANVAS

What Capabilities to realise Digital DFSA?

01.01

DIGITAL CANVAS DECOMPOSITION

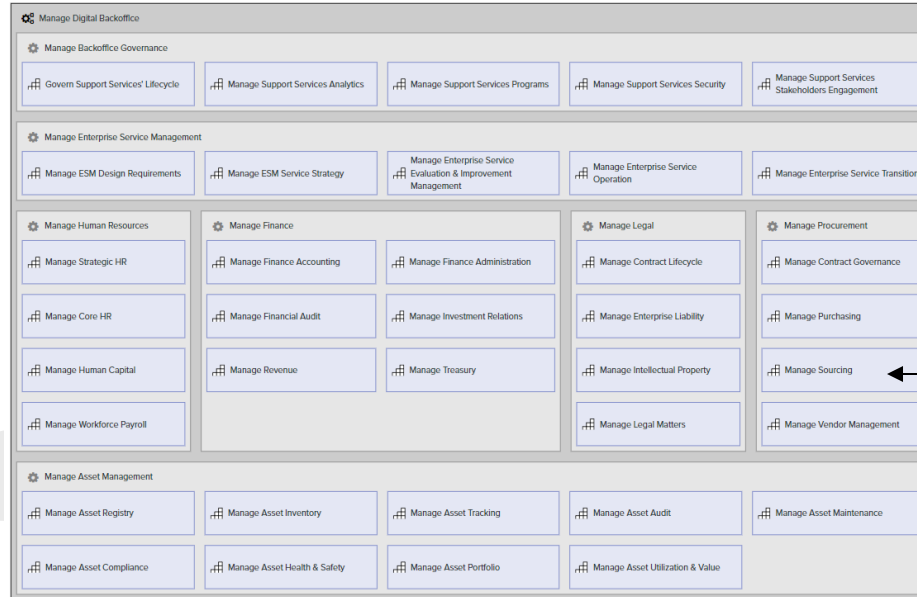
Digital Canvas Domain Detailing

META-STRUCTURE AND TAXONOMY

DFSA Digital Organisation 12x Domains of Digital capabilities



DFSA Digital Canvas Digital Domain (Manage Digital Backoffice)



DFSA Digital Canvas Digital Canvas Taxonomy

Digital Domain
Definition of core pillar and major grouping for Digital Transformation

Digital Sub-Domain
Definition of key area and subgrouping effective control over the grouped capabilities.

Digital Capability
Definition of capabilities for the Digital organisation to Achieve

DIGITAL CANVAS: META-STRUCTURE & TAXONOMY

To ensure the Organisational efforts are effectively channeled, the recognized DFSA capabilities are placed appropriately within the Digital Canvas. The segmenting and classification of capabilities allows for the realisation of the Organisational aspirations.

Within the Digital Canvas taxonomy list, each domain of the Digital Canvas breaks down in 3 key areas, which are (1) Digital Domains, (2) Digital Sub Domains and (3) Digital Capabilities. This ensures appropriate classification of an organisation's activities into the Digital Canvas as well as information being compiled to match the appropriate taxonomy. The Digital Canvas is designed to establish capabilities for an Organisation's holistic development and enhancing their digital maturity.

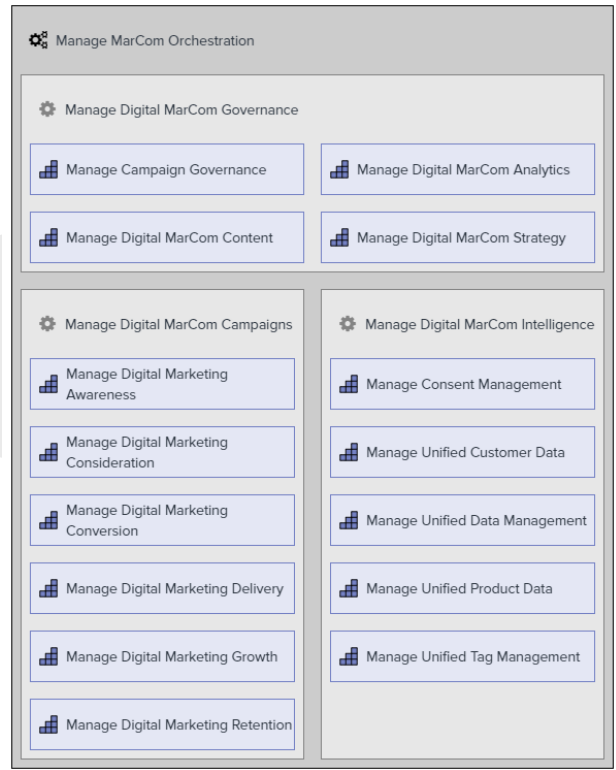
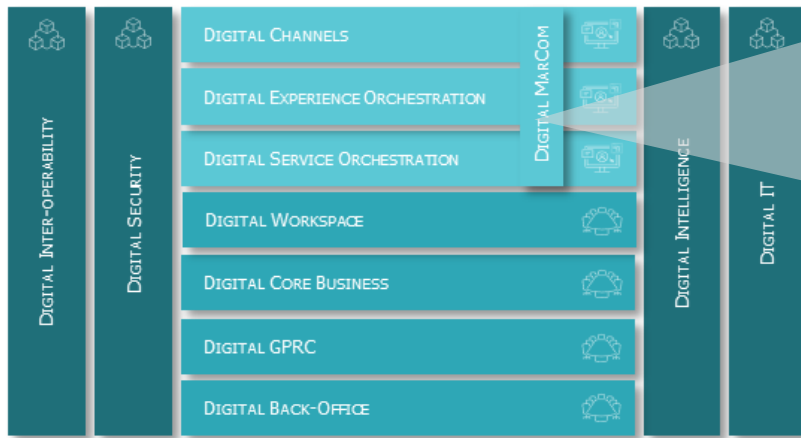
01.02

MANAGE MARCOM ORCHESTRATION

Digital Canvas Domain Detailing

MARCOM DOMAIN OVERVIEW

DFSA Digital Organisation 12x Domains of Digital capabilities



Digital MarCom 3x Areas of Digital MarCom capabilities

The Digital MarCom uses industry standard best practices and methodologies to create key focus points for an organisation to manage development and implementation of marketing campaigns. By utilising digital marketing instead of traditional marketing, an organisation can interact with a larger number of stakeholders. The Digital MarCom Domain is a set of capabilities used to establish an organisation's marketing and communication protocols

03

Digital Sub Domains
12x Domains of Digital Sub Domains

15

Digital Capabilities
12x Domains of Digital capabilities

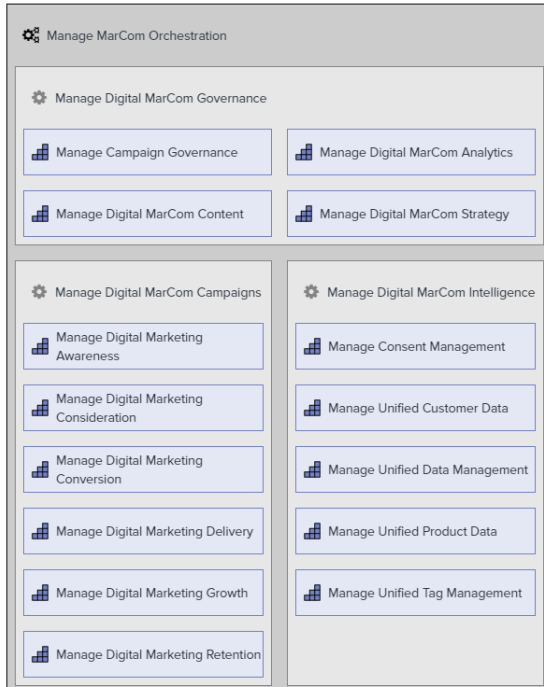
MANAGE MARCOM ORCHESTRATION: DOMAIN OVERVIEW

Digital MarCom (Marketing and Communication) establishes methodologies used by an organisation to effectively interact with stakeholders. It enables an organisation to introduce interaction mechanisms throughout various stakeholder touchpoints and throughout a stakeholder's lifecycle.

The domain is appropriately structured to allow the established marketing mechanisms to be aligned with Organisational aspirations. The capabilities defined within the MarCom Digital Domain will facilitate an organisation in effective MarCom Strategy Planning, Data-Driven MarCom Decision Making and Stakeholder Targeted MarCom.

MARCOM CAPABILITIES

Digital MarCom Capabilities



Digital MarCom Sub-Domains

The MarCom Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The MarCom domain allows an Organisation to break down the engagement processes undertaken into specific focus areas and allows the target technological state to be defined within the subdomains



Manage Digital MarCom Governance

This subdomain explains how an Organisation can govern its marketing and communication lifecycle and develop appropriate marketing strategies to reflect Organisational goals and objectives. The governance subdomain enables an Organisation to control its marketing initiatives and align them to the overall Organisational strategy.



Manage Digital MarCom Campaigns

This subdomain explains how an Organisation can develop effective marketing campaigns to entice potential stakeholders into the Organisation's growth funnel. The development of campaigns will drive stakeholder engagement which will lead to new sales and upselling to existing stakeholders.



Manage Digital MarCom Intelligence

The subdomain explains how an Organisation manage siloed data sources collected from stakeholders, products and services and integrate this data into a consolidated and unified data source. Utilising intelligent MarCom capabilities will allow Organisations to enable stakeholder insight development and imbue data driven engagement practices throughout the Organisation.

MANAGE MARCOM

ORCHESTRATION:

SUB-DOMAIN OVERVIEW

The Digital MarCom domain breaks down into 3 different sub-domains to address an Organisation's digital areas of interest within marketing and communication. Dividing the MarCom domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital MarCom enables an Organisation to take complete control of their marketing and stakeholder interaction practices. The MarCom governs an Organisation's interaction to stakeholders throughout the stakeholder lifecycle and optimises it for Organisational growth.

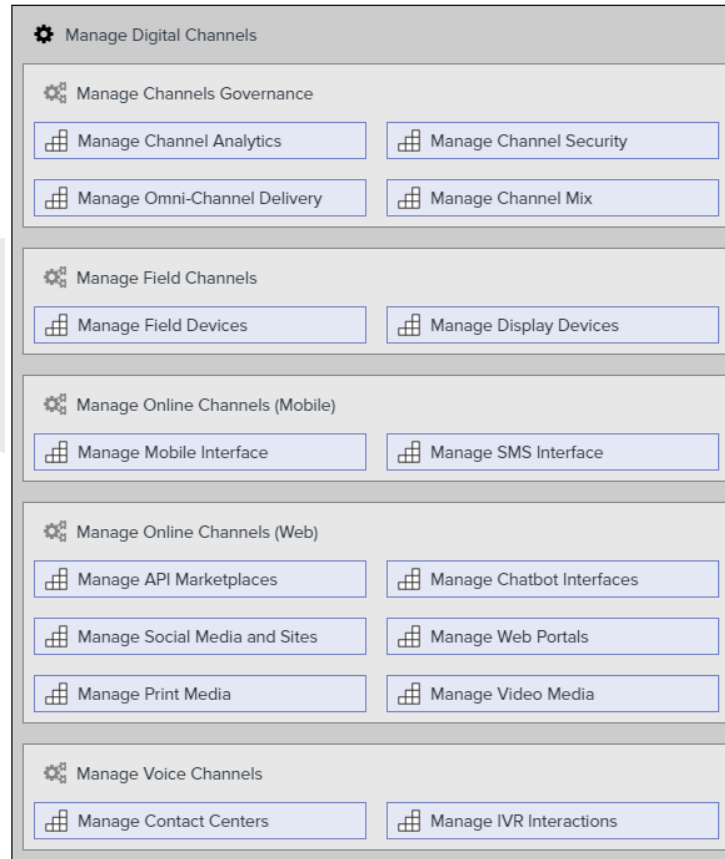
01.03

MANAGE DIGITAL CHANNELS

Digital Canvas Domain Detailing

DIGITAL CHANNELS OVERVIEW

DFSA Digital Organisation 12x Domains of Digital capabilities



Digital Channels

12x Domains of Digital capabilities

The Digital Channels uses industry standard best practices and methodologies to create key focus points for an organisation to manage stakeholder touchpoints. By utilising digital channels instead of traditional channels, an organisation can continuously interact with stakeholders.



Digital Sub Domains

12x Domains of Digital Sub Domains



Digital Capabilities

12x Domains of Digital capabilities

MANAGE DIGITAL CHANNELS:

DOMAIN OVERVIEW

The Digital Channels enables an organisation to continuously engage with its stakeholders. By utilising digital channels, a stakeholder can receive personalised, agile and real time interactions from an organisation. Digital Channels also allows for a large number of stakeholders to engage with an organisation.

Digital Channels are the systems a stakeholder uses in order to communicate with an organisation. Channels are the stakeholder touchpoints an organisation creates to facilitate interactions throughout a stakeholder's lifecycle. The capabilities defined within the Channels Digital Domain will facilitate an organisation in effective (1) Oversight of Communication Stream, (2) Management of Tangible Channels, (3) Management of Digital and Network Channels and (4) Automation of stakeholder Interaction.

Digital Channel Capabilities



Digital Channels Sub-Domains

The Digital Channels Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Channels domain allows an Organisation to classify the stakeholder touchpoint devices used and allows the target technological state to be defined within the subdomains



Manage Channel Governance

This sub domain explains how an Organisation can manage its stakeholder touch points instruments and optimise it to drive profitability and stakeholder retention. The Channel governance sub domain allows a stakeholder to experience an effective channel mix (delivery of services across all channels simultaneously) as well as an Omni and Opti-Channel experience.



Manage Field Channels

This sub domain explains how an Organisation can effectively utilise field channels like IoT devices, point of sale devices etc. This procurement of effective field devices will allow for ease in data collection which will be used to effectively enable data driven decision making procedures.



Manage Online Channels (Web)

This sub domain explains how an Organisation can effectively utilise online stakeholder touchpoint devices that will enable stakeholders to attain a proper omni channel experience. The utilisation of effective Web Channels will allow an Organisation to continuously deliver its services as well as attain real-time channel detection and optimisation.

MANAGE DIGITAL CHANNELS:

SUB-DOMAIN OVERVIEW

The Digital Channels domain breaks down into 5 different sub-domains to define an Organisation's digital areas of interest within stakeholder touchpoints devices and practices. Dividing the Digital Channels domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Channels enables an Organisation to take complete control of how an Organisation can interact with external stakeholders. The Digital Channels governs the instrument and practice used to interact with external stakeholders and how it can be optimised for operational efficiency.

Digital Channel Capabilities



Digital Channels Sub-Domains

The Digital Channels Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Channels domain allows an Organisation to classify the stakeholder touchpoint devices used and allows the target technological state to be defined within the subdomains



Manage Voice Channels

This sub domain explains how an Organisation can effectively utilise voice stakeholder touchpoint devices like call centers, that will enable stakeholder care features. The utilisation of effective Voice Channels will allow an Organisation to continuously deliver its services as well as attain real-time channel detection and optimisation



Manage Online Channels (Mobile)

This sub domain explains how an Organisation can effectively utilise mobile stakeholder touchpoint devices that will enable stakeholders to attain a proper omni channel experience. The utilisation of effective Mobile Channels will allow an Organisation to continuously deliver its services as well as attain real-time channel detection and optimisation

MANAGE DIGITAL CHANNELS:

SUB-DOMAIN OVERVIEW

The Digital Channels domain breaks down into 5 different sub-domains to define an Organisation's digital areas of interest within stakeholder touchpoints devices and practices. Dividing the Digital Channels domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Channels enables an Organisation to take complete control of how an Organisation can interact with external stakeholders. The Digital Channels governs the instrument and practice used to interact with external stakeholders and how it can be optimised for operational efficiency.

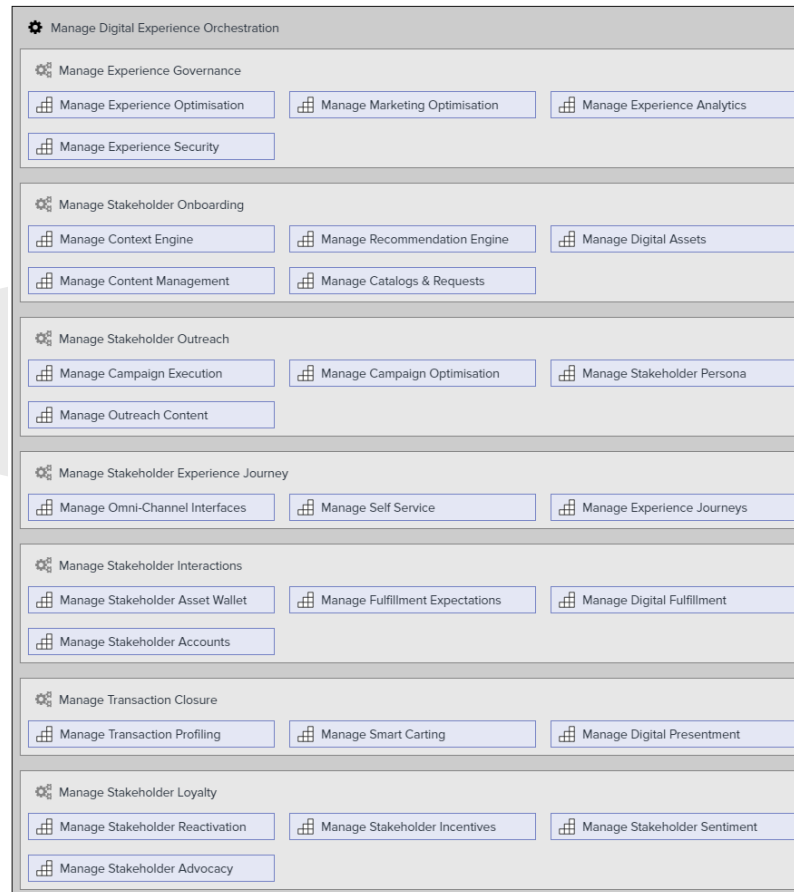
01.04

MANAGE DIGITAL EXPERIENCE ORCHESTRATION

Digital Canvas Domain Detailing

DIGITAL EXPERIENCE DOMAINS

DFSA Digital Organisation 12x Domains of Digital capabilities



Digital Experience Orchestration 12x Domains of Digital capabilities

The Digital Experience uses industry standard best practices and methodologies to create key focus points for an organisation to improve stakeholder engagement. By utilising digital engagement instead of traditional engagement tools, an organisation can improve stakeholder journeys more effectively.

07

Digital Sub Domains 12x Domains of Digital Sub Domains

27

Digital Capabilities 12x Domains of Digital capabilities

MANAGE EXPERIENCE ORCHESTRATION: DOMAIN OVERVIEW

Digital Experience Orchestration allows an organisation to optimise their current stakeholder interaction and stakeholder engagement procedures to drive stakeholder satisfaction. This enables in more stakeholders engaging with an organisation leading to better stakeholder satisfaction and retention levels resulting in organisational growth. The Digital Experience Orchestration refers to how an organisation can improve a stakeholder's journey throughout the stakeholder lifecycle.

The Experience Orchestration domain makes it much easier for a stakeholder to communicate with an organisation. The capabilities defined within the Experience Orchestration Digital Domain will facilitate an organisation in effective (1) stakeholder Growth Planning, (2) Stakeholder Engagement Management and (3) stakeholder Retention Strategy Implementation.

Digital Experience Capabilities



Digital Experience Orchestration Sub-Domains

The Digital Experience Orchestration Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Experience Orchestration domain allows an Organisation to optimise its stakeholder experience and engagement mechanisms to drive stakeholder satisfaction.



Manage Experience Governance

This sub domain explains how an Organisation can manage secured stakeholders and stakeholder engagement to drive profitability and stakeholder retention. The Experience governance sub domain allows an Organisation to improve experience and engagement capabilities to be in line with growth aspirations and goals.



Manage Stakeholder Outreach

This sub domain explains how an Organisation can effectively manage and improve its stakeholder outreach mechanisms to entice more stakeholders to engage with the Organisation. Optimising stakeholder outreach will allow for more interaction with the Organisation and will drive experience engagement and satisfaction.



Manage Stakeholder Onboarding

This sub domain explains how an Organisation can effectively manage and improve stakeholder onboarding mechanisms to improve engagement between stakeholders and the Organisation. Managing and optimising stakeholder onboarding will allow for better engagement practices which will drive stakeholder satisfaction.

MANAGE EXPERIENCE ORCHESTRATION: SUB-DOMAIN OVERVIEW

The Digital Experience domain breaks down into 7 different sub-domains to define an Organisation's digital areas of interest within stakeholder experience initiatives and practices, Dividing the Digital Experience domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Experience Orchestration enables an Organisation to take complete control of how an Organisation can satisfy its stakeholders throughout the stakeholder lifecycle. The Digital Experience Orchestration allows an Organisation to imbue effective stakeholder experience initiatives throughout the Organisation to unlock experience – driven growth.

Digital Experience Capabilities



Manage Stakeholder Loyalty

This sub domain explains how an Organisation can effectively manage and improve its stakeholder loyalty mechanisms to for stakeholder retention purposes. Optimising stakeholder loyalty will allow for an Organisation to retain existing stakeholders and continue to generate revenue from them to drive profitability and growth.



Manage Stakeholder Experience Journey

This sub domain explains how an Organisation can effectively manage and improve its stakeholder experience mechanisms to improve stakeholder satisfaction. Optimising stakeholder experience will allow for an Organisation to improve overall satisfaction metrics throughout the stakeholder lifecycle which will drive profitability and growth



Manage Stakeholder Interactions

This sub domain explains how an Organisation can effectively manage and improve stakeholder interaction procedures within stakeholder touchpoints. Managing stakeholder interaction effectively will allow for an Organisation to continuously interact with stakeholder in real-time to drive profitability and growth.



Manage Transaction Closure

This sub domain explains how an Organisation can effectively manage and improve how digital transaction takes place throughout the stakeholder lifecycle. Transaction closure allows for a stakeholder to move to the next stakeholder lifecycle stage. By effectively managing transaction closure, an Organisation can quickly move through a stakeholder lifecycle.

MANAGE EXPERIENCE ORCHESTRATION: SUB-DOMAIN OVERVIEW

The Digital Experience domain breaks down into 7 different sub-domains to display an Organisation's digital areas of interest within stakeholder experience initiatives and practices, Dividing the Digital Experience domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Experience Orchestration enables an Organisation to take complete control of how an Organisation can satisfy its stakeholders throughout the stakeholder lifecycle. The Digital Experience Orchestration allows an Organisation to imbue effective stakeholder experience initiatives throughout the Organisation to unlock experience – driven growth.

01.05

MANAGE DIGITAL SERVICE ORCHESTRATION

Digital Canvas Domain Detailing

DIGITAL SERVICE DOMAIN

DFSA Digital Organisation 12x Domains of Digital capabilities



Digital Service Orchestration 12x Domains of Digital capabilities

The Digital Service uses industry standard best practices and methodologies to create key focus points for an organisation to improve a stakeholder's lifecycle. By utilising digital services instead of traditional services, an organisation can deliver services to stakeholders more quickly.

07

Digital Sub Domains 12x Domains of Digital Sub Domains

25

Digital Capabilities 12x Domains of Digital capabilities

MANAGE SERVICE ORCHESTRATION: DOMAIN OVERVIEW

Digital Service Orchestration allows agile delivery of products and services from an organisation to the stakeholder. It also allows an organisation to develop effective processes that can be used throughout the stakeholder lifecycle.

The Service Orchestration domain manages the stakeholder lifecycle itself. Digital Service Orchestration is how an organisation delivers its output to its stakeholder while simultaneously maintaining the relation between the organisation and stakeholder.

The capabilities defined within the Service Orchestration Digital Domain will facilitate an organisation in effective (1) Delivery of Services, (2) Marketing Output Development and Deployment and (3) stakeholder Lifecycle Strategy Implementation.

Digital Service Capabilities



Digital Service Orchestration Sub-Domains

The Digital Service Orchestration Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Experience Orchestration domain allows an Organisation to manage business development and stakeholder interaction.



Manage Service Orchestration Governance

This sub domain explains how an Organisation can manage the actual delivery of an Organisational output to stakeholders. The service orchestration governance sub domain allows an Organisation to improve the organisational delivery mechanisms to ensure efficient, continuous interaction, sales and delivery.



Manage Marketing Planning

This sub domain explains how an Organisation can identify the right stakeholders within the market. Through marketing planning, an Organisation can plan, identify and analyse the current market environment to establish the appropriate customer base to market to. This will allow Organisation to personalise their marketing to drive growth and profitability.



Manage Stakeholder Engagement

This sub domain explains how an Organisation can continuously engage with its stakeholders. Through continuous engagement, a large volume of stakeholders can be satisfied at the same time, without utilising significant organisational resources. Satisfied stakeholders have a higher probability of being retained creating a positive environment for the stakeholder and organisation.

MANAGE SERVICE ORCHESTRATION: SUB - DOMAIN OVERVIEW

The Digital Service domain breaks down into 7 different sub-domains to address an Organisation's digital areas of interest within stakeholder relations management and stakeholder lifecycle management. Dividing the Digital Service domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Service Orchestration enables an Organisation to take complete control of a stakeholder's lifecycle in relation to the Organisation. The Digital Service Orchestration allows an Organisation to enable continuous sales and delivery across the stakeholder lifecycle for faster delivery of services and a faster turnover rate for stakeholders in relation to the Organisation.



Manage Service Offerings

This sub domain explains how an Organisation can manage the service orders it has received. Through effective service order management, the Organisation can circumvent excessive wastage of resources as well as introduce incentives that can be provided to stakeholders to drive satisfaction and retention.



Manage Service Delivery

This sub domain explains how an Organisation can plan and manage the delivery of service orders. Through effective service delivery management, the Organisation can ensure continuous delivery of services to accelerate conversion and sales cycles.



Manage Transaction Fulfilment

This sub domain explains how an Organisation can manage fulfil transactions that has been through organisational services delivered. Through effective service receivables management, the Organisation can consolidate fulfilment to allow for agile conversion of stakeholders through its lifecycle stages.



Manage Service Support

This sub domain explains how an Organisation can improve stakeholder engagement from the service provided to the stakeholder. Through effective stakeholder care management, the Organisation can improve stakeholder engagement and satisfaction metrics allowing for better stakeholder retention rates and increased stakeholder loyalty.

MANAGE SERVICE ORCHESTRATION: SUB - DOMAIN OVERVIEW

The Digital Service domain breaks down into 7 different sub-domains to diDFSAay an Organisation's digital areas of interest within stakeholder relations management and stakeholder lifecycle management. Dividing the Digital Service domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Service Orchestration enables an Organisation to take complete control of a stakeholder's lifecycle in relation to the Organisation. The Digital Service Orchestration allows and Organisation to enable continuous sales and delivery across the stakeholder lifecycle for faster delivery of services and a faster turnover rate for stakeholders in relation to the Organisation.

01.06

MANAGE DIGITAL WORKSPACE

Digital Canvas Domain Detailing

DIGITAL WORKSPACE DOMAIN

DFSA Digital Organisation 12x Domains of Digital capabilities



Digital Workspace 12x Domains of Digital capabilities

The Digital Workspace uses industry standard best practices and methodologies to create key focus points for an organisation to improve internal efficiency and productivity. By utilising digital workspaces instead of traditional workspaces, an organisation can accomplish more.

05

Digital Sub Domains 12x Domains of Digital Sub Domains

20

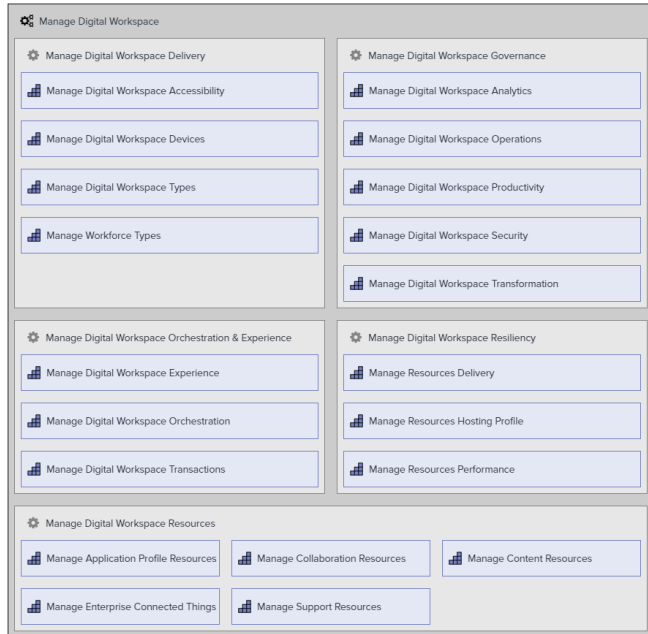
Digital Capabilities 12x Domains of Digital capabilities

MANAGE DIGITAL WORKSPACE: DOMAIN OVERVIEW

The Digital Workspace enables an organisation's workforce to communicate and collaborate more effectively resulting in an increase in organisational efficiency and productivity, Digital Workspace enables an organisations workforce to embrace technology to drive value within an enterprise.

The Digital Workspace calls for an organisation to integrate technology within the workplace. Digital Workspace instructs an organisation to align its workforce and technology, to truly create a digital organisation. The capabilities defined within the Workspace Digital Domain will facilitate an organisation in effective (1) Workspace Productivity and Efficiency Oversight, (2) Workload Resource Allocation and (3) Internal Collaboration and Communication Enhancement

Digital Workspace Capabilities



Digital Workspace Sub-Domains

The Digital Workspace Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Workspace domain allows an Organisation to digitally manage the workforce, offices, devices and collaboration mechanisms.



Manage Digital Workspace Governance

This sub domain explains how an Organisation can manage the Organisation's workforce and workspace to utilise more technology to improve productivity. The digital workspace governance sub domain allows an Organisation to integrate technology to improve productivity and efficiency of the workforce, by adopting a digital workspace



Manage Digital Workspace Delivery

This sub domain explains how an Organisation can seamlessly distribute workloads to an Organisation's workforce digitally. By utilising digital workspace delivery mechanisms, an Organisation can improve its workload distribution procedures, which will enable the workforce to work with agility and efficiency.



Manage Digital Workspace Orchestration & Experience

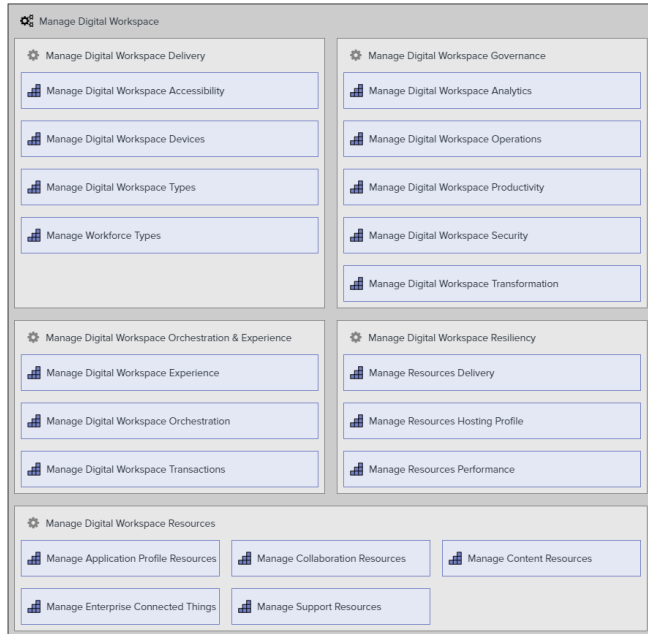
This sub domain explains how an Organisation can improve an Organisation's workforce journey while interacting with the digital workspace. By optimising digital workspace experience, workloads can be completed by the workforce quicker, through the integration of technology into the digital workspace.

MANAGE DIGITAL WORKSPACE: SUB-DOMAIN OVERVIEW

The Digital Workspace domain breaks down into 5 different sub-domains to identify an Organisation's digital areas of interest within virtual workplace and workforce management. Dividing the Digital Workspace domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Workspace enables an Organisation to deliver business transaction workloads to the workforce digitally. The Digital Workspace allows an Organisation's workforce to be more interconnected as well as introduce digital workers within the Organisation to improve productivity and efficiency

Digital Workspace Capabilities



Digital Workspace Sub-Domains

The Digital Workspace Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Workspace domain allows an Organisation to digitally manage the workforce, offices, devices and collaboration mechanisms.



Manage Digital Workspace Resiliency

This sub domain explains how an Organisation digital workspace is resilient and flexible depending on Organisational requirements. The digital workspace is flexible enough to fit to an Organisation's demand and can be changed and implemented with agility if needed.



Manage Digital Workspace Resources

This sub domain explains how an Organisation can utilise workspace resources effectively in order to optimise current processes undertaken by the workforce. By utilising digital workspace resources, an Organisation can effectively integrate, optimise and manage the digital workspace to improve productivity and efficiency metrics.

MANAGE DIGITAL WORKSPACE: SUB-DOMAIN OVERVIEW

The Digital Workspace domain breaks down into 5 different sub-domains to identify an Organisation's digital areas of interest within virtual workplace and workforce management. Dividing the Digital Workspace domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Workspace enables an Organisation to deliver business transaction workloads to the workforce digitally. The Digital Workspace allows an Organisation's workforce to be more interconnected as well as introduce digital workers within the Organisation to improve productivity and efficiency.

01.07

MANAGE CORE OPERATION

Digital Canvas Domain Detailing

DIGITAL CORE DOMAIN

DFSA Digital Organisation
12x Domains of Digital capabilities



Digital Core Business
12x Domains of Digital capabilities

The Digital Core Business uses industry standard best practices and methodologies to create key focus points for an organisation to drive value. By utilising digital core processes instead of traditional core processes, an organisation can enhance its production process.

09

Digital Sub Domains
12x Domains of Digital Sub Domains

60

Digital Capabilities
12x Domains of Digital capabilities

MANAGE CORE BUSINESS: DOMAIN OVERVIEW

The Core Business enables an organisation to structure and organise their current value creating capabilities as well as explore different avenues for growth. The Core Business is utilised to design and optimise an organisations core value proposition. The Core Business domain establishes an organisations core value proposition capabilities.

The core business analyses an organisations existing core processes and procedures and looks for significant gaps within for optimisation purposes. The capabilities defined within the Core Business Digital Domain will facilitate an organisation in effective (1) Agile Core Operations Planning, (2) Management and Oversight of Current Business Ventures and (3) Integration of New Lines of Businesses.

DIGITAL CORE CAPABILITIES

Digital Core Business Capabilities



Digital Core Business Sub-Domains

The Digital Core Business Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Core Business domain allows an Organisation to identify which core operation can be automated effectively.



Manage Regulatory Engagement

This sub domain explains how an Organisation can manage its the core regulatory engagement activities. The regulatory enforcement sub domain allows an Organisation to disseminate legislative and market relevant knowledge onto distant stakeholders, as well as guide and support relevant stakeholders within the market



Manage Regulatory Enforcement

This sub domain explains how an Organisation can manage the core regulatory enforcement activities of the Organisation. The regulatory enforcement sub domain allows an Organisation to enforce legislative powers onto entities and markets during a market breach or violation.



Manage Regulatory Authorisation

This sub domain explains how an Organisation can manage the regulatory authorisation activities utilised by stakeholders. The regulatory authorisation sub domain allows an Organisation to introduce and dissolve entities and markets within the legal framework of the organisation

MANAGE CORE BUSINESS: SUB - DOMAIN OVERVIEW

The Digital Core Business domain breaks down into 9 different sub-domains to diDFSAAy an Organisation's digital areas of interest within its core operations and value creating mechanisms. Dividing the Digital Core Business domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Core Business enables an Organisation to acknowledge its current operations and identify areas for optimisation as well as areas for automation. The Core Business allows an Organisation to manage its product and service lifecycle as well as identify new lines of businesses that can be incorporated into the Organisation.

Digital Core Business Capabilities



Digital Core Business Sub-Domains

The Digital Core Business Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Core Business domain allows an Organisation to identify which core operation can be automated effectively.



Manage Regulatory Assessment

This sub domain explains how an Organisation can manage the core regulatory assessment activities of the Organisation. The regulatory assessment sub domain allows an Organisation to assess entities and markets within the legal framework on multiple characteristics.



Manage Regulatory Operations (Day-to-Day)

This sub domain explains how an Organisation can manage the core regulatory operations (day-to-day) activities of the Organisation. The Regulatory Operations (Day-to-Day) sub domain allows an Organisation to perform its day-to-day regulatory activities within the legal framework.



Manage Regulatory Monitoring

This sub domain explains how an Organisation can manage the core regulatory monitoring activities utilised by the organisation. The regulatory monitoring sub domain allows an Organisation to monitor entities and markets within the legal framework through different lenses.

MANAGE CORE BUSINESS: SUB - DOMAIN OVERVIEW

The Digital Core Business domain breaks down into 9 different sub-domains to address an Organisation's digital areas of interest within its core operations and value creating mechanisms. Dividing the Digital Core Business domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Core Business enables an Organisation to acknowledge its current operations and identify areas for optimisation as well as areas for automation. The Core Business allows an Organisation to manage its product and service lifecycle as well as identify new lines of businesses that can be incorporated into the Organisation.

DIGITAL CORE CAPABILITIES

Digital Core Business Capabilities



Digital Core Business Sub-Domains

The Digital Core Business Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Core Business domain allows an Organisation to identify which core operation can be automated effectively.



Manage Regulatory Cooperation

This sub domain explains how an Organisation can manage the regulatory cooperation activities of the Organisation. The regulatory monitoring sub domain allows an Organisation to maintain relations with other regulators to establish legislations, share knowledge and information as well as provide assistance in enforcing regulations



Manage Regulatory Legislation

This sub domain explains how an Organisation can manage the core regulatory legislation activities of the Organisation. The regulatory legislation sub domain allows an Organisation to introduce, manage and retire regulations within the legal framework.



Manage Regulatory Service

This sub domain explains how an Organisation can manage the core regulatory services utilised by stakeholders. The regulatory service sub domain allows an Organisation to introduce, optimise and retire services established by the organisation to entities and markets within the legal framework.

MANAGE CORE BUSINESS: SUB - DOMAIN OVERVIEW

The Digital Core Business domain breaks down into 9 different sub-domains to address an Organisation's digital areas of interest within its core operations and value creating mechanisms. Dividing the Digital Core Business domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Core Business enables an Organisation to acknowledge its current operations and identify areas for optimisation as well as areas for automation. The Core Business allows an Organisation to manage its product and service lifecycle as well as identify new lines of businesses that can be incorporated into the Organisation.

01.08

MANAGE DIGITAL GPRC

Digital Canvas Domain Detailing

DIGITAL GPRC DOMAIN

DFSA Digital Organisation

12x Domains of Digital capabilities



Digital GPRC

12x Domains of Digital capabilities

The Digital GPRC uses industry standard best practices and methodologies to create key focus points for an organisation to develop effective organisational strategies. By utilising digital GPRC procedures instead of traditional GPRC procedures, an organisation can prepare for multitude of possibilities and risks.

04

Digital Sub Domains

12x Domains of Digital Sub Domains

27

Digital Capabilities

12x Domains of Digital capabilities

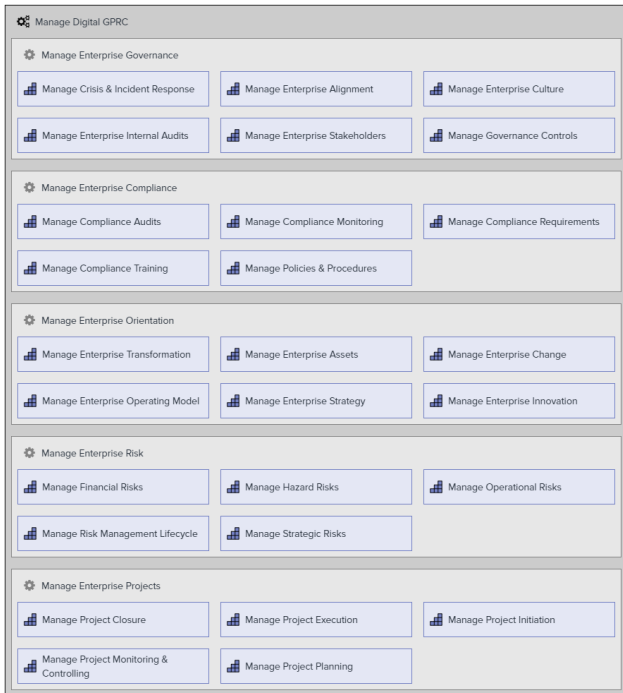
MANAGE DIGITAL GPRC:

DOMAIN OVERVIEW

The GPRC(Governance, Performance, Risk and Compliance) domain enables an organisation in governing their internal operations whilst complying with internal and external forces (Regulation, Industry Transformation, Internal and External Risk Assessments)The GPRC domain handles the internal an organisation's governance, performance, risk and compliance mechanisms.

The GPRC domain allows for an organisation to develop effective strategies by acknowledging external and internal factors within the market. The capabilities defined within the GPRC Digital Domain will facilitate an organisation in effective (1) Risk Mitigation Practices, (2) Agile Digital Transformation Initiation and (3) Development of Organisation Governance Strategies

Digital GPRC Capabilities



Digital GPRC Sub-Domains

The Digital GPRC Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital GPRC domain manages an Organisation's governance, performance, risk and compliance mechanisms which will be used to achieve Organisational objectives.



Manage Enterprise Governance

This sub domain explains how an Organisation can manage its services and processes through an ethical perspective. The digital enterprise governance sub domain allows an Organisation to imbue ethical practices based on market regulatory requirements as well as govern Organisational strategy implementation measures.



Manage Enterprise Compliance

This sub domain explains how an Organisation can manage its business operations, business practices and related practices in line with regulatory requirements set by the market. The digital enterprise compliance sub domain allows an Organisation to optimise the current processes undertaken to align with regulations.



Manage Enterprise Projects

This sub domain explains how an Organisation can initiate vital projects undertaken by an Organisation. The enterprise project sub domain encompasses the project lifecycle of an Organisation, for its initiation to its closure.

MANAGE DIGITAL GPRC: SUB – DOMAIN OVERVIEW

The Digital GPRC (Governance, Performance, Risk, Compliance) domain breaks down into 5 different sub-domains to identify an Organisation's digital areas of interest in relation to external factors. Dividing the Digital GPRC (Governance, Performance, Risk, Compliance) domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital GPRC (Governance, Performance, Risk, Compliance) enables an Organisation to acknowledge external forces that will affect Organisational strategy implementation and digital governance mechanisms. The GPRC also forces an Organisation to comply with regulatory bodies to achieve Organisational objectives.

DIGITAL GPRC CAPABILITIES

Digital GPRC Capabilities



Digital GPRC Sub-Domains

The Digital GPRC Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital GPRC domain manages an Organisation's governance, performance, risk and compliance mechanisms which will be used to achieve Organisational objectives.



Manage Enterprise Orientation

This sub domain explains how an Organisation can manage its business operations, business practices and related practices in line with short and long term Organisational strategy set by the board of directors. The digital enterprise orientation sub domain allows an Organisation to optimise the current processes undertaken to align with Organisational requirements.



Manage Enterprise Risk

This sub domain explains how an Organisation can protect its intrinsic value from expected and unexpected market and economic forces. The digital enterprise risk sub domain allows an Organisation to manage its risk practices to account for external forces that can disrupt enterprise operations.

MANAGE DIGITAL GPRC: SUB – DOMAIN OVERVIEW

The Digital GPRC (Governance, Performance, Risk, Compliance) domain breaks down into 5 different sub-domains to identify an Organisation's digital areas of interest in relation to external factors. Dividing the Digital GPRC (Governance, Performance, Risk, Compliance) domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital GPRC (Governance, Performance, Risk, Compliance) enables an Organisation to acknowledge external forces that will effect Organisational strategy implementation and digital governance mechanisms. The GPRC also forces an Organisation to comply with regulatory bodies to achieve Organisational objectives.

01.09

MANAGE DIGITAL BACKOFFICE

Digital Canvas Domain Detailing

DIGITAL BACKOFFICE DOMAIN

DFSA Digital Organisation

12x Domains of Digital capabilities



Digital Back-Office

12x Domains of Digital capabilities

The Digital Back-Office uses industry standard best practices and methodologies to create key focus points for an organisation to organise its support services. By utilising digital back-office procedures instead of traditional back-office procedures, an organisation can automate processes undertaken by the administrative side.



Digital Sub Domains

12x Domains of Digital Sub Domains



Digital Capabilities

12x Domains of Digital capabilities

MANAGE DIGITAL

BACKOFFICE:

DOMAIN OVERVIEW

The Digital Back-Office Domain enables an organisation to enrich its administrative and support services, to guarantee that an organisations operations run seamlessly through the use of technology. The Digital Back-office will enable an Organisation to automate recurring administrative processes. The Digital Back-Office is the current administrative processes undertaken by an organisation.

It is designed based on the organisation's requirements and aspirations and ensures that all required processes are efficiently run or automated. The capabilities defined within the Backoffice Digital Domain will facilitate an organisation in effective (1) Management of Human Capital, Finance, Legal, Facility and Procurement Affairs, (2) Asset Management and Acquisition Strategy and (3) Administrative Oversight Procedures.

DIGITAL BACKOFFICE CAPABILITY

Digital Back-Office Capabilities



Digital Backoffice Sub-Domains

The Digital Backoffice Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Backoffice domain manages an Organisation's administrative initiatives which will be optimised and standardised according to industry standard best practices.



Manage Backoffice Governance

This subdomain explains how an Organisation can govern the implementation of enterprise enabling processes and operations. The Backoffice governance subdomain manages the lifecycle of administrative processes and support services undertaken by an Organisation.



Manage Human Resources

This sub domain explains how an Organisation can manage its human resources. The human resources sub domain allows an Organisation to govern and manage the lifecycle of human resource processes as well as standardise human resources practices



Manage Legal

This sub domain explains how an Organisation can manage its legal processes. The legal sub domain allows an Organisation to govern and manage the lifecycle of legal processes as well as standardise legal practices

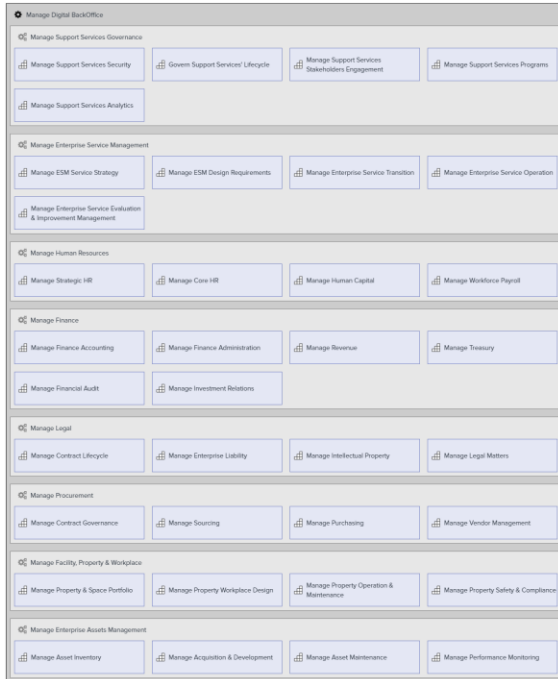
MANAGE DIGITAL BACKOFFICE: SUB - DOMAIN OVERVIEW

The Digital Backoffice domain breaks down into 8 different sub-domains to address an Organisation's digital areas of interest in relation to administrative processes. Dividing the Digital Backoffice domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Backoffice enables an Organisation to standardise and unify existing administrative and support processes that facilitate the enterprise. The Backoffice also integrates support processes not undertaken by the Organisation and ensures it aligns with industry standard best practices.

DIGITAL BACKOFFICE CAPABILITY

Digital Back-Office Capabilities



Digital Backoffice Sub-Domains

The Digital Backoffice Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Backoffice domain manages an Organisation's administrative initiatives which will be optimised and standardised according to industry standard best practices.



Manage Procurement

This sub domain explains how an Organisation can manage its procurement processes. The procurement sub domain allows an Organisation to govern and manage the lifecycle of procurement processes as well as standardise procurement practices



Manage Finance

This sub domain explains how an Organisation can manage its financial processes. The finance sub domain allows an Organisation to govern and manage the lifecycle of financial processes as well as standardise finance practices

MANAGE DIGITAL BACKOFFICE: SUB - DOMAIN OVERVIEW

The Digital Backoffice domain breaks down into 8 different sub-domains to address an Organisation's digital areas of interest in relation to administrative processes. Dividing the Digital Backoffice domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Backoffice enables an Organisation to standardise and unify existing administrative and support processes that facilitate the enterprise. The Backoffice also integrates support processes not undertaken by the Organisation and ensures it aligns with industry standard best practices.

DIGITAL BACKOFFICE CAPABILITY

Digital Back-Office Capabilities



Digital Backoffice Sub-Domains

The Digital Backoffice Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Backoffice domain manages an Organisation's administrative initiatives which will be optimised and standardised according to industry standard best practices.



Manage Enterprise Assets Management

This sub domain explains how an Organisation can manage its enterprise assets. The enterprise assets management sub domain allows an Organisation to govern and manage the lifecycle of enterprise assets as well as standardise enterprise assets practices



Manage Enterprise Service Management

This sub domain explains how an Organisation can manage its enterprise services. The enterprise services management sub domain allows an Organisation to govern and manage the lifecycle of enterprise services as well as standardise enterprise service practices



Manage Facility Property and Workplace

This sub domain explains how an Organisation can manage its facility, property and workplace. The facility, property and workplace sub domain allows an Organisation to govern and manage the lifecycle of facility, property and workplace as well as standardise facility, property and workplace management practices

MANAGE DIGITAL BACKOFFICE: SUB - DOMAIN OVERVIEW

The Digital Backoffice domain breaks down into 8 different sub-domains to address an Organisation's digital areas of interest in relation to administrative processes. Dividing the Digital Backoffice domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Backoffice enables an Organisation to standardise and unify existing administrative and support processes that facilitate the enterprise. The Backoffice also integrates support processes not undertaken by the Organisation and ensures it aligns with industry standard best practices.

01.10

MANAGE DIGITAL INTEROPERABILITY AND AUTOMATION

Digital Canvas Domain Detailing

DIGITAL INTEROPERABILITY DOMAIN

DFSA Digital Organisation
12x Domains of Digital capabilities



Digital Interoperability & Automation

12x Domains of Digital capabilities

The Digital Interoperability uses industry standard best practices and methodologies to create key focus points for an organisation to structure its technology infrastructure. By utilising digital interoperability instead of traditional interoperability tools, an organisation can automate exchange of data in real time.

08

Digital Sub Domains

12x Domains of Digital Sub Domains

28

Digital Capabilities

12x Domains of Digital capabilities

MANAGE DIGITAL INTEROPERABILITY: DOMAIN OVERVIEW

The Digital Interoperability and Automation domain will enable an organisation's technology infrastructure to be interconnected. This is achieved through an organisations systems to synergize by exchanging data and information in real time. The Interoperability and Automation domain focuses on an organisations technology infrastructure and how it can be optimised and automated.

The Interoperability and Automation domain will allow an organisation to effectively integrate new technology into their infrastructure. The capabilities defined within the Interoperability Digital Domain will facilitate an organisation in effective (1) Integration and Automation of Technology into the System Infrastructure and (2) Enhancing Interconnectivity Measures Between Systems

Digital Interoperability Capabilities



Digital Interoperability and Automation Sub-Domains

The Digital Interoperability and Automation Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Interoperability and Automation domain manages the transaction of data between enterprise systems.



Manage Interoperability Governance

This subdomain explains how an Organisation can govern the implementation of interconnected system throughout the enterprise. The interoperability governance subdomain measures the effectiveness in interoperability across the enterprise and develop optimisation practices.



Manage Integration Infrastructure (Middleware)

This sub domain explains how an Organisation can design and integrate middleware devices into the enterprise. The middleware integration infrastructure sub domain allows an Organisation to incorporate and manage middleware devices into the technology infrastructure

MANAGE DIGITAL INTEROPERABILITY: SUB - DOMAIN OVERVIEW

The Digital Interoperability and Automation domain breaks down into 8 different sub-domains to define an Organisation's digital areas of interest in relation to coordinated communication between technology systems. Dividing the Digital Interoperability and Automation domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Interoperability and Automation ensures an Organisation technology infrastructure is agile, interconnected and effectively orchestrated into the Organisation's environment. It also possess capabilities that facilitates automation for the Organisation's benefit

Digital Interoperability Capabilities

Manage Digital Inter-Operability & Automation	
Manage Interoperability Governance <ul style="list-style-type: none">Manage Automation Design (Lifecycle)Manage Orchestration AnalyticsManage Orchestration SecurityManage Service Design (Lifecycle)	Manage Integration Infrastructure (IoT) <ul style="list-style-type: none">Manage Edge InfrastructureManage Gateways InfrastructureManage IoT Processing Infrastructure
Manage Automation Infrastructure (Workflows) <ul style="list-style-type: none">Manage Case OrchestrationManage Decisions OrchestrationManage Process Orchestration	Manage Automation Infrastructure (IPA) <ul style="list-style-type: none">Manage Advanced HMIManage Cognitive AutomationManage Expanded Reality
Manage Automation Infrastructure (RPA) <ul style="list-style-type: none">Manage OrchestratorsManage ProcessorsManage Software Robots	Manage Integration Infrastructure (API) <ul style="list-style-type: none">Manage API Developer PortalManage API GatewayManage API LifecycleManage API Service Registry
Manage Automation Infrastructure (Blockchain) <ul style="list-style-type: none">Manage Accountability & VerifiabilityManage Blockchain & Transaction IntegrityManage Decentralized Ledgering (Shared Ledger)Manage Transaction Integrity	Manage Integration Infrastructure (Middleware) <ul style="list-style-type: none">Manage Adaptors & TransportsManage Message MediationManage Message SecurityManage Operations

Digital Interoperability and Automation Sub-Domains

The Digital Interoperability and Automation Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Interoperability and Automation domain manages the transaction of data between enterprise systems.



Manage Automation Infrastructure (Blockchain)

This sub domain explains how an Organisation can design and integrate blockchain networks into the enterprise. The blockchain automation infrastructure sub domain allows an Organisation to incorporate blockchain capabilities into the technology infrastructure



Manage Automation Infrastructure (IPA)

This sub domain explains how an Organisation can design and integrate intelligent process automation capabilities into the enterprise. The IPA automation infrastructure sub domain allows an Organisation to incorporate and manage IPA capabilities into the technology infrastructure



Manage Automation Infrastructure (RPA)

This sub domain explains how an Organisation can design and integrate robotic process automation capabilities into the enterprise. The RPA automation infrastructure sub domain allows an Organisation to incorporate and manage RPA capabilities into the technology infrastructure

MANAGE DIGITAL INTEROPERABILITY: SUB - DOMAIN OVERVIEW

The Digital Interoperability and Automation domain breaks down into 8 different sub-domains to define an Organisation's digital areas of interest in relation to coordinated communication between technology systems. Dividing the Digital Interoperability and Automation domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

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Digital Interoperability Capabilities

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Digital Interoperability and Automation Sub-Domains

The Digital Interoperability and Automation Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Interoperability and Automation domain manages the transaction of data between enterprise systems.



Manage Automation Infrastructure (Workflows)

This sub domain explains how an Organisation can design and implement effective workflows into the enterprise. The workflow automation infrastructure sub domain allows an Organisation to incorporate and manage effective workflows into the technology infrastructure



Manage Integration Infrastructure (API)

This sub domain explains how an Organisation can design and integrate API devices into the enterprise. The API integration infrastructure sub domain allows an Organisation to incorporate and manage API device into the technology infrastructure



Manage Integration Infrastructure (IoT)

This sub domain explains how an Organisation can design and integrate IoT devices into the enterprise. The IoT integration infrastructure sub domain allows an Organisation to incorporate and manage IoT device into the technology infrastructure

MANAGE DIGITAL INTEROPERABILITY: SUB - DOMAIN OVERVIEW

The Digital Interoperability and Automation domain breaks down into 8 different sub-domains to define an Organisation's digital areas of interest in relation to coordinated communication between technology systems. Dividing the Digital Interoperability and Automation domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Interoperability and Automation ensures an Organisation technology infrastructure is agile, interconnected and effectively orchestrated into the Organisation's environment. It also possess capabilities that facilitates automation for the Organisation's benefit

01.11

MANAGE DIGITAL SECURITY

Digital Canvas Domain Detailing

DIGITAL SECURITY DOMAIN

DFSA Digital Organisation 12x Domains of Digital capabilities



Manage Digital Security	
Manage Security Governance	Manage Identity & Access Security
Manage Compliance Design	Manage Authentication & Authorisation
Manage Continuation Design	Manage Identity & Access Administration
Manage Security Controls	Manage Identity Directories & Providers
Manage Security Risk	Manage Privilege Identity & Access Administration
Manage Security Monitoring and Compliance	Manage End-point Security
Manage Security Event Logging	Manage Content Security
Manage Security Event Monitoring & Detection	Manage Device Security
Manage Security Event Prevention	Manage End-point Monitoring
Manage Security Event Response	Manage End-point Protection
Manage Security Operations Center (SOC)	Manage IoT Security
Manage Security Reporting	Manage Technology Security
Manage Platform Security	Manage Business Systems Security (Apps)
Manage Platform Application Security	Manage Application Secure Access
Manage Platform Data	Manage Application Secure Virtualisation
Manage Platform Infrastructure Security	Manage Application Security Testing
Manage Platform Security Monitoring	Manage Application Threat & Intrusion Monitoring
Manage Data Security	Manage Operational Systems Security (ICS)
Manage Data Breach	Manage ICS Access
Manage Data Protection & Privacy	Manage ICS Boundary Protection
Manage Data Resilience	Manage ICS Monitoring
Manage Network Security	Manage Perimeter Security
Manage Network Access Control	Manage Communication Networks & Infrastructure
Manage Network Communication Security	Manage Secure Perimeter Control (Physical)
Manage Network Firewall	Manage Secure Perimeter Control (System)
Manage Network Monitoring & Response	

Digital Security

12x Domains of Digital capabilities

The Digital Security uses industry standard best practices and methodologies to create key focus points for an organisation to respond to security attacks. By utilising digital security instead of traditional security measures, an organisation can accelerate its response times.

10

Digital Sub Domains

12x Domains of Digital Sub Domains

41

Digital Capabilities

12x Domains of Digital capabilities

MANAGE DIGITAL SECURITY: DOMAIN OVERVIEW

The Digital Security domain protects an organisation by generating security mechanisms that ensure that vital intelligence and technologies are secure from external threats. The Digital Security domain enables an Organisation to run securely. Digital security comprises of an organisation's monitoring, prevention and response operations which is a reaction to external forces within the market.

The Digital Security handles digital threats as well as tangible threats for an organisation. The capabilities defined within the Security Digital Domain will facilitate an organisation in effective (1) Security Strategy Implementation and Oversight, (2) Enhancement of Internal and External Security Measures and (3) Protection of Organisational Intelligence and Data.

Digital Security Capabilities

Manage Digital Security <ul style="list-style-type: none">Manage Security Governance<ul style="list-style-type: none">Manage Compliance DesignManage Continuity DesignManage Security ControlsManage Security RiskManage Identity & Access Security<ul style="list-style-type: none">Manage Authentication & AuthorisationManage Identity & Access AdministrationManage Identity Directories & ProvidersManage Privilege Identity & Access AdministrationManage Security Monitoring and Compliance<ul style="list-style-type: none">Manage Security Event LoggingManage Security Event Monitoring & DetectionManage Security Event PreventionManage Security Event ResponseManage Security Operations Center (SOC)Manage Security ReportingManage Platform Security<ul style="list-style-type: none">Manage Platform Application SecurityManage Platform DataManage Platform Infrastructure SecurityManage Platform Security MonitoringManage Data Security<ul style="list-style-type: none">Manage Data BreachManage Data Protection & PrivacyManage Data ResilienceManage Network Security<ul style="list-style-type: none">Manage Network Access ControlManage Network Communication SecurityManage Network FirewallManage Network Monitoring & Response	<ul style="list-style-type: none">Manage End-point Security<ul style="list-style-type: none">Manage Content SecurityManage Device SecurityManage End-point MonitoringManage End-point ProtectionManage IoT SecurityManage Technology SecurityManage Business Systems Security (Apps)<ul style="list-style-type: none">Manage Application Secure AccessManage Application Secure VirtualisationManage Application Security TestingManage Application Threat & Intrusion MonitoringManage Operational Systems Security (ICS)<ul style="list-style-type: none">Manage ICS AccessManage ICS Boundary ProtectionManage ICS MonitoringManage Perimeter Security<ul style="list-style-type: none">Manage Communication Networks & InfrastructureManage Secure Perimeter Control (Physical)Manage Secure Perimeter Control (System)
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Digital Security Sub-Domains

The Digital Security Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Security domain ensures an Organisation's digital operations continue with integrity and reliability.



Manage Security Governance

This subdomain explains how an Organisation can govern the implementation security initiatives, policies and procedures across the enterprise. The security governance subdomain establishes security strategies for the Organisation to follow to ensure maximum protection.



Manage Data Security

This sub domain explains how an Organisation can design and integrate data security initiatives into the enterprise. The data security sub domain allows an Organisation to incorporate and manage data security practices into the enterprise to protect Organisational data.



Manage End-point Security

This sub domain explains how an Organisation can design and integrate end-point security initiatives into the enterprise. The end-point security sub domain allows an Organisation to incorporate and manage end-point security practices into the enterprise to protect Organisational end-point devices.

MANAGE DIGITAL SECURITY: SUB - DOMAIN OVERVIEW

The Digital Security domain breaks down into 10 different sub-domains to define an Organisation's digital areas of interest in relation to security and monitoring processes. Dividing the Digital Security domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Security ensures an Organisation technology infrastructure, physical assets, organisational data is effectively protected from external threats. It also possess capabilities to allow for threats to be prevented or monitored

Digital Security Capabilities

<ul style="list-style-type: none"> Manage Digital Security Governance <ul style="list-style-type: none"> Manage Compliance Design Manage Continuity Design Manage Security Controls Manage Security Risk 	<ul style="list-style-type: none"> Manage Identity & Access Security <ul style="list-style-type: none"> Manage Authentication & Authorisation Manage Identity & Access Administration Manage Identity Directories & Providers Manage Privilege Identity & Access Administration
<ul style="list-style-type: none"> Manage Security Monitoring and Compliance <ul style="list-style-type: none"> Manage Security Event Logging Manage Security Event Monitoring & Detection Manage Security Event Prevention Manage Security Event Response Manage Security Operations Center (SOC) Manage Security Reporting 	<ul style="list-style-type: none"> Manage End-point Security <ul style="list-style-type: none"> Manage Content Security Manage Device Security Manage End-point Monitoring Manage End-point Protection Manage IoT Security Manage Technology Security
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Digital Security Sub-Domains

The Digital Security Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Security domain ensures an Organisation's digital operations continue with integrity and reliability.



Manage Identity & Access Security

This sub domain explains how an Organisation can design and integrate identity and access security initiatives into the enterprise. The identity and access security sub domain allows an Organisation to incorporate and manage user access security practices into the enterprise to protect Organisational resources and restrict the flow of information.



Manage Network Security

This sub domain explains how an Organisation can design and integrate network security initiatives into the enterprise. The network security sub domain allows an Organisation to incorporate and manage network security practices into the enterprise to protect the Organisation's networks.



Manage Operational Systems Security (ICS)

This sub domain explains how an Organisation can design and integrate ICS (Industrial Security Systems) security initiatives into the enterprise. The operational systems security sub domain allows an Organisation to incorporate and manage operational systems security practices into the enterprise to protect Organisational industrial machines.

MANAGE DIGITAL SECURITY: SUB - DOMAIN OVERVIEW

The Digital Security domain breaks down into 10 different sub-domains to define an Organisation's digital areas of interest in relation to security and monitoring processes. Dividing the Digital Security domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Security ensures an Organisation technology infrastructure, physical assets, organisational data is effectively protected from external threats. It also possess capabilities to allow for threats to be prevented or monitored

Digital Security Capabilities

Manage Digital Security	
Manage Security Governance	Manage Identity & Access Security
Manage Compliance Design	Manage Authentication & Authorisation
Manage Continuity Design	Manage Identity & Access Administration
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Manage Network Security	Manage Perimeter Security
Manage Network Access Control	Manage Communication Networks & Infrastructure
Manage Network Communication Security	Manage Secure Perimeter Control (Physical)
Manage Network Firewall	Manage Secure Perimeter Control (System)
Manage Network Monitoring & Response	



Manage Perimeter Security

This sub domain explains how an Organisation can design and integrate perimeter security initiatives into the enterprise. The perimeter security sub domain allows an Organisation to incorporate and manage perimeter security practices into the enterprise to protect Organisational physical facilities and assets.



Manage Platform Security

This sub domain explains how an Organisation can design and integrate platform security initiatives into the enterprise. The platform security sub domain allows an Organisation to incorporate and manage platform security practices into the enterprise to protect Organisational applications, platform and technology infrastructure.



Manage Business Systems Security (Apps)

This sub domain explains how an Organisation can design and integrate business systems security initiatives into the enterprise. The business systems security sub domain allows an Organisation to incorporate and manage application security practices into the enterprise to protect Organisational applications.



Manage Security Monitoring and Compliance

This sub domain explains how an Organisation can optimise its security lifecycle and utilise it to its maximum effectiveness. The security monitoring and compliance sub domain allows an Organisation to industry standard security practices into the enterprise for efficient monitoring, prevention and response initiatives to threats.

MANAGE DIGITAL SECURITY: SUB - DOMAIN OVERVIEW

The Digital Security domain breaks down into 10 different sub-domains to define an Organisation's digital areas of interest in relation to security and monitoring processes. Dividing the Digital Security domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Security ensures an Organisation technology infrastructure, physical assets, organisational data is effectively protected from external threats. It also possess capabilities to allow for threats to be prevented or monitored

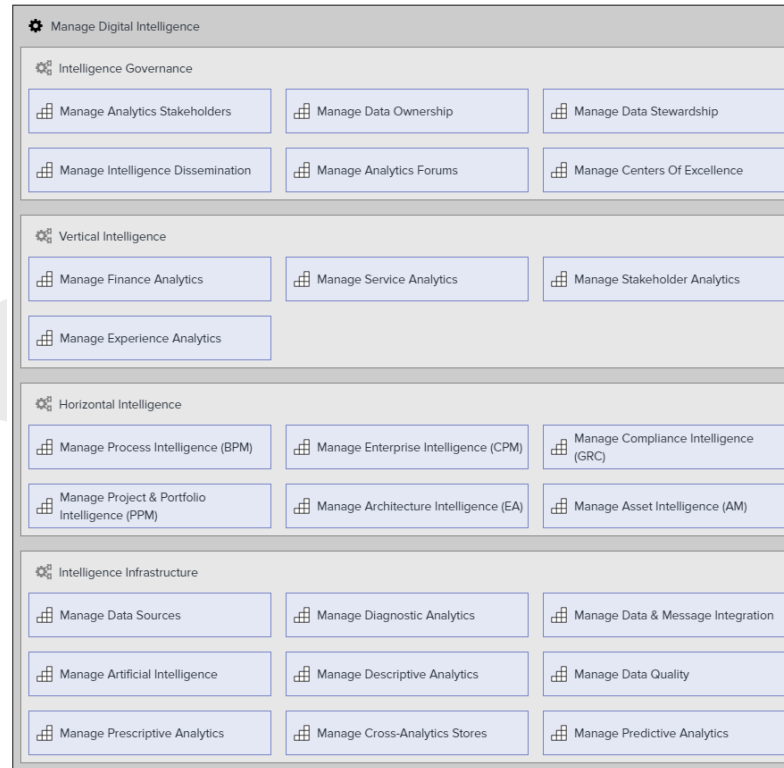
01.12

MANAGE DIGITAL INTELLIGENCE

Digital Canvas Domain Detailing

DIGITAL INTELLIGENCE DOMAIN

DFSA Digital Organisation 12x Domains of Digital capabilities



Digital Intelligence 12x Domains of Digital capabilities

The Digital Intelligence uses industry standard best practices and methodologies to create key focus points for an organisation to optimise its current processes. By utilising digital intelligence instead of traditional intelligence tools, an organisation can improve their processes with great accuracy.

04

Digital Sub Domains 12x Domains of Digital Sub Domains

25

Digital Capabilities 12x Domains of Digital capabilities

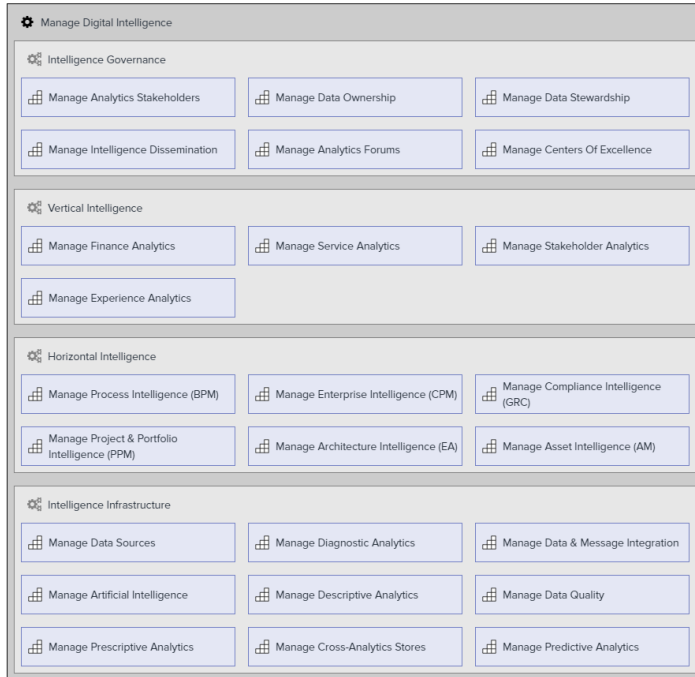
MANAGE DIGITAL INTELLIGENCE: DOMAIN OVERVIEW

The Digital Intelligence Domain enables an organisation to leverage its data infrastructure to generate analytic insights into an organisation. This domain can generate insights that can facilitate organisational growth and performance as well as improve enterprise-wide systems. The Digital Intelligence captures and structures an organisation's data infrastructure to provide accurate analytical insights.

These insights are then used to identify areas of optimisation within an Organisation. The Digital Intelligence domain allows an Organisation to make more data driven decisions. The capabilities defined within the Intelligence Digital Domain will facilitate an organisation in effective (1) Development of Data Analytics Frameworks, (2) Optimisation of Organisation Systems and Processes and (3). Control of Data Driven Decision Making.

DIGITAL INTELLIGENCE CAPABILITY

Digital Intelligence Capabilities



Digital Intelligence Sub-Domains

The Digital Intelligence Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Intelligence domain ensures an Organisation's intelligence creation mechanisms as well as data management operations are appropriately maintained.



Intelligence Governance

This subdomain explains how an Organisation can govern the data and insight lifecycle. The intelligence governance subdomain establishes data management strategies and insight generation management strategies for the Organisation to establish a single version of truth.



Vertical Intelligence

This sub domain explains how an Organisation can utilise business insights generated to optimise and improve Organisation's performance and growth. The vertical intelligence sub domain enables an Organisation to make better decisions that will empower growth and optimise Organisational performance.

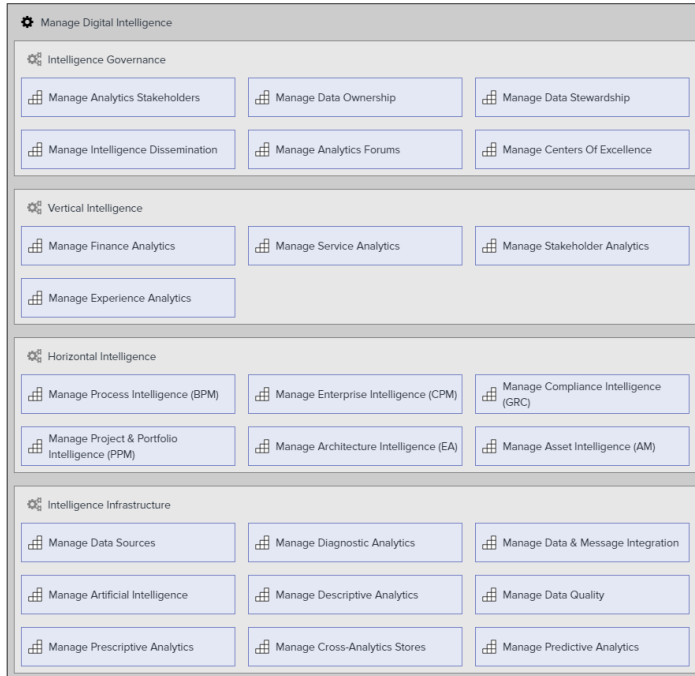
MANAGE DIGITAL INTELLIGENCE: SUB - DOMAIN OVERVIEW

The Digital Intelligence domain breaks down into 4 different sub-domains to define an Organisation's digital areas of interest in relation to data driven practices undertaken by an Organisation, its effectiveness and efficiency. Dividing the Digital Intelligence domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Intelligence will ensure that an Organisation will contain effective data and insight generation practices. Digital Intelligence manages the lifecycle of data and analytics for an Organisation and details how it will be efficiently utilised.

DIGITAL INTELLIGENCE CAPABILITY

Digital Intelligence Capabilities



Digital Intelligence Sub-Domains

The Digital Intelligence Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital Intelligence domain ensures an Organisation's intelligence creation mechanisms as well as data management operations are appropriately maintained.



Horizontal Intelligence

This sub domain explains how an Organisation can utilise business insights generated to optimise and improve systems that an Organisation utilises. The horizontal intelligence sub domain enables an Organisation to make better decisions that will improve the efficiency of enterprise-wide systems for cross Organisational performance.



Intelligence Infrastructure

This sub domain explains how an Organisation can capture, manage and optimise Organisational data and instructs how an Organisation can utilise this data for insight generation. The intelligence infrastructure sub domain enables an Organisation to manage and optimise its data and insight lifecycle.

MANAGE DIGITAL INTELLIGENCE: SUB - DOMAIN OVERVIEW

The Digital Intelligence domain breaks down into 4 different sub-domains to diDFSAay an Organisation's digital areas of interest in relation to data driven practices undertaken by an Organisation, its effectiveness and efficiency. Dividing the Digital Intelligence domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital Intelligence will ensure that an Organisation will contain effective data and insight generation practices. Digital Intelligence manages the lifecycle of data and analytics for an Organisation and details how it will be efficiently utilised.

01.13

MANAGE DIGITAL IT

Digital Canvas Domain Detailing

DIGITAL IT DOMAIN

DFSA Digital Organisation

12x Domains of Digital capabilities



Digital IT

12x Domains of Digital capabilities

The Digital IT uses industry standard best practices and methodologies to create key focus points for an organisation to enhance its IT infrastructure. By utilising digital IT instead of traditional IT mechanisms, an organisation can enhance their IT infrastructure quickly based on market requirements.



Digital Sub Domains

12x Domains of Digital Sub Domains



Digital Capabilities

12x Domains of Digital capabilities

MANAGE DIGITAL IT: DOMAIN OVERVIEW

Digital IT focuses on structuring an Organisation's IT and technology infrastructure to promote effective digital transformation. It will ensure an Organisation will achieve its target digital maturity and assist every area within an organisation through technology integration. Digital IT allows an Organisation to optimise its current technology infrastructure to meet the requirements of that Organisation.

It enables agile and efficient digital transformation for an Organisation while simultaneously managing the technology infrastructure lifecycle of an Organisation. The capabilities defined within the IT Digital Domain will facilitate an Organisation in effective (1) IT Infrastructure optimisation to promote Agile Digital Transformation, (2) Generation and Control of Enterprise Applications and Platforms and (3) Oversight and Implementation of IT Strategic Services.

DIGITAL IT CAPABILITY

Digital IT Capabilities

Manage Digital IT	Manage Application Lifecycle
Govern Digital IT	Manage Application Lifecycle
Manage Digital IT Architecture (IA 4.0)	Manage Application Design
Manage Digital IT Security	Manage Application Development
Manage Technology Assets Portfolio	Manage Application Operations
Manage Technology Demand Portfolio	Manage Application Performance (JPM)
Manage Technology Performance	Manage Application Release
Manage Technology Projects Portfolio	Manage Application Security
Manage Technology Sourcing Portfolio	
Manage Data Lifecycle	Manage Digital Platforms
Manage Data Lifecycle	Manage Digital Platforms
Manage Data Design	Manage Platform Configuration
Manage Data Development	Manage Platform Design
Manage Data Operation	Manage Platform Interoperability
Manage Data Performance	Manage Platform Operations
Manage Data Release	Manage Platform Performance
Manage Data Security	Manage Platform Release
	Manage Platform Security
Manage IT Infrastructure and Hosting	Manage IT Services and Operation
Manage IT Infrastructure Lifecycle	Manage IT Services Lifecycle
Manage IT Infrastructure Design	Manage IT Services Design
Manage IT Infrastructure Development	Manage IT Services Development
Manage IT Infrastructure Operations	Manage IT Services Operation
Manage IT Infrastructure Performance	Manage IT Services Performance
Manage IT Infrastructure Release	Manage IT Services Release
Manage IT Infrastructure Security	Manage IT Services Security

Digital IT Sub-Domains

The Digital IT Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital IT domain ensures an Organisation's IT infrastructure delivers IT services based on the requirement of an Organisation.



Govern Digital IT

This subdomain explains how an Organisation can govern the key IT capability decisions and the IT infrastructure. The IT governance subdomain ensures delivery of value from IT to other key stakeholders within the Organisation. It also manages the technology infrastructure of the Organisation.



Manage Application Lifecycle

This sub domain explains how an Organisation can manage its application lifecycle. The application lifecycle sub domain enables integration of applications into the infrastructure based on the Organisation's requirements. It also manages application from its creation till its disposal.



Manage Data Lifecycle

This sub domain explains how an Organisation can manage its data lifecycle. The data lifecycle sub domain enables integration of structured data into the infrastructure based on the Organisation's requirements. It also manages data from its creation till its disposal.

MANAGE DIGITAL IT: SUB - DOMAIN OVERVIEW

The Digital IT domain breaks down into 6 different sub-domains to align an Organisation's digital areas of interest in relation to technology requirements established by the Organisation. Dividing the Digital Intelligence domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital IT will ensure that the technology required for the business to operate effectively is integrated into the technology infrastructure and is utilised properly. Digital IT also manages the technology lifecycle of the Organisation and optimises it for a more efficient usage.

DIGITAL IT CAPABILITY

Digital IT Capabilities

Manage Digital IT	Manage Application Lifecycle
Govern Digital IT	Govern Application Lifecycle
Manage Digital IT Architecture (SA 4.0)	Manage Application Design
Manage Digital IT Security	Manage Application Development
Manage Technology Assets Portfolio	Manage Application Operations
Manage Technology Demand Portfolio	Manage Application Performance (APM)
Manage Technology Performance	Manage Application Release
Manage Technology Projects Portfolio	Manage Application Security
Manage Technology Sourcing Portfolio	
Manage Data Lifecycle	Manage Digital Platforms
Govern Data Lifecycle	Govern Digital Platforms
Manage Data Design	Manage Platform Configuration
Manage Data Development	Manage Platform Design
Manage Data Operation	Manage Platform Interoperability
Manage Data Performance	Manage Platform Operations
Manage Data Release	Manage Platform Performance
Manage Data Security	Manage Platform Release
	Manage Platform Security
Manage IT Infrastructure and Hosting	Manage IT Services and Operation
Govern IT Infrastructure Lifecycle	Govern IT Services Lifecycle
Manage IT Infrastructure Design	Manage IT Services Design
Manage IT Infrastructure Development	Manage IT Services Development
Manage IT Infrastructure Operations	Manage IT Services Operation
Manage IT Infrastructure Performance	Manage IT Services Performance
Manage IT Infrastructure Release	Manage IT Services Release
Manage IT Infrastructure Security	Manage IT Services Security

Digital IT Sub-Domains

The Digital IT Sub-Domains allows an Organisation to segment its focus equally while simultaneously allowing the domain to align with Organisational strategy as well as other domains. The Digital IT domain ensures an Organisation's IT infrastructure delivers IT services based on the requirement of an Organisation.



Manage IT Infrastructure & Hosting

This sub domain explains how an Organisation can manage its IT infrastructure and hosting capabilities. The IT infrastructure and hosting sub domain enables an Organisation to manage IT hosting, connectivity and compute infrastructure



Manage IT Services and Operations

This sub domain explains how an Organisation can manage the IT services and operations it delivers to key stakeholders. The IT services and operations sub domain enables an Organisation to manage IT processes and support for both hardware and software devices utilised by the Organisation.



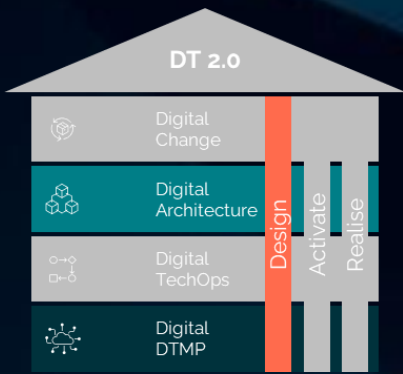
Manage Digital Platforms

This sub domain explains how an Organisation can manage its cloud platform and cloud hosting capabilities. The digital platform sub domain enables an Organisation to integrate and manage cloud platforms into an Organisation's technology infrastructure.

MANAGE DIGITAL IT: SUB - DOMAIN OVERVIEW

The Digital IT domain breaks down into 6 different sub-domains to align an Organisation's digital areas of interest in relation to technology requirements established by the Organisation. Dividing the Digital Intelligence domain into sub-domains also allows for an Organisation to recognise its current technology capabilities and identify areas for technology automation to reach the target digital maturity state.

Digital IT will ensure that the technology required for the business to operate effectively is integrated into the technology infrastructure and is utilised properly. Digital IT also manages the technology lifecycle of the Organisation and optimises it for a more efficient usage.



Section 02

DIGITAL BUSINESS PLATFORM (DBP)

What Solution Components for Digital DFSA?

02.01

AUTOMATION DESIGN

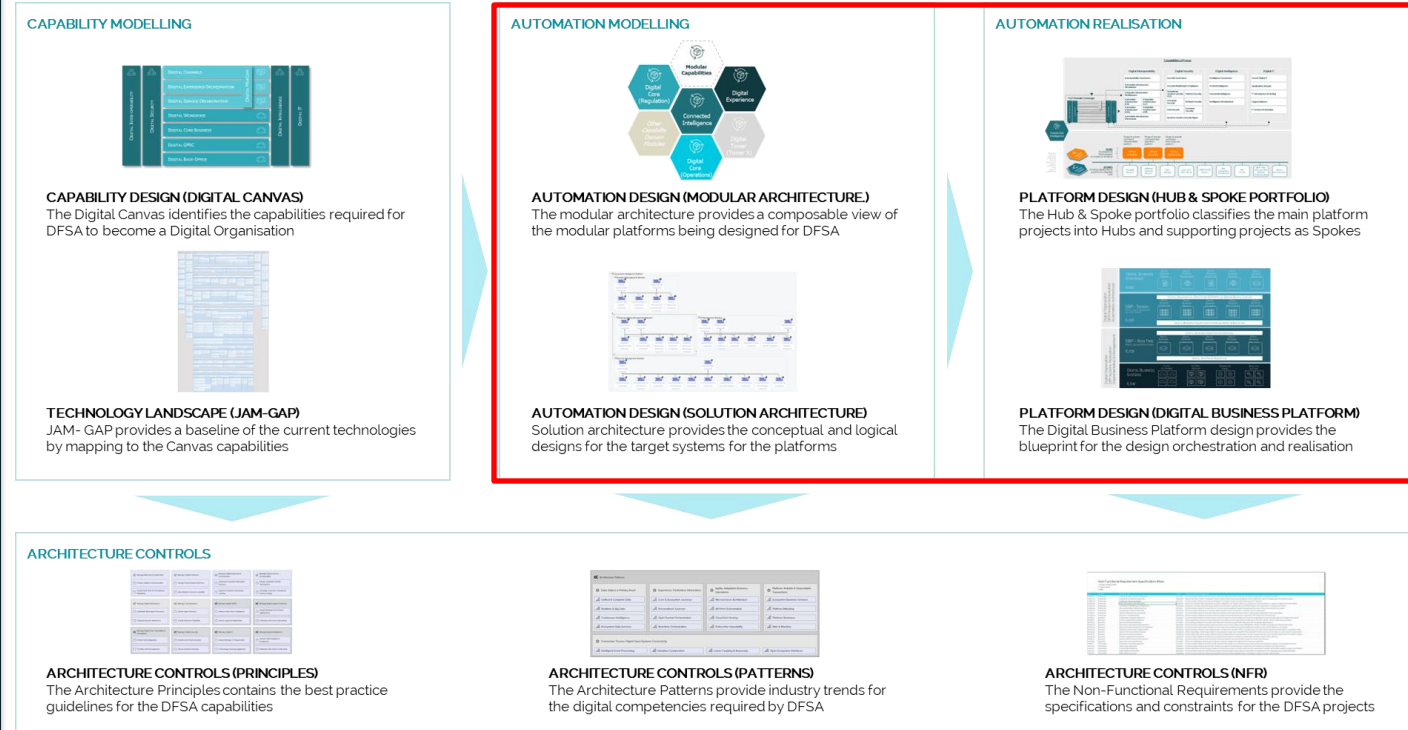
DBP Architecture

DBP ARCHITECTURE: AUTOMATION MODELLING

Digital Transformation at DFSA must be implemented efficiently and effectively to successfully transform into a digital organisation. This involves aligning the DFSA strategy & business motivation with the DFSA Automation Architecture Lifecycle.

The required capabilities, technology baseline, and capability-use cases are used to create the target architecture through the Automation Architecture Lifecycle.

This process defines the modular architecture for the systems and platforms by analysing the current and target capabilities from the DFSA Digital Canvas.



TARGET DIGITAL ARCHITECTURE REALISATION



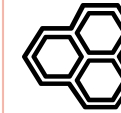
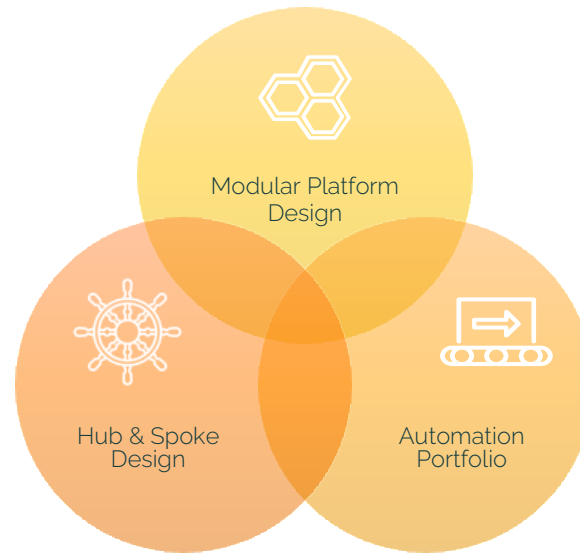
The Modular Architecture is then used to create the Target Solution Architecture, which is realised through projects in the Hub & Spoke model. The Automation Architecture is guided and constrained by architecture patterns, principles, and non-functional requirements.

DBP ARCHITECTURE: AUTOMATION DESIGN

In order to operate as an effective Digital Organisation, some distinct and specialised capabilities must be matured. Following leading best practices for Digital Engineering (i.e. TOGAF, INCOSE) used to realise the Digital Canvas.

DFSA must move at pace whilst being agile to successfully become a Digital Organisation. Leveraging a Systematic Cascaded Architecture, the Agile Digital Architecture is designed.

There are three key strategies that have been identified to enable DFSA's digital aspirations that have been aligned with the Automation Architecture and the overall Digital Strategy approach. Each of the strategies focuses on aspects needed to achieve the successful execution of the DFSA Digital Transformation.



AUTOMATION DESIGN 01: MODULAR PLATFORM DESIGN

Unified & Integrated Digital Business Platform for Modular Deployment



AUTOMATION DESIGN 02: HUB & SPOKE DESIGN

Solution deployment mechanism to enable faster deployment



AUTOMATION DESIGN 03: AUTOMATION PORTFOLIO

Digital Automation initiatives used to realise DBP specifications and sizing

TARGET DIGITAL ARCHITECTURE REALISATION



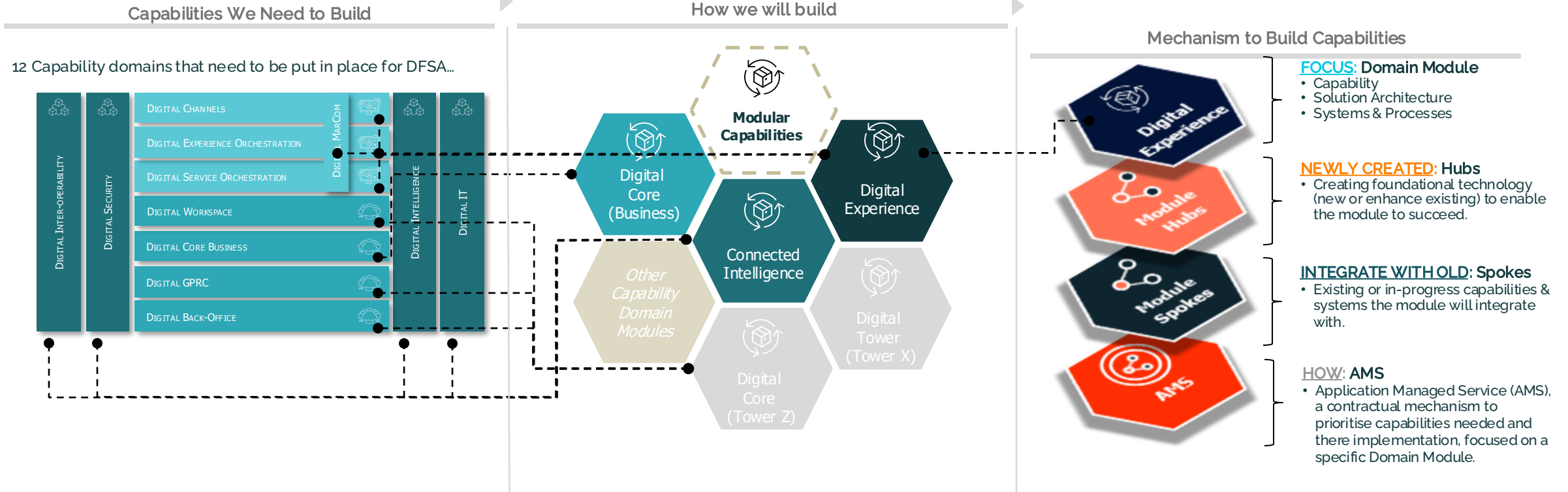
*The Digital Architecture must be designed to support growth through Digital Technology Automation:
AUTOMATION: The Architecture aims to design and activate technology to accelerate transactions
DIGITAL: The architecture aims to transition DFSA into an effective and efficient Digital Organisation*

02.02

MODULAR PLATFORM

DBP Architecture

MODULAR PLATFORM DESIGN



DBP ARCHITECTURE: MODULAR PLATFORM

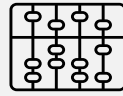
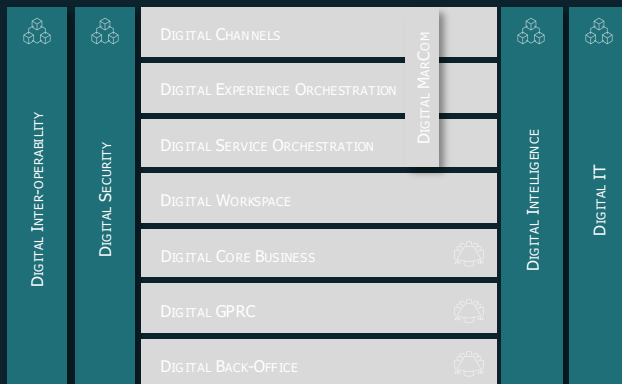
To be a successful digital organisation the systems and platforms must align with the strategy, business needs, industry trends and best practices. The Modular Platform Design approach creates interoperable, efficient and connected platforms through composability using "Modular Architecture Design" technique.

The platforms designed using the Modular Platform approach are traced back to Target Digital Capabilities through the Capability Model, ensuring the realisation of the organisation's digital aspirations & target state.

DBP ARCHITECTURE: INTELLIGENCE TOWER

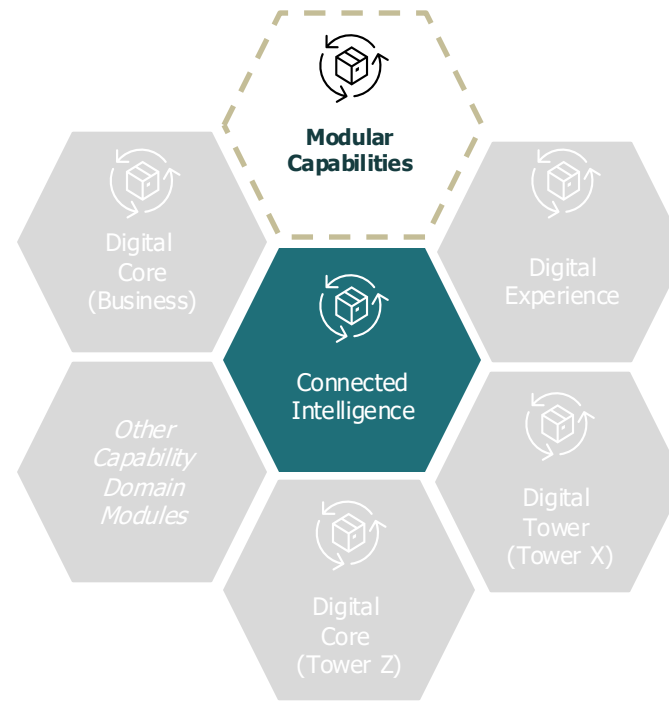
Digital Organisations rely on the application and use of technology, data and business intelligence to enable the organisation to scale, operate efficiently and transform continuously.

The Modular Platform Model defines Connected Intelligence Tower as the systems and platforms that empower and support the entire organisation through the design and development of the various technologies and solutions that have been defined in the Target Solution Architecture.



TOWER 01: CONNECTED INTELLIGENCE

The Connected Intelligence Tower is the heart of the Modular Platform Model; it is crucial to control the Technology & Data to orchestrate digital services & processes across the platform modules.



DIGITAL CAPABILITIES DOMAINS

The Connected Intelligence domains focus on the data needs of DFSA and support all the various teams and solution present in the organisation.

DOMAIN 01: Digital Intelligence

- > Data & Analytics Infrastructure
- Business & Digital Analytics

DOMAIN 02: Digital Interoperability

- > Integration Infrastructure
- Smart BPM & Workflow Engine

DOMAIN 03 & 04: Digital IT & Security

- > Technology ALM & DevOps
- Digital Architecture & Portfolio
- Cross-Organisational Digital Security

MODULAR PLATFORM DESIGN

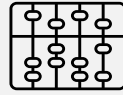
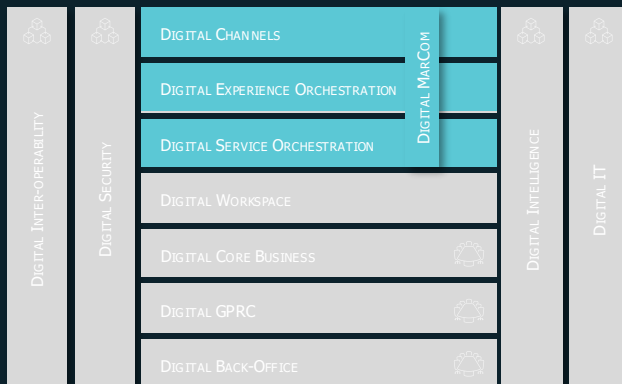
Platform modularisation drive timely acquisition:

- > AGILITY: Independent, yet Integrated Sourcing
- > PACE: Faster Sourcing, given Capability Focus
- > SPECIALISATION: Contextual Quality & Features
- > SCALABILITY: Interface Managed as Specification

DBP ARCHITECTURE: EXPERIENCE TOWER

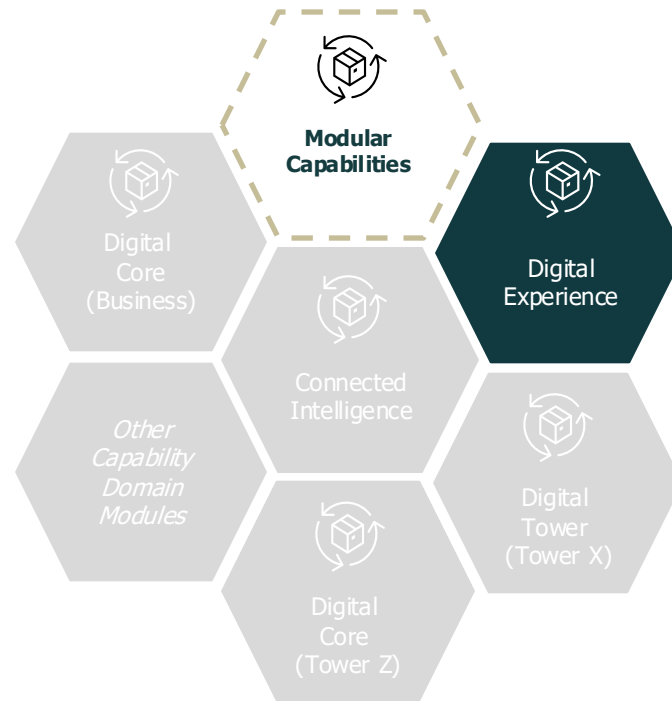
A Digital Organisation uses a large number of digital channels and tools to drive stakeholder acquisition, improve employee digital experience and manage strategic partners and stakeholders.

The Modular Platform Model defines Digital Experience Tower as the systems and platforms that provide digital touchpoints engagement for the targeted stakeholder segment. The design, development and management of these technologies and solutions are defined in the Target Solution Architecture.



TOWER 02: DIGITAL EXPERIENCE

The Digital Experience Tower orchestrates the interactions with the employees & clients to deliver the world class experience across all channels – physical and digital. An optimal digital front-end helps reduce stakeholder acquisition costs and grows the organisations reach..



DIGITAL CAPABILITIES DOMAINS

The Digital Experience domains focus on utilising digital technology and harnessing it to improve stakeholder experiences and better answer client demands.

DOMAIN 01: Digital Channels

- > Channels Management & Governance
- Stakeholder Engagement & Agile Delivery

DOMAIN 02: Digital Experience Orchestration

- > Services Management & Governance
- Client Satisfaction & Retention

DOMAIN 03: Digital Service Orchestration

- > Experience Management & Governance
- Continuous Stakeholder Management

MODULAR PLATFORM DESIGN

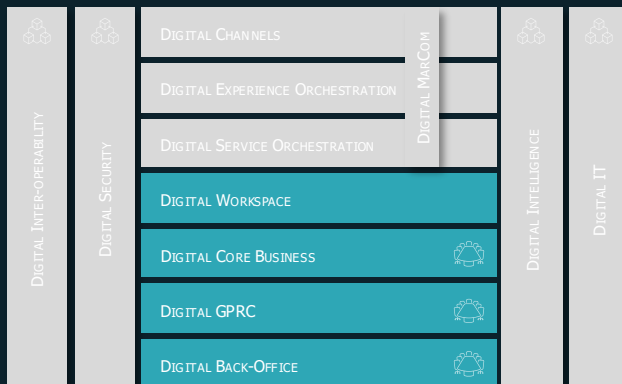
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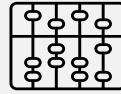
DBP ARCHITECTURE: CORE BUSINESS TOWER

Digital Organisation needs to be able to continuously build, manage, govern and incorporate technology and solutions in all aspects of the business at an agile pace. This ensures the organisation has the right mechanisms, tools and solutions to realise the core functions.

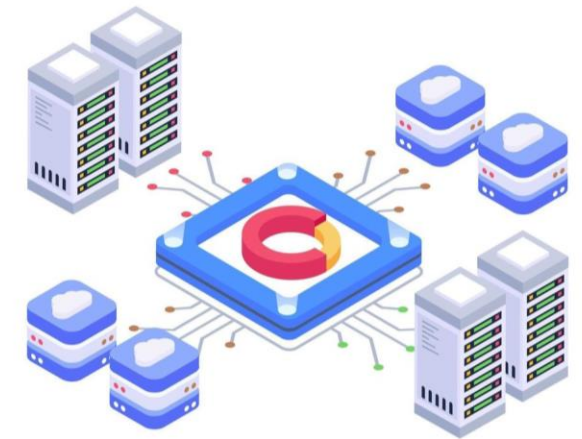
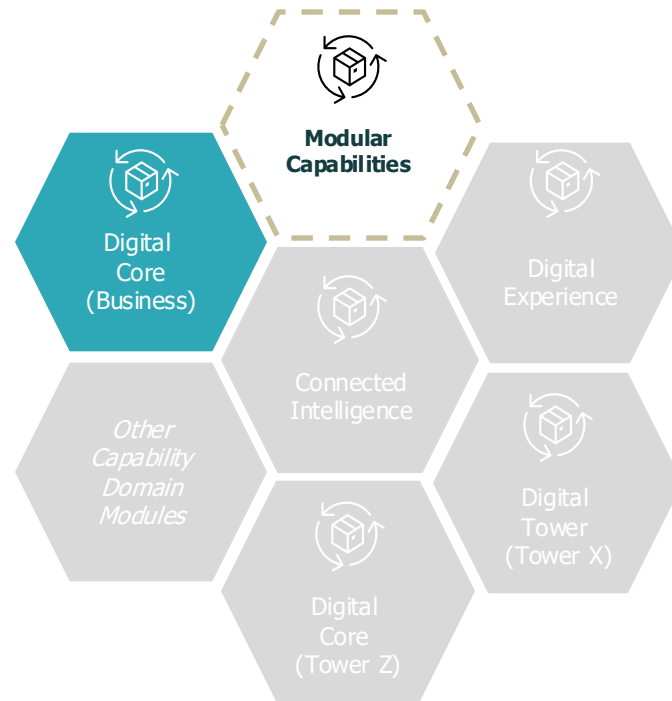
The Digital Core Platform in the Modular Platform Model is defined as the systems and platforms that enable & maintain the entire delivery core of the organisation by designing & implementing the various technologies & solutions outlined in the Target Solution Architecture to support the core functions.



TOWER 03 : CORE BUSINESS



The Digital Core Tower is the orchestrator of the regulatory services; it identifies the core automation requirements to deliver the regulation and back-office services for DFSA. The tower drives core functions of DFSA and optimises operational efficiency whilst supporting back office, digital workspace and GPRC (Governance, Performance, Risk & Compliance) functions.



DIGITAL CAPABILITIES DOMAINS

The domains support the other towers by providing the right solutions for the continued operation of the core DFSA function while managing the organisation's office operations.

REGULATION DOMAINS

DOMAIN 01: Digital Core Business

> Manage Core Regulatory Functions:

DOMAIN 02, 03 & 04: Digital Core

> Manage Core Regulation, Backoffice, Digital Workspace and GPRC functions.

MODULAR PLATFORM DESIGN

Platform modularisation drive timely acquisition:

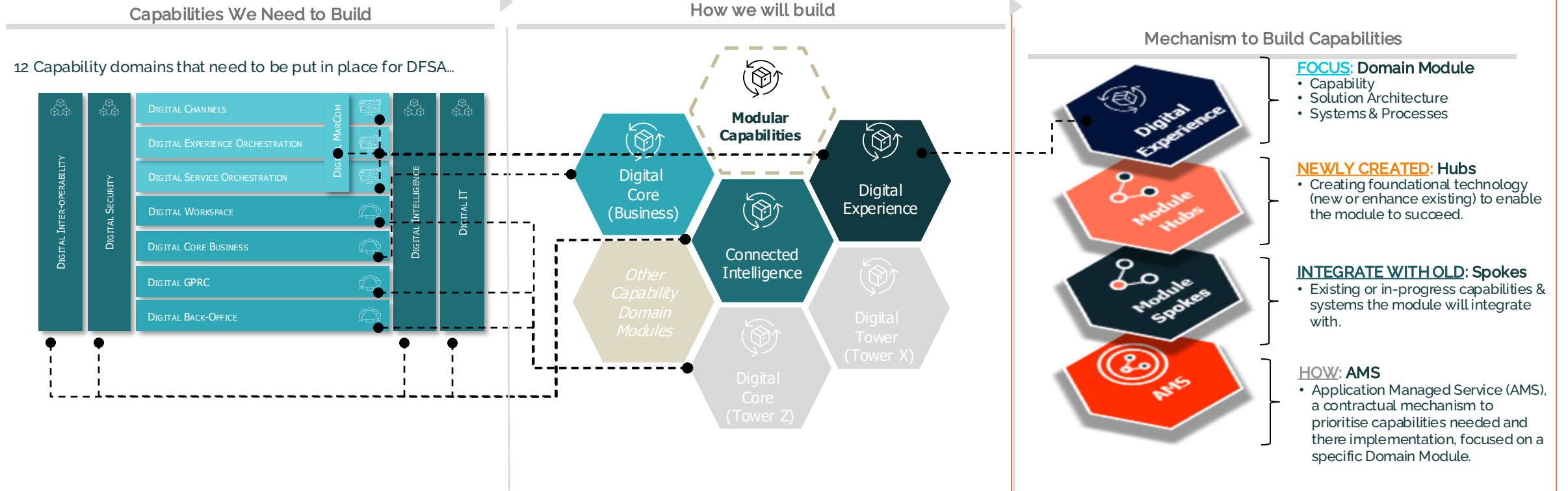
- > AGILITY: Independent, yet Integrated Sourcing
- > PACE: Faster Sourcing, given Capability Focus
- > SPECIALISATION: Contextual Quality & Features
- > SCALABILITY: Interface Managed as Specification

02.03

HUB & SPOKE MODEL

DBP Architecture

DIGITAL AUTOMATION REALISATION



DBP ARCHITECTURE: HUB & SPOKE (HAS) STRATEGY

The Hub & Spoke design is a method that allows for the simultaneous development of the modular platforms & the management of ongoing technology projects. This is achieved by linking all initiatives to central hubs & enforcing traceability and consistency through integration & specification mechanisms.

The Hub & Spoke model connects periphery business initiatives (Spokes) to the architecture derived platform initiatives (Hubs). The strategy is applied to each of the digital towers (Connective Intelligence, Digital Experience, Digital Core Business) to control the automation of the digital capabilities.

INTELLIGENCE H.A.S MODEL

Hub and Spoke (HAS) > Intelligence Platform (CIP)

04 Hubs
09 Spokes

Specifications Validation:
> Architecture: by DQ
> Solutions: DQ/DFSA

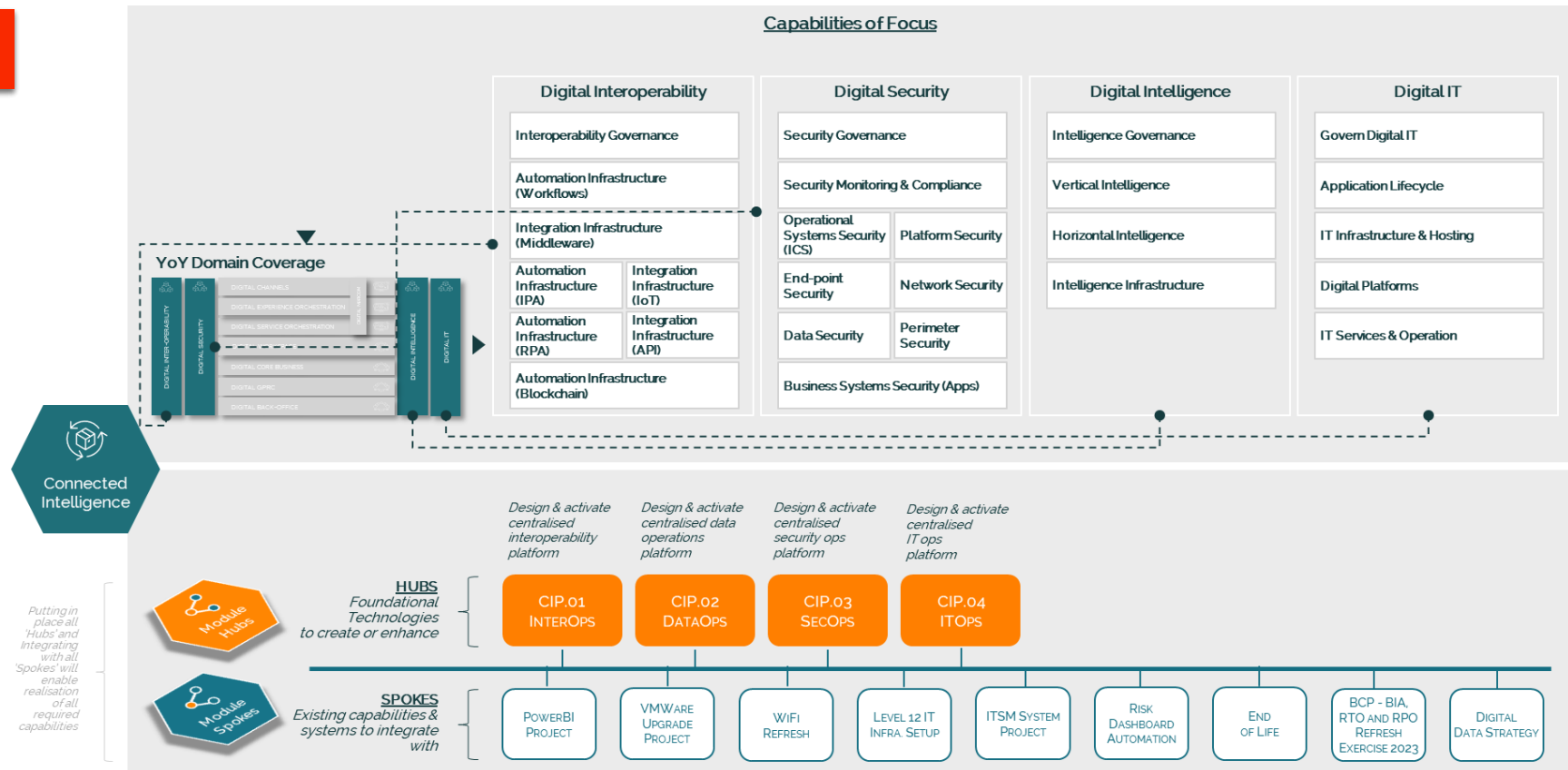
Sourcing Model:
> Master Supplier: DQ
> Implement: Market SI

Build Principle:
> Core Design: COTS 1st
> Extensions: COTS 1st

Vendors Principle:
> Stack: Best of Breed
> Tiering: Leading Vendor

Platform Type:
> Type: Internal Solution
> DevOps: Features Backlog

Deployment Priority:
> Short Term: Cross DFSA
> Long Term: Cross DFSA



DBP ARCHITECTURE: CONNECTED INTELLIGENCE INITIATIVES

The connected intelligence initiatives are at the heart of digitising the operations. The Platform consists of three core hub platforms & connects to other ongoing business initiatives to deliver an integrated technology operations. These platforms are core enablers to other technology platforms within DFSA.

InterOps: Design & activate interoperability platform to manage shared components (AI, RPA, Analytics)
 DataOps: Design & activate data operations platform manages solution data lifecycle & infrastructure
 SecOps: Design & activate digital security operations platform
 ITOps: Design & activate digital IT operations platform

(*) Note: The spoke initiatives have been analysed from the DFSA Projects Tracker document (obtained from the Data Collection Activities)

EXPERIENCE H.A.S MODEL

Hub and Spoke (HAS) > Experience Platform (DEP)

03 Hubs
04 Spokes

Specifications Validation:
> Architecture: by DQ
> Solutions: DQ/DFSA

Build Principle:
> Core Design: COTS 1st
> Extensions: COTS 1st

Platform Type:
> Type: Internal Solution
> DevOps: Features Backlog

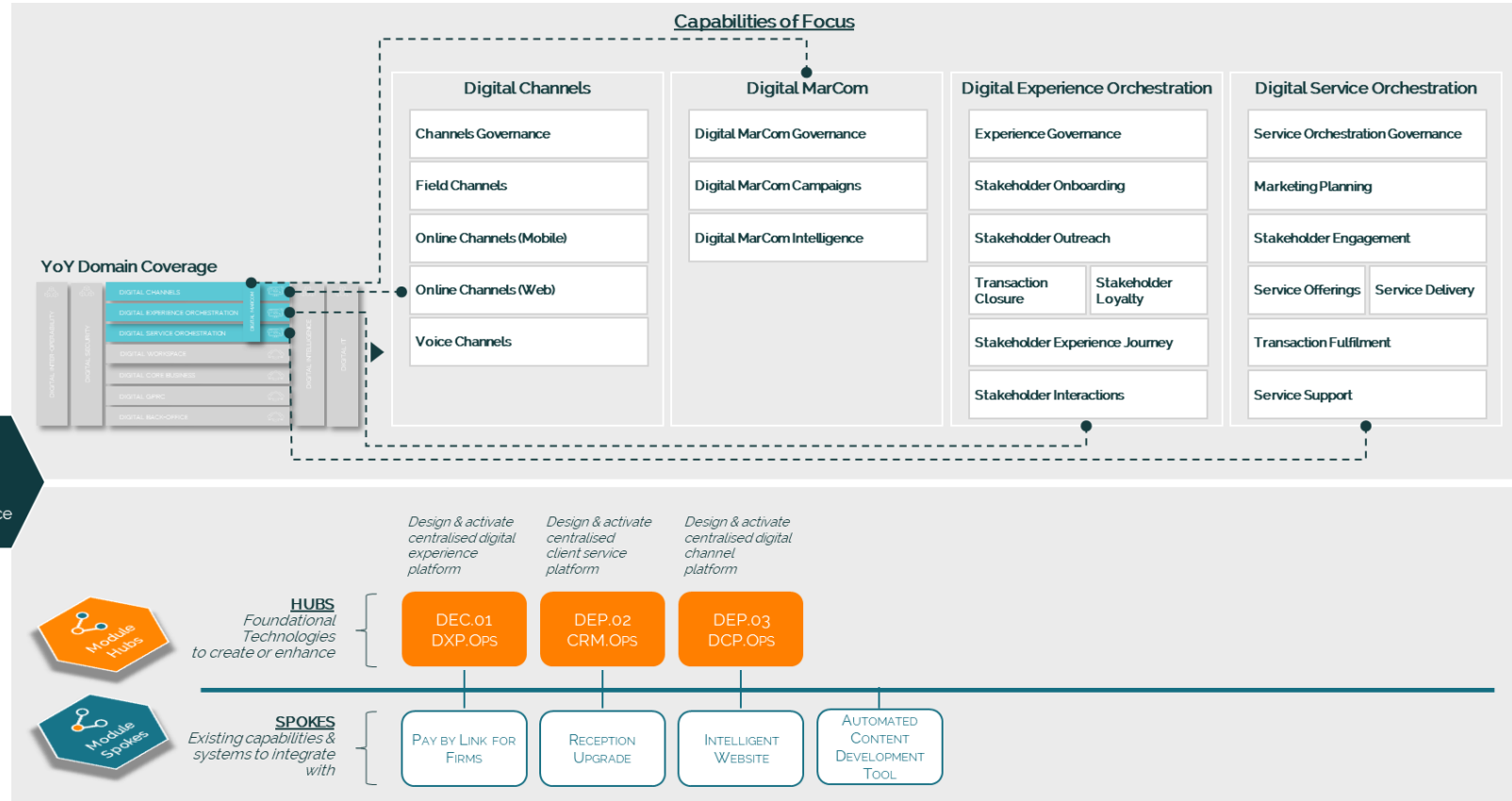
Sourcing Model:
> Master Supplier: DQ
> Implement: Market SI

Vendors Principle:
> Stack: Best of Breed
> Tiering: Leading Vendor

Deployment Priority:
> Short Term: Cross DFSA
> Long Term: Cross DFSA



Putting in place all 'Hubs' and Integrating with all 'Spokes' will enable realisation of all required capabilities



DBP ARCHITECTURE: DIGITAL EXPERIENCE INITIATIVES

The DFSA Digital Experience initiatives accelerate and promote the development of digital front-end experience as a focus to improve user stickiness and volume. Projects focused on enhancing client engagements in the digital domain are reconciled in the core digital transformation experience initiatives.

CRMops: Design & activate centralised client relationship platform to manage clients
DXPOps: Design & activate centralised digital experience platform to manage stakeholders
DCPOps: Design & activate centralised digital commerce platform to manage compliance as a service.

(*) Note: The spoke initiatives have been analysed from the DFSA Projects Tracker document (obtained from the Data Collection Activities)

DIGITAL CORE H.A.S MODEL

Hub and Spoke (HAS) > Core Business Platform (DCBP)

04 Hubs
10 Spokes

Specifications Validation:
> Architecture: by DQ
> Solutions: DQ/DFSA

Build Principle:
> Core Design: COTS 1st
> Extensions: COTS 1st

Platform Type:
> Type: Internal Solution
> DevOps: Features Backlog

Sourcing Model:
> Master Supplier: DQ
> Implement: Market SI

Vendors Principle:
> Stack: Best of Breed
> Tiering: Leading Vendor

Deployment Priority:
> Short Term: Cross DFSA
> Long Term: Cross DFSA



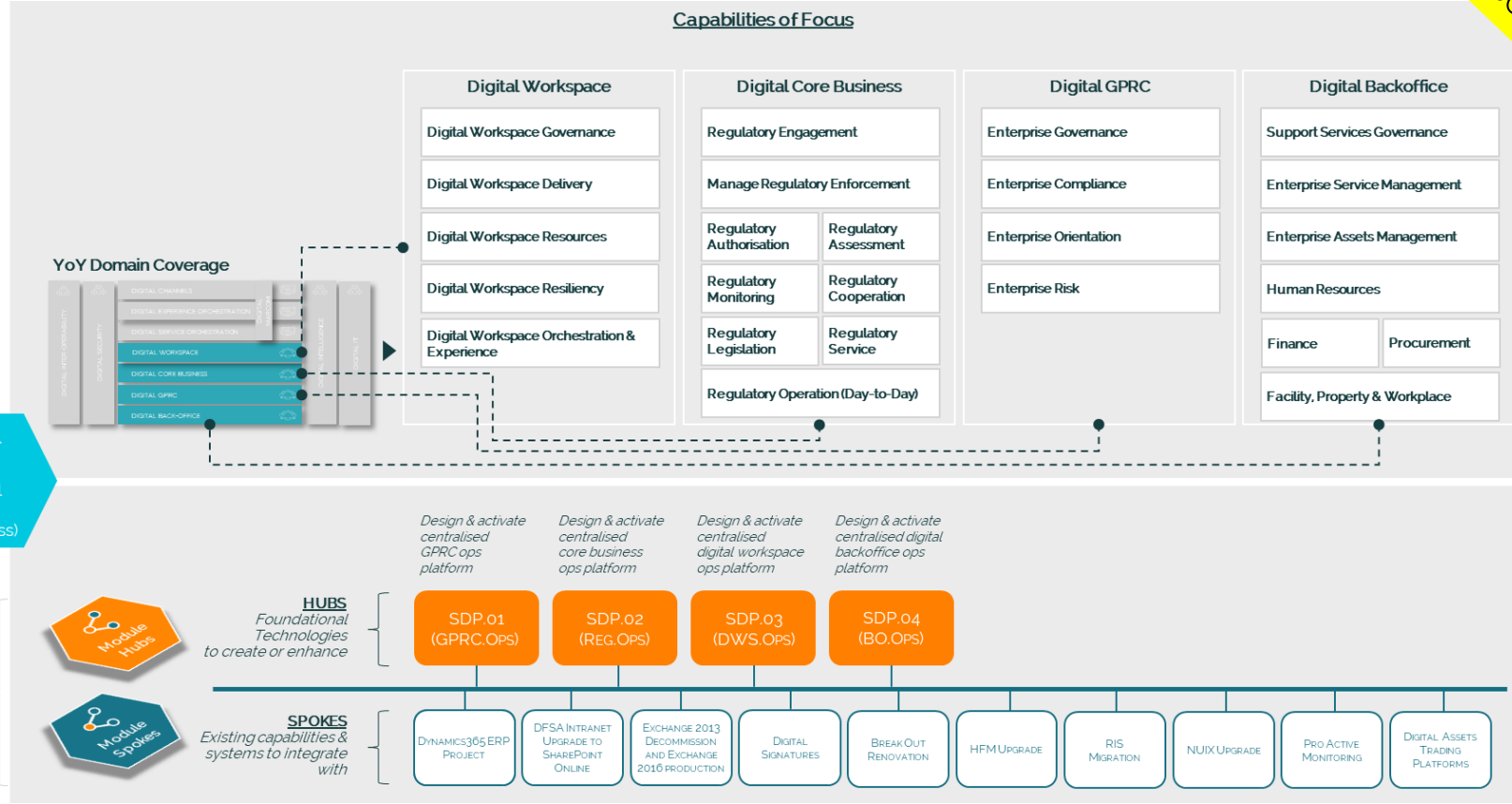
Putting in place all 'Hubs' and Integrating with all 'Spokes' will enable realisation of all required capabilities



HUBS
Foundational Technologies to create or enhance



SPOKES
Existing capabilities & systems to integrate with



DBP ARCHITECTURE: CORE BUSINESS INITIATIVES

The DFSA Digital Core Business initiatives accelerate and automate the core functions of the organisation. By executing projects focusing on the various areas of the digital core domain, the market regulation compliance, enforcement and supervisory activities are enriched/maintained.

- Gov.Ops: Design & activate centralised governance operations management platform
- Reg.Ops: Design & activate centralised regulation operations management platform
- DWS.Ops: Design & activate centralised digital workspace management platform
- BO.Ops: Design & activate centralised digital back-office management platform

(*) Note: The spoke initiatives have been analysed from the DFSA Projects Tracker document (obtained from the Data Collection Activities)

02.04

PLATFORM PORTFOLIO

DBP Architecture

Hub and Spoke (HAS) Design > Digital Projects

Connective Intelligence Projects

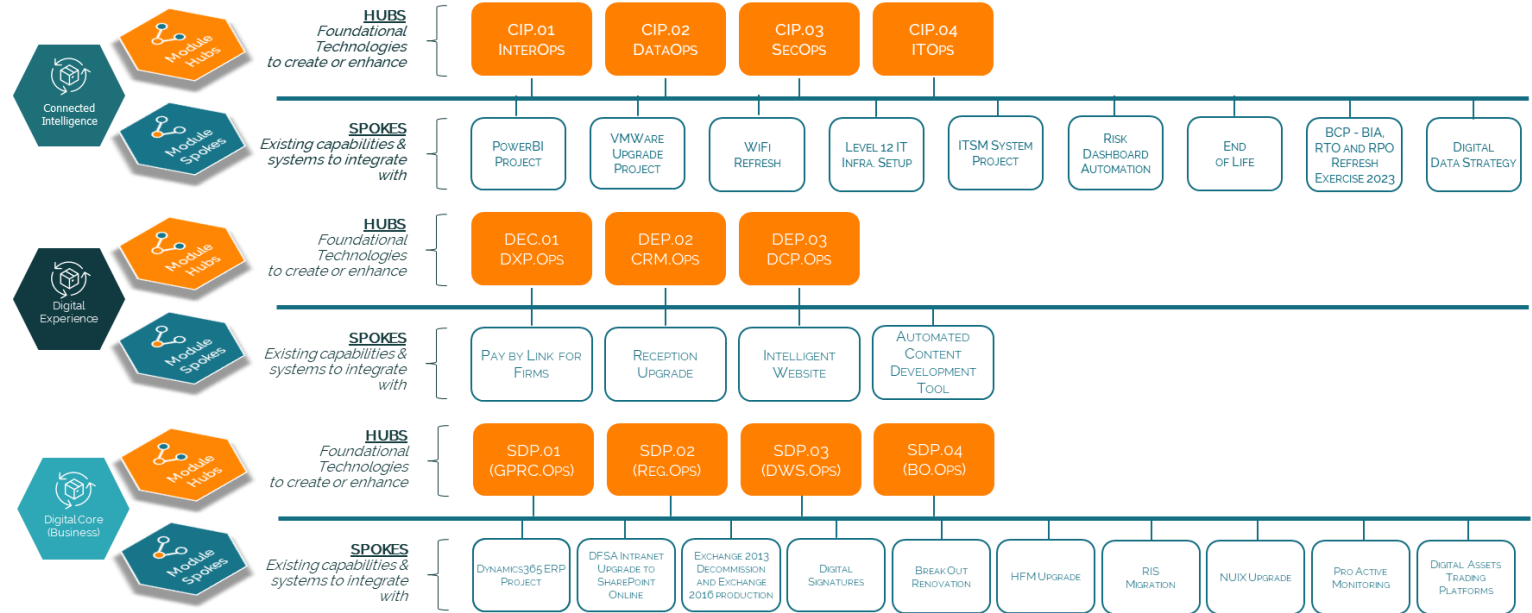
Core solutions required for effective data operations

Digital Experience Projects

Core solutions required to improve user experience

Digital Core (Business) Projects

Core solutions required to improve regulatory functions



DBP ARCHITECTURE: DIGITAL PLATFORM PORTFOLIO

The organisation has several initiatives for new solutions and optimisations across the business areas but no formally defined approach to manage their effective activation.

The digital platform portfolio ensures effective tracking and activation of digital initiatives tracing them back to the organisation's business aspirations and goals through the Hub & Spoke design.

The digital initiatives from the Hub & Spoke design, decomposes the modular platform into various initiatives and is activated by the organisation's management stakeholders.

DBP ARCHITECTURE: MODULAR PLATFORM INITIATIVES

An Agile Platform Organisation must be operated with a number of modular well designed and well-integrated Systems and Technology Components. The modular platform approach is critical to ensure fast compliance, quick enablement and practical growth aligned with the overall aspirations and goals.

There are currently 3 core modular platform components identified as initial starting points for the organisation to leverage and utilise. The breakdown of the hub & spoke initiatives for the following digital platforms is illustrated:

Connective Intelligence:

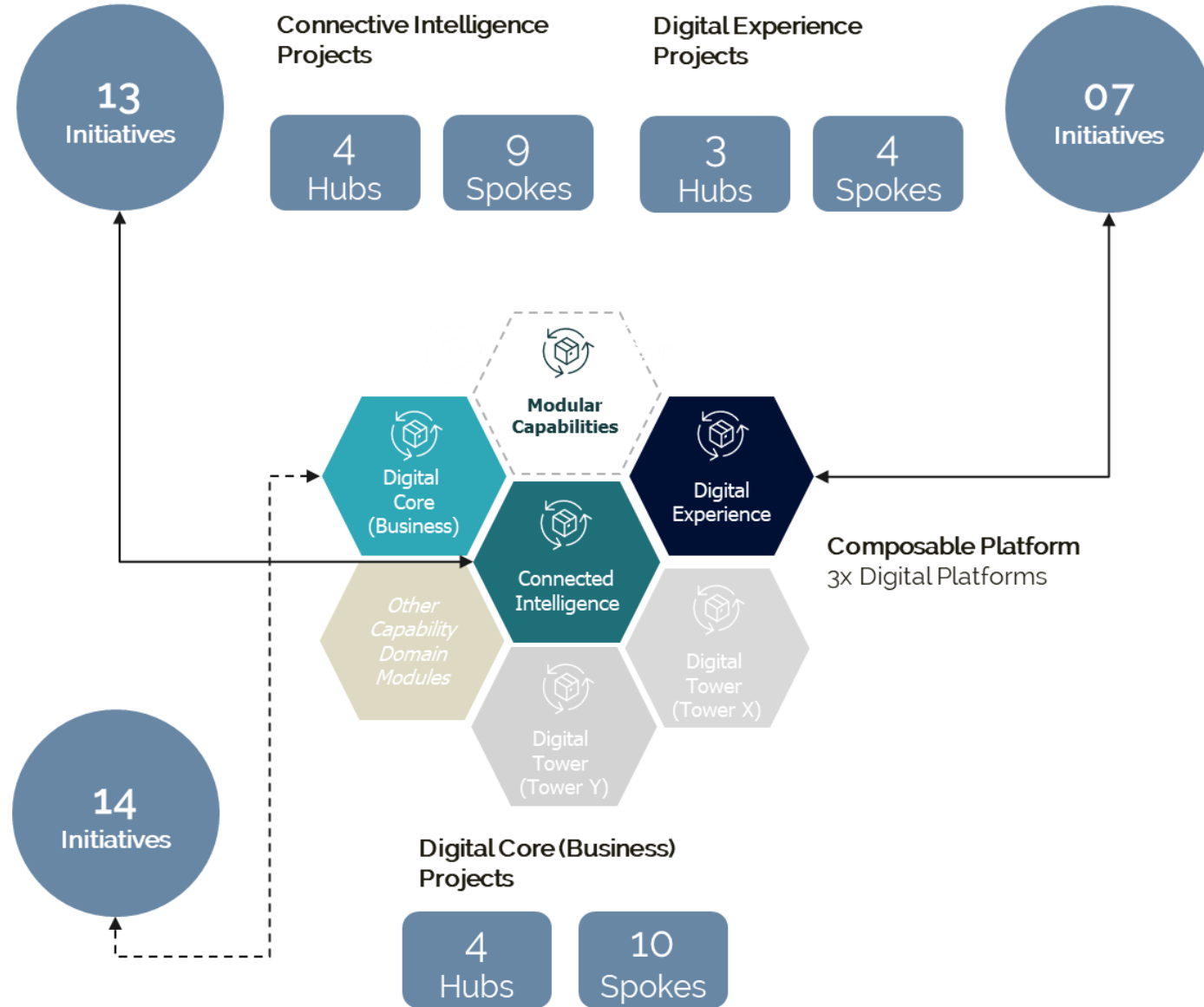
Central Pillar accelerating Data Operations

Digital Experience:

Critical Pillar accelerating DFSA Experience

Digital Core (Business):

Critical Pillar accelerating the regulatory functions



(*) Note: The spoke initiatives have been analysed from the DFSA Projects Tracker document (obtained from the Data Collection Activities)

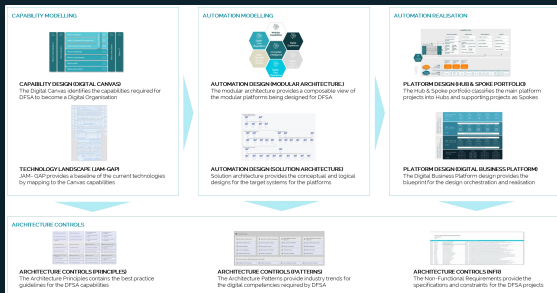
DBP ARCHITECTURE: CAPABILITY-BASED SPECIFICATIONS

To ensure that the platform projects are inline with the Target Architecture, the platform specifications are derived from the Digital Canvas and the Solution Architecture.

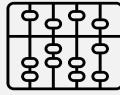
The Canvas provides the organisation's capabilities that is further expanded on in the Solution Architecture's Conceptual and Logical Models to give a clear understanding of the specification required for the Target Platforms.

These specifications are compiled in the Application Management Service (AMS) for the respective platforms to ensure effective deployment and operation of the technology.

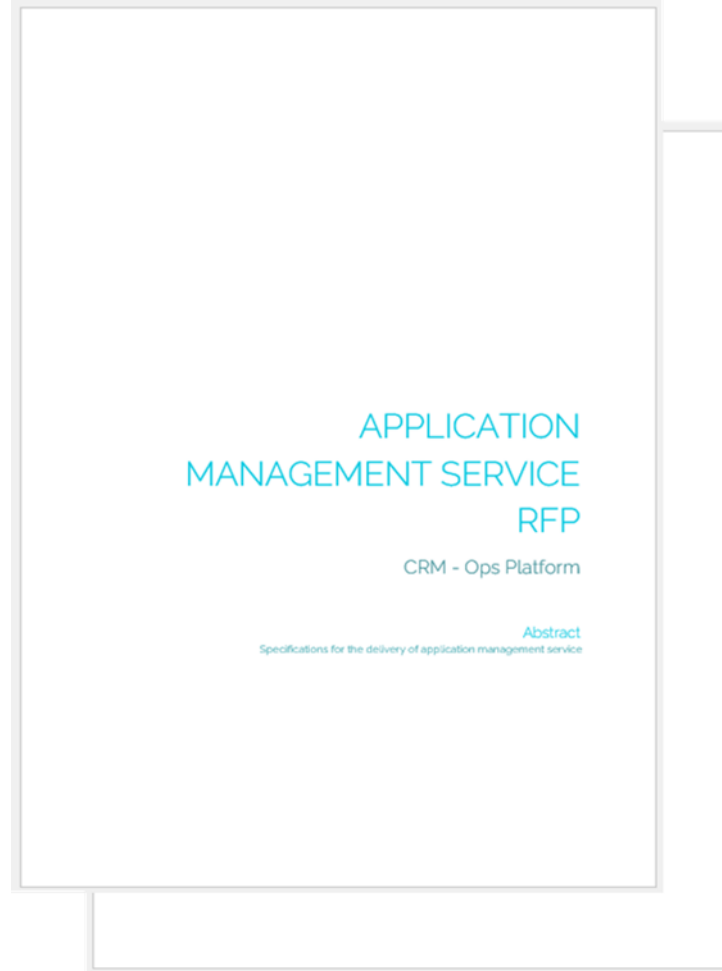
Automation Architecture – Capability and Automation Architecture



AMS SPECIFICATION REPORT



The AMS is a compendium of the functional & non-functional requirements and specifications required for the development of the organisation's respective modular platforms and systems. This ensures that the suppliers developing the platforms adhere to the organisation's needs & requirements.



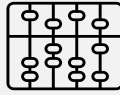
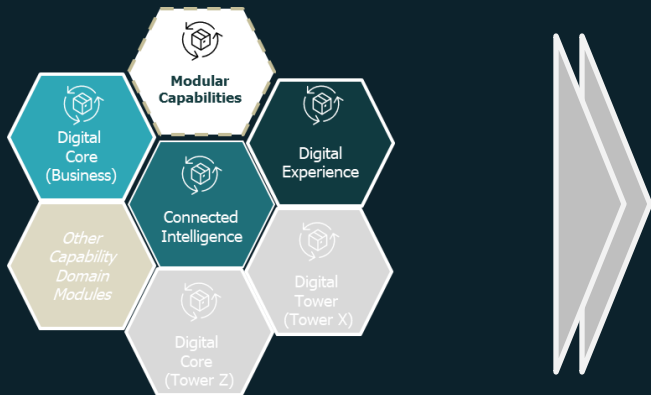
ARCHITECTURE OUTCOMES

DBP ARCHITECTURE: DBP REALISATION

The designed Automation Architecture activated through the projects in the Platform Portfolio results in the Realisation of the organisation's Digital Business Platform (DBP).

The DBP comprises of the systems and solutions implemented and managed for each of the modular platforms through the execution of the defined initiatives.

The resulting platforms enable the successful transformation of DFSA into a Digital Organisation with the right capabilities & solutions.

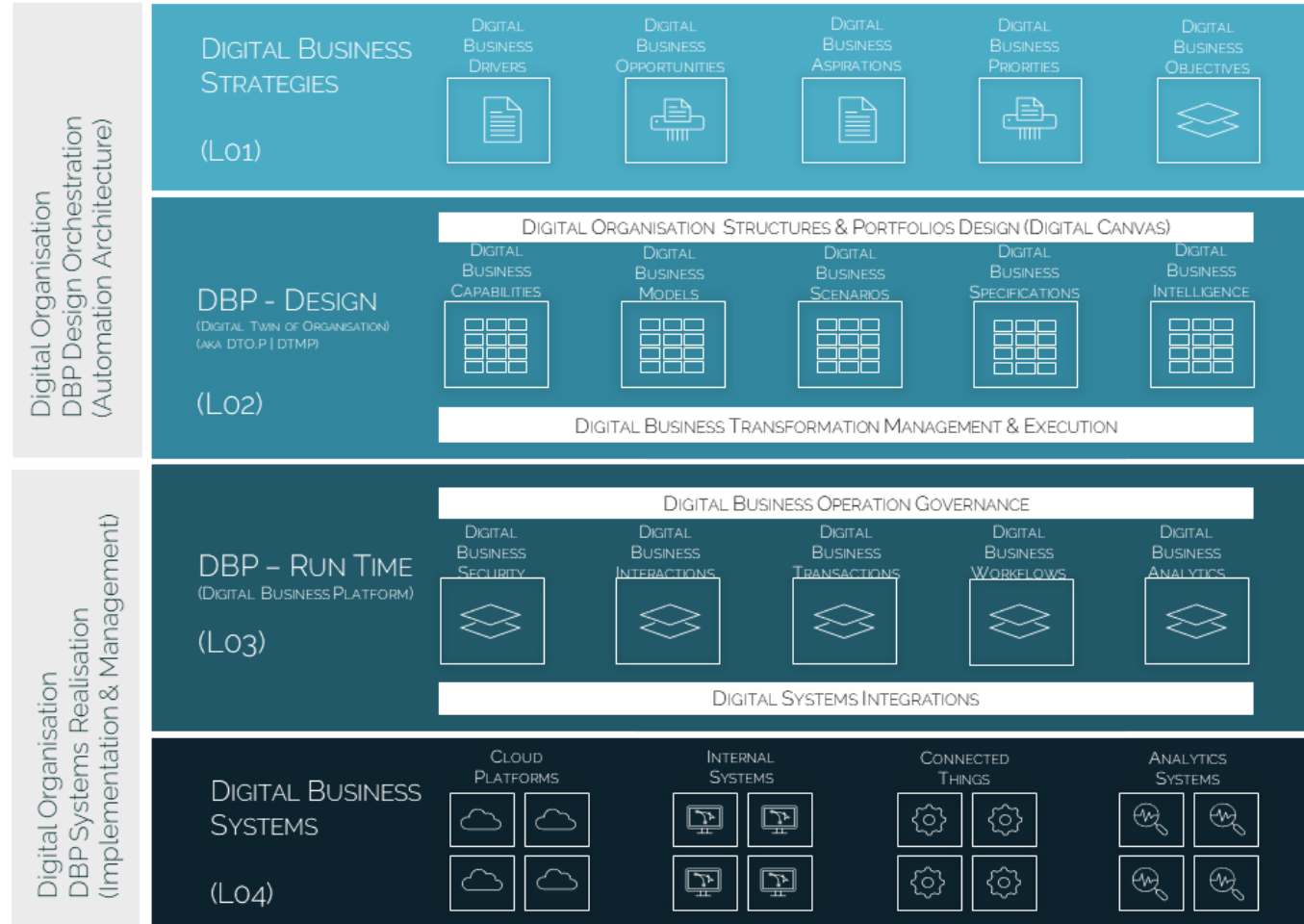


DIGITAL ARCHITECTURE IMPLICATION

The Digital Architecture must be designed to support the organisation efficiency and functions.

AGILITY: The agile platform supports the organisation's positioning in the changing markets

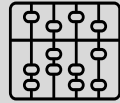
SCALABILITY: The platform supports the organisational scalability and improved client reach.



02.05

**SERVICE DELIVERY
PLATFORM (SDP)**

Solutions Architecture



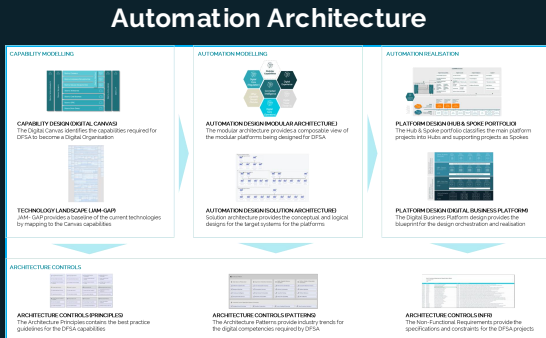
DIGITAL ARCHITECTURE IMPLICATION > DFSA DIGITAL BUSINESS PLATFORM (DBP)

The DFSA Digital Architecture must be designed to support the organisation efficiency and scalability
EFFICIENCY: The platform supports the increased operational efficiency for the organisation
SCALABILITY: The platform supports the organisational scalability and growth.

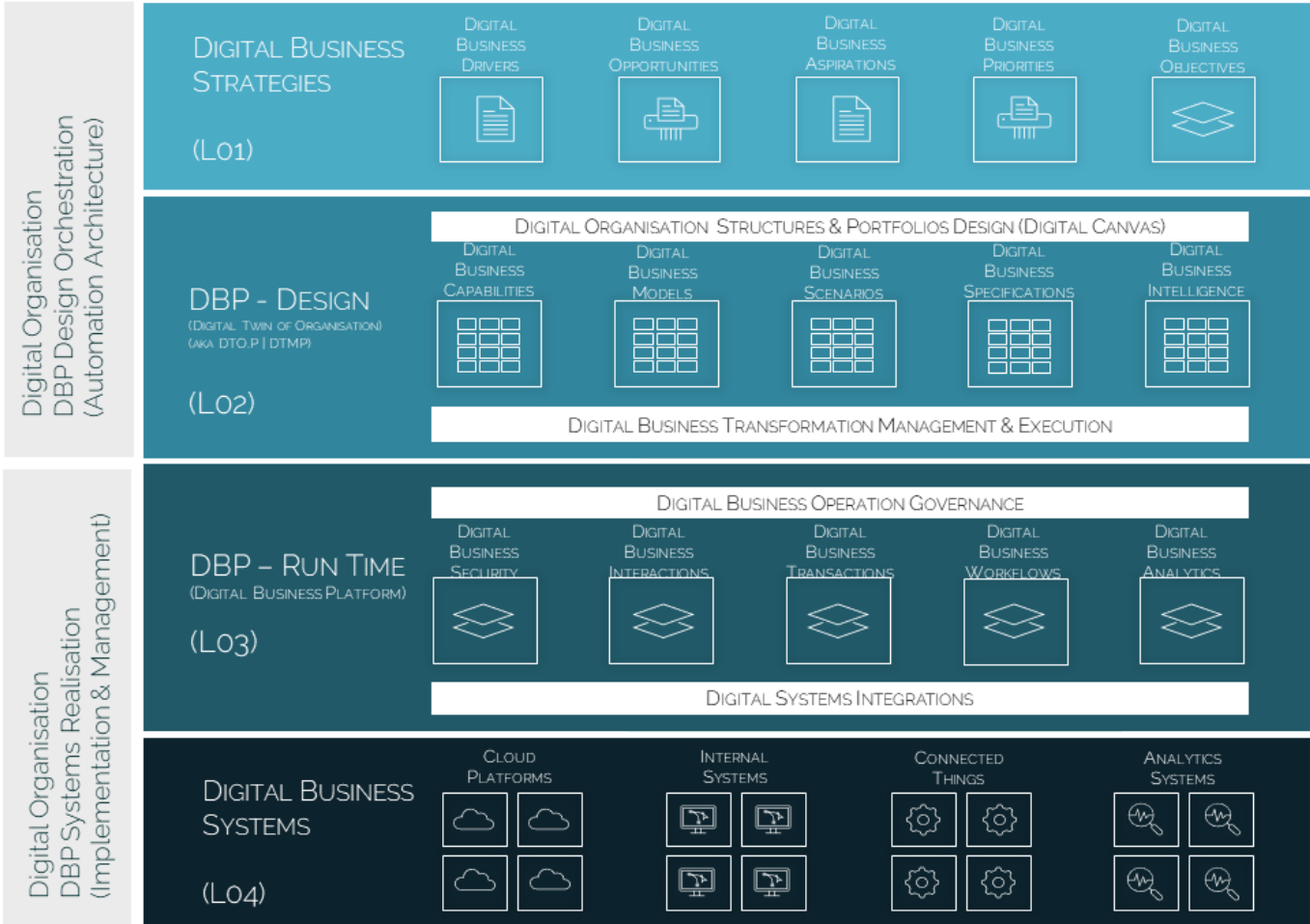
DBP ARCHITECTURE: AUTOMATION ARCHITECTURE

The digital business capabilities of the DBP for Digital DFSA were defined in the line with DFSA's aspirations and current digital opportunities as part of the Digital Organisation Design report.

The automation architecture of these digital capabilities is realised through the systematic definition of the automation model and architecture driven specifications. A set of architecture controls were defined to enable DFSA to govern the automation landscape and subsequent realisation of the DBP.



Digital Business Platform



Digital Organisation
DBP Design Orchestration
(Automation Architecture)

Digital Organisation
DBP Systems Realisation
(Implementation & Management)

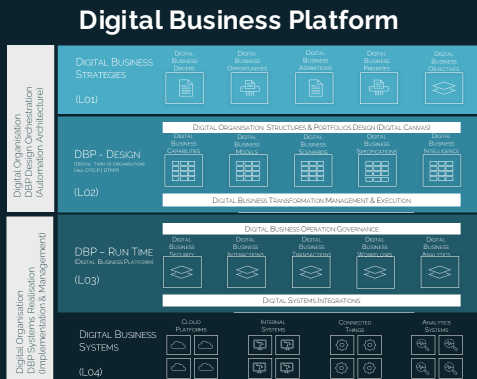
(*) The analysis is based of TOGAF v10 (<https://www.opengroup.org/togaf>)

DBP ARCHITECTURE: DBP SOLUTION VIEW

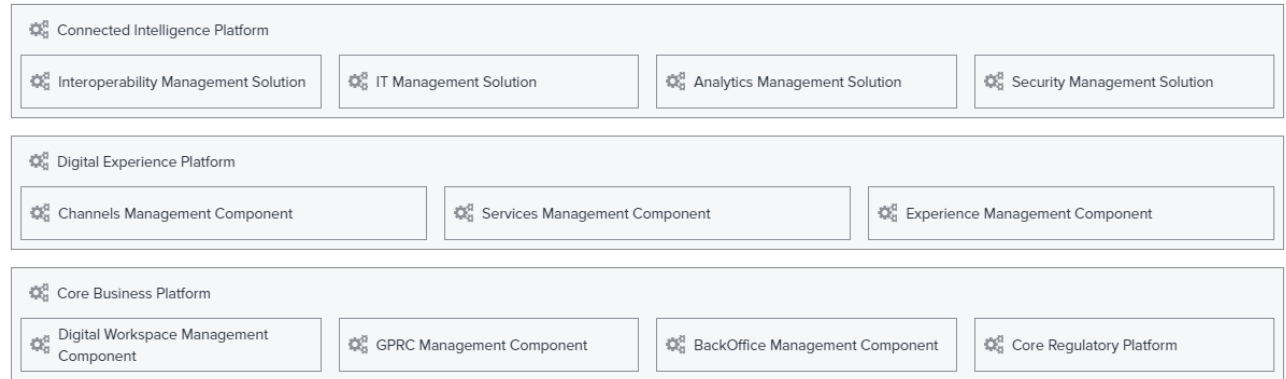
The digital capabilities defined in the DFSA's DBP are activated through the solutions defined in the DBP Solution Architecture.

The Solution Architecture provides the Conceptual and Logical perspectives for the target solutions to be deployed as part of Digital DFSA DBP architecture.

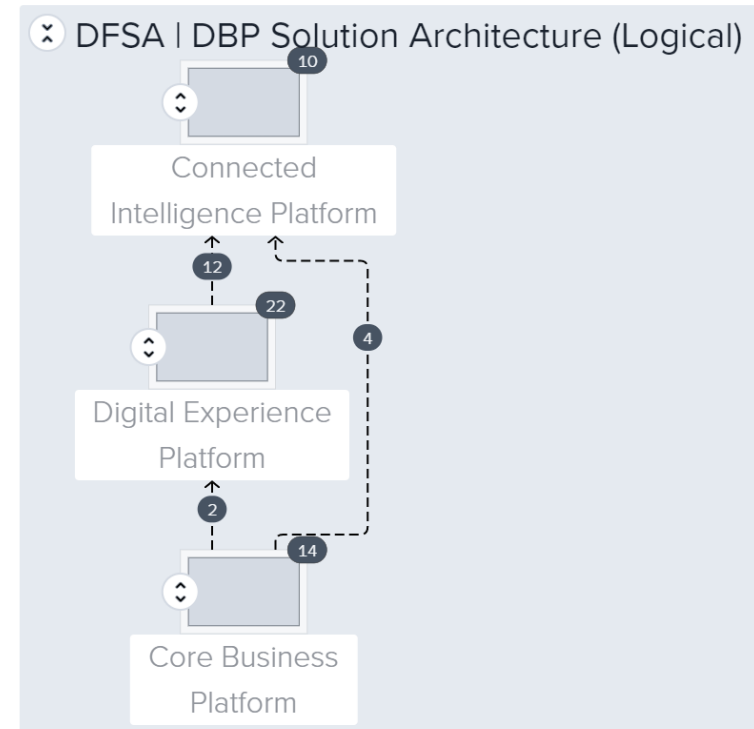
These perspectives are further analysed to define the specifications for the deployment of the target solutions.



Digital Business Platform – Conceptual View



Digital Business Platform – Logical View



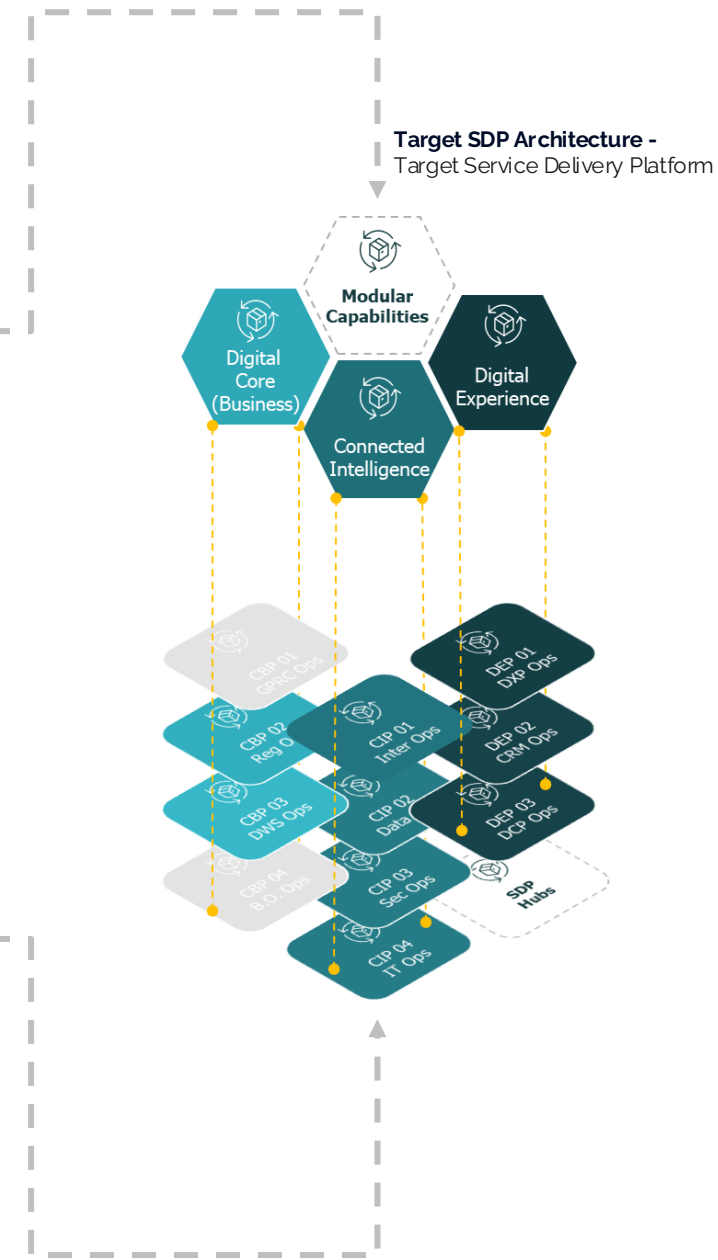
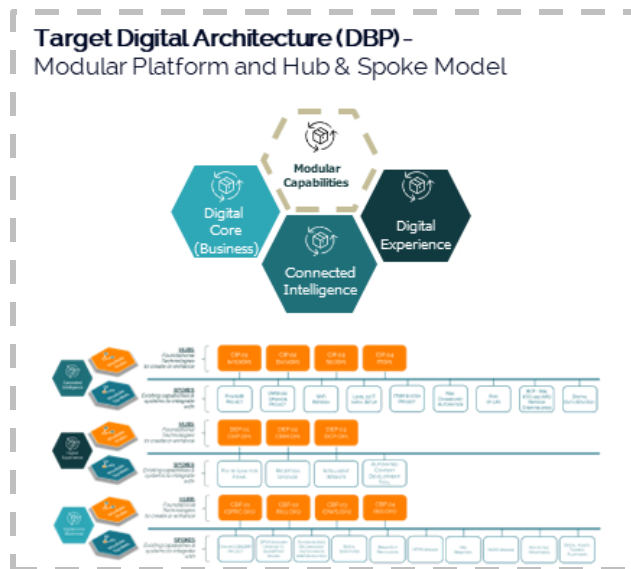
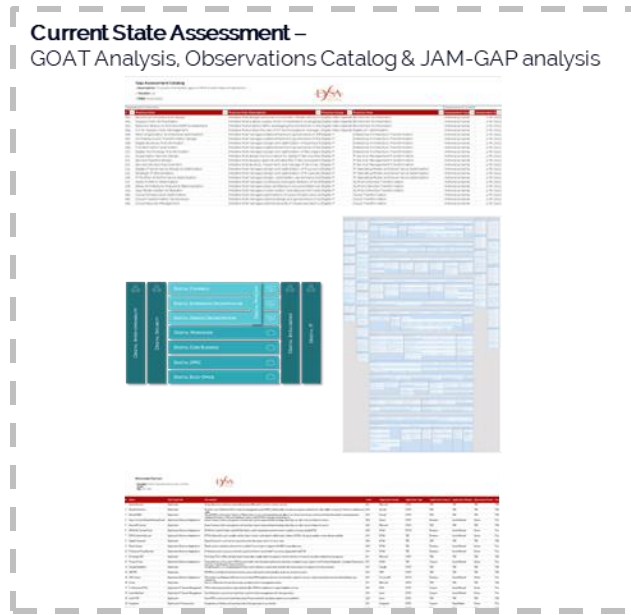
DBP ARCHITECTURE: ORGANISATION FOCUSED SDP DESIGN

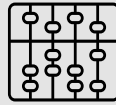
In order for DFSA to achieve the organisation's digital objectives at pace, a modular subset of the Digital Business Platform, known as the Service Delivery Platform (SDP) is developed to support the organisation operations and functions.

This platform defines solutions that are a priority for the organisation. The analysis of the priorities have been obtained through the Current State Assessment (CSA) analysis.

The inferences obtained from the CSA, provide the necessary data to define the Target Architecture of the SDP by enabling the selection of the required Hubs (from Hub & Spoke model) for the respective modular platform towers.

The analysis of the Current State Assessment and Target Digital Architecture results in the solution design for the Service Delivery Platform for the organisation.





The DFSA Service Delivery Platform is designed to cater to the organisation's needs and requirements whilst keeping the focus on the realisation of the DFSA Digital Business Platform.

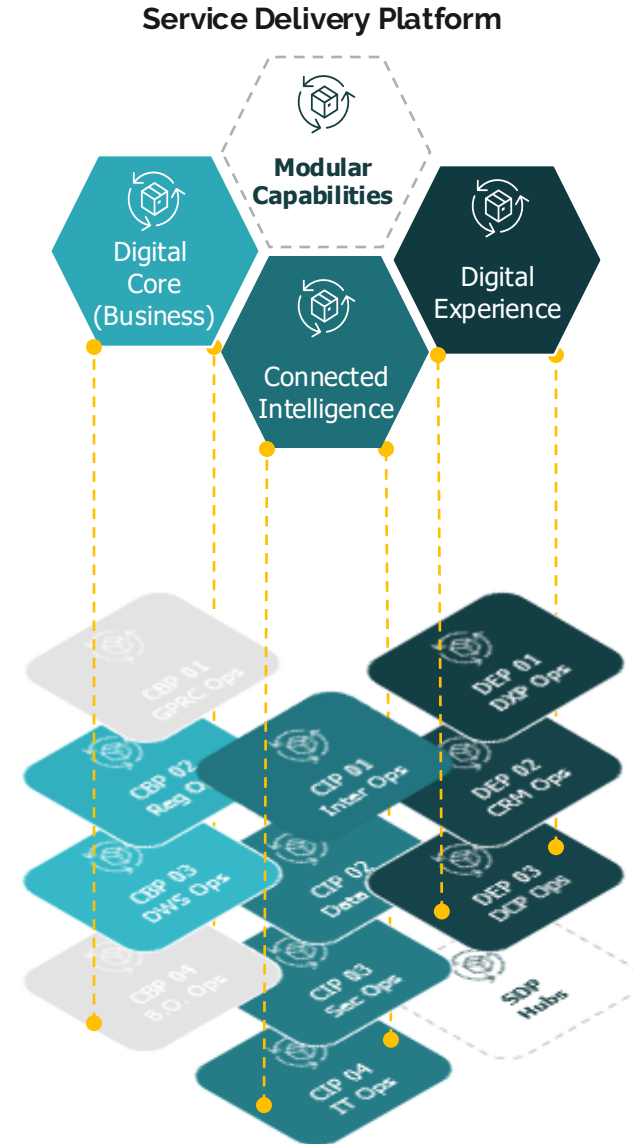
DBP ARCHITECTURE: SERVICE DELIVERY PLATFORM (SDP) BENEFITS

The SDP concept is derived from industry best-practices and seeks to develop a fully functioning and complete platform that can support the organisation. The SDP developed through the Digital Automation process offers a number of key benefits.

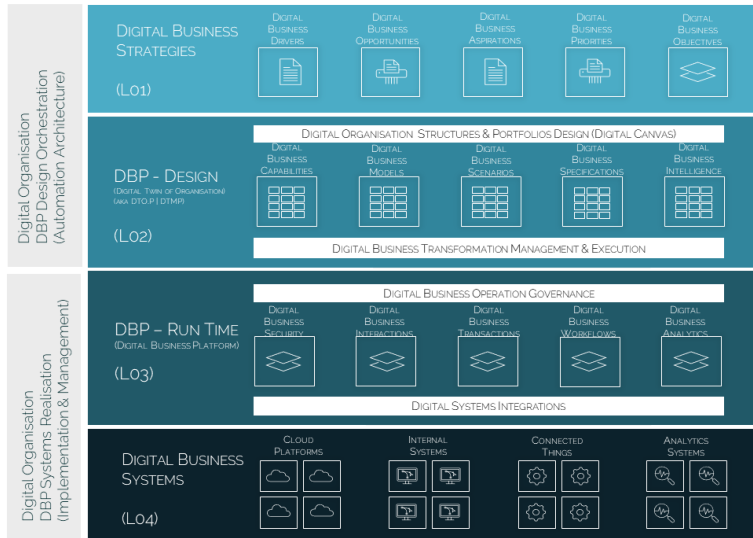
SDPs provide a centralised platform for delivering services reducing the need for separate systems for each service. This leads to increased efficiency and reduced resource usage to maintain the SDP.

The SDP is designed to support multiple services and delivery mechanisms, which allows the organisation to quickly add new services and capabilities as needed, without having to make significant changes to the underlying infrastructure.

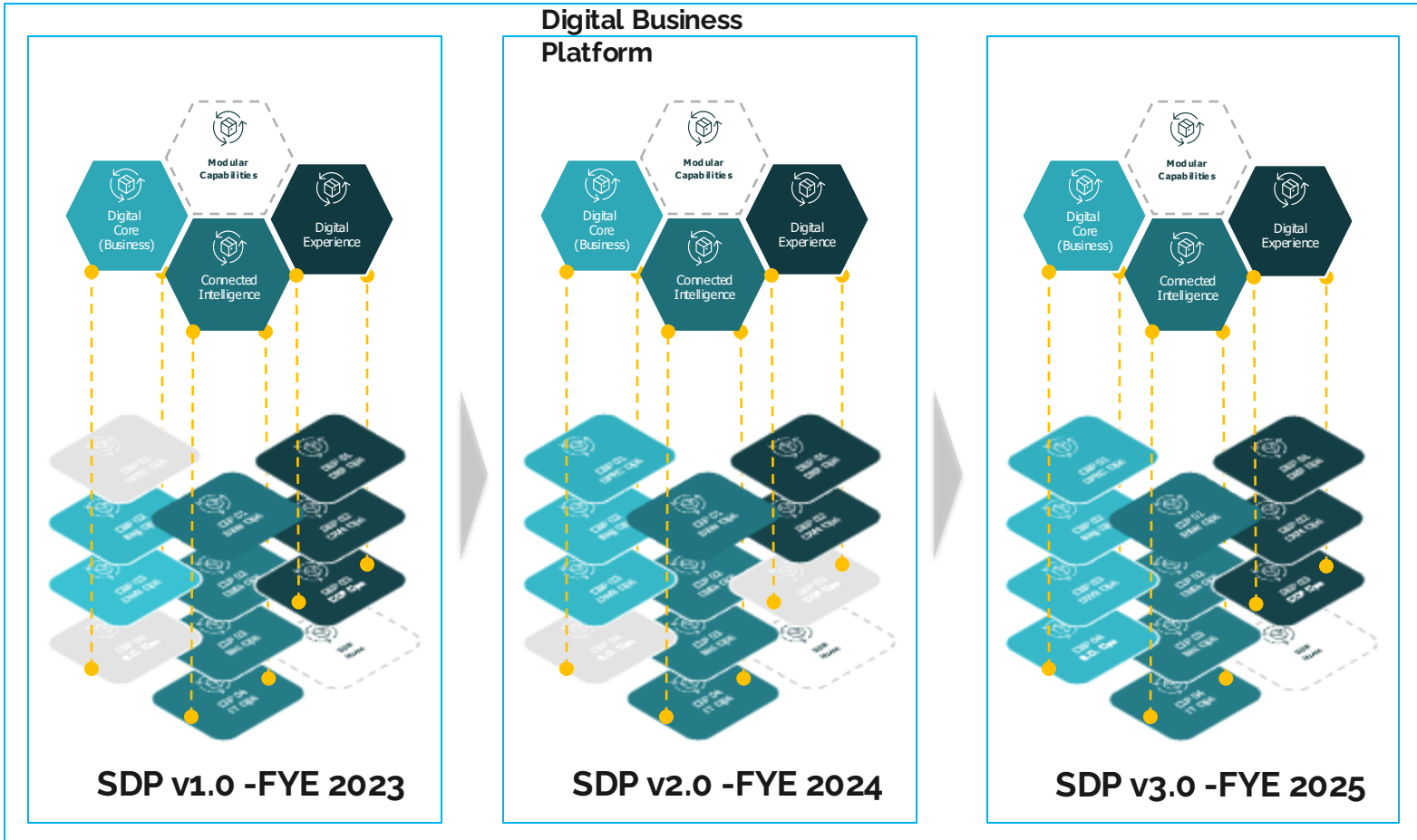
The SDP is designed in such a way that it can be iteratively developed to form a unified Digital Business Platform (DBP).



DBP ARCHITECTURE REALISATION



Digital Business Platform



DBP ARCHITECTURE: DBP ROADMAP

The Service Delivery Platform (SDP) is designed to address DFSA's immediate capability and technology requirements and hence support the organisation's objectives and operations.

The SDP is a modular subset of the DBP which is developed through the Digital Automation process taking into consideration the organisation's current and target digital state.

The SDP approach enables the iterative deployment of the platforms in line with the organisation's priorities and challenges which can be unified to form the DFSA's Target Digital Architecture (DBP).

02.05

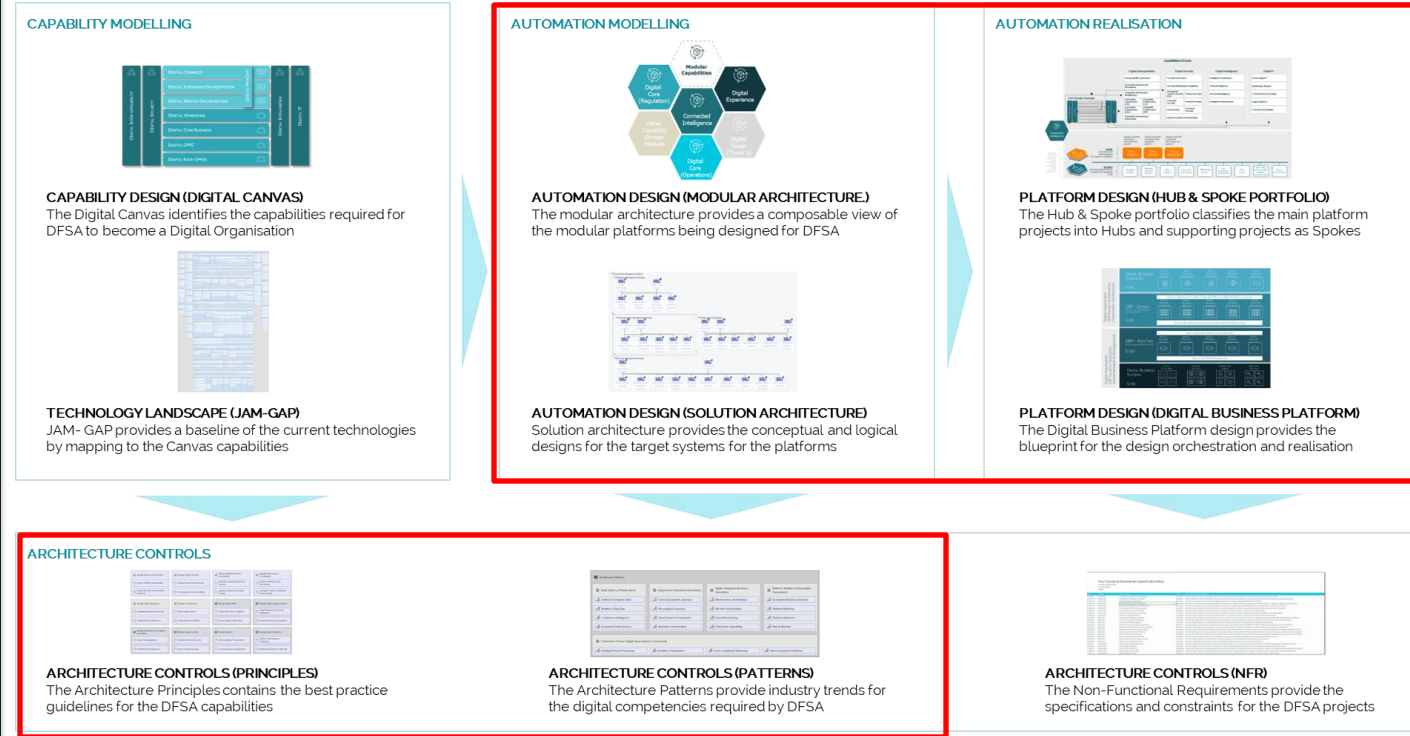
SOLUTIONS DESIGN

Solutions Architecture

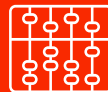
DBP ARCHITECTURE: AUTOMATION LIFECYCLE

The capabilities defined in the capability model and modular architecture needs to be systematically implemented through the Solution Architecture Strategy to ensure that DFSA achieves the Target Architecture and Digital Aspirations .

Solution Architecture is the graphical representation of solutions and systems. The Solution Architecture incorporates assistance from many enterprise architectural perspectives (business, information, and technical specifications), as well as the enterprise solution architecture.



TARGET DIGITAL ARCHITECTURE REALISATION



The Solution Architecture (SA) is a part of the Automation Architecture Model, wherein the solutions and systems being deployed in the organisation are designed according to the target state architecture. The designs are developed using industry guidelines, principles and specifications.

ARCHITECTURE AUTOMATION REALISED

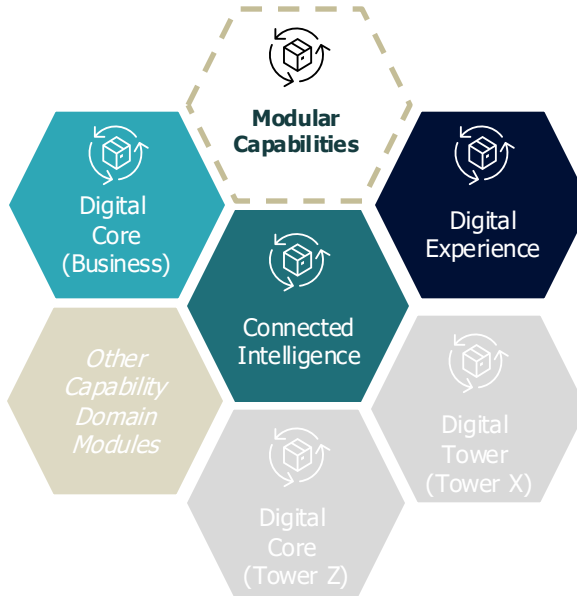
DFSA Digital Canvas

The canvas provides the organisational capabilities required to realise the DBP



Modular Platform

The capability analysis provide the required input for the modular platform model development.



Solution Architecture

The Architecture Models are developed to provide the required functional designs.

> CONCEPTUAL SOLUTION DESIGN

Capabilities derived from the Canvas are grouped following solution footprints to identify automation components specifications.

> LOGICAL SOLUTION DESIGN

The conceptual components inter-related over Data Flow and Interoperability lines to shape a view to target logical functioning Solutions.

DBP ARCHITECTURE: SOLUTION ARCHITECTURE

Effective Realisation of the target capabilities and automation strategies require a defined solution architecture against which solution implementation can be traced. The solution architecture views define the components, services and expected data flow between the systems.

The conceptual design groups the capabilities into components to obtain the target system functions. Understanding the data flow and dependencies for the component functions provides us the Logical Design. These architectures guide the implementation by identifying the specific solution features that must be activated to realise the target state of automation for the organisation.

02.06

CONNECTIVE INTELLIGENCE

Solutions Architecture

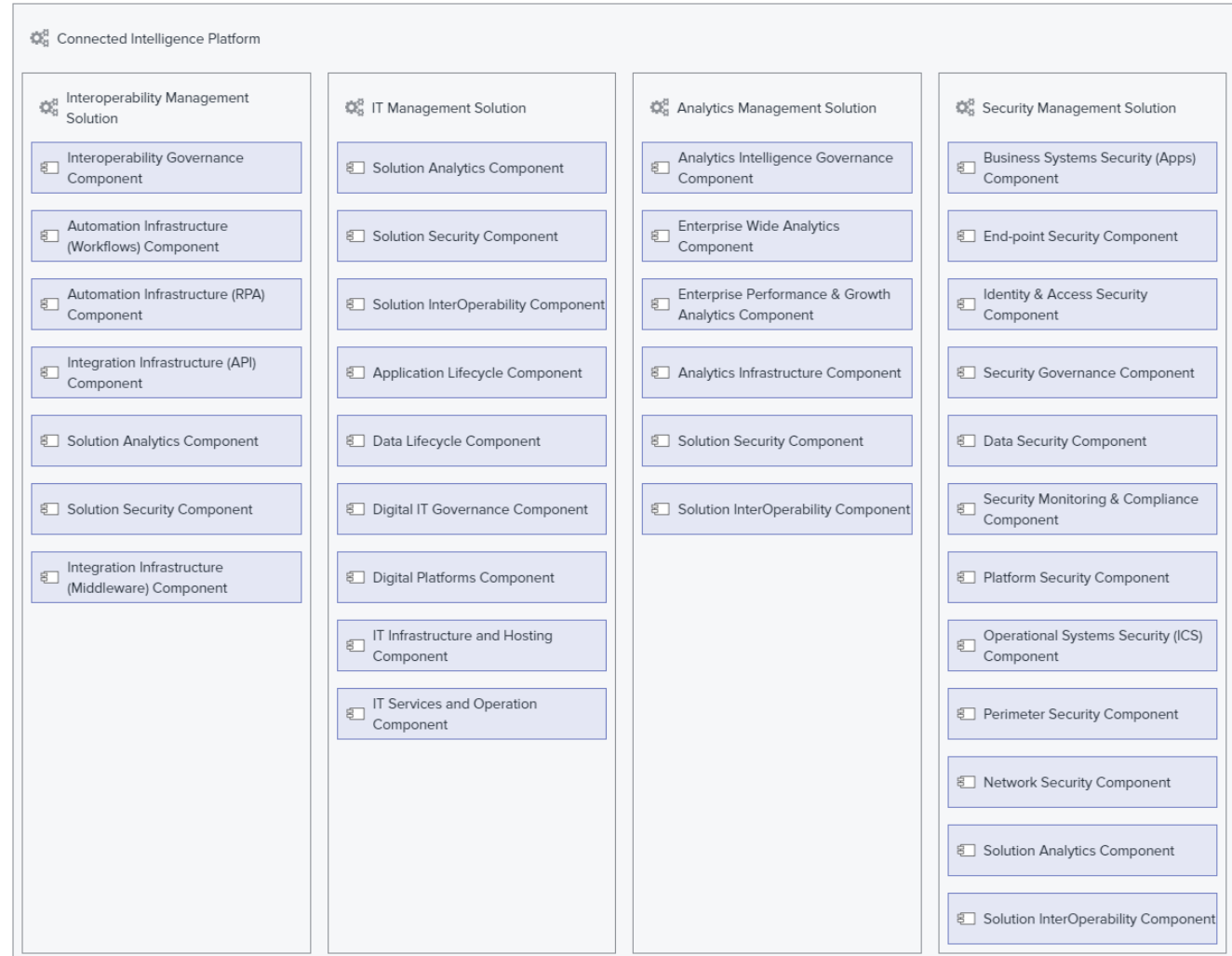
DBP ARCHITECTURE: INTELLIGENCE (CONCEPTUAL)

For a digital organisation, the connected intelligence solutions are the backbone of technology operations. The connected intelligence solutions enable the organisation to orchestrate services, processes and data across the organisation to break operational silos and improve operational efficiency.



CONNECTED INTELLIGENCE (C.I.) > CONCEPTUAL DESIGN

The Connected Intelligence platform consists of data, services, processes and development lifecycle management capabilities to orchestrate technology across the organisation. These capabilities enable the modules (towers) to work together in an agile manner and deliver technology across the organisation in a cohesive and integrated manner



04

Solutions

34

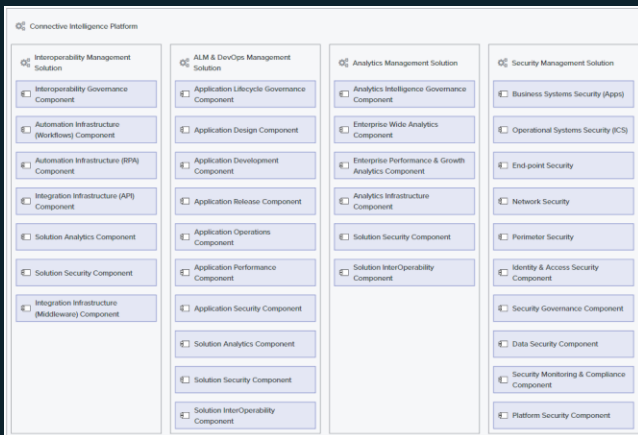
Components

DBP ARCHITECTURE: INTELLIGENCE (LOGICAL)

DFSA systems need to use and exchange enterprise data, manage ALM & DevOps and automate data led decision making for organisational advancement.

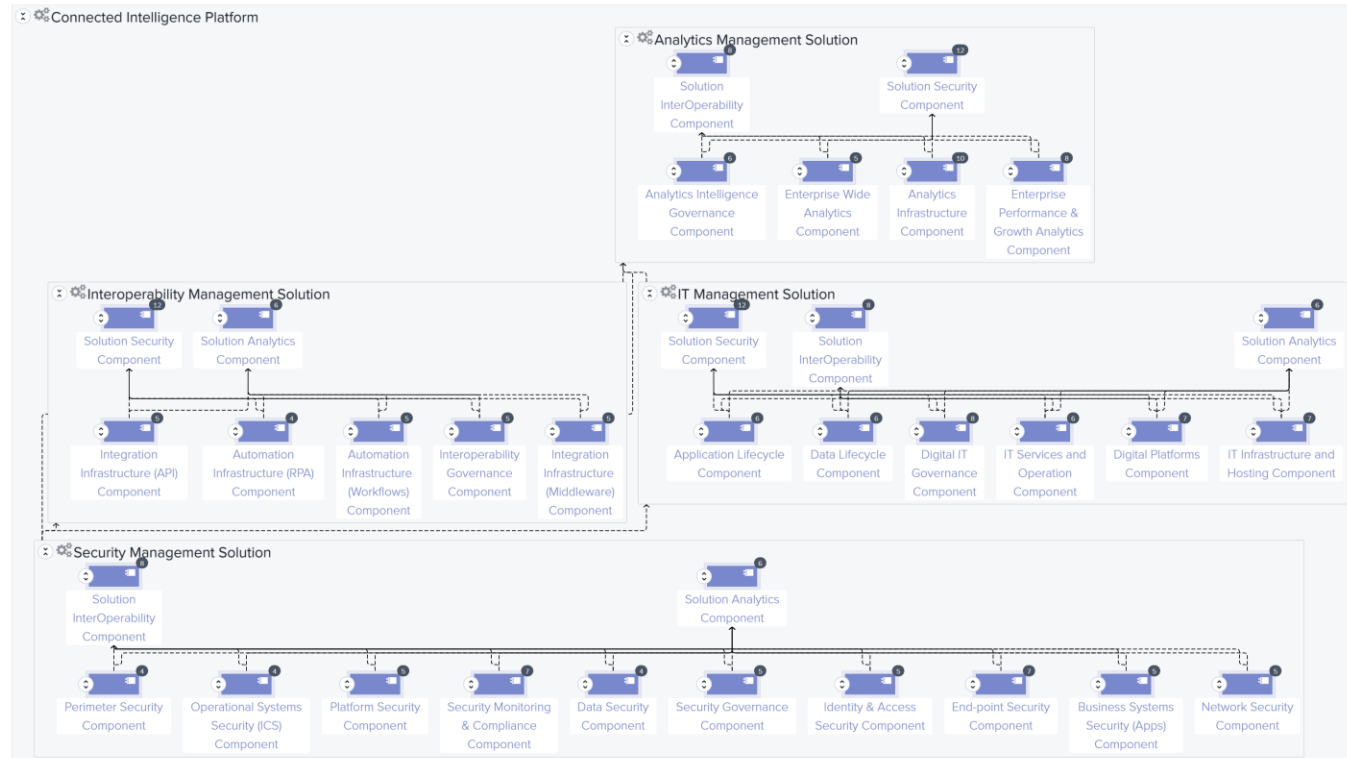
By structuring connective intelligence attributes throughout the organisation's infrastructure, DFSA will be able to take control of their intelligence capabilities and leverage it effectively.

Connective Intelligence Conceptual Design



CONNECTED INTELLIGENCE (C.I.) > LOGICAL DESIGN

The Connected Intelligence Platform's logical design shows the data flow and relationships between the various data applications to ensure that the organisation is data driven. This will ensure generation of accurate analysis and insights into the current capabilities and allow for appropriate decisions to be made to achieve the organisation's goals and aspirations.



04

Solutions

34

Components

02.07

DIGITAL EXPERIENCE

Solutions Architecture

DBP ARCHITECTURE: EXPERIENCE (CONCEPTUAL)

The organisation must be able to effectively deliver its products & services across any channel in a frictionless manner.

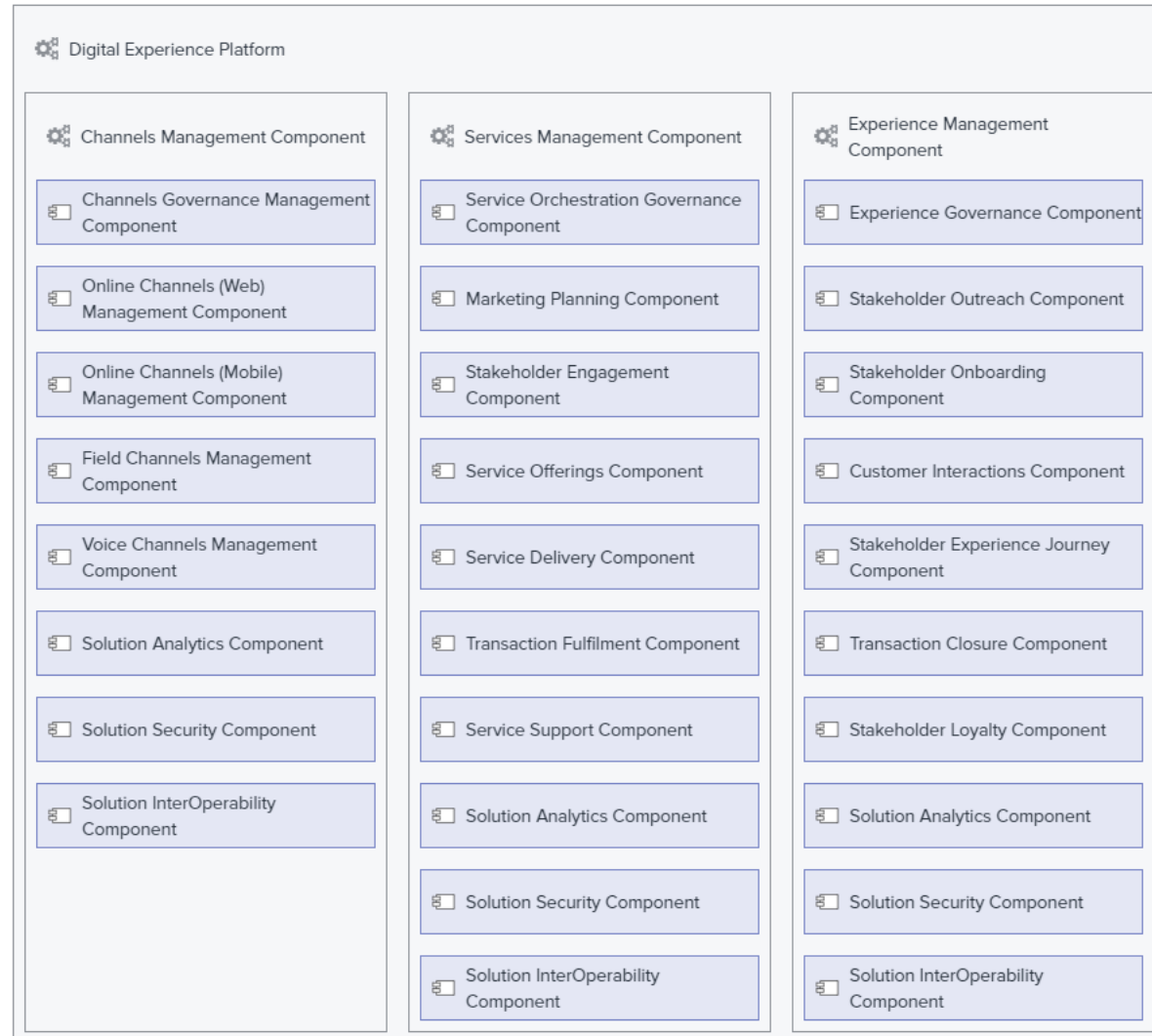
The Digital Experience tower ensures that the clients, services and channels systems are well-integrated and delivering a seamless experience to the clients.



DIGITAL EXPERIENCE (D.E.) > CONCEPTUAL DESIGN



The Digital Experience platform consists of Channels Management Component to manage the Client Facing Channel Solutions, Technologies & Processes, Service Management Component to centrally manage the regulatory management and stakeholder interactions & Experience Management Component to manage user experience across services and channels throughout the growth lifecycle



03

Solutions

28

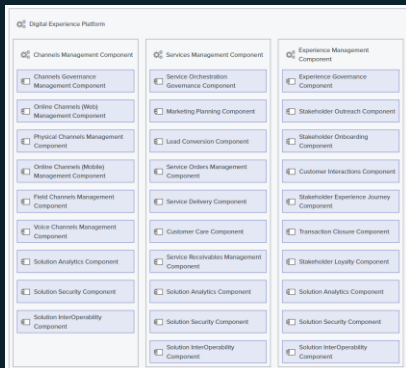
Components

DBP ARCHITECTURE: EXPERIENCE (LOGICAL)

The organisation's systems need to manage applications for client experience channels, services & user experience lifecycles for improved stickiness.

By prioritising digital experience capabilities into the organisation's current stakeholder engagement processes, the organisation will be able to circumvent their competition by ensuring that stakeholders will choose DIFC over its competitors.

DFSA Digital Experience Conceptual Design



DIGITAL EXPERIENCE (D.E.) > LOGICAL DESIGN

The Digital Experience Platform's logical design shows the information flow and connections between the various experience applications to ensure that the organisation is client-focused. This will enable the organisation to improve their current client interaction, engagement and retention practices and will ensure that the client base will grow according to the organisational expectations.



03

Solutions

28

Components

02.08

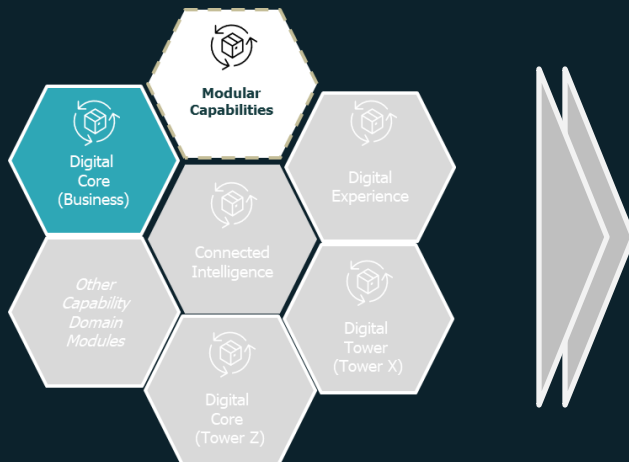
CORE REGULATION

Solutions Architecture

DBP ARCHITECTURE: BUSINESS (CONCEPTUAL)

To upgrade the organisation's regulatory capabilities, the latest industry solutions must be implemented in all of the functions.

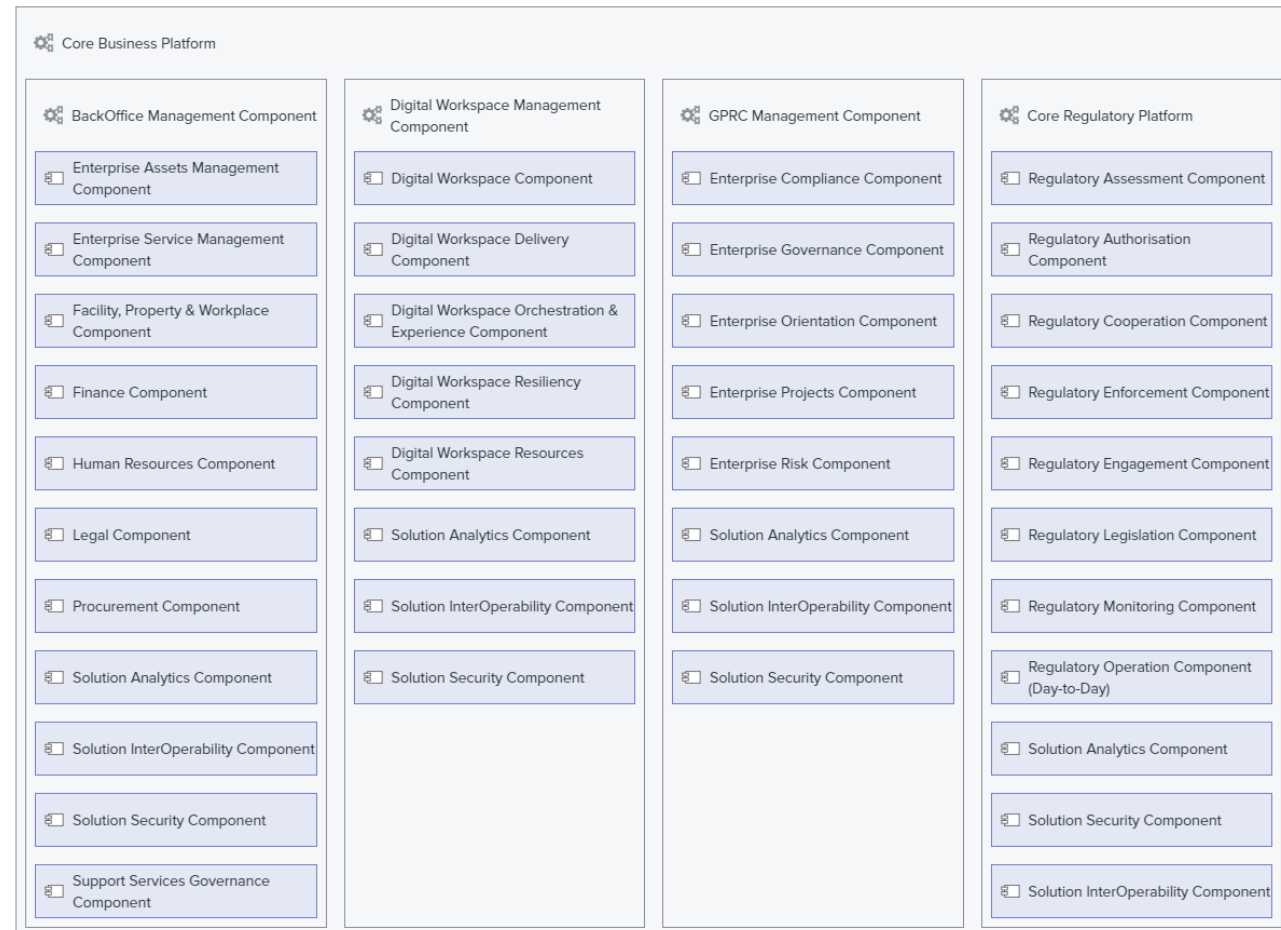
This will ensure the core value propositions of the organisation will be effectively delivered to its clients while simultaneously optimising the current systems, processes & procedures utilised within the organisation's environment.



DIGITAL CORE (D.C.) > CONCEPTUAL DESIGN



The Digital Core platform consists of the Regulatory Supervisory functions (Reg.Ops) that manages the supervisory and market regulation activities across all the Service Channels; the Enforcement Operations (Gov.Ops) manages the Governance Operations for the GPRC domain; the Digital Workspace Operation (DWS.Ops) manages the Digital Workspace functions and the Digital Back-office Operation (BO.Ops) manages back-office functions for the organisation



04

Solutions

39

Components



DIGITAL CORE (D.C.) > LOGICAL DESIGN

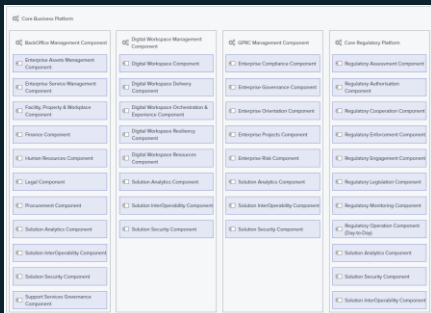
The Digital Core Platform's logical design shows the relationships between the various applications to architect a modern platform focused service organisation. This will enable effective automation and optimisation of financial regulation practices & enable effective compliance & regulation for the client

DBP ARCHITECTURE: BUSINESS (LOGICAL)

DFSA systems need to manage applications for the Supervision Operation, Market Operations and Enforcement Operation to support the clients for increased efficiency, throughput and capacity.

By integrating technology and by optimising current core business practices, DFSA will be able to efficiently automate their core practices for better management of the regulatory operations.

DFSA Digital Core - Business Conceptual Design



04

Solutions

39

Components

02.09

SDP SOLUTIONS

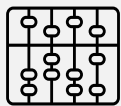
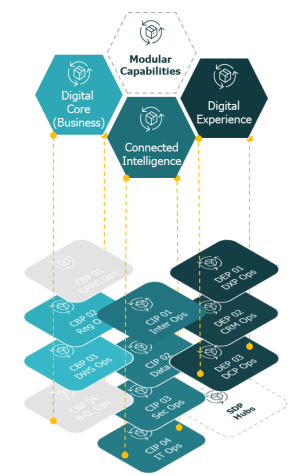
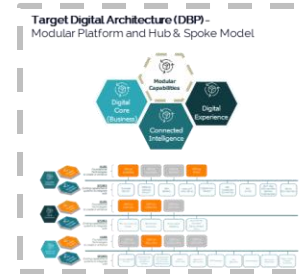
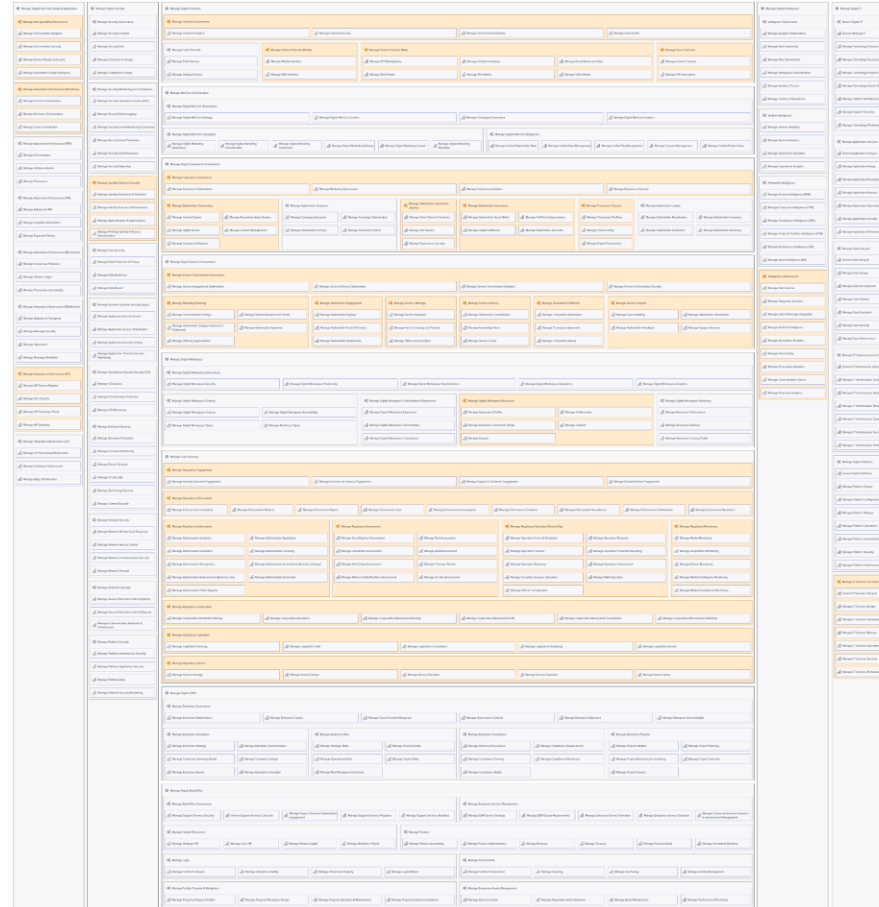
Solutions Architecture

DIGITAL AUTOMATION : TARGET SDP CAPABILITIES

To ensure the Service Delivery Platform has the required capabilities to perform the needed functions for the organisation, the target capabilities for the SDP is rationalised from the DFSA Digital Canvas using the Current State Assessment (CSA) analysis.

The CSA analysis provides the necessary insights to understand the organisation's priorities and develop the SDP's canvas capability view (SDP capabilities highlighted in figure).

The target SDP capabilities along with the Modular Platform & Hub & Spoke model from the DBP are used to develop the Target Solution Architecture of the SDP.



DIGITAL ARCHITECTURE IMPLICATION > TARGET SDP CAPABILITIES

The target capabilities for the SDP have been rationalised based on the insights obtained from the Current State Assessment. The insights have been cataloged in the Observations Catalog. These capabilities ensure the SDP has the right capabilities to support DFSA's key core functions (Supervisory, Markets & Enforcement).

(* Note: Target SDP Canvas Capabilities provided in attachment

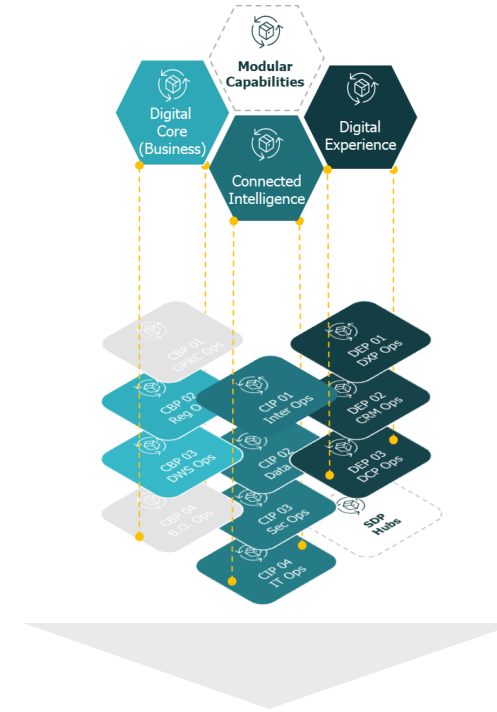
DIGITAL AUTOMATION: SDP SOLUTION ARCHITECTURE

To ensure the Service Delivery Platform (SDP) can operate as a self-contained modular subset and iteratively optimised to form the unified DBP, a clear design of the target SDP architecture must be developed.

The target digital capabilities outlined in the DFSA Digital Canvas are decomposed to explain the implementation of the modular platform towers through the Solution Architecture.

The Solution Architecture provides conceptual, logical and technology views of the solutions that allow capability traceability and analysis.

These architectures serve as guides for implementation by determining specific solution features to achieve the target SDP Architecture.



Solution Architecture

The Architecture Models are developed to provide the required functional designs.



> CONCEPTUAL SOLUTION DESIGN

Capabilities derived from the Canvas are grouped following solution footprints to identify automation components specifications.



> LOGICAL SOLUTION DESIGN

The conceptual components inter-related over Data Flow & Interoperability lines to shape a view to target logical functioning Solutions.



> TECHNOLOGY SOLUTION DESIGN

Showcases the relationships between the Technologies implemented and the capability derived components.

DIGITAL AUTOMATION: SDP ARCHITECTURE (CONCEPTUAL)

The target SDP capabilities obtained through the rationalisation of the CSA, provides the data to develop the conceptual view of the components needed to realise the target SDP architecture. The conceptual view shows the target functionality of the Service Delivery Platform (SDP). To further analyse the nature of how the components interact with other components within or outside the platform towers, a logical view of the SDP is developed.

SERVICE DELIVERY PLATFORM (SDP) > CONCEPTUAL DESIGN



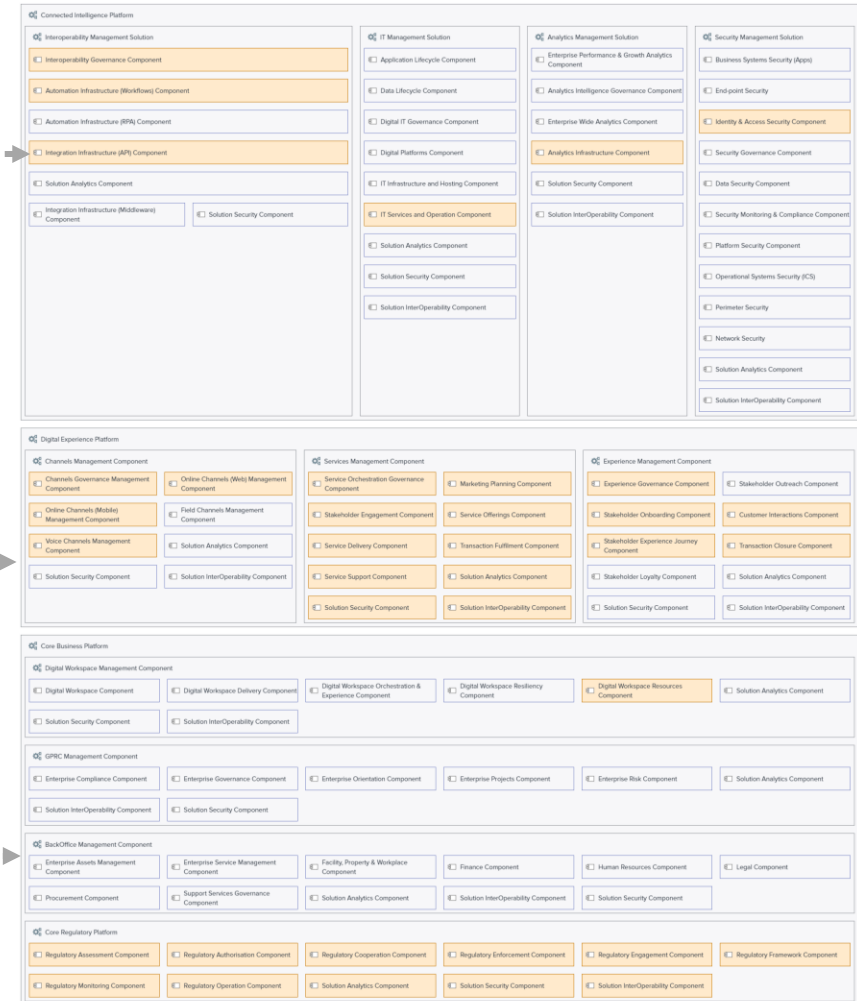
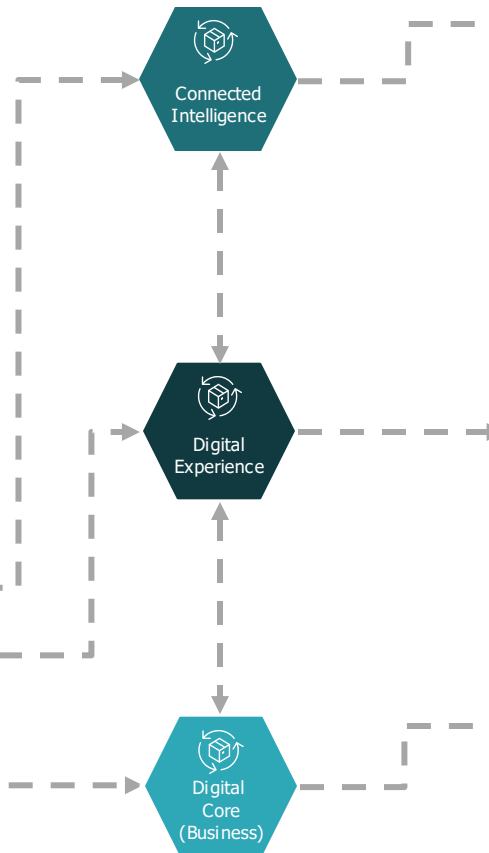
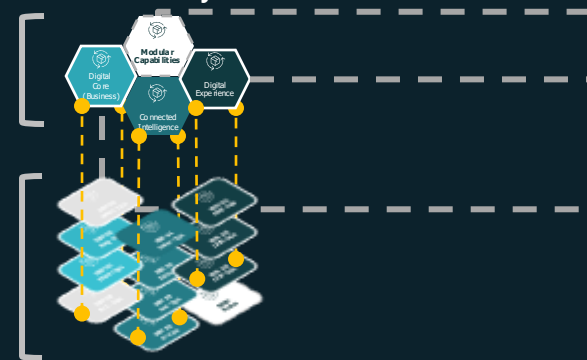
The SDP focus on the key components in each of the platform towers. The solution areas are:

- > *Connected Intelligence:* The platform focuses on the Interoperability, ITSM, Analytics and IAM areas
- > *Digital Experience:* The platform focuses on the Channels, Services and Experience Management areas
- > *Core Business:* The platform focuses on the Core Regulatory and Workspace Management areas

Service Delivery Platform

SDP Modular Platform: Platform Tower

Hub & Spoke: Hubs



03

Solutions areas

38

Components

(* Note: Target SDP Conceptual Model provided in attachment

DIGITAL AUTOMATION: SDP ARCHITECTURE (LOGICAL)

To ensure the components derived from the conceptual view are interconnected and feed the required data/inputs to the other components in the SDP, a logical view of the SDP is developed.

The logical view visualises the connections between the components and illustrates how they interact with each other. The insights garnered from this perspective enable the identification of the technology view for the platform solutions.

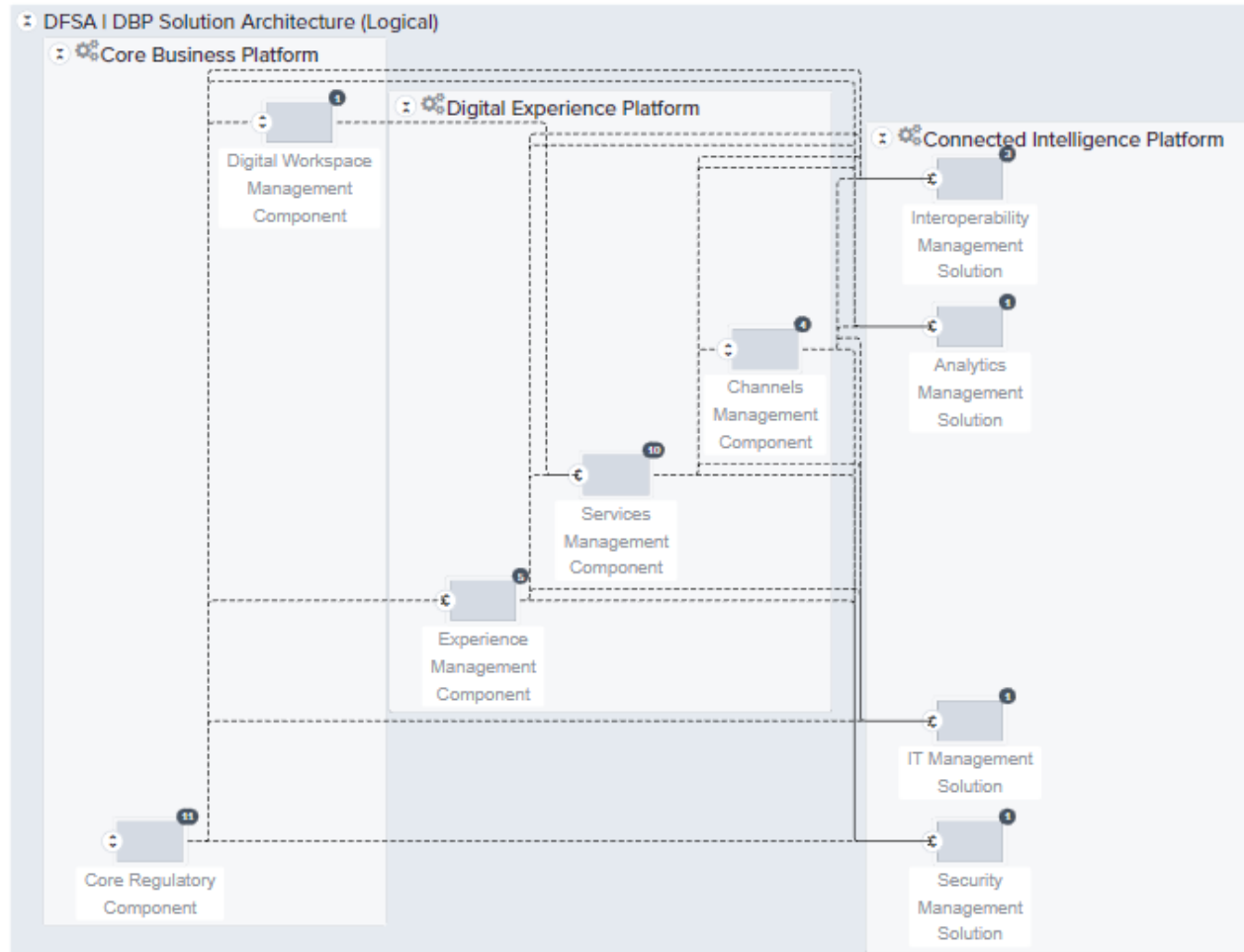
Service Delivery Platform
Conceptual Design



SERVICE DELIVERY PLATFORM (SDP) > LOGICAL DESIGN



The SDP logical design shows nature of the relationships between the components and provides us a view on the implementation of the SDP solutions. The links shown in the figure, provide insights on the functional aspects needed to develop the specifications for the solutions to be deployed for the SDP.



03

Solution Areas

09

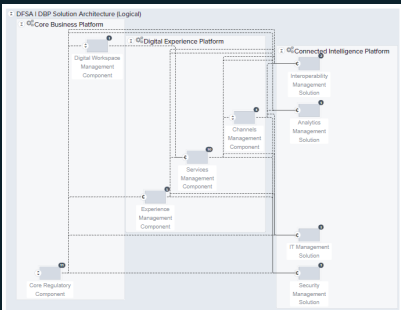
Components

(*) Note: Target SDP Logical Model provided in attachment

DIGITAL AUTOMATION: SDP ARCHITECTURE (TECHNOLOGY)

The perspectives gained through the conceptual and logical view provide the necessary insights to map the target solutions in the SDP to the most suitable technologies that can be implemented for DFSA. The technology view includes information on how the technology works, how it fits into the larger technology landscape, and how it supports the needs of the business.

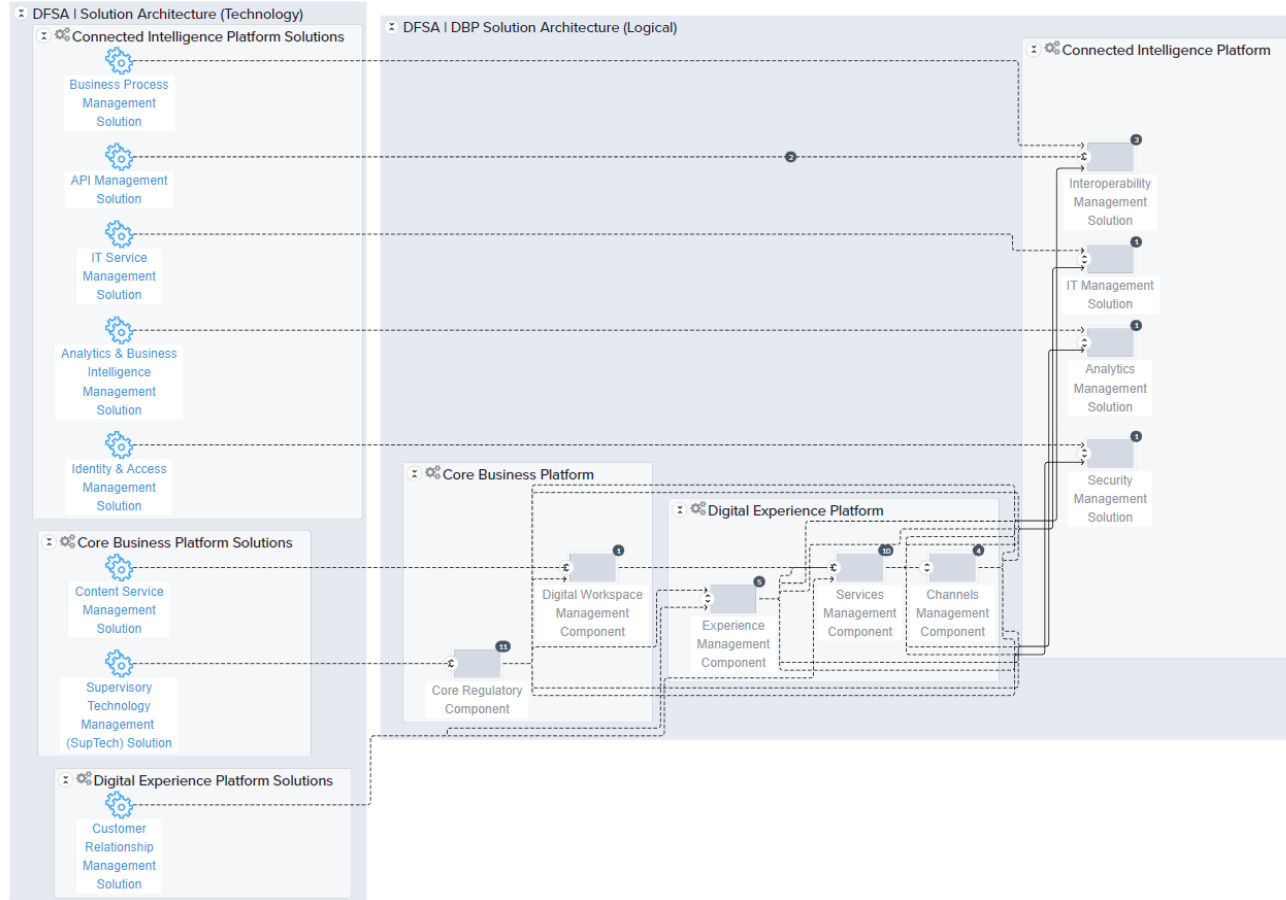
Service Delivery Platform Logical Design



SERVICE DELIVERY PLATFORM (SDP) > TECHNOLOGY DESIGN



The technology design provides an overview of the technology architecture, components, and features for non-technical stakeholders, allowing for informed decision making about adoption and implementation. It also facilitates identification of areas of improvement, alignment with organisational goals, and the creation of a roadmap.



08

Solutions

09

Components

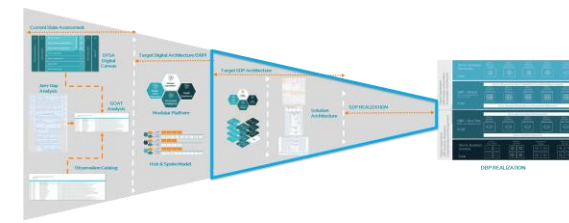
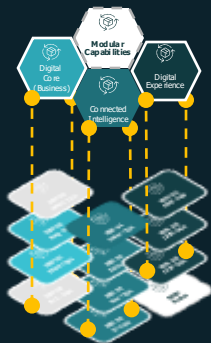
(*) Note: Target SDP Technology Model provided in attachment

DIGITAL AUTOMATION : SOLUTION SPECIFICATION

The digital automation design provides the framework for the development of an SDP for the organisation. Through this design, a thorough understanding of the business needs and goals has been established, allowing for the creation of a comprehensive design that takes into account both the functional and non-functional requirements.

The Application Management Service (AMS) provides a detailed plan for the development and implementation of the platform, including technical specifications and necessary integrations with existing systems. The implementation of the AMS leads to the realisation of the Service Delivery Platform (SDP).

Service Delivery Platform



Application Management Service (AMS)

APPLICATION MANAGEMENT
SERVICE RFP

Abstract
Specifications for the delivery of application management services.

The Organisation

Table of Contents

- 1. AMS Context** 3
- 1.1. About the Organisation 3
- 1.2. About the Organisation 3
- 1.3. AMS Purpose 4
- 1.4. AMS Approach 4
- 1.5. AMS Services Class 5
- 1.6. AMS Proposal Response 5
- 2. AMS Application Footprint** 7
- 2.1. Application Context 7
- 2.2. Application Landscape 7
- 2.3. Application Profile (Type) 8
- 2.4. Application Audience 8
- 2.5. Application Objectives 8
- 2.6. Application Functional Requirements 9
- 2.7. Application NFR Set 01 (System) 15
- 2.8. Application NFR Set 02 (Pattern) 17
- 2.9. Application NFR Set 03 (Principles) 20
- 2.10. Application Sizing 23
- 2.10.1. Application Sizing (Volumetric) 25
- 2.10.2. Application Sizing (Base Configuration) 26
- 3. AMS Standard Services** 27
- 3.1. Service Class A: Software Factory Setup 27
- 3.2. Service Class B: New Applications 28
- 3.2.1. Design Services 28
- 3.2.2. Build Services 28
- 3.2.3. Deploy Services 30
- 3.2.4. Run Services 30
- 3.2.5. Grow Services 31
- 3.2.6. Retire Services 32
- 3.2.7. Transfer Services 32
- 4. AMS Governance** 33
- 4.1. Service Duration 33
- 4.2. Service Commercial 33
- 4.2.1. Software License Supply 33
- 4.2.2. Factory Governance 33

Application Management Services (AMS) Specification Page 1 of 38

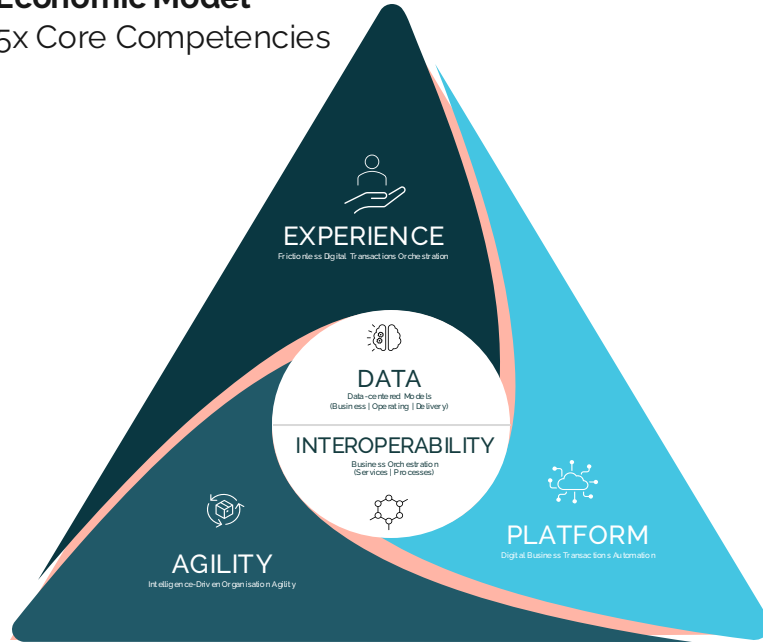
02.09

ARCHITECTURAL PATTERN

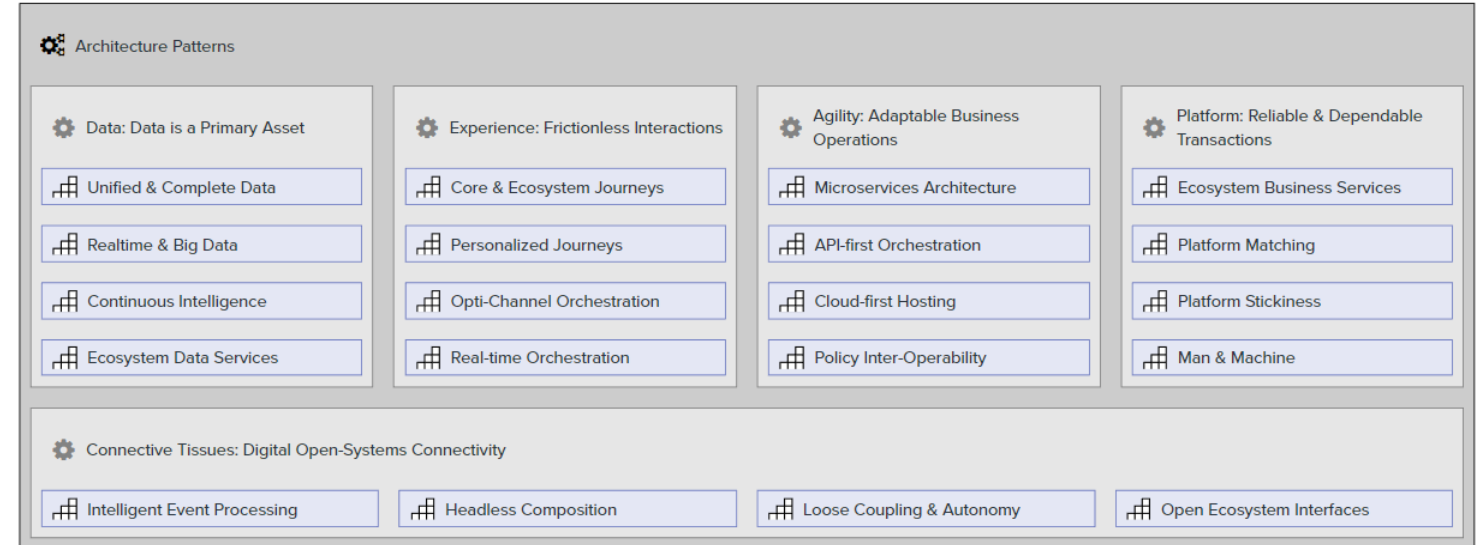
Solutions Architecture

ARCHITECTURE PATTERNS

Economic Model 5x Core Competencies



Architecture Patterns 5x Pattern Areas



DBP ARCHITECTURE: ARCHITECTURE PATTERN DESIGN

The organisation is undergoing Digital Transformation and needs guidelines to ensure industry best practices are applied. Architecture Patterns are developed to guide the Target Solution Architecture and improve the organisation's capabilities, efficiency, and productivity while reducing development expenses & improving planning.

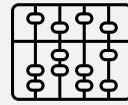
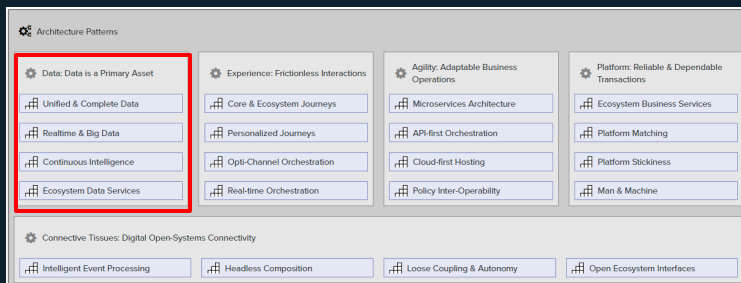
Providing all stakeholders with solutions for repeatable problems faced by a digitally transforming organisation. The five Pattern Areas focus on the latest digital trends to guide the three main digital platforms: Connective Intelligence, Digital Experience and Digital Core Business.

DBP ARCHITECTURE: DATA PATTERN

The Data Architecture Pattern is at the center of the digital transformation and supports all aspects of the organisation's operations to improve the processes and enables smart decision making to drive growth. The Patterns must be followed to ensure that the data is captured, stored and maintained across transactions within the organisation.

This will allow the systems to be designed, operated and maintained as per the Data first architecture patterns ensuring the needed capabilities are in place for the organisation.

Architecture Patterns Data Pattern



DIGITAL ARCHITECTURE IMPLICATIONS

The effective realisation of Data Patterns will drive Operational Efficiency and Effectiveness :
 PATTERNS SPECIFICATIONS: The identified patterns are detailed in the EA repository
 PATTERNS REALISATION: The identified patterns are used in the Automation Design & Specifications



Data Pattern: Unified & Complete Data

- Problem: Unstructured & Disparate data sources impacts efficiency
- Rationale: Unified and complete data drives operational effectiveness
- Solution: Consolidate data across disparate sources for a single view



Data Pattern: Realtime & Big Data

- Problem: Increased data volume impacts operational processes
- Rationale: Realtime & Big Data enhances decision making process
- Solution: Implement analytics to support across business units



Data Pattern: Continuous Intelligence

- Problem: Increased decision-making increases operational scalability
- Rationale: Continuous Intelligence supports adaptability and flexibility
- Solution: Automate decision making in business process & operations



Data Pattern: Ecosystem Data Services

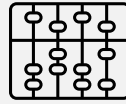
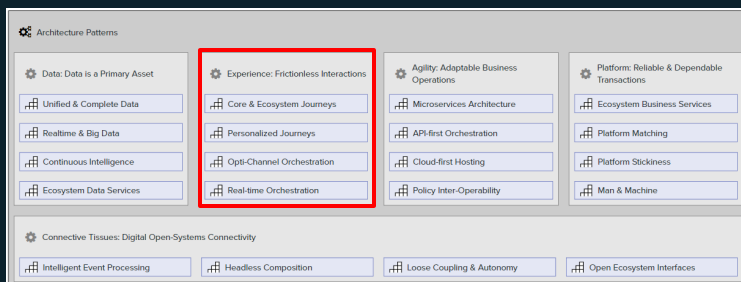
- Problem: Ineffective data capture impacts operational efficiency
- Rationale: Ecosystem Data Services improves decision-making capability
- Solution: Deployment of Data Services enables partner collaboration

DBP ARCHITECTURE: EXPERIENCE PATTERN

The Experience Architecture Pattern is the stakeholder-facing component for the Digital Organisation. Digital Experience channels have lowered the barrier to entry resulting in higher competition for trade. In order for the organisation to differentiate themselves from others, a better digital experience needs to be provided to clients.

Orchestrating user journeys across all service delivery touchpoints and insights into user behavior and needs can be used to optimise the touchpoints for a more delightful experience.

Architecture Patterns Experience Pattern



DIGITAL ARCHITECTURE IMPLICATIONS

The deployment of Experience patterns will drive greater entity engagement leading to stability.

PATTERNS SPECIFICATIONS: The identified patterns are detailed in the EA repository

PATTERNS REALISATION: The identified patterns are used in the Automation Design & Specifications



Experience Pattern: Core & Ecosystem Journeys

- Problem: Ineffective processes impacts operational efficiency
- Rationale: Core & Ecosystem Journeys improves stakeholder experience
- Solution: Implement process optimisation technologies and tools



Experience Pattern: personalised Journeys

- Problem: Ineffective experiences impacts user retention rates
- Rationale: Personalised Journeys leads to repeat stakeholders & better ROI
- Solution: Implement personalised journeys using user patterns



Experience Pattern: Opti-Channel Orchestration

- Problem: Ineffective channel usage leads to increased expenditure
- Rationale: Opti-Channels improves value added services for users
- Solution: Utilise right channel mix for user engagement



Experience Pattern: Real-Time Orchestration

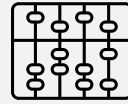
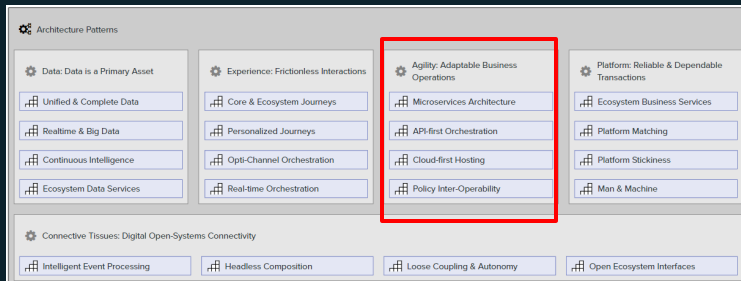
- Problem: Less impactful digital journeys impacts revenue growth
- Rationale: Real-Time Orchestration supports bespoke user strategies
- Solution: Create, manage and iterate strategies using user data

DBP ARCHITECTURE: AGILITY PATTERN

The Agility Architecture Pattern is the Digital Transformation enabler for the organisation by focusing on how to leverage technology & solution resources to shift course and keep up with industry changes. It enables rapid & iterative development process for products & services to promote growth.

Developing, monitoring, maintaining, and enhancing the agility component of the solution and technologies used gives the organisation the necessary competencies to ensure faster time to market for products and services.

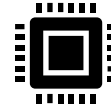
Architecture Patterns Agility Pattern



DIGITAL ARCHITECTURE IMPLICATIONS

The effective realisation of DFSA Scalability is dependent on successful Agility patterns deployment:
PATTERNS SPECIFICATIONS: The identified patterns are detailed in the EA repository
PATTERNS REALISATION: The identified patterns are used in the Automation Design & Specifications

Agility Pattern: Microservices Architecture



- Problem: Resource intensive monolithic applications impacts expenditure
- Rationale: Microservice architecture supports modular reusability & APIs
- Solution: Establish patterns in application design processes

Agility Pattern: API-first Orchestration



- Problem: Standalone applications impacts operational cost and efficiency
- Rationale: API-first strategy supports cross organisational resource sharing
- Solution: Establish patterns in application integration processes

Agility Pattern: Cloud-first Hosting



- Problem: On-premises datacenters impacts scalability and expenditure
- Rationale: Cloud-First strategy enables flexible & scalable computation
- Solution: Establish patterns in hosting design and architecture

Agility Pattern: Policy Inter-Operability



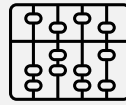
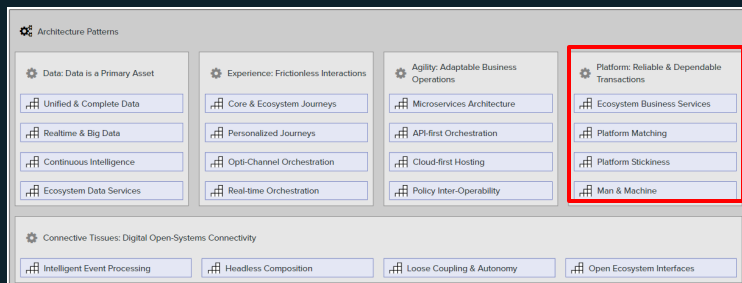
- Problem: Delayed resource access impacts operational processes & costs
- Rationale: Pattern supports organisational agility & resource efficiency
- Solution: Establish resource sharing framework across the organisation

DBP ARCHITECTURE: PLATFORM PATTERN

The Platform Architecture Pattern focuses on leveraging platforms to increase client acquisition and retention, create a coherent environment to fulfill the needs of the users, and optimise how internal & external stakeholders interact by automating the procedures & interactions involved.

Digital platforms can provide value by allowing stakeholder and client service innovation, encouraging more efficient methods of working, exposing new insights from operational data. These enhancements support the overall organisational scalability

Architecture Patterns Platform Pattern



DIGITAL ARCHITECTURE IMPLICATIONS

The deployment of Platform patterns will help increase commercial revenue streams and client base:
 PATTERNS SPECIFICATIONS: The identified patterns are detailed in the EA repository
 PATTERNS REALISATION: The identified patterns are used in the Automation Design & Specifications



Platform Pattern: Ecosystem Business Services

- Problem: Bottom-up business networking impacts market-entry costs
- Rationale: Ecosystem Business services drive value for all stakeholders
- Solution: Incorporate Business Ecosystems as part of business strategy



Platform Pattern: Platform Matching

- Problem: Ineffective product stakeholder fit impacts stakeholder costs
- Rationale: Right product stakeholder fit leads to increased revenue
- Solution: Implement platform mechanisms to meet client requirements



Platform Pattern: Platform Stickiness

- Problem: Low stakeholder retention rates impacts revenue generation
- Rationale: Effective Platform Stickiness mechanisms lead to growth
- Solution: Utilise client grievance mechanisms to improve experience



Platform Pattern: Man & Machine

- Problem: Increased tasks and low processing capabilities impact growth
- Rationale: Supplement AI led mechanism to improve task execution
- Solution: Implement & incorporate machine learning in repetitive tasks.

CONNECTIVE TISSUES PATTERN

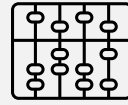
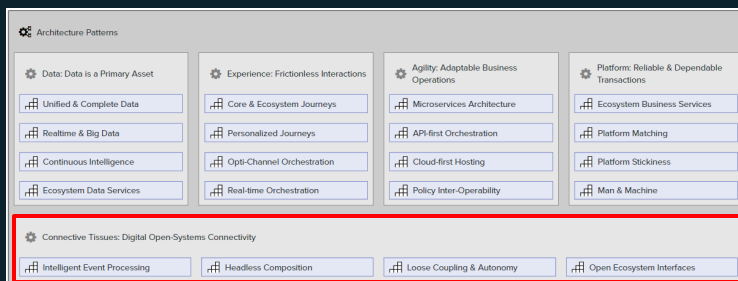
DBP ARCHITECTURE: CONNECTIVE TISSUES

The organisation can incorporate industry best practices for technology and solution development, as well as supporting the automation and processing of large amounts of data. The Patterns defined will allow the organisation to develop solutions for the cross organisational utilisation and reusability.

This will help DFSA to reduce resource wastage, unneeded bespoke development, and investment leading to greater operational efficiency & effective technology compliance.

Architecture Patterns

Platform Pattern



DIGITAL ARCHITECTURE IMPLICATIONS

The application of Connective Tissue patterns will optimise development & drive efficient processes:
PATTERNS SPECIFICATIONS: The identified patterns are detailed in the EA repository
PATTERNS REALISATION: The identified patterns are used in the Automation Design & Specifications



Connective Tissues Pattern: Intelligent Event Processing (IEP)

- Problem: Increased workloads & limited capacity impact scalability
- Rationale: IEP drives smooth, stable, & optimal runtime operations
- Solution: Enable complex event and event stream processing tools



Connective Tissues Pattern: Headless Composition

- Problem: Standalone applications impact resource utilisation efficiency
- Rationale: Headless Compositions support multi-application use via API
- Solution: Establish pattern in application development and operations



Connective Tissues Pattern: Loose Coupling & Autonomy

- Problem: Fixed application resource usage impacts application efficiency
- Rationale: Pattern enables app resource sharing & independent operation
- Solution: Establish pattern in application development and operations



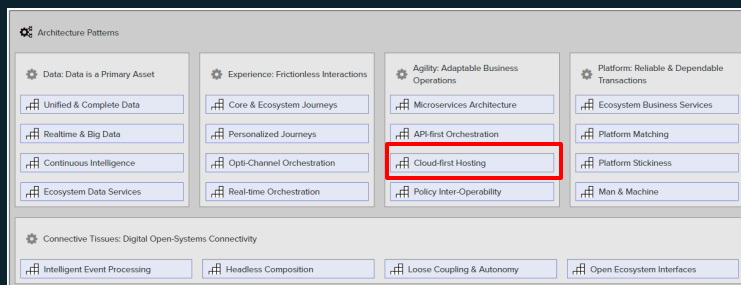
Connective Tissues Pattern: Open Ecosystem Interfaces





- Problem: Application resource access delays impacts service delivery
- Rationale: Pattern enables quick cross-organisational resource access
- Solution: Establish pattern in application development and operations.

DBP ARCHITECTURE: PUBLIC CLOUD STRATEGY

The selection of the right service providers is crucial for success in implementing cloud capabilities and achieving agility. The chosen strategy must align with business, technical and regulatory needs and offer advanced capabilities, scalability, cost savings, low latency, and low downtime.

Given the limited scale of DFSA automation and the nature of the business, it is recommended to proceed with a fully public cloud-based hosting solution.



 <p>Option 01 AMAZON AWS</p>	<p>AWS offers 200+ IaaS, PaaS and SaaS cloud computing services. Global Ranking - In #1 position with 34% market share UAE Presence - AWS Middle East Regions (U.A.E. Bahrain)</p>
 <p>Option 02 Microsoft Azure</p>	<p>Azure offers 600+ IaaS, PaaS and SaaS cloud computing services. Global Ranking - In #2 position with 21% market share UAE Presence - Azure Middle East Regions (U.A.E. - DXB AUH)</p>
 <p>Option 03 Google Cloud</p>	<p>GCP offers 100+ IaaS, PaaS and SaaS cloud computing services. Global Ranking - In #3 position with 10% market share UAE Presence - GCP Regions (KSA - Dammam Qatar - Doha)</p>
 <p>Option 04 Alibaba Cloud</p>	<p>Alibaba offers 800+ IaaS, PaaS and SaaS cloud computing services Global Ranking - In #4 position with 5% market share UAE Presence - Alibaba Cloud Middle East Regions (KSA U.A.E)</p>

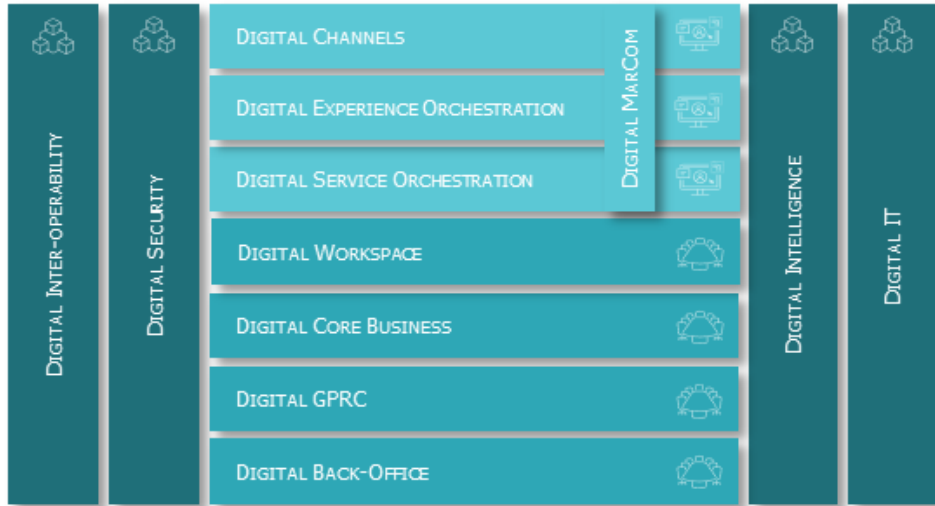
02.10

ARCHITECTURE PRINCIPLES

Solutions Architecture

ARCHITECTURE PRINCIPLES

DFSA Digital Organisation 12x Domains of Digital capabilities



DBP ARCHITECTURE: ARCHITECTURE PRINCIPLES

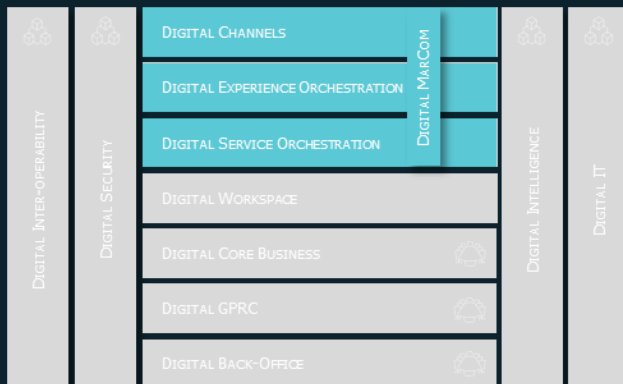
The architectural principles are the areas an organisation needs to focus on, in order to truly succeed their digital transformation. The architecture principles are derived from digital trends and industry standard best practices. The principles are then leveraged into the Digital Canvas to guide each domain to what those principles are ultimately supposed to achieve.

Principles are guidelines that support the method an organisation adopts in fulfilling its aspirations. Architecture Principles are used to constrain and guide Solution Design through Architecture Defined Specifications. The Architectural Principles are derived from, (1) Market Trends, (2) Best Practices Frameworks, and (3) Industry Standards.

DBP ARCHITECTURE: PRINCIPLES (FRONT-END)

Stakeholders and users alike want relevant content related to what they're doing at any time, anywhere, and on any device of their choice. Hence, the strategy is determined by the digital journey the stakeholders experience.

The front-end principles optimise procedures undertaken in the stakeholder lifecycle process to improve stakeholder relations, stakeholder outreach and stakeholder experience.



Front-End Architecture Principles

Enabled Unified Communication



- Digital Marketing is a unified & enterprise-wide capability
- Ensures integrated communication for unified experience

Automate Stakeholder Interaction Services



- Automate interaction between stakeholder & organisation
- Ensures communication throughout the client lifecycle

Enable Real-Time & Personalised Marketing



- Cross-Device alerts & updates are available in real-time
- Ensures impactful stakeholder journey & experience

Improve Stakeholder Interaction Journey



- Manage experience across client interaction journey
- Ensures optimal client experience management

Design Omni-Channel Services



- Services are designed with an Omni-Channel focus
- Ensures integrated stakeholder experience

Leverage Stakeholder Journey for Service Design



- Services are designed to be part of stakeholder journeys
- Ensure stakeholder satisfaction & improve experience

Drive Mobile Channels Usability



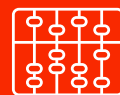
- Organisations support mobile as the preferred channel
- Ensures Digital Service Delivery

Design Stakeholder Centric Transactions



- Service Transactions are contextualised and managed
- Ensures transactions are in line with the user profile

DIGITAL ARCHITECTURE REALISATION



The application of Front-End principles will optimise the organisation's development & drive towards efficient processes:

PRINCIPLES SPECIFICATIONS: The identified principles are detailed in the EA repository

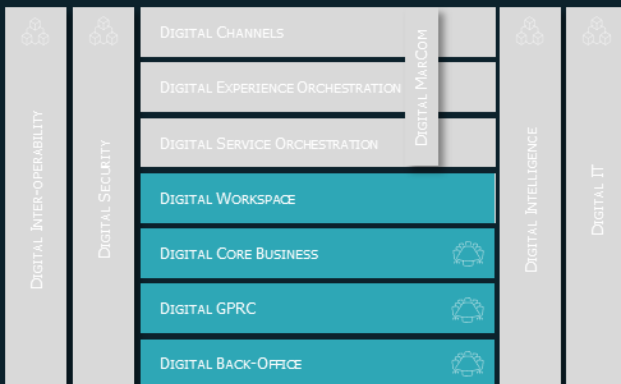
PRINCIPLES REALISATION: The identified principles are used in the Automation Design & Specifications

CORE PRINCIPLES

DBP ARCHITECTURE: PRINCIPLES (CORE)

Technology is employed in the production, operation, and management of an organisation. It comprises both work practices and machinery. Core-technology principles advises embracing digital technology needed within business operations.

The core technology principles is used to automate core processes needed to increase efficiency while simultaneously creating an agile environment for the organisation to adapt into.



Core Architecture Principles

Support Dynamic Workforce



- Support digital workspace adoption and dynamism
- Ensures resource work is part of the managed workspace

Enforce Real-Time Compliance



- Organisation considers all compliance requirements
- Ensures it is embedded in every transaction and change

Automate Workspace Processes



- Workspaces are designed & automated
- Ensures greater productivity and tool utilisation

Secure Against Digital Risks



- Organisation conducts risk analysis
- Ensures digital security in all automation plans & changes

Deliver Agile Services



- Core function systems incorporate agile mechanisms
- Ensures standard and reliable interfaces to drive agility

Adopt Standards for Process Optimisation



- Organisation adopts best practice standards
- Ensures standards in all process optimisations

Enable Business Flexibility



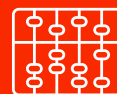
- Core function systems are extended with slot automation
- Ensures business is flexible enough to market demands

Outsource Non-Core Operations



- Back-Office processes are outsourced
- Ensures economical gain and business benefits

DIGITAL ARCHITECTURE REALISATION



The application of Core principles will optimise the organisation's development & drive towards efficient processes:

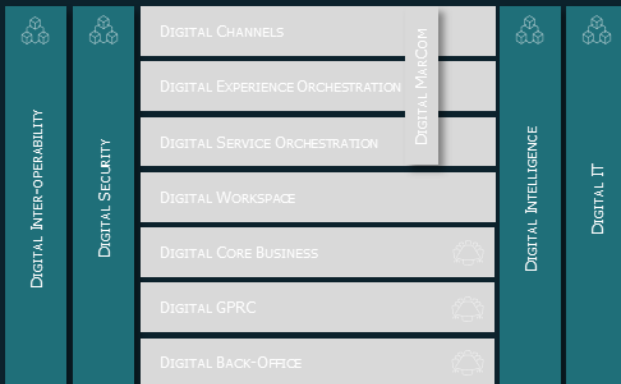
PRINCIPLES SPECIFICATIONS: The identified principles are detailed in the EA repository

PRINCIPLES REALISATION: The identified principles are used in the Automation Design & Specifications

DBP ARCHITECTURE: PRINCIPLES (ENABLERS)

Technology offers benefits to the organisation in terms of revenue & client satisfaction. The Enabler principles dictate that the organisation should use technology efficiently, securely, and intelligently.

The enablers technology principles assists the front end and the core principles to work in unison, which enables an organisation to drive operational efficiency and work with agility in the workspace.



Enabler Architecture Principles

Enable Data Integration



- Integration is a unified enterprise capability
- Ensures & enables consistent transfer of data

Deliver Smart Insights & Predictions



- Data Analytics is a unified and enterprise-wide capability
- Ensures beneficial value is gained from data & analytics

Prioritise API Development



- Establishes priority system APIs in development project
- Ensures APIs are incorporated in application development

Eliminate Data Silos & Unify Data



- Effective usage of Transactional & Performance data
- Ensure operational data is used to attain business insights

Enable End-To-End Security



- Digital Security is a unified enterprise-wide capability
- Ensures digital security in all business operations

Adopt Strategic IT Department



- Digital IT is a unified and enterprise-wide capability
- Ensures transition from Operational IT to Strategic IT

Secure System Sourcing



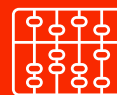
- Guidelines for all system sourcing alignments are secured
- Ensures systems use right NFRs & sourcing requirements

Technology Sourcing Alignment



- Systems sourcing are aligned with latest available NFRs
- Ensures technology meeting business requirements

DIGITAL ARCHITECTURE REALISATION



The application of Enabler principles will optimise the organisation's development & drive towards efficient processes:

PRINCIPLES SPECIFICATIONS: The identified principles are detailed in the EA repository

PRINCIPLES REALISATION: The identified principles are used in the Automation Design & Specifications

02.16

NON-FUNCTIONAL REQUIREMENTS

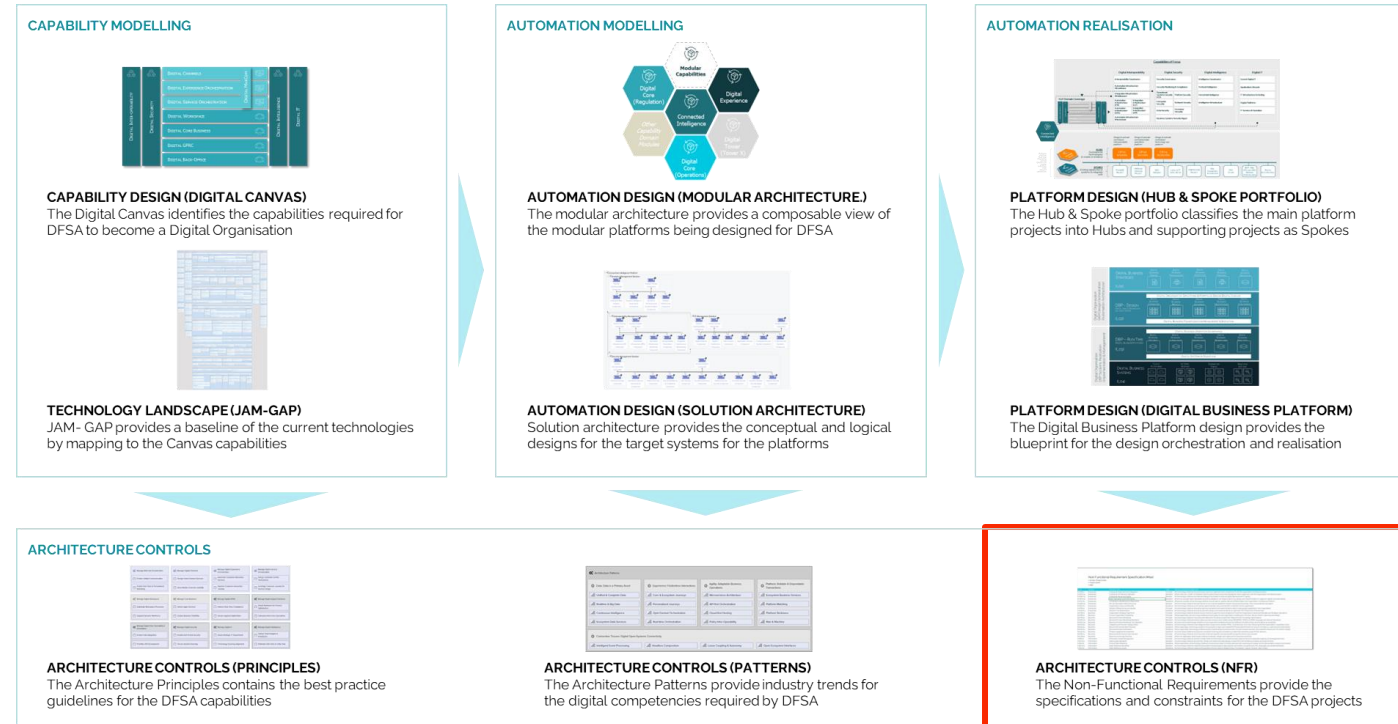
Architecture Controls

DBP ARCHITECTURE: ARCHITECTURE CONTROLS

To achieve the Target Architecture, DFSA needs to effectively realise their digital aspirations through Non-Functional Requirements. The capabilities define modular architectures and the project portfolios needed to be systematically implemented against non-functional requirements.

Non-functional requirements refer to the qualities that a digital project should have and specifies the constraints under which it operates. It deals with issues like scalability, maintainability, performance, portability, security, reliability, and more.

In realising DFSA's digital aspirations, a blueprint must be created for the design of these solutions and systems deriving from the Target Architecture platforms using specifications and constraints that will be imposed.



02.17

REQUIREMENTS CONTEXT

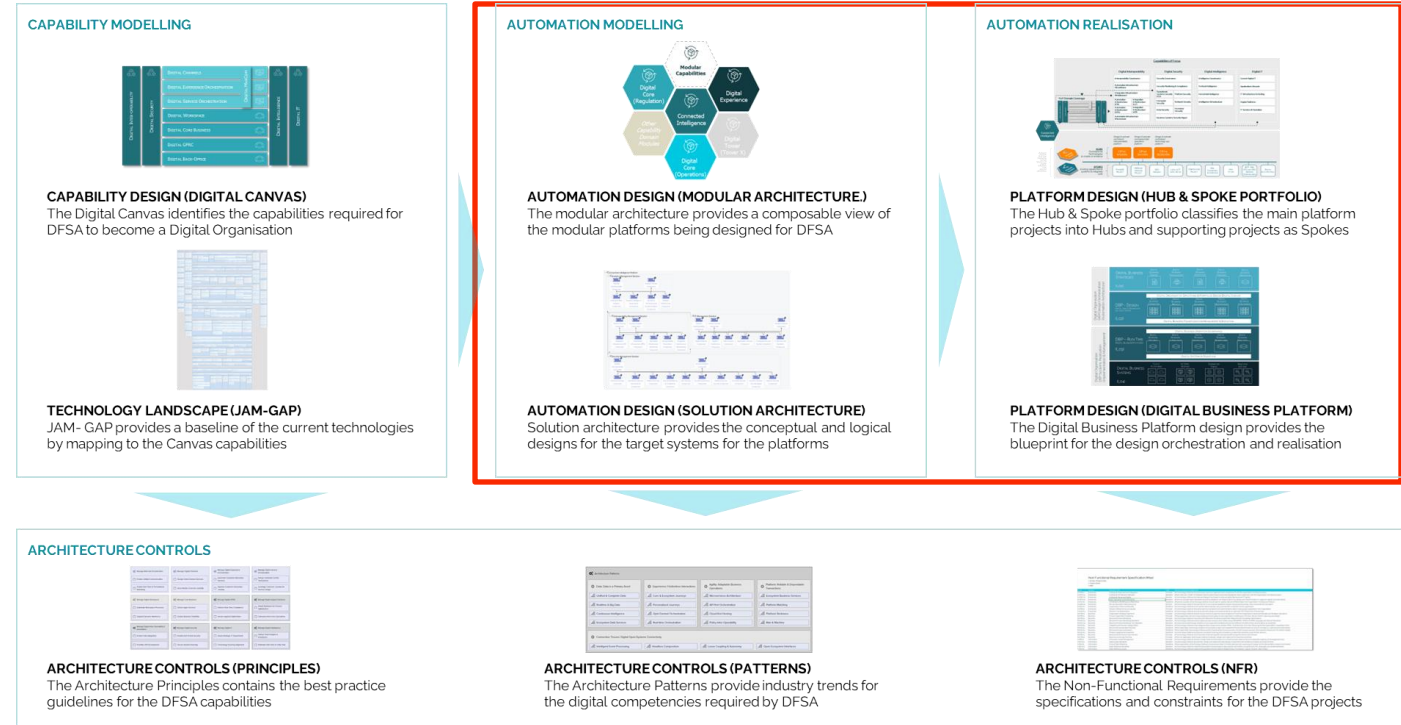
Architectural Controls

DIGITAL ARCHITECTURE: AUTOMATION MODELLING

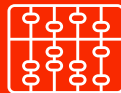
In order to successfully transform into a digital organisation, the Digital Transformation at DFSA must be implemented efficiently and effectively. This involves aligning the DFSA technology strategy and business motivation with the DFSA Automation Architecture Lifecycle.

The required capabilities, technology baseline, and capability-use cases are leveraged to create the Target Architecture through the development of the Automation Architecture Lifecycle.

This process defines the modular architecture for the systems and platforms by analysing the current and target capabilities from the DFSA Digital Canvas.



TARGET DIGITAL ARCHITECTURE REALISATION



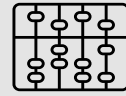
The Modular Architecture is then used to create the Target Solution Architecture, which is realised through projects in the Hub & Spoke model. The Automation Architecture is guided and constrained by Architecture Patterns, Principles, and Non-Functional Requirements.

DBP ARCHITECTURE: CONNECTING DIGITAL PLATFORMS

The composability of the modular platform towers is achieved through the designing of interactive, efficient, and connected platforms to ensure that the systems built are well-integrated.

The modular platform consists of four Digital Platforms that focus on business systems that are scalable and enable DFSA to achieve its digital aspirations.

Non-Functional requirements act as the "glue" that connects the areas of automation represented in the modular platform.



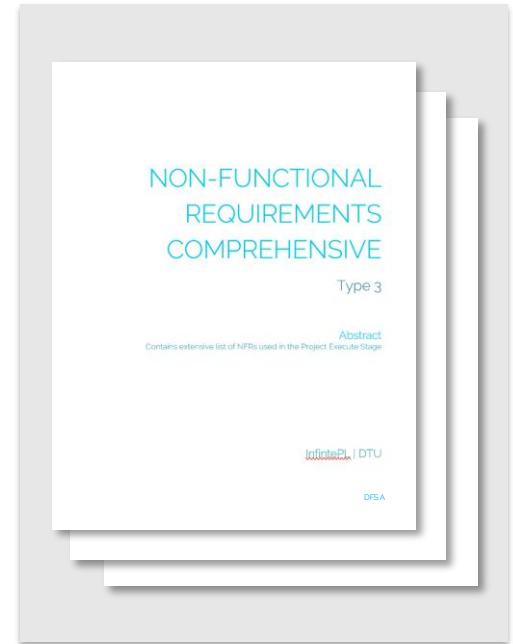
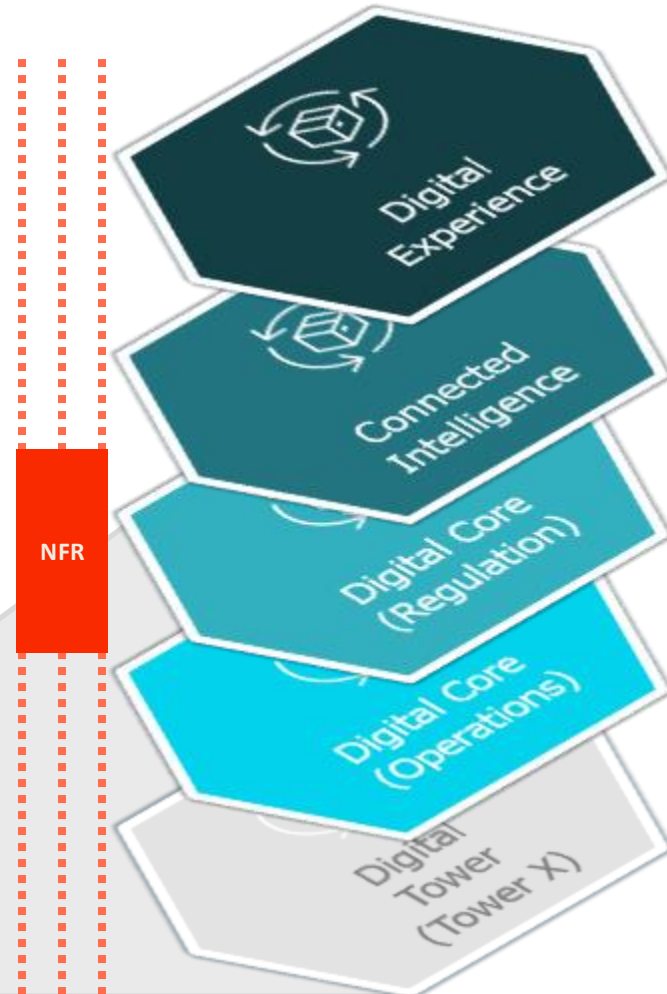
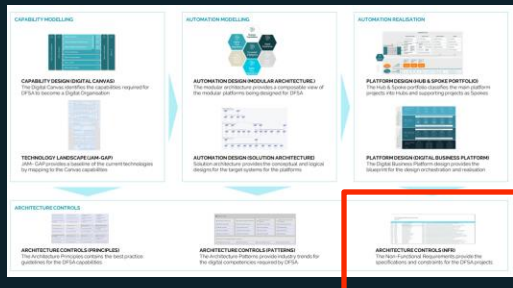
DBP ARCHITECTURE IMPLICATIONS

The Digital DFSA Architecture must remain homogenous to achieve DFSA's desired outcomes:

Functional Requirements (FRs): They drive the core functionalities.

Non-Functional Requirements (NFRs): Help bring FRs into a unified system

DFSA Automation Architecture



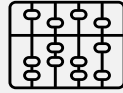
DBP ARCHITECTURE: INTEGRATED SYSTEMS

The DBP is derived from the modular platform and realises the systems and solutions implemented for each platform.

Non-functional requirements that connect the automation platforms together yield well-integrated systems.

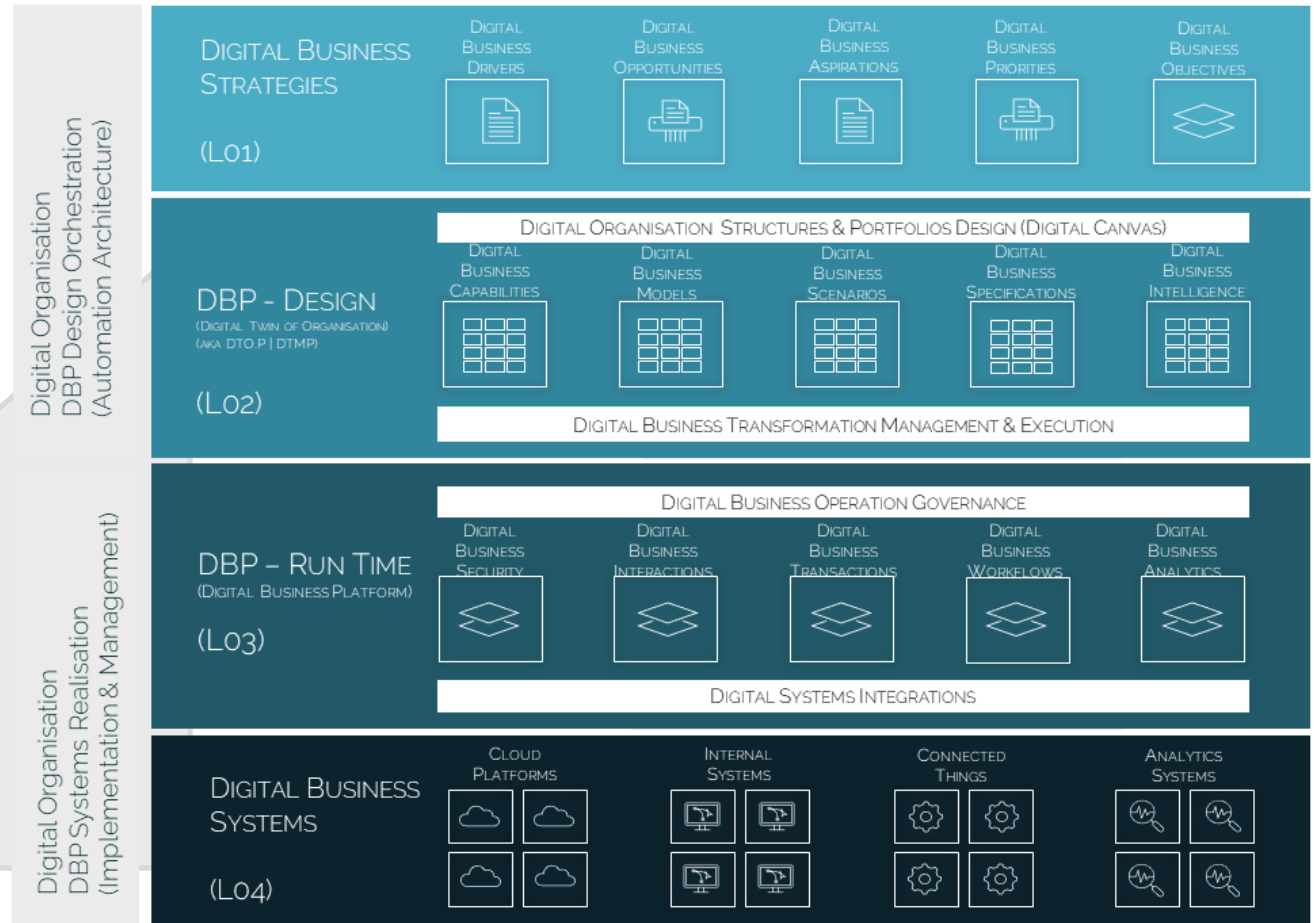
These well-orchestrated systems help in building an integrated DBP and define the right solutions for digital transformation.

Modular Platform 4x Digital Platforms



DBP ARCHITECTURE IMPLICATIONS

The Digital DFSA Architecture instantiated shall deliver operational efficiency and growth.
 DBP DESIGN: Designed so that individual systems fit into the overall Architecture
 PROJECT INITIATIVES: The initiative is to achieve unified run time and integrated systems



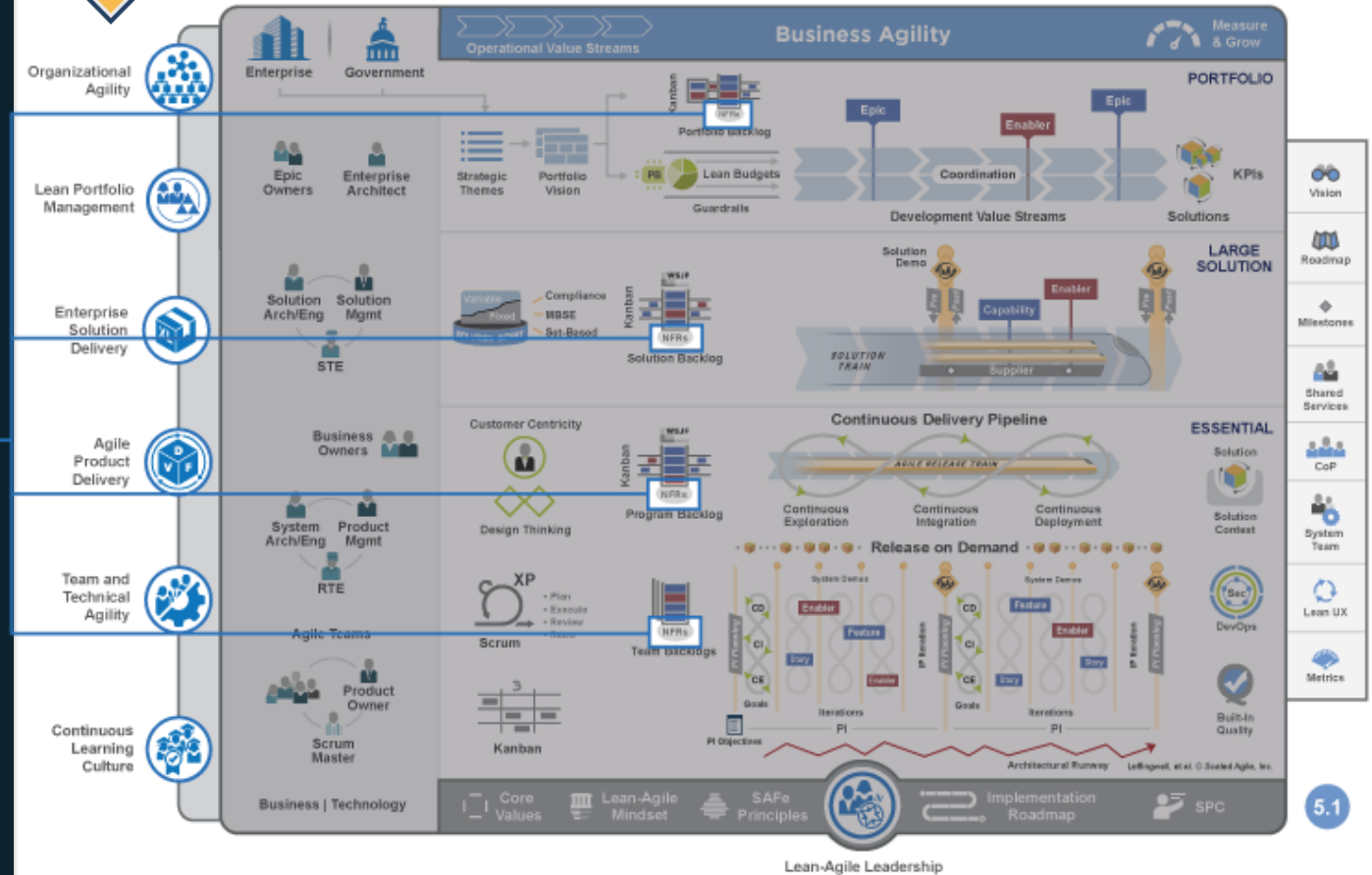
DBP ARCHITECTURE: NFR DEFINITION



Non-Functional Requirements (NFRs) ensure the systems are aligned with the overall Target Architecture design for the DBP in line with the organisation's business needs and requirements. The NFRs must be defined, specified, and compiled for each stage of the initiative implementation.

The NFRs focus on various aspects of the system such as security, performance, maintainance, scalability, and usability to constrain the system and process design. This is managed across the different stages of the initiative (portfolio, large, essential) as highlighted in the SAFe model.

The NFRs found in the backlog items of the SAFe model are constraints that limit the design freedom of the systems through establishing an acceptance criteria for features being implemented. This will enable the organisation to comply with industry best practices.



Non-Functional Requirements (NFR)

DBP ARCHITECTURE IMPLICATIONS

*The Digital DFSA Architecture must maintain an integrated hierarchy of connecting specifications:
NFR DESIGN: Macro and Micro Non-Functional Requirements across the integrated hierarchy
NFR INITIATIVE: To have connected specifications in a hierarchy manner to specify business needs*

02.18

REQUIREMENTS DESIGN

Architectural Controls



DFSA
Dubai Financial Services Authority

NON-FUNCTIONAL REQUIREMENTS (NFR) CATALOG
> Catalog Description: Catalog containing Non-Functional Requirements (Pack)
> Version 0.1 (06/12/2022)

Requirement C	Requirement Domain	Requirement Area	Requirement Title	Requirement Statement	Rational
IT.EA.GUD.02	Digital IT Requirements	EA Compliance	Adopt Standards for Process Optimization Requirement	All initiatives must ensure Adopt Standards for Process Optimization Requirement to enable the organisation to adopt best practice standards for all process optimizations across the initiative lifecycle, including relevant documentation, and is	The Organ
IT.EA.GUD.03	Digital IT Requirements	EA Compliance	Outsource Non-Core Operations Requirement	All initiatives must ensure Outsource Non-Core Operations Requirement to enable the back-office processes to be outsourced in order to gain economical and business benefits across the initiative lifecycle, including relevant documentation, and	The Organ
IT.EA.GUD.05	Digital IT Requirements	EA Compliance	Design Omni-Channel Services Requirement	All initiatives must ensure Design Omni-Channel Services Requirements to ensure services are designed with an omni-channel with a focus on integrated customer experience across the initiative lifecycle, including relevant documentation, and is	The Organ
IT.EA.GUD.06	Digital IT Requirements	EA Compliance	Drive Mobile Channels Usability Requirement	All initiatives must ensure Drive Mobile Channels Usability Requirement to ensure organizations support mobile as the preferred channel for digital service delivery across the initiative lifecycle, including relevant documentation, and is compliant with	The Organ
IT.EA.GUD.08	Digital IT Requirements	EA Compliance	Deliver Agile Services Requirement	All initiatives must ensure Enable Business Flexibility Requirement to enable core function systems to expose standard and reliable interfaces to drive agility across the initiative lifecycle, including relevant documentation, and is compliant with	The Organ
IT.EA.GUD.09	Digital IT Requirements	EA Compliance	Enable Business Flexibility Requirement	All initiatives must ensure Enable Business Flexibility Requirement to enable core function systems to expose standard and reliable interfaces to drive agility across the initiative lifecycle, including relevant documentation, and is compliant with	The Organ
IT.EA.GUD.15	Digital IT Requirements	EA Compliance	Automate Customer Interaction Services Requirement	All initiatives must ensure Automate Customer Interaction Services Requirements to enable the automation of interactions between the customer & organization throughout the customer lifecycle across the initiative lifecycle, including relevant	The Organ
IT.EA.GUD.16	Digital IT Requirements	EA Compliance	Improve Customer Interaction Journey Requirement	All initiatives must ensure Improve Customer Interaction Journey Requirement to enable experience management across the customer interaction journey to optimize customer experience management across the initiative lifecycle, including	The Organ
IT.EA.GUD.17	Digital GPRC	EA Compliance	Enforce Real-Time Compliance Requirement	All initiatives must ensure Enforce Real-Time Compliance Requirement to enable the organisation to implement compliance requirements embedded in every transaction and change across the initiative lifecycle, including relevant documentation,	The Organ
IT.EA.GUD.18	Digital IT Requirements	EA Compliance	Secure Against Digital Risk Requirement	All initiatives must ensure Secure Against Digital Risk Requirement to enable the organisation to conduct risk analysis as part of all digital automation plans and changes across the initiative lifecycle, including relevant documentation, and is	The Organ
IT.EA.GUD.19	Digital IT Requirements	EA Compliance	Deliver Smart Insights & Predictions Requirement	All initiatives must ensure Deliver Smart Insights & Predictions Requirement to enable data analytics and a unified and enterprise-wide capability to gain beneficial value from data & analytics across the initiative lifecycle, including relevant	The Organ
IT.EA.GUD.25	Digital IT Requirements	EA Compliance	Eliminate Data Silos & Unity Data Requirement	All initiatives must ensure Eliminate Data Silos & Unity Data Requirement to enable integration of a unified enterprise capability which enables consistent transfer of data across the initiative lifecycle, including relevant documentation, and is	The Organ
IT.EA.GUD.26	Digital IT Requirements	EA Compliance	Enable Data Integration Requirement	All initiatives must ensure Enable Data Integration Requirement to enable integration of a unified enterprise capability which enables consistent transfer of data across the initiative lifecycle, including relevant documentation, and is compliant with	The Organ
IT.EA.GUD.36	Digital IT Requirements	EA Compliance	Prioritize API Development Requirement	All initiatives must ensure Prioritize API Development Requirement to ensure all system APIs are treated as priority for any development project across the initiative lifecycle, including relevant documentation, and is compliant with organisation and/or	The Organ
IT.EA.GUD.37	Digital IT Requirements	EA Compliance	Adopt Strategic IT Department Requirement	All initiatives must ensure Adopt Strategic IT Department Requirement to enable integration of Digital IT as a unified and enterprise-wide capability for Operational IT & Strategic IT across the initiative lifecycle, including relevant documentation, and is	The Organ
IT.EA.GUD.38	Digital IT	EA Compliance	Technology Sourcing Alignment Requirement	All initiatives must ensure Technology Sourcing Alignment Requirement to ensure all systems sourcing are aligned with the latest available NFRs across the initiative lifecycle, including relevant documentation, and is compliant with organisation	The Organ
IT.EA.GUD.43	Digital IT Requirements	EA Compliance	Enabled Unified Communication Requirement	All initiatives must ensure Enabled Unified Communication Requirement to implement a unified digital marketing and enterprise-wide capability to enable integrated communication for a unified experience across the initiative lifecycle, including	The Organ
IT.EA.GUD.44	Digital IT Requirements	EA Compliance	Enable Real Time & Personalised Marketing Requirement	All initiatives must ensure Enable Real Time & Personalised Marketing Requirement to ensure cross-device alerts and updates are made available in real-time across the initiative lifecycle, including relevant documentation, and is compliant with	The Organ
IT.EA.GUD.45	Digital Security	EA Compliance	Enable End-to-End Security Requirement	All initiatives must ensure Enable End-to-End Security Requirement to enable integration of digital security as a unified and enterprise wide capability to secure all business operations across the initiative lifecycle, including relevant documentation,	The Organ
IT.EA.GUD.46	Digital IT Requirements	EA Compliance	Secure System Sourcing Requirement	All initiatives must ensure Secure System Sourcing Requirement to ensure all systems sourcing are aligned with latest available NFRs and secured sourcing requirements across the initiative lifecycle, including relevant documentation, and is	The Organ
IT.EA.GUD.47	Digital IT Requirements	EA Compliance	Design Customer Centric Transactions Requirement	All initiatives must ensure Design Customer Centric Transactions Requirement to enable contextualisation and management of service transactions in line with the customer profile across the initiative lifecycle, including relevant documentation, and	The Organ
IT.EA.GUD.48	Digital Service Orchestration	EA Compliance	Leverage Customer Journey for Service Design Requirement	All initiatives must ensure Leverage Customer Journey for Service Design Requirement to ensure services are designed to be part of customer journeys to satisfy customer demand & improve customer experience across the initiative lifecycle,	The Organ
IT.EA.GUD.49	Digital IT Requirements	EA Compliance	Automate Workspace Processes Requirement	All initiatives must ensure Automate Workspace Processes Requirement to ensure the workspace is designed and automated for greater productivity across the initiative lifecycle, including relevant documentation, and is compliant with organisation	The Organ
IT.EA.GUD.50	Digital IT Requirements	EA Compliance	Support Dynamic Workforce Requirement	All initiatives must ensure Support Dynamic Workforce Requirement to ensure all resource work is done as part of the managed workspace across the initiative lifecycle, including relevant documentation, and is compliant with organisation and/or	The Organ

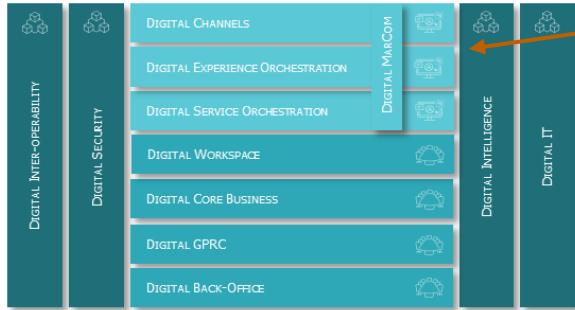
DBP ARCHITECTURE: REQUIREMENT CATALOG

A Digital Organisation requires a full list specifications to effectively implement the solutions to successfully execute its digitalisation strategy. To allow easy traceability of the organisations specifications documents to the associated NFRs, the requirements are compiled in a catalog. The NFR Catalog identifies all the Non-functional requirements through a requirements statement. This NFR catalog is derived from nine reference types that capture the industry's best standards.

The NFR Catalog will be further detailed in the subsequent deliverables of the project milestones.

REQUIREMENTS STATEMENT

EX.POL.01



NON-FUNCTIONAL REQUIREMENTS INFRACATALOG
 (Category: Channel, Code: ex.pol.01, Date: 2023-03-01, Version: 1.0)

Reference Type	Requirement Name	Requirement ID	Requirement Title	Requirement Description	Requirement Type
FEA.00.01	Digital Inter-Operability	FEA.00.01	System shall be able to interact with external systems...	System shall be able to interact with external systems...	System
FEA.00.02	Digital Security	FEA.00.02	System shall ensure data confidentiality and integrity...	System shall ensure data confidentiality and integrity...	System
FEA.00.03	Digital Channels	FEA.00.03	System shall provide a multi-channel user experience...	System shall provide a multi-channel user experience...	System
FEA.00.04	Digital Experience Orchestration	FEA.00.04	System shall orchestrate digital experiences across channels...	System shall orchestrate digital experiences across channels...	System
FEA.00.05	Digital Service Orchestration	FEA.00.05	System shall orchestrate digital services across channels...	System shall orchestrate digital services across channels...	System
FEA.00.06	Digital Workspace	FEA.00.06	System shall provide a collaborative digital workspace...	System shall provide a collaborative digital workspace...	System
FEA.00.07	Digital Core Business	FEA.00.07	System shall support core business processes...	System shall support core business processes...	System
FEA.00.08	Digital GPRC	FEA.00.08	System shall support digital governance and reporting...	System shall support digital governance and reporting...	System
FEA.00.09	Digital Back-Office	FEA.00.09	System shall support back-office operations...	System shall support back-office operations...	System

NON-FUNCTIONAL REQUIREMENTS INFRACATALOG
 (Category: Channel, Code: ex.pol.01, Date: 2023-03-01, Version: 1.0)

Reference Type	Requirement Name	Requirement ID	Requirement Title	Requirement Description	Requirement Type
FEA.00.01	Digital Inter-Operability	FEA.00.01	System shall be able to interact with external systems...	System shall be able to interact with external systems...	System
FEA.00.02	Digital Security	FEA.00.02	System shall ensure data confidentiality and integrity...	System shall ensure data confidentiality and integrity...	System
FEA.00.03	Digital Channels	FEA.00.03	System shall provide a multi-channel user experience...	System shall provide a multi-channel user experience...	System
FEA.00.04	Digital Experience Orchestration	FEA.00.04	System shall orchestrate digital experiences across channels...	System shall orchestrate digital experiences across channels...	System
FEA.00.05	Digital Service Orchestration	FEA.00.05	System shall orchestrate digital services across channels...	System shall orchestrate digital services across channels...	System
FEA.00.06	Digital Workspace	FEA.00.06	System shall provide a collaborative digital workspace...	System shall provide a collaborative digital workspace...	System
FEA.00.07	Digital Core Business	FEA.00.07	System shall support core business processes...	System shall support core business processes...	System
FEA.00.08	Digital GPRC	FEA.00.08	System shall support digital governance and reporting...	System shall support digital governance and reporting...	System
FEA.00.09	Digital Back-Office	FEA.00.09	System shall support back-office operations...	System shall support back-office operations...	System

Digital Domain

There are four options of packs each containing different level of complexity of Non-functional requirements.

Reference Type

Nine reference types used to extract non-functional requirements which captures industrial and Organisation best practices.

System of units

There are a number of Non-Functional Requirements for each domain, this attributes represents a count.

DBP ARCHITECTURE: REQUIREMENT STATEMENT

A naming convention has been defined for each requirement statement. Each non-functional requirement has a reference code/statement which will help DFSA quickly identify a requirement when developing an initiative. The non-functional requirements use-cases are named and categorised as per standard taxonomy.

The naming structure incorporates each step of the approach taken to identify a Non-functional requirement. This taxonomy provides a means to trace the Non-functional requirements to its specific use-case and where it was derived from. The structure of a requirement statement/code includes abbreviations for the Digital Domain and Reference type.

STATEMENT BREAKDOWN

DBP ARCHITECTURE: STATEMENT BREAKDOWN

When designing a non-functional requirement title and description we need to capture the appropriate attributes of a Non-Functional Requirement statement.

An NFR statement structure is influenced by nine attributes as listed in this slide. The rationale and impact of the NFR and its domain coverage are captured in a single statement line.

These attributes will influence the context of the NFR which will be used to constrain the solution architecture in DFSA.

NFR Requirements Catalog

Requirement ID	Directive Title	Domain	Requirement Code	Requirement Statement
DFSA-2018-01	Unified Business Service Catalog	Business Services	EX.PR.01	Unified Business Service Catalog
DFSA-2018-02	Best Practices	Best Practices	EX.PR.02	Best Practices
DFSA-2018-03	Technology Initiatives	Technology	EX.PR.03	Technology Initiatives
DFSA-2018-04	Architectural Practices	Architecture	EX.PR.04	Architectural Practices
DFSA-2018-05	International Standards	Standards	EX.PR.05	International Standards
DFSA-2018-06	Compliance Traceability	Compliance	EX.PR.06	Compliance Traceability
DFSA-2018-07	Reasoning for Need	Rationale	EX.PR.07	Reasoning for Need
DFSA-2018-08	Conclusion	Implication	EX.PR.08	Conclusion
DFSA-2018-09	Traceability	Compliance	EX.PR.09	Traceability
DFSA-2018-10	Notes	Notes	EX.PR.10	Notes

	REQUIREMENT CODE A naming convention for DFSA to quickly identify a non-functional requirement in a pack Ex: EX.PR.01
	DOMAIN Specifies which domain of DFSA's Digital Canvas the Non-functional Requirement covers Ex.: Digital Experience
	DIRECTIVE TITLE Traceability that briefly dictates the scope of a Non-Functional Requirement for DFSA Ex: Unified Business Service Catalog
	TYPE Each Non-Functional Requirement is derived from certain reference type Ex: Policies
	GUIDELINE STATEMENT A detailed constraint explanation of the NFR Ex: Technology initiatives for systems must define several approved business services
	SOURCE Non-Functional Requirements are originated from several International Standards Ex: Best Practices
	RATIONALE A reasoning for the need of the Non-Functional requirement Ex: DFSA is seeking for Architectural practices to improve Technology Capabilities
	IMPLICATION The conclusion that can be drawn from the Non-Functional Requirement Ex: Deliver end-to-end digital transactions with engaging user experience
	COMPLIANCE TRACEABILITY Trace the Non-Functional Requirement to relevant DFSA document Ex: Specify the section, page or paragraph in document
	NOTES Any DFSA or vendor notes if Non-functional requirement traceability not found Example: Compliance Traceability not found

DBP ARCHITECTURE: NFR DESIGN

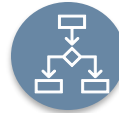
To effectively design the target architecture, all aspects of design requirements and operations need to be compiled and documented for references.

Non-functional requirements are influenced by these nine guiding references that ultimately constrain the design of Target Architecture to realise the Organisation's digital aspirations.

Characteristics that make up NFRs are derived by the Digital Canvas. Platforms that reflect the canvas should be implemented using the nine reference types mentioned here.

Reference Best Practices

Technology Operation Frameworks



ORGANISATION PROCEDURE

Guidelines on how DFSA operations should be carried out to ensure Process Architectures are effectively implemented.



ORGANISATION POLICY

Configuration of restrictions on day-to-day operations at the organisation to ensure Solutions Architectures are effectively implemented



ORGANISATION STANDARDS

Ensure the safety, quality and reliability of systems and processes by defining "what is normal" and directly effects the configurations of operational & implementation tasks



ORGANISATION PROCESS

Establish and maintain a usable set of organisational process assets and work environment standards for flexibility in DFSA digital operations



ORGANISATION GUIDELINES

Provide general recommendations on how to perform a task, or advice on how to proceed in a situation when no policy or standard is provided



ORGANISATION TASKS

Digital Security Domain effectively manages technology security and monitoring systems containing security measures for an organisation's workforce, devices and infrastructure



STANDARD BASELINE CONFIGURATION

Documented set of specifications for configuring an item within a system that has been formally agreed



TASK RULE CONFIGURATION

Each DFSA task will be allocated a set of rules to ensure compliance & correct task assignment and directly effect the task behavior



DOMAIN PRINCIPLES

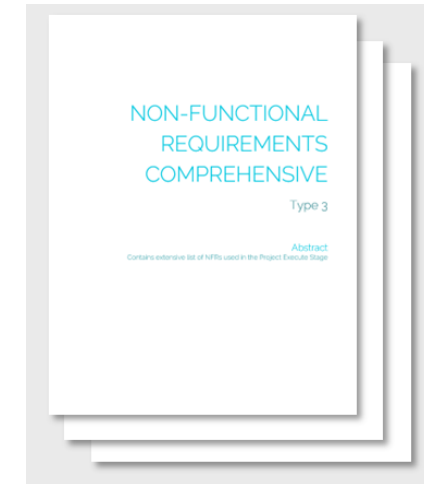
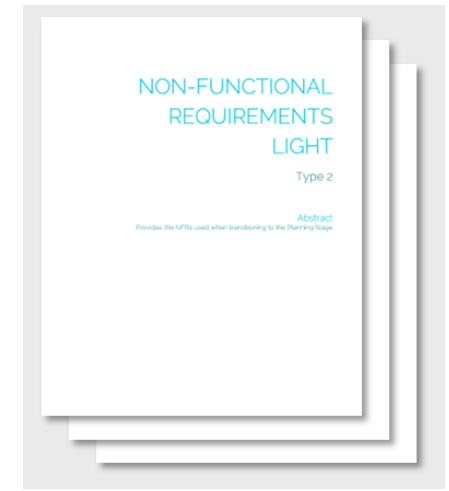
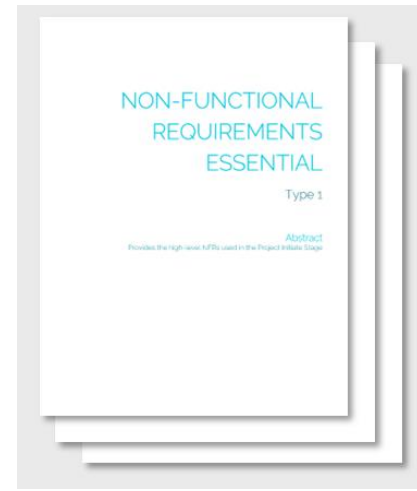
Are fundamental concepts that provide the foundation for the standards, best practices, and configurations which compose an architecture

DBP ARCHITECTURE: NFR DESIGN (PACK TYPES)

DFSA requires different pack types to make it convenient for implementing solution projects in an effective manner by having the right set of Non-Functional Requirements. As there are abundant amounts of NFRs, the scope and detail level will be different across each subset. Each pack has a subset of Non-Functional Requirements, each utilised by different stages of both frameworks, specified for different use cases and levels in a project configuration.

The three NFR packs developed are as follows:

- > NFR Essential Pack: Provides the high-level NFRs used in the Project Initiate Stage
- > NFR Light Pack: Provides the NFRs used when transitioning to the Planning Stage
- > NFR Comprehensive Pack: Contains extensive list of NFRs used in the Project Execute Stage



DBP ARCHITECTURE IMPLICATIONS

Solutions are developed upon defined specifications for successful implementation:
PACK DESIGN: Design to condense NFRs based on project configuration use-case
PACK INITIATIVES: Ensure the Architecture is compliant to organisation requirements

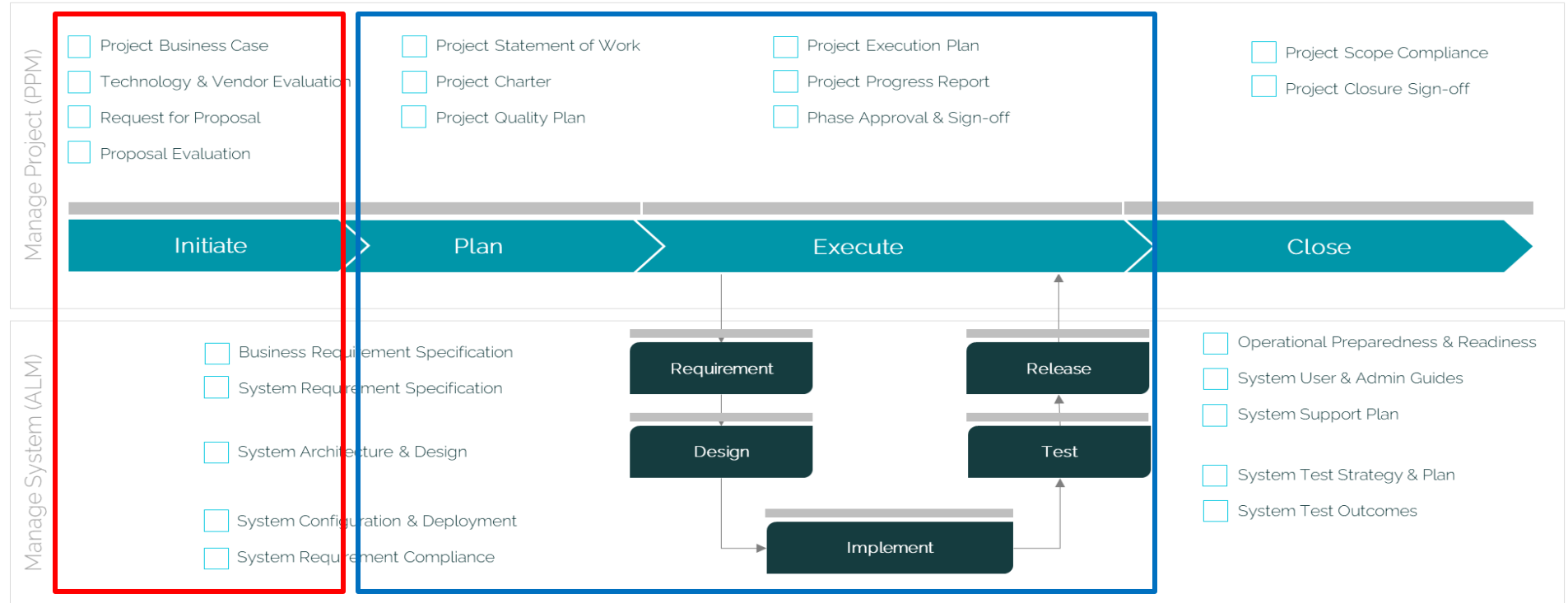
REQUIREMENTS ACTIVATION

Non-Functional Requirement Essentials Pack -

utilised during the Initiate Phase
E.g., Project Business Case, Statement of Work documents

Non-Functional Requirement Comprehensive Pack -

utilised in the planning & execute phase depending on the complexity of the project being realised. E.g. Project Features, Project Testing



DBP ARCHITECTURE:

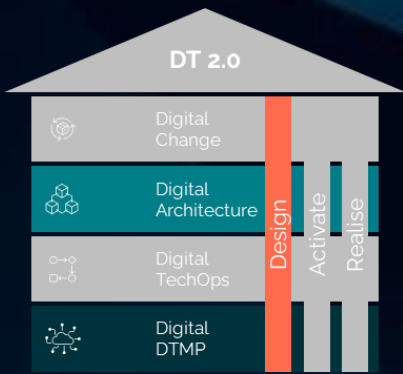
NFR DESIGN

(REQUIREMENTS

ACTIVATION)

Non-functional requirements defined for the organisation should be applied across all master transformation and technology lifecycles. The NFRs are applicable across all stages of the lifecycle. In order to deploy application and NFRs into this lifecycle, 3 packs of the NFR have been defined. There are 03 NFR packs titled 'Essential', 'Light', and 'Comprehensive'.

The Essential Pack consists of the high-level NFRs that are leveraged during the initiation phase of the project lifecycle. The Light Pack consists of the technical NFRs deployed during the planning phase as well as the execution phase (Depending on the complexity of the project). The Comprehensive Pack defines a full set of NFRs, identified for organisation, to be leveraged during the execution phase. This addresses highly-complex projects in implementing the required solutions to meet business needs.



Section 03

BUSINESS PROCESS MANAGEMENT

What Approach to DFSA Business Process
Optimisation?

03.01

BPM 4.0 & DBP REALISATION

Process Architecture

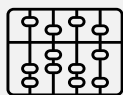
DBP ARCHITECTURE: DBP REALISATION

The designed automation architecture activated through the projects in the projects backlog results in the realisation of the organisation's Digital Business Platform (DBP).

The DBP comprises of the systems and solutions implemented and managed for each of the modular platforms through the execution of the defined initiatives.

These systems and solutions are build on the foundation of industry best practices which enable the successful transformation of DFSA into a digital organisation.

Digital Business Platform
80x Industry Best Practices

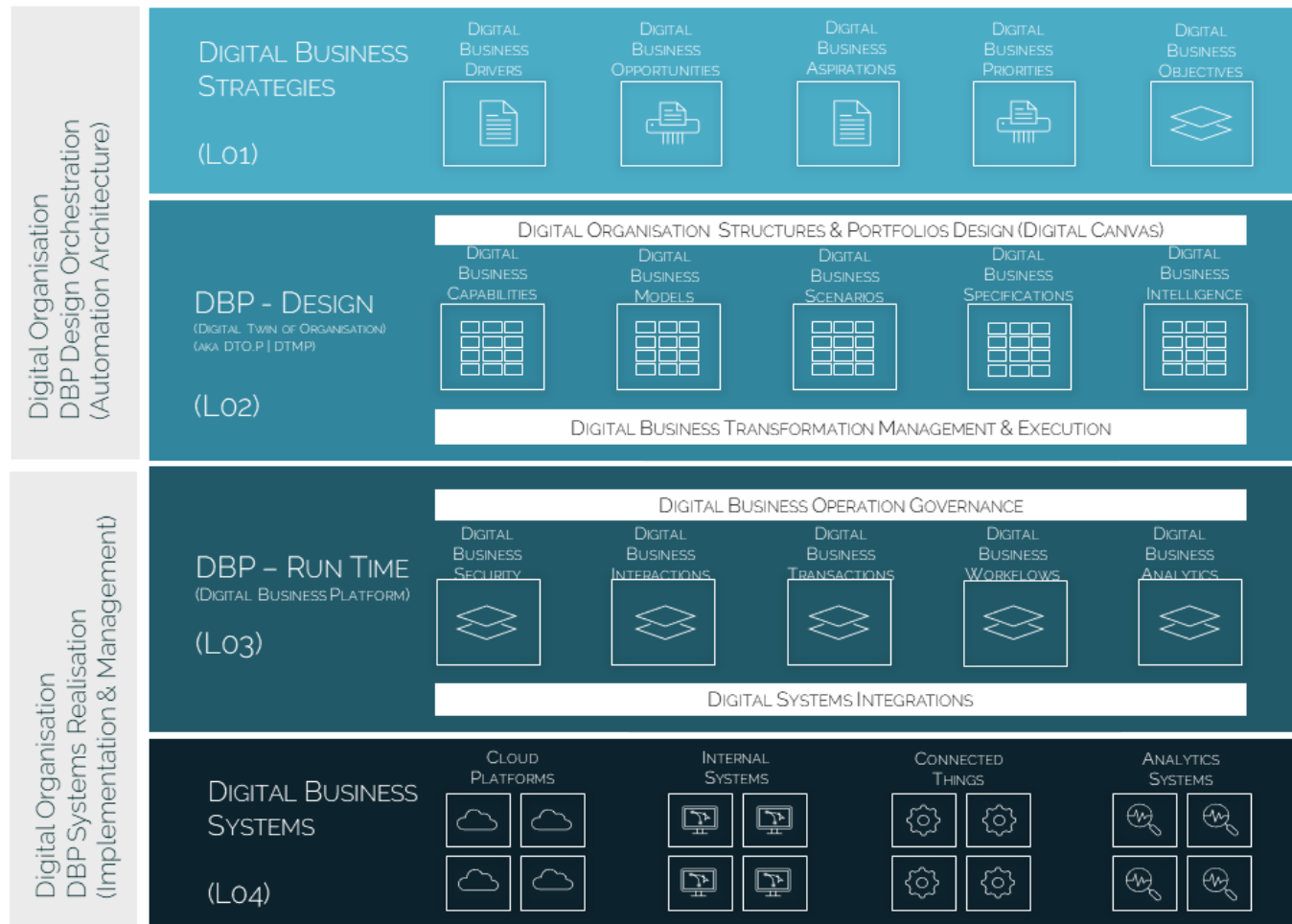


DIGITAL ARCHITECTURE IMPLICATION

The Digital Architecture must be designed to support the organisation efficiency and functions.

AGILITY: The agile platform supports the organisation's positioning in the changing markets

SCALABILITY: The platform supports the organisational scalability and improved client reach.



Digital Organisation
DBP Design Orchestration
(Automation Architecture)

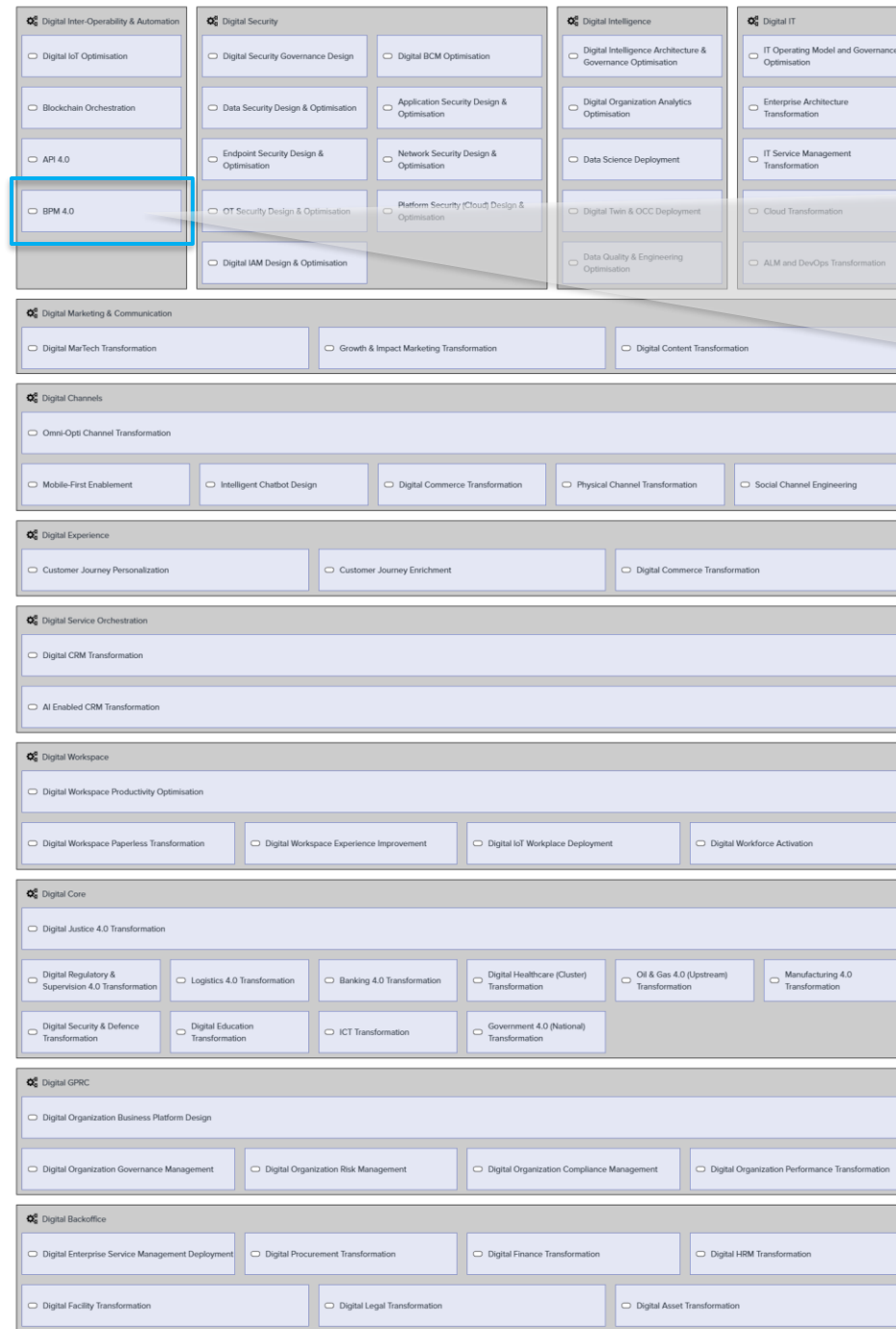
Digital Organisation
DBP Systems Realisation
(Implementation & Management)

BPM 4.0 CONTEXT: DPB REALISATION

The Digital Business Platform (DBP) is made up of various systems and solutions that have been constructed based on the principles of Industry Best Practice. These elements facilitate the accomplishment of DFSA's transition into a Digital Organization.

One of the Industry Best Practices are part of the DBP is the Business Process Management (BPM) 4.0. The BPM 4.0 integrates advanced technologies such as AI, machine learning, and the Internet of Things (IoT) to automate business processes.

Leveraging the BPM 4.0 methodology will generate intelligent, adaptive, and agile processes that can respond to DFSA's changing business needs and entity demands in real-time.



BPM 4.0

Business Process Management (BPM) 4.0
The Practice enables organisations to automate and optimize their processes while also providing greater visibility and control over their operations.

03.01

BPM 4.0 METHODOLOGY

Process Architecture

BPM 4.0 METHOD: TRANSFORMATION VISION

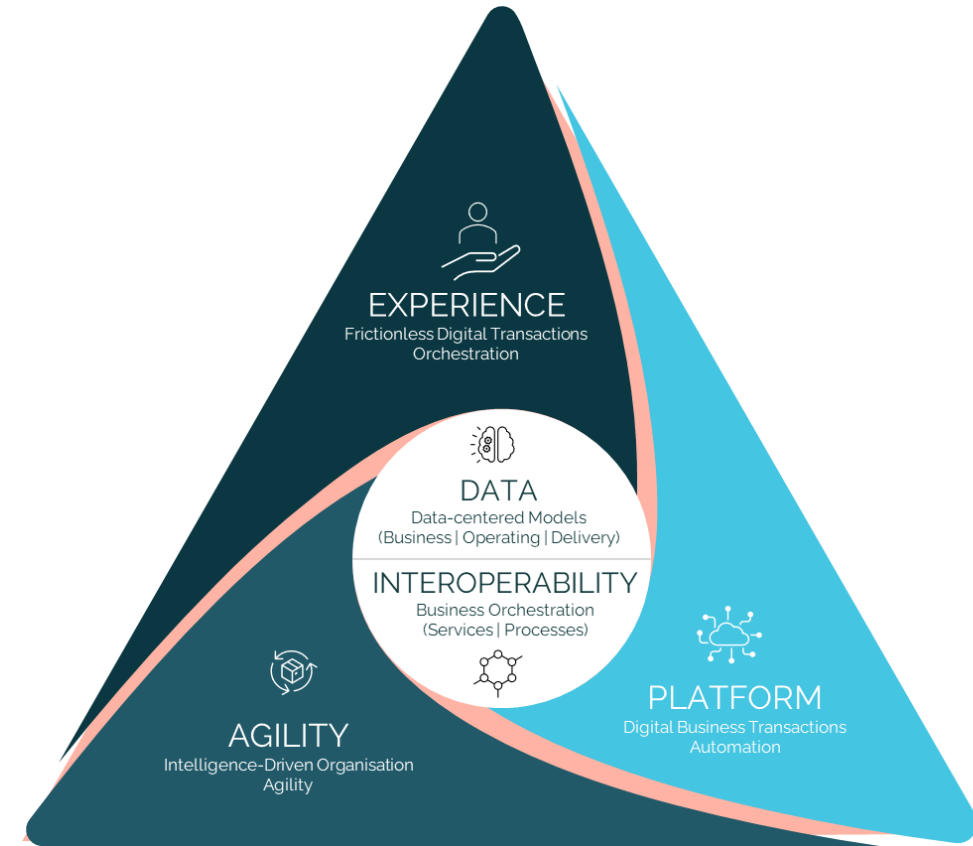
BPM, as a practice, is an essential component in an organisation's transformation into a digital organisation. The aim of BPM is to optimise end-to-end business processes. To effectively implement BPM, a broad understanding of an organisation's business processes needs to be clearly established.

Understanding the underlining competencies of a digital organisation is the critical starting point for an organisation to thrive in the digital space.

COMPETENCIES

5 underlining competencies make up the Digital Organisation:

- > EXPERIENCE: Cross-channel journey orchestration
- > AGILITY: Business and technology adaptability
- > PLATFORM: Effective transaction automation
- > DATA: Data-driven operating models and decision making
- > INTEROPERABILITY: Service & process cross-connectivity

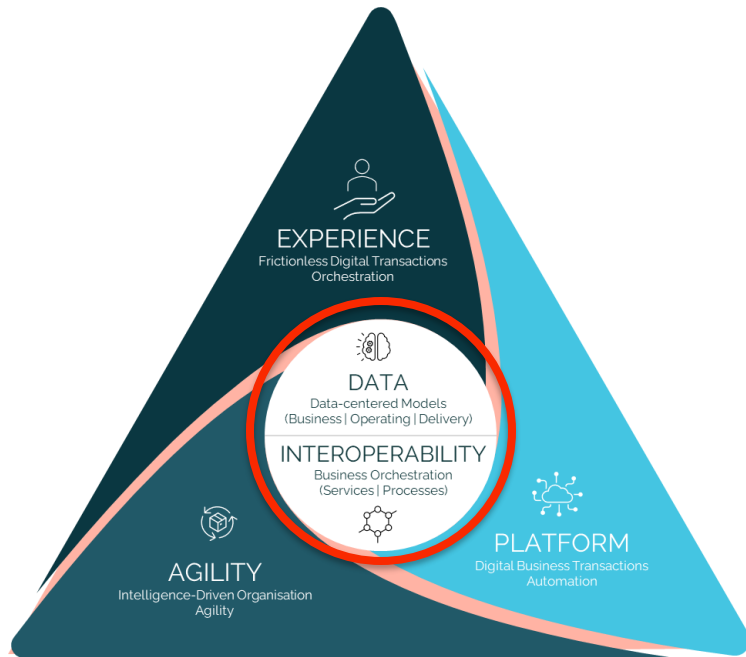


Digital Transformation Vision for DFSA

DIGITAL DFSA

Effective | Efficient | Timely Digitalised Regulation

DIGITAL CANVAS



DIGITAL FRONT-END
Customer touch-point optimisation for service and experience.



DIGITAL CORE
Core operations optimisation to deliver growth and excellence.



DIGITAL ENABLERS
Technology drivers optimisation for agility and rapid transformation

BPM 4.0 METHOD: THE DIGITAL CANVAS

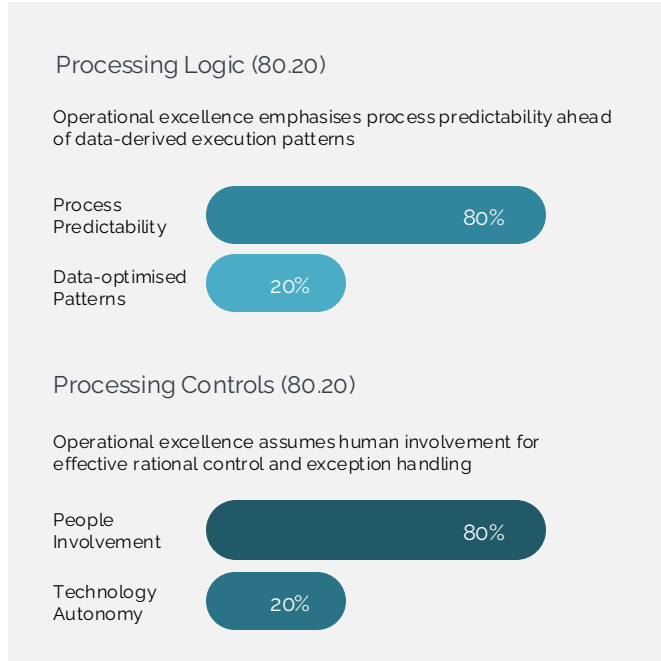
The realisation of the aforementioned digital competencies requires the systematic design and implementation of systems derived from the organisation's capability model.

Data, as an organisational asset is at the core of organisational competency. Realising the relevance of data in business processes has ushered in a new era in BPM 4.0.

Digital Intelligence Domain effectively manages data an organisation generates and utilises. It also leverages that data to generate insights into analytics.

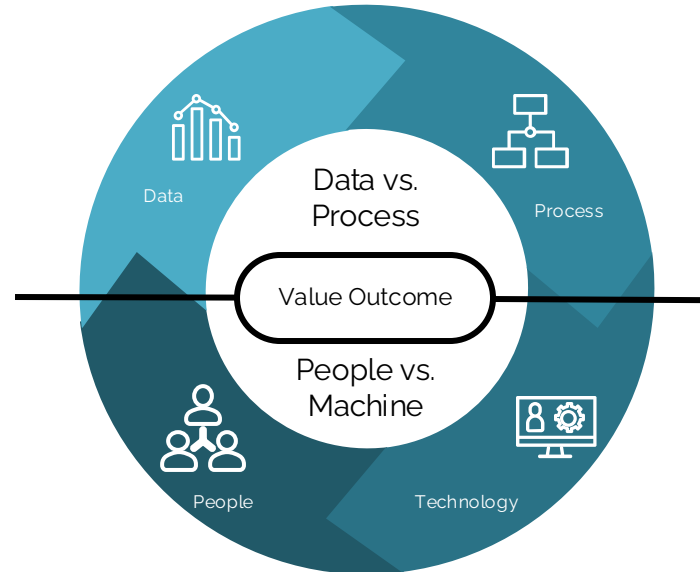
DATA-CENTRIC APPROACH

CAPABILITY AUTOMATION 3.0 (FOCUS: TRANSACTIONAL COMPUTING)

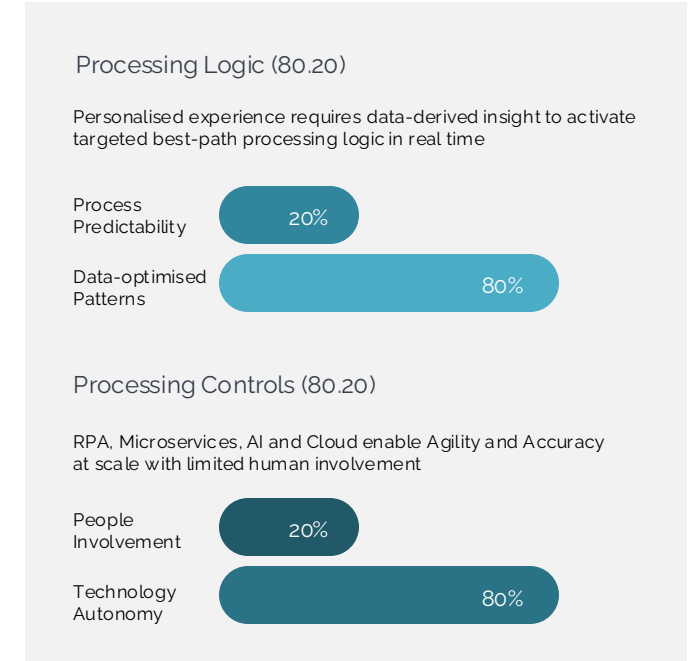


CAPABILITY ACTIVATION MIX (FOCUS: OUTCOME)

Organisation Capabilities are typically activated through a combination of PEOPLE | TECHNOLOGY | DATA | PROCESS



CAPABILITY AUTOMATION 4.0 (FOCUS: COGNITIVE COMPUTING)

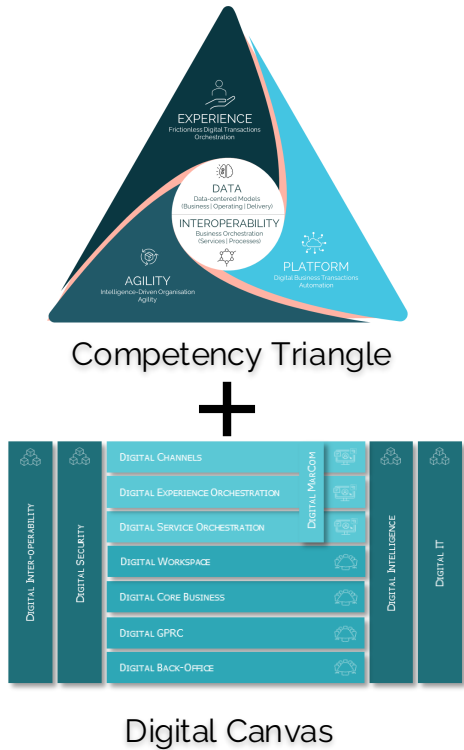


BPM 4.0 METHODS: DIGITAL ORGANISATION CAPABILITY MIX

Analysing business processes from a process standpoint is gradually becoming an obsolete approach to BPM. In contrast, putting data first in the optimisation of business processes has proven to be the most effective approach towards BPM. Capability Automation 4.0 model represents the data-optimized approach.

Advanced technologies (AI, Cloud, Cognitive Computing etc.), also enable the autonomy of technology by using data (through technology), to steer the design of business processes. Through the application of data-optimized patterns, personalised experiences can then be provided to the customers.

TECHNOLOGY IMPACT ON BPM

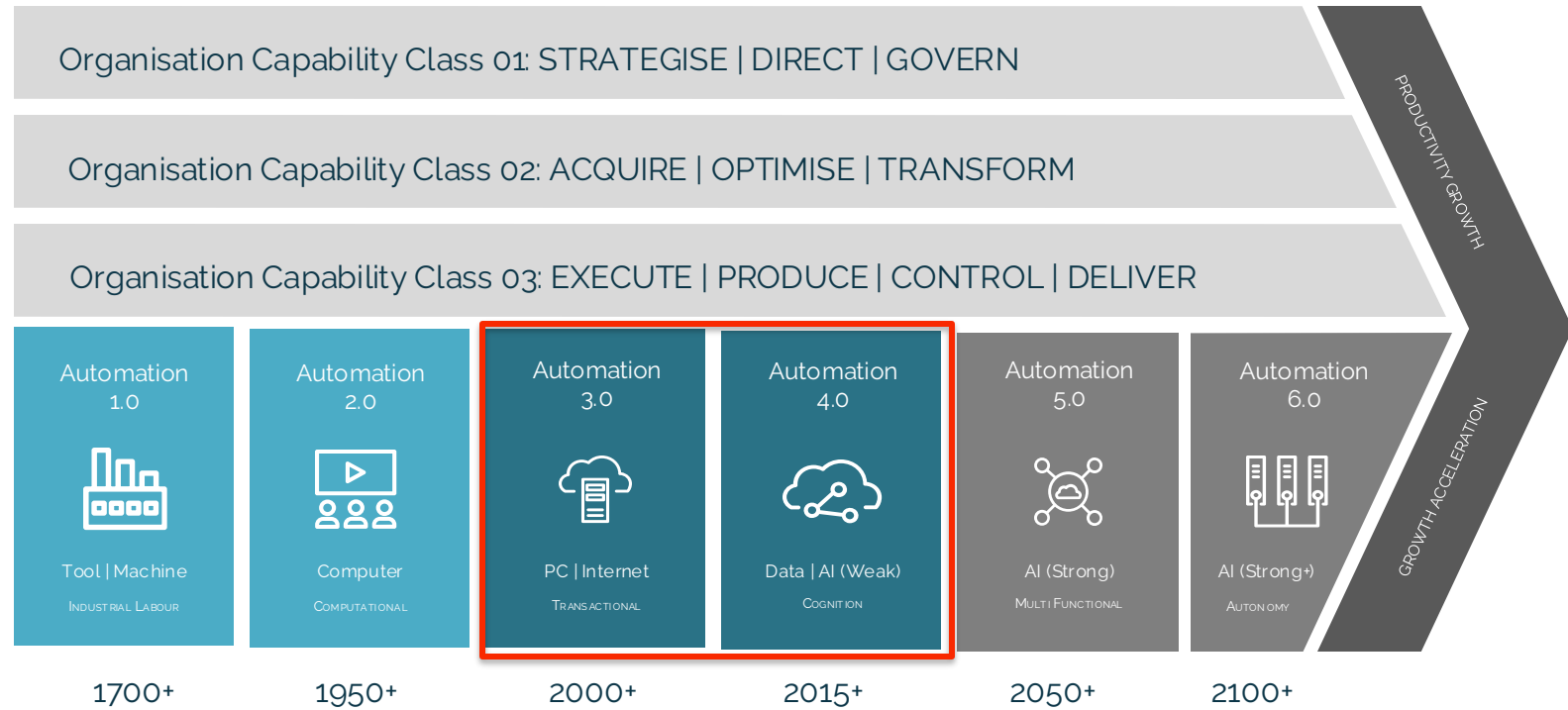


Organisation
Capability
Classes

Technology
Automation
Phasing

Approximated
Intensification
Phase

Current Phase Previous Phases Speculative Future



BPM 4.0 METHODS: DIGITAL ORGANISATION AUTOMATION

The driving elements behind process automation in BPM have always been the orchestration of people, processes, data and technology. With the rapid evolution of technology, we have entered a new phase that places data at the forefront of automation.

As the organisation transitions from Automation 3.0 to Automation, data introduces a higher degree of cognitive capabilities in the delivery of business processes and transformation. This drives a higher level of efficiency in an organisation. Leveraging the right technology is key to the success of data integration in an organisation.

03.02

BPM 4.0 KEY STAGES

Process Architecture

BPM 4.0 LIFECYCLE: KEY ANALYSIS STAGES

Processes are not stand-alone components. In reality, they sit behind an organisation's capabilities. The key stages of process planning break down the entire end-to-end approach to BPM.

>Stage 01: PLAN – the visualisation and analysis of processes for improvement opportunities. Re-design is part of PLAN.

>Stage 02: RUN – the operational implementation and release of improved processes to deliver better outcomes and value.

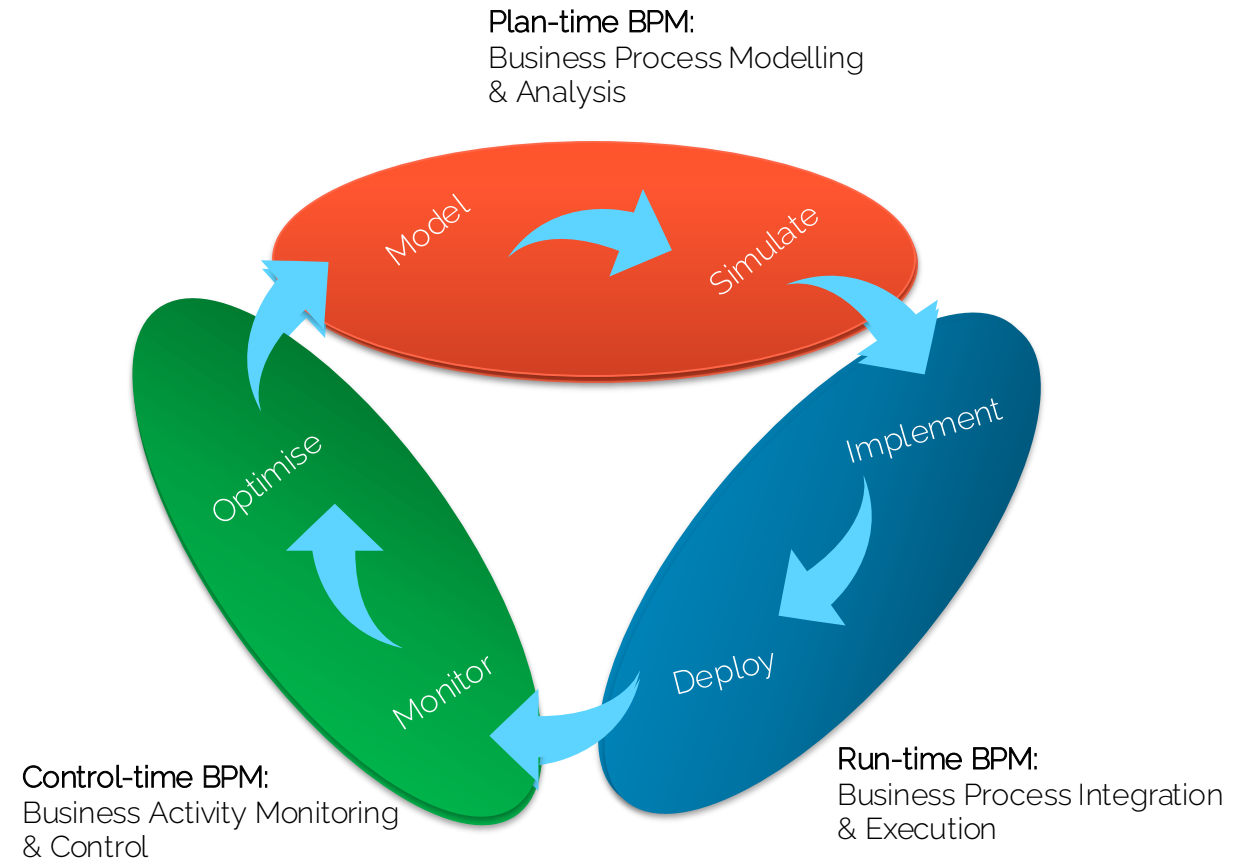
> Stage 03: CONTROL – for insight and control over process performance. This caters to further insight and improvements.



Lifecycle Analysis Stages

3x STAGE PURPOSE

A 3-stage model for process management is needed to enable focused value realisation from processes. Planning is done by Designers, whilst Execution is an operational concern; and Control is the Managers' responsibility.

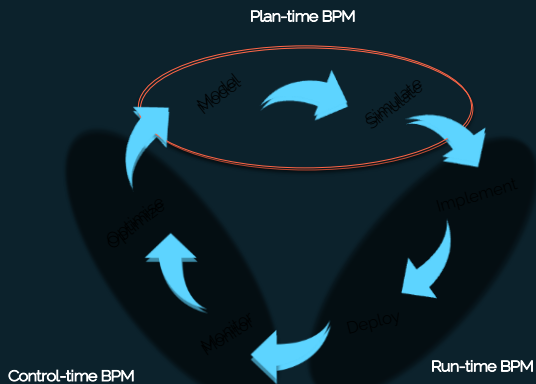


BPM 4.0 LIFECYCLE: KEY ANALYSIS ACTIVITIES

At each stage of the BPM4.0 lifecycle various analyses and optimisation activities can be undertaken depending on organisational aspirations.

In the context of the Digital DFSA Initiative, an initial focus is recommended to be placed on Automation Opportunities, including:

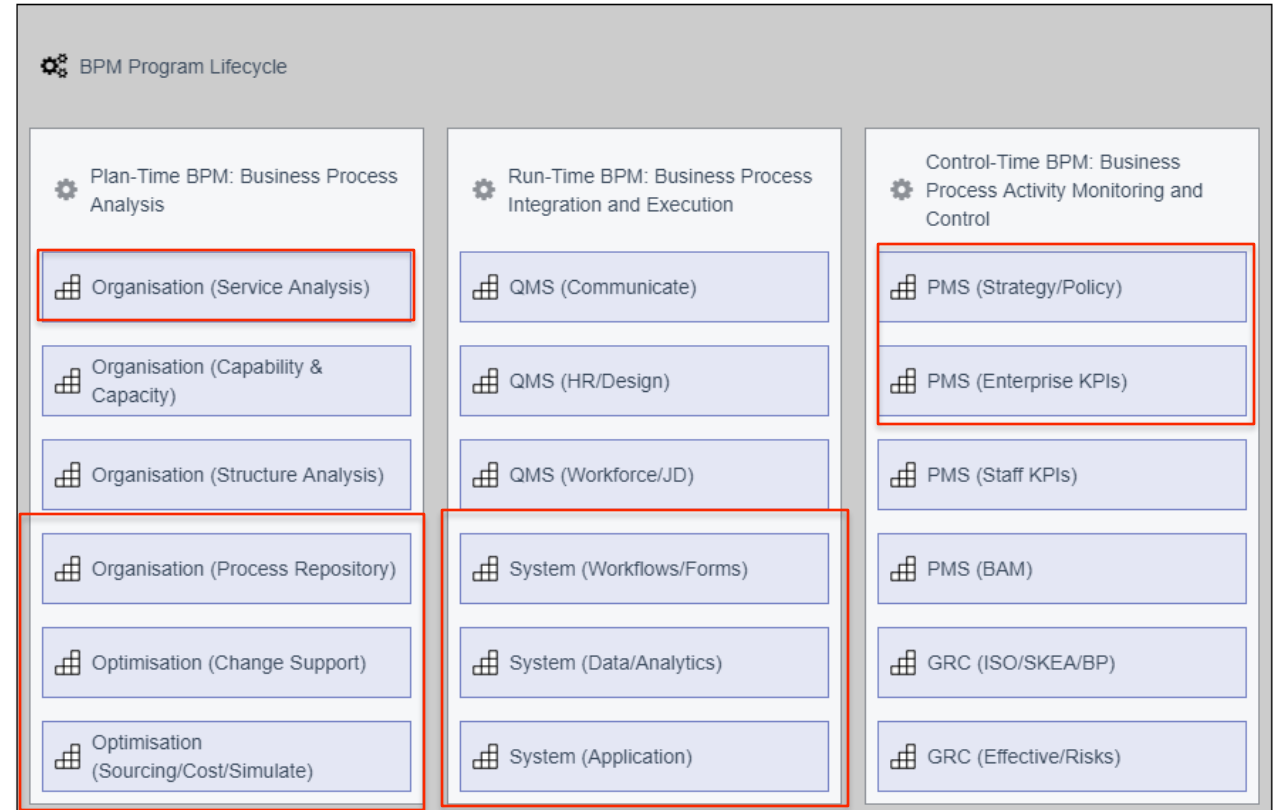
- > Operational & Services Efficiency
- > Process Repository
- > Automation improvement
- > Organisation Mandate & Performance

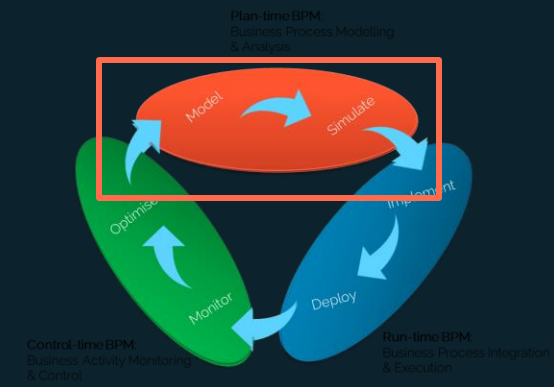


Lifecycle Analysis Activities

18x STAGE ANALYSIS ACTIVITIES

Various insights and optimisations are possible at each stage of the BPM4.0 lifecycle. The initial focus on Digital Automation Improvements should unlock efficiency through technology solution deployment





03.03

BPM 4.0 STAGE 01

(ANALYSIS)

Process Architecture



BPM ANALYSIS HIERARCHIES

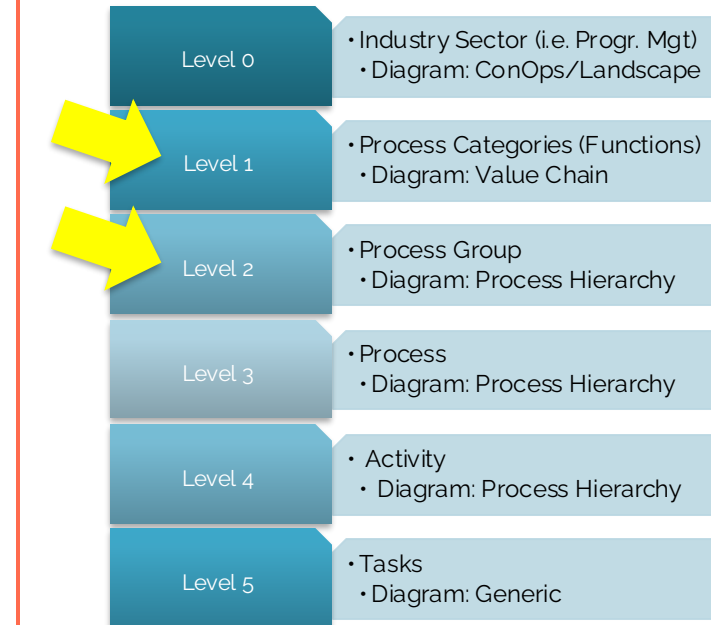
Stakeholder/Ownership Hierarchy



Service/Value Hierarchy



Functional/Process Hierarchy



BPM ANALYSIS: ANALYSIS HIERARCHIES

The DQ operating framework has identified 3 hierarchy approaches towards decomposing processes. (1) The Stakeholder/Ownership Hierarchy, (2) The Service/Value Hierarchy and (3) the Functional/Process Hierarchy. Within these approaches, DQ has adopted the Value Chain & Process Hierarchy Analyses in line with DFSA's business process aspirations.

The Value Chain Analysis provides a detailed understanding of the activities & processes involved in creating & delivering services, and the value and costs associated with each activity. The Process Hierarchy Analysis, on the other hand, provides a drill-down of business processes at 5 levels.

BPM ANALYSIS: VALUE CHAIN ANALYSIS

Value Chain Analysis is a business process management tool used to understand the processes and activities that go into creating and delivering services and how they fit together.

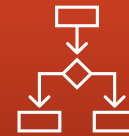
By analysing the value chain, businesses can identify bottlenecks and inefficiencies, and can develop strategies for improving the efficiency and effectiveness of their operations.



Lifecycle Analysis Stages

6x ANALYSIS DIMENSIONS

For a more structured outcome, the Value Chain analysis is executed in 6 dimensions. Each targeted at key performance areas of the business process.



Core Competencies and Capability Analysis



Organisational Value Optimisation Analysis



Industry Structural & Opportunity Analysis



Organisational Segmentation Analysis



Effectiveness and Efficiency Analysis

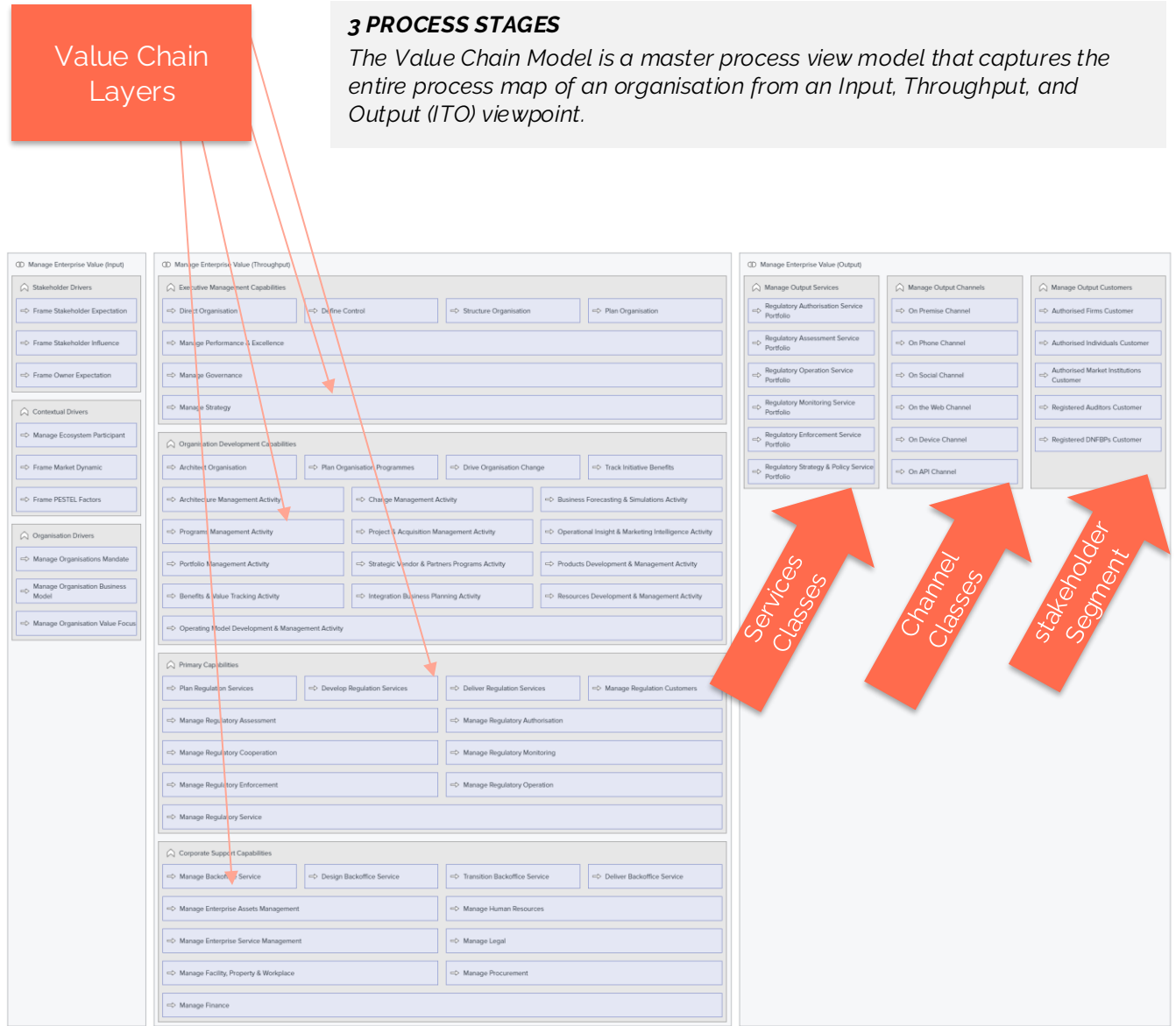


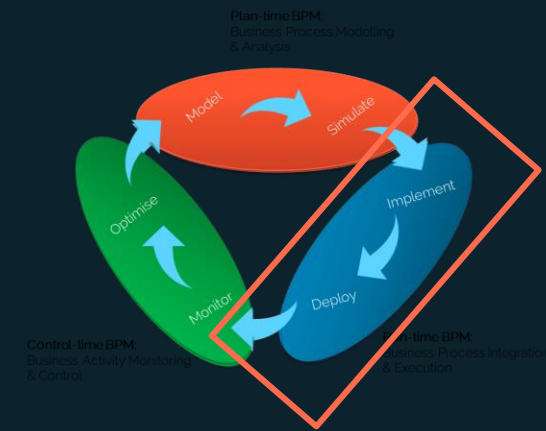
Technology Rationalisation Analysis

BPM ANALYSIS: VALUE CHAIN MODEL (Lo ANALYSIS)

The Value Chain Model presents the systematic flow of processes to deliver the organisation's services to the customer segments. It typically involves mapping out the processes involved, and the value associated with each activity.

Lo is the first level of process analysis, which is enterprise process groupings at the highest level. This analysis focuses on the entire view of the organisation's processes.





03.04

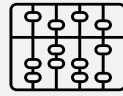
BPM 4.0 STAGE 02 (IMPLEMENTATION)

Process Architecture

BPM IMPLEMENTATION: AUTOMATION LIFECYCLE

To ensure that an organisation achieves the Target Architecture required to achieve its BPM aspirations. The capabilities defined in the capability model and modular architecture needs to be systematically implemented through the Solution Architecture Strategy.

Solution Architecture is the graphical representation of solutions and systems. The Solution Architecture incorporates assistance from different enterprise architectural perspectives (business, information, and technical specifications), as well as the enterprise solution architecture.



TARGET DIGITAL ARCHITECTURE REALISATION

The Solution Architecture is a part of the Automation Architecture Model, wherein the solutions and systems being deployed in the organisation are designed according to the target state architecture.

CAPABILITY MODELLING



CAPABILITY DESIGN (DIGITAL CANVAS)
The Digital Canvas identifies the capabilities required for DFSA to become a Digital Organisation



TECHNOLOGY LANDSCAPE (JAM-GAP)
JAM- GAP provides a baseline of the current technologies by mapping to the Canvas capabilities

AUTOMATION MODELLING

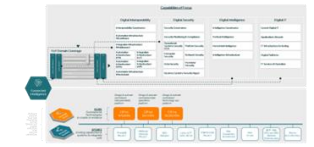


AUTOMATION DESIGN (MODULAR ARCHITECTURE)
The modular architecture provides a composable view of the modular platforms being designed for DFSA



AUTOMATION DESIGN (SOLUTION ARCHITECTURE)
Solution architecture provides the conceptual and logical designs for the target systems for the platforms

AUTOMATION REALISATION



PLATFORM DESIGN (HUB & SPOKE PORTFOLIO)
The Hub & Spoke portfolio classifies the main platform projects into Hubs and supporting projects as Spokes



PLATFORM DESIGN (DIGITAL BUSINESS PLATFORM)
The Digital Business Platform design provides the blueprint for the design orchestration and realisation

ARCHITECTURE CONTROLS



ARCHITECTURE CONTROLS (PRINCIPLES)
The Architecture Principles contains the best practice guidelines for the DFSA capabilities



ARCHITECTURE CONTROLS (PATTERNS)
The Architecture Patterns provide industry trends for the digital competencies required by DFSA



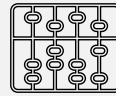
ARCHITECTURE CONTROLS (NFR)
The Non-Functional Requirements provide the specifications and constraints for the DFSA projects

BPM IMPLEMENTATION: TECHNOLOGY IDENTIFICATION

This breakdown of the capability map presents the project sourcing approach from the digital canvas.

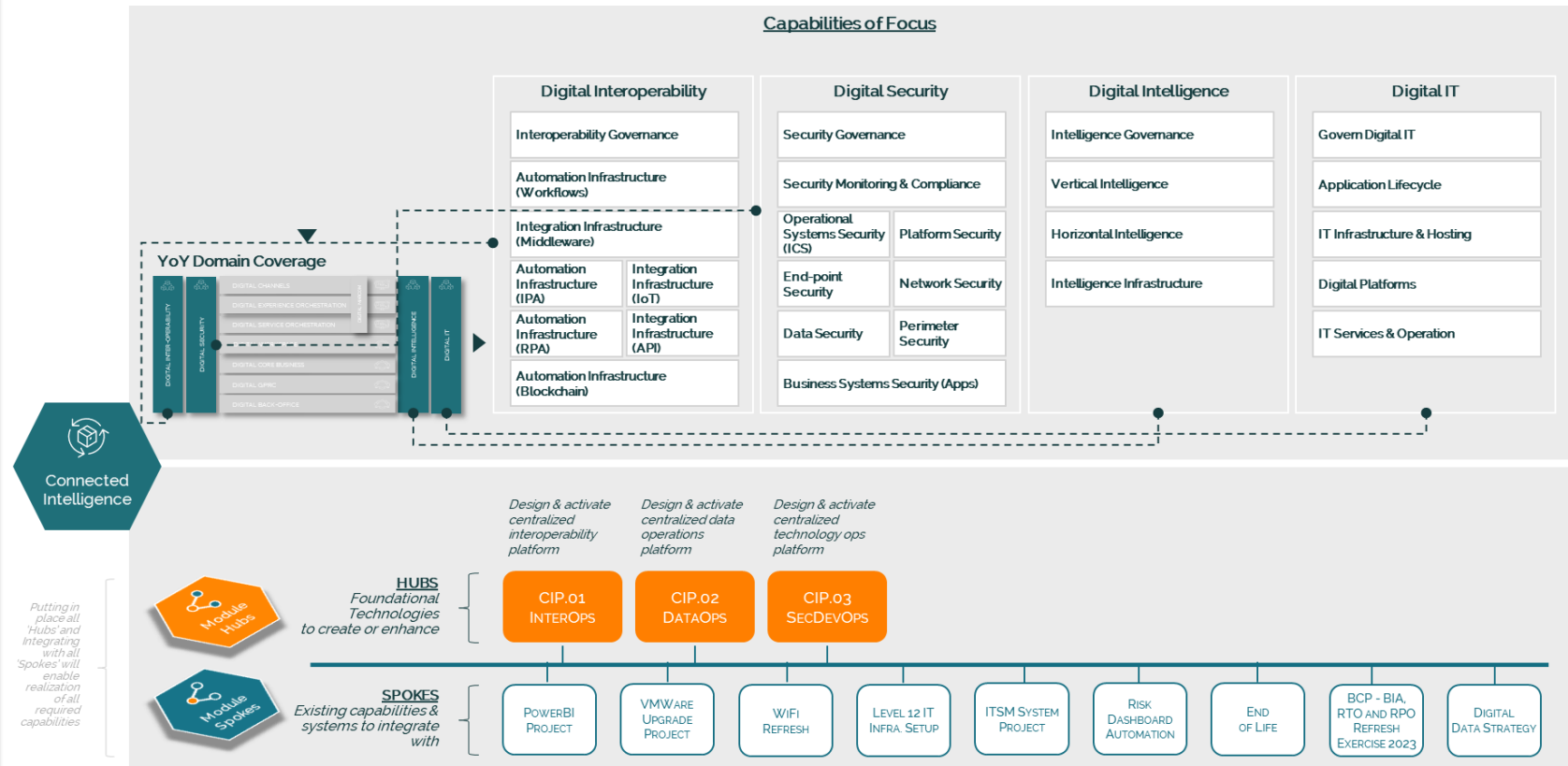
Domains are aggregated into Modules, and then classified into the Hubs and Spokes model. Hubs refer to the new or enhanced existing foundational technology that enables the successful implementation of the modules.

Spokes refer to the existing or in-progress capabilities & systems that will be integrated with the modules relating to the organisation's target digital aspirations.



TARGET DIGITAL ARCHITECTURE REALISATION

Putting in place all the 'Hubs' and integrating with all 'Spokes' will enable the realisation of all required capabilities. The designs are developed using industry guidelines, principles and specifications.



BPM IMPLEMENTATION: TECH SOURCING MANAGEMENT

Application Managed Service (AMS), is the contractual mechanism used to prioritise capabilities needed and their implementation. It is focused on a specific Domain Module.

The AMS is also a structured approach towards describing all that is needed for the technology solution to the Service Provider.

The capabilities for BPM 4.0 would be realised through these AMS's which will bridge the gap between the current state and the target state of BPM. This is the technology sourcing approach for BPM.

APPLICATION MANAGEMENT SERVICE RFP DIGITAL EXPERIENCE PLATFORM DXPOps

Abstract
Specifications for the delivery of application management service.

The Organisation

Table of Contents

1. AMS Context	3
1.1. About the Organisation	3
1.2. About the Organisation	3
1.3. AMS Purpose	4
1.4. AMS Approach	4
1.5. AMS Services Class	5
1.6. AMS Proposal Response	5
2. AMS Application Footprint	7
2.1. Application Context	7
2.2. Application Landscape	7
2.3. Application Profile (Type)	8
2.4. Application Audience	8
2.5. Application Objectives	8
2.6. Application Functional Requirements	9
2.7. Application NFR Set 01 (System)	15
2.8. Application NFR Set 02 (Pattern)	17
2.9. Application NFR Set 03 (Principles)	20
2.10. Application Sizing	23
2.10.1. Application Sizing (Volumetrics)	25
2.10.2. Application Sizing (Base Configuration)	25
3. AMS Standard Services	27
3.1. Service Class A: Software Factory Setup	27
3.2. Service Class B: New Applications	28
3.2.1. Design Services	28
3.2.2. Build Services	28
3.2.3. Deploy Services	30
3.2.4. Run Services	30
3.2.5. Grow Services	31
3.2.6. Retire Services	32
3.2.7. Transfer Services	32
4. AMS Governance	33
4.1. Service Duration	33
4.2. Service Commercial	33
4.2.1. Software License Supply	33
4.2.2. Factory Governance	33

BPM SPECIFICATION: TECHNOLOGY REQUIREMENTS SPECIFICATION

The AMS document covers aspects of the technology solution such as Scope, Solution Landscape, Requirements (Functional & Non-Functional), Application lifecycle, Service Level Agreements (SLA), and Master Service Agreements (AMS) among others.

80% of requirements are derived from the architecture. 20% requires a joint definition between business & technology. The non-architecture-driven requirements are to be aligned with the organisation and the Service Provider (SP)



2.7. Application Functional Requirements

The AMS Supplier must provide the required solution which enables the automation of the capabilities expected to accelerate the organisation's operations. The functional requirements expected at a minimum for each capability are here summarised:

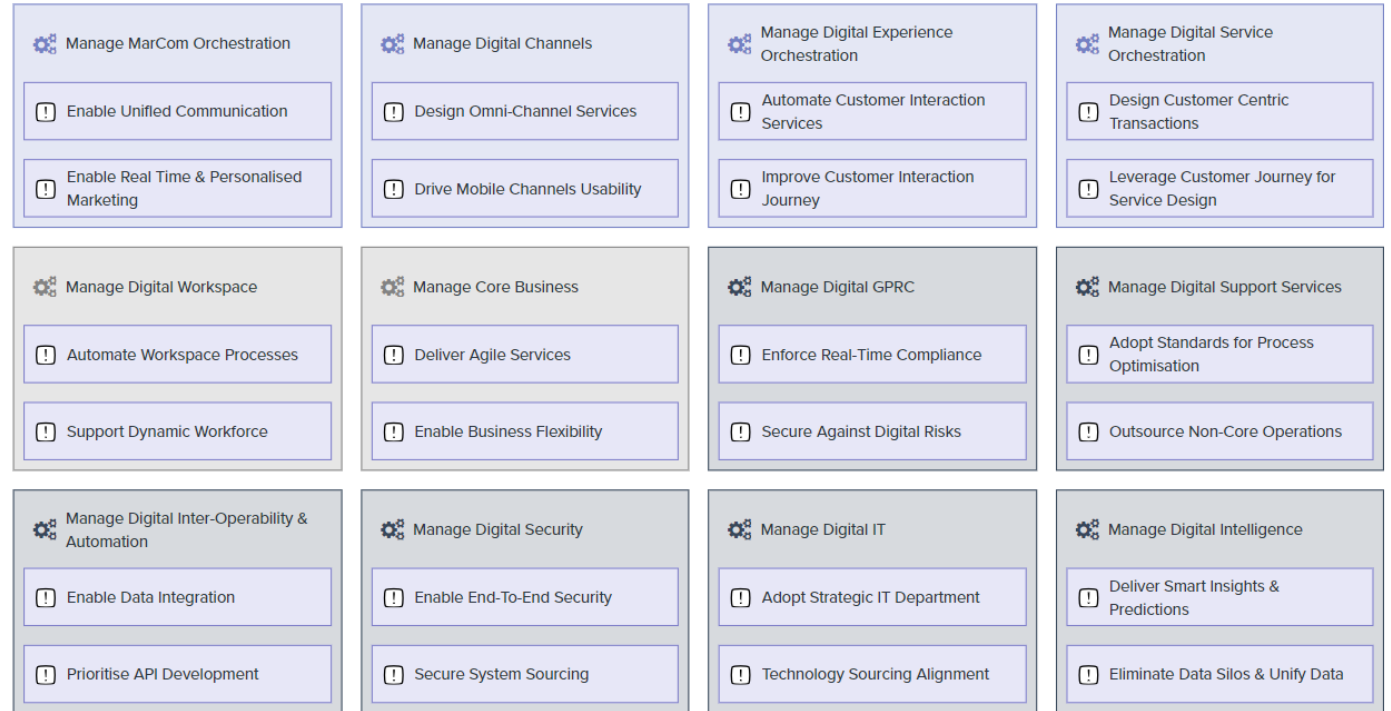


#	Requirement	Details
01.	Manage Logistics Transport Lifecycle (Planning)	<p>The solution will enable features that should manage, organize, and coordinate the entire fleet of logistics vehicles ensuring effective and efficient management of SPL Fleets.</p> <p>Logistics Planning for an organisation include, but not limited to:</p> <ul style="list-style-type: none"> - Fleet Planning Requirements - Fleet Needs Forecasting & Prediction

#	Requirement	Details
02.	Manage Logistics Transport Lifecycle (Acquisition)	<p>The solution will enable features that should govern the operational efficiency relating to the acquisition of fleets by increasing the visibility of fleets on the platform and ensuring a holistic view of fleet details to determine the best choices during acquisition.</p> <p>Logistics Acquisition for an organisation include, but not limited to:</p> <ul style="list-style-type: none"> - Fleet Acquisition Requirements - Fleet Acquisition Registration
03.	Manage Logistics Transport Lifecycle (Protection and Liability)	<p>The solution will enable features that should govern the protection of assets relating to fleets, provide alerts and notifications to teams and ensure good management of all liabilities.</p> <p>Protection and liability for an organisation include, but not limited to:</p> <ul style="list-style-type: none"> - Fleet Contracts - Fleet Insurance - Fleet Regulations
04.	Manage Logistics Transport Lifecycle (Capacity)	<p>This dynamic solution will enable management, and provide information on fleet capacity ensuring individual visibility of SPL vehicle Fleets to facilitate quick deployment and transposition.</p> <p>Capacity for an organisation include, but not limited to:</p> <ul style="list-style-type: none"> - Fleet Demand Visibility - Fleet Supply Visibility - Fleet Capacity Control
05.	Manage Logistics Transport Lifecycle (Disposal)	<p>The solution will enable features that should govern the decision on vehicle disposal and possible replacement by using data collected in real-time from the platform.</p> <p>Disposal for an organisation include, but not limited to:</p> <ul style="list-style-type: none"> - Fleet Disposal Requirements - Fleet Disposal Sustainability - Fleet Disposal Regulations
06.	Manage Logistics Transport Lifecycle (Value)	<p>The solution will enable features that should govern the value of assets and enable the ability to gather insights on the fleet value.</p> <p>Value for an organisation include, but not limited to:</p> <ul style="list-style-type: none"> - Fleet ROI (Fleet Return on Investment) - Fleet Repurposing - Fleet Outsourcing

BPM ORCHESTRATION PRINCIPLES

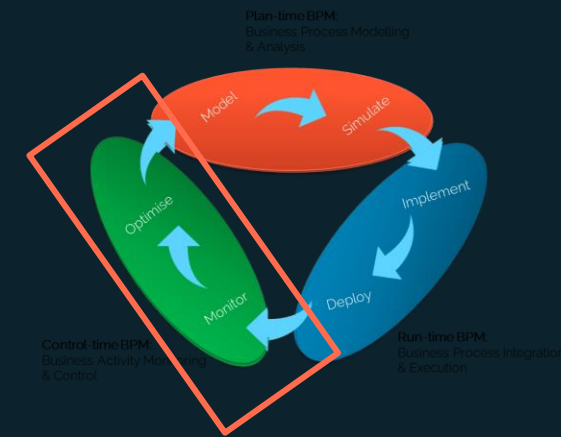
DFSA Digital Organisation
12x Domains of Digital capabilities



BPM GUIDELINES: ARCHITECTURE PRINCIPLES

The architectural principles are the areas an organisation needs to focus on, in order to truly succeed their digital transformation. The architecture principles are derived from digital trends and industry standard best practices. The principles are then leveraged into the Digital Canvas to guide each domain to what those principles are ultimately supposed to achieve.

Principles are guidelines that support the method an organisation adopts in fulfilling its aspirations. Architecture Principles are used to constrain and guide Solution Design through Architecture Defined Specifications. The Architectural Principles are derived from, (1) Market Trends, (2) Best Practices Frameworks, and (3) Industry Standards.



03.05

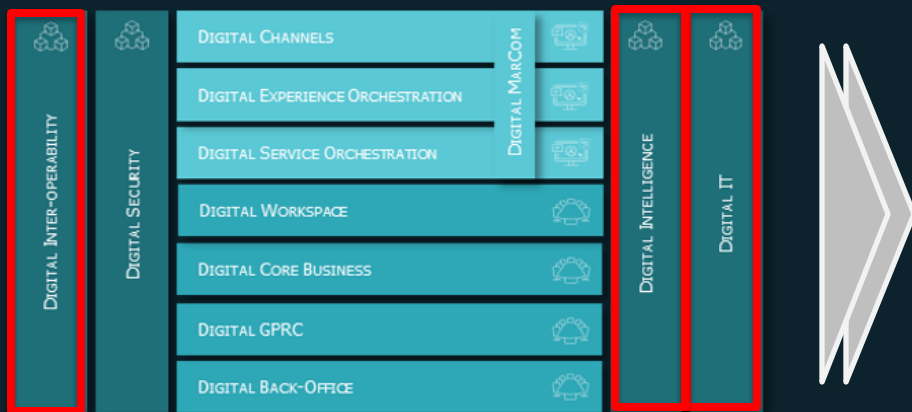
BPM 4.0 STAGE 3 (MONITORING)

Process Architecture

BPM MONITORING: BUSINESS ACTIVITY MONITORING (BAM)

Business Process Monitoring ensures the right technologies are in place to ensure the attainment of target automation goals. The primary tool for this activity is Business Activity Monitoring (BAM).

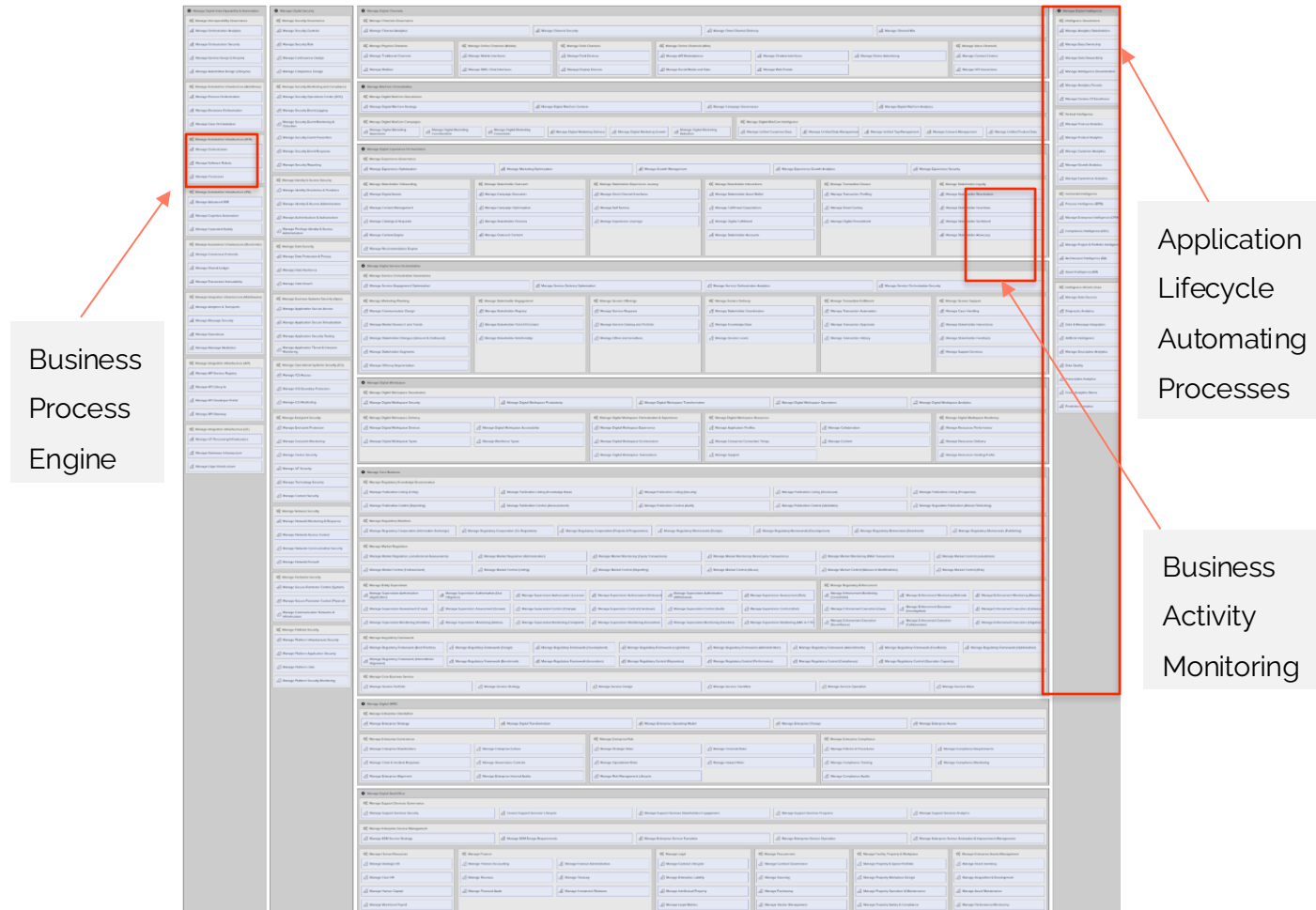
This tool is manifested in the Process Intelligence capability within the Digital Intelligence Domain. Within this Domain are other groups of capabilities that support BAM activities.



Domains that enable BPM monitoring

x3 Domains to enable BPM Monitoring

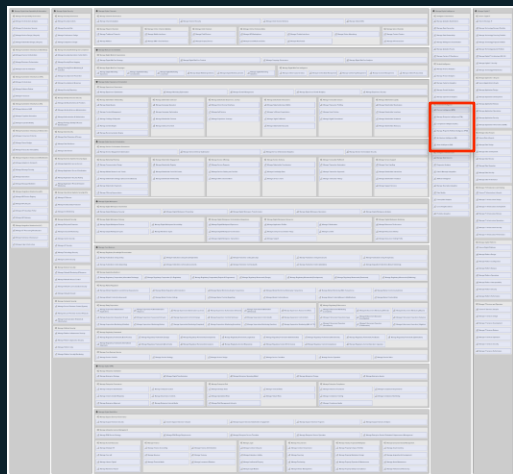
BPM Monitoring begins with the activation of the core monitoring Capabilities. Supporting Capabilities are then activated to provide a broader view of the processes



BPM MONITORING: DIGITAL INTELLIGENCE SUB- DOMAIN

Process Intelligence is the capability that activates BAM. It is found within the Horizontal Intelligence sub-domain. The fundamentals of Process Intelligence lie in the collection, analysis, and interpretation of data.

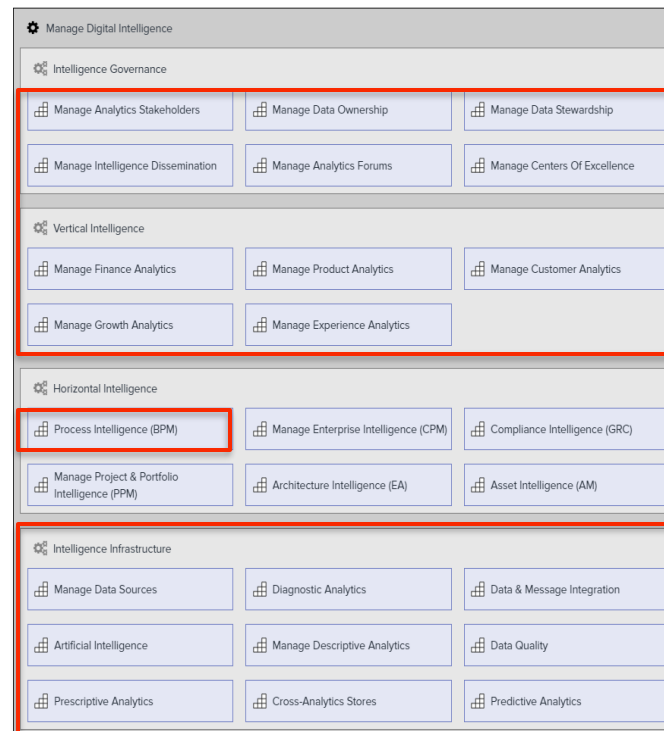
This processed data is used to gain insights that can be used to improve efficiency, reduce costs, and increase competitiveness.



Capabilities that activate BPM monitoring within Digital Intelligence



Sub-Domains that support BPM monitoring within Digital Intelligence



Intelligence Governance

Benchmarking systems that enable clear insights into process operations.

Process Intelligence (BPM)

This enables the software that handles the monitoring of business activities

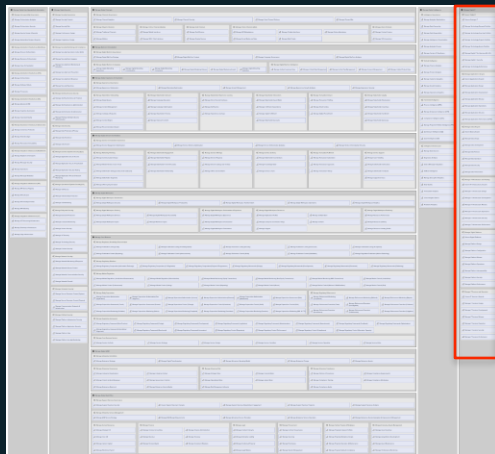
Intelligence Infrastructure

System that collects and analysis data produced by an organisation's activities

BPM MONITORING: DIGITAL IT DOMAIN

The Digital IT Domain contains a number of performance monitoring capabilities that support BPM monitoring across elements such as; Applications, Data, Platforms and IT Infrastructure implementation.

These capabilities together, enable holistic monitoring of end-to-end business processes in an organisation.



Supporting BPM Monitoring

Efficient management of these 4 monitoring Capabilities ensures the optimum performance of BPM in an organisation.

Capabilities that support BPM monitoring within Digital IT



Manage Application Performance

The monitoring management of performance of software applications.

Manage Data Performance

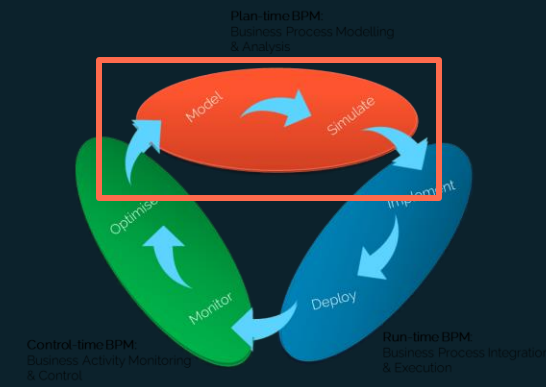
The measurement of performance of a given database in real-time.

Manage Platform Performance

The tracking of application performance metrics using software & telemetry data.

Manage IT Infrastructure Performance

The monitoring of performance data from servers, VMs, and other backend components.

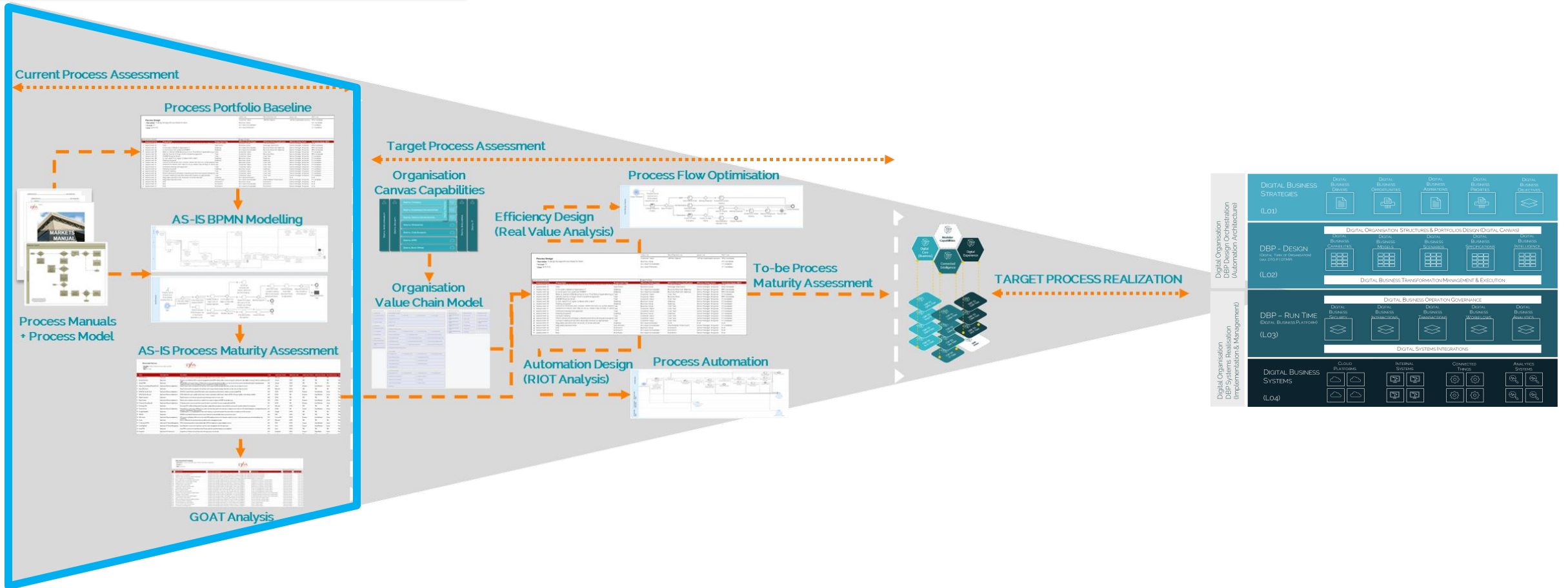


03.06

BPM 4.0 STAGE 01 (AS-IS MODELLING & ANALYSIS)

Process Architecture

PROCESS OPTIMISATION DESIGN



AS-IS ANALYSIS: CURRENT DFSA PROCESS LANDSCAPE

DFSA needs to undergo operational and technology changes to ensure the organisation has efficient and automated processes to drive Digital Transformation across the organisation.

The Process Optimisation Design is implemented to analyse the Current Processes Landscape (AS-IS) of DFSA leveraging various industry best practices and scientific methods. This analysis will provide the foundation to process optimisation to realise the Target Process Landscape.

This analysis of DFSA's current process landscape encapsulates the

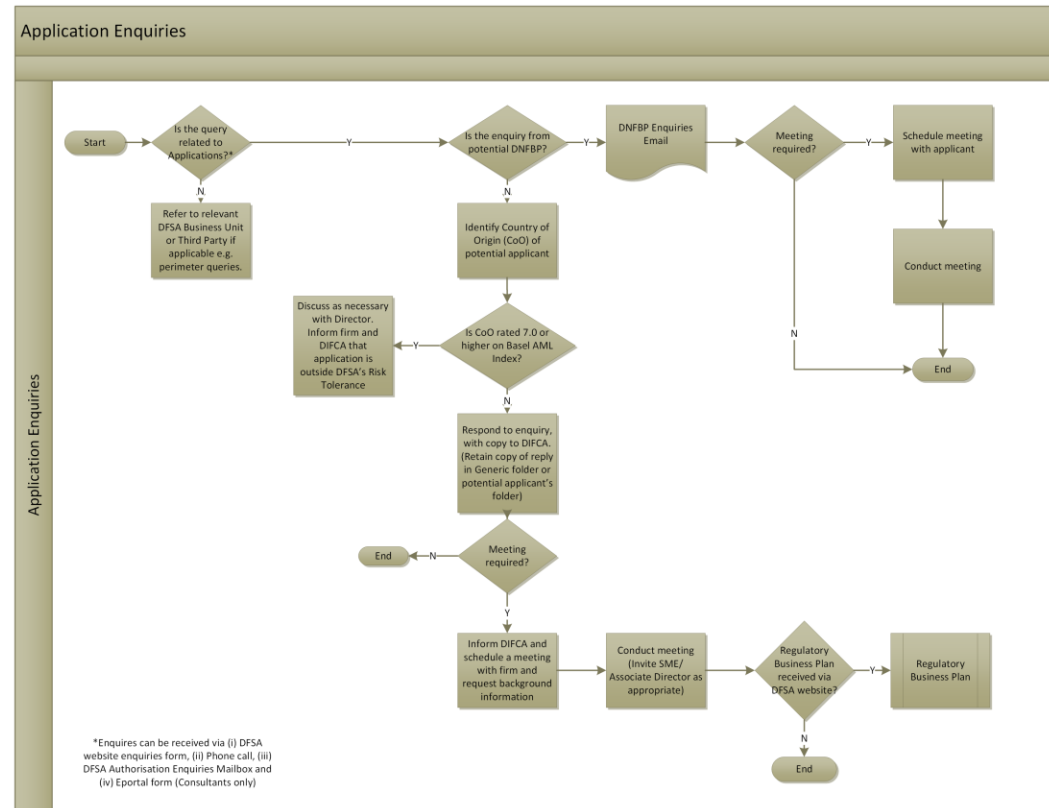
DIGITAL PROCESS: AS-IS BPMN MODELLING

As part of analysing the current process landscape, the existing organisation processes have been modelled using the Business Process Model and Notation (BPMN) (as shown in the figure).

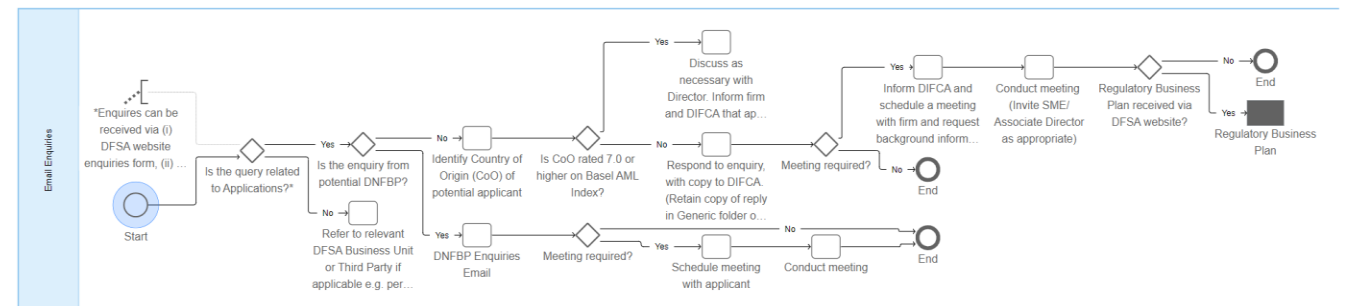
BPMN provides a standardised approach to process documentation and communication across different departments and stakeholders, facilitating better understanding and alignment towards common goals.

- A comprehensive set of modeling elements and rules for modeling different types of activities & flows within a process.
- Support for various types of events, gateways, and activities to represent the conditions, decisions, and tasks of a process.
- The ability to model both high-level process flows and detailed process activities and decision points.
- Integration with other process modeling standards and tools.
- Improved collaboration and communication among stakeholders through a shared understanding of the process model.

Current Process Model



AS-IS BPMN Process Model



(*) Note: The modelling has been conducted for the process maps received as part of the data collection activity

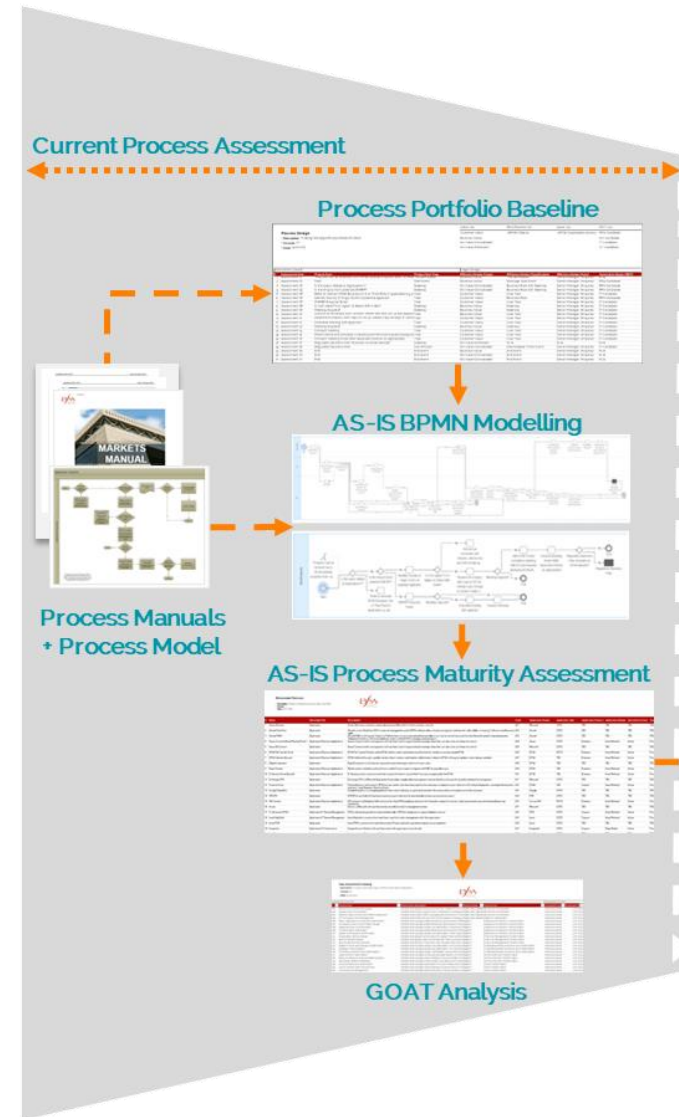
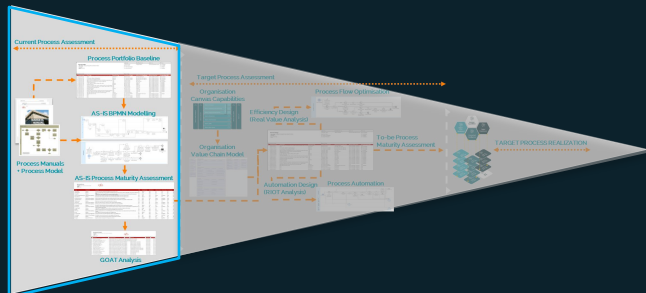
AS-IS ASSESSMENT DESIGN

DIGITAL DFSA: AS-IS PROCESS METHODOLOGY

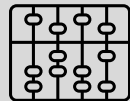
The DFSA's current process landscape (also known as AS-IS) is examined using methods based on industry best practices to gain an understanding of the processes currently in use within the organisation.

In order to provide a visual representation and gain insight into the current processes, the current processes are modeled using the BPMN (Business Process Management Notation), which is a process modeling industry best practice.

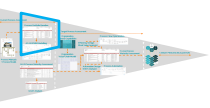
The data gathered during the Process Portfolio Baseline activity and the AS-IS BPMN Modelling is analysed using the AS-IS Process Maturity Assessment to provide additional insight and recommend actions to optimise the processes.



DIGITAL ARCHITECTURE IMPLICATIONS:



The analysis of the current process landscape guides the design of the Target Digital Architecture and enables the further optimisation and development of the Target Systems functions to better serve and support the organisations operations leading to more efficient and automated processes. The data obtained through the Current Process Assessment is captured in the GOAT Analysis and will be at the implement stage.



AS-IS PROCESS BASELINE

113

#Supervision Processes

81

#Market Processes

41

#Enforcement Processes

Organisational Inputs
(Manuals, SOP and Process)



BUSINESS PROCESS PORTFOLIO

> **Description:** Portfolio of Business Process that are used in DFSA
 > **Version:** 1.1
 > **Date:** 20.01.2022

#	Process Name (Business)	Process Name (Technical)	Business Flow Group	Business Flow Area	Business Flow	Documentation State	Documentation Quality
1	Application Enquiries	E.Email	Supervision	License	Enquiries	Available	All in Place
2	Regulatory Business Plan	E.RBP	Supervision	License	Enquiries	Available	All in Place
3	Materiality Checklist For Af & DNFBP	E.MATCHCHECK	Supervision	License	Enquiries	Available	All in Place
4	Telephone Enquiries	E.Telephone	Supervision	License	Enquiries	Available	All in Place
5	Initial Review	AF.Initial Review	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
6	Follow Up To Initial Review	AF.Follow Up To Initial Review	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
7	Non Responders	AF.Non Responders	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
8	Final Recommendation	AF.Final Recommendation	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
9	In Principle	AF.In Principle	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
10	Material Changes	AF.Material Changes	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
11	Follow Up To Ip	AF.Follow Up To Ip	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
12	Extension	AF.Extension	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
13	Authorisation	AF.Authorisation	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
14	Rejection	AF.Rejection	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
15	Withdrawal	AF.Withdrawal	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place
16	Holding Fees	AF.Holding Fees	Supervision	License	DFS Management Information Reports on AF/DNFBPs	Available	All in Place

DIGITAL PROCESS: PORTFOLIO BASELINE

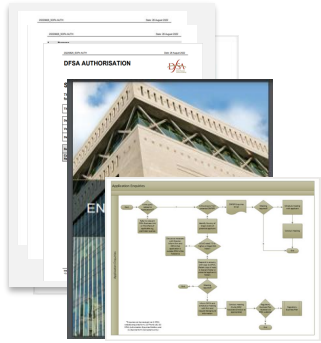
The current processes are baselined into a portfolio in order to analyse the current processes in DFSA. The Process Portfolio captures the processes used by the core departments (Supervision, Markets & Enforcement) and the associated attributes of a given process (e.g. Process Name, Business Flow, Observations, etc.).

The process data is obtained from multiple inputs such as process manuals, operating procedures, existing process models. The process portfolio is analysed and leveraged in the AS-IS Process Assessment to build the Target Process Landscape for DFSA.



AS-IS PROCESS ASSESSMENT

Organisational Inputs (Manuals, SOP and Process)



Process Portfolio Baseline

Process Maturity Assessment	100%	75%	50%	25%	0%	Not Started	Not Started	Not Started	Not Started
100% - 100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
75% - 100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
50% - 75%	100%	100%	100%	100%	100%	100%	100%	100%	100%
25% - 50%	100%	100%	100%	100%	100%	100%	100%	100%	100%
0% - 25%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Not Started	100%	100%	100%	100%	100%	100%	100%	100%	100%

AS-IS Process Maturity Matrix

Process Maturity Matrix

> **Description:** To design the Process Maturity Assessment Model for DFSA

> **Version:** 1.0

> **Date:** 24.01.2023

#	Maturity Level	Maturity Dimension				
		People	Process	Technology	Data	Services
1	L0 - Chaotic	L0 (Structure Position Role - NOT DEFINED; Focused Dedicated Resource - NOT ASSIGNED)	L0 (Procedure Process Activities - NOT DEFINED; Unified Instantiated Process - NOT EXECUTED)	L0 (Applications Integration Infrastructure - NOT DEFINED; Unified Automated Operations - NOT EXECUTED)	L0 (Sources Stores Interfaces - NOT DEFINED; Unified Intergrated Data - NOT EXECUTED)	L0 (Services Stakeholders Interfaces - NOT DEFINED; Unified Digital Services Orchestration - NOT DELIVERED)
2	L1 - Initial	L1 (Structure Position Role - PARTIALLY DEFINED; Focused Dedicated Resource - NOT ASSIGNED)	L1 (Procedure Process Activities - PARTIALLY DEFINED; Unified Instantiated Process - NOT EXECUTED)	L1 (Applications Integration Infrastructure - PARTIALLY DEFINED; Unified Automated Operations - NOT EXECUTED)	L1 (Sources Stores Interfaces - PARTIALLY DEFINED; Unified Intergrated Data - NOT EXECUTED)	L1 (Services Stakeholders Interfaces - PARTIALLY DEFINED; Unified Digital Services Orchestration - NOT DELIVERED)
3	L2 - Managed	L2 (Structure Position Role - DEFINED; Focused Dedicated Resource - PARTIALLY ASSIGNED)	L2 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - PARTIALLY EXECUTED)	L2 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - PARTIALLY EXECUTED)	L2 (Sources Stores Interfaces - DEFINED; Unified Intergrated Data - PARTIALLY EXECUTED)	L2 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED)
4	L3 - Standardised	L3 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED ; Performance KPIs Success Impact - NOT MEASURED)	L3 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Sources Stores Interfaces - DEFINED; Unified Intergrated Data - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - FULLY DELIVERED; Performance KPIs Success Impact - NOT MEASURED)
5	L4 - Controlled	L4 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED ; Performance KPIs Success Impact - MEASURED)	L4 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Sources Stores Interfaces - DEFINED; Unified Intergrated Data - PARTIALLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED; Performance KPIs Success Impact - MEASURED)
6	L5 - Optimised	L5 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED ; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Sources Stores Interfaces - DEFINED; Unified Intergrated Data - PARTIALLY EXECUTED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)

DIGITAL PROCESS: AS-IS PROCESS MATURITY MATRIX

The Process Maturity Matrix is used to evaluate the organisation's current processes based on the information captured as part of the data collection and process portfolio baseline activities.

The matrix is derived from industry best practices (Lean Six Sigma, CMMI, Process Excellence Network, Gartner Process Maturity Model) to evaluate each process on 5 key dimensions (People, Process, Technology, Data and Services). Each dimension has 6 levels defined, indicating whether the current state of a given process against each dimension is in the chaotic, initial, managed, standardised, controlled or optimised phase.

PROCESS MATURITY CRITERIA

#	Maturity Level	Maturity Dimension				
		People	Process	Technology	Data	Services
1	L0 - Chaotic	L0 (Structure Position Role - NOT DEFINED; Focused Dedicated Resource - NOT ASSIGNED)	L0 (Procedure Process Activities - NOT DEFINED; Unified Instantiated Process - NOT EXECUTED)	L0 (Applications Integration Infrastructure - NOT DEFINED; Unified Automated Operations - NOT EXECUTED)	L0 (Sources Stores Interfaces - NOT DEFINED; Unified Integrated Data - NOT EXECUTED)	L0 (Services Stakeholders Interfaces - NOT DEFINED; Unified Digital Services Orchestration - NOT DELIVERED)
2	L1 - Initial	L1 (Structure Position Role - PARTIALLY DEFINED; Focused Dedicated Resource - NOT ASSIGNED)	L1 (Procedure Process Activities - PARTIALLY DEFINED; Unified Instantiated Process - NOT EXECUTED)	L1 (Applications Integration Infrastructure - PARTIALLY DEFINED; Unified Automated Operations - NOT EXECUTED)	L1 (Sources Stores Interfaces - PARTIALLY DEFINED; Unified Integrated Data - NOT EXECUTED)	L1 (Services Stakeholders Interfaces - PARTIALLY DEFINED; Unified Digital Services Orchestration - NOT DELIVERED)
3	L2 - Managed	L2 (Structure Position Role - DEFINED; Focused Dedicated Resource - PARTIALLY ASSIGNED)	L2 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - PARTIALLY EXECUTED)	L2 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - PARTIALLY EXECUTED)	L2 (Sources Stores Interfaces - DEFINED; Unified Integrated Data - PARTIALLY EXECUTED)	L2 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED)
4	L3 - Standardised	L3 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Sources Stores Interfaces - DEFINED; Unified Integrated Data - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - FULLY DELIVERED; Performance KPIs Success Impact - NOT MEASURED)
5	L4 - Controlled	L4 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED; Performance KPIs Success Impact - MEASURED)	L4 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Sources Stores Interfaces - DEFINED; Unified Integrated Data - PARTIALLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED; Performance KPIs Success Impact - MEASURED)
6	L5 - Optimised	L5 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Sources Stores Interfaces - DEFINED; Unified Integrated Data - PARTIALLY EXECUTED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)

DIGITAL ORGANISATION: ASSESSMENT CRITERIA

The CMMI's SCAMPI method is leveraged to identify the process strengths and weaknesses and determine the process maturity level. The process assessment matrix comprises of 6 maturity levels against 5 dimensions (people, process, data, technology and services). The assessment evaluates the dimension on a set of 4 maturity rating criteria to identify the maturity level of the current process.

AS-IS PROCESS MATURITY



Process Maturity Matrix

> **Description:** To design the Process Maturity Assessment Model for DFSA
 > **Version:** 1.0
 > **Date:** 24.01.2023

#	Maturity Level	Maturity Dimension				
		People	Process	Technology	Data	Services
1	L0 - Chaotic	L0 (Structure Position Role - NOT DEFINED; Focused Dedicated Resource - NOT ASSIGNED)	L0 (Procedure Process Activities - NOT DEFINED; Unified Instantiated Process - NOT EXECUTED)	L0 (Applications Integration Infrastructure - NOT DEFINED; Unified Automated Operations - NOT EXECUTED)	L0 (Sources Stores Interfaces - NOT DEFINED; Unified Intergrated Data - NOT EXECUTED)	L0 (Services Stakeholders Interfaces - NOT DEFINED; Unified Digital Services Orchestration - NOT DELIVERED)
2	L1 - Initial	L1 (Structure Position Role - PARTIALLY DEFINED; Focused Dedicated Resource - NOT ASSIGNED)	L1 (Procedure Process Activities - PARTIALLY DEFINED; Unified Instantiated Process - NOT EXECUTED)	L1 (Applications Integration Infrastructure - PARTIALLY DEFINED; Unified Automated Operations - NOT EXECUTED)	L1 (Sources Stores Interfaces - PARTIALLY DEFINED; Unified Intergrated Data - NOT EXECUTED)	L1 (Services Stakeholders Interfaces - PARTIALLY DEFINED; Unified Digital Services Orchestration - NOT DELIVERED)
3	L2 - Managed	L2 (Structure Position Role - DEFINED; Focused Dedicated Resource - PARTIALLY ASSIGNED)	L2 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - PARTIALLY EXECUTED)	L2 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - PARTIALLY EXECUTED)	L2 (Sources Stores Interfaces - DEFINED; Unified Intergrated Data - PARTIALLY EXECUTED)	L2 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED)
4	L3 - Standardised	L3 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED ; Performance KPIs Success Impact - NOT MEASURED)	L3 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Sources Stores Interfaces - DEFINED; Unified Intergrated Data - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - FULLY DELIVERED; Performance KPIs Success Impact - NOT MEASURED)
5	L4 - Controlled	L4 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED ; Performance KPIs Success Impact - MEASURED)	L4 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Sources Stores Interfaces - DEFINED; Unified Intergrated Data - PARTIALLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED; Performance KPIs Success Impact - MEASURED)
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DIGITAL PROCESS: INDUSTRY BEST PRACTICES

The AS-IS Process Maturity Assessment Matrix is derived from elements from a number of industry best practices:

- Lean Six Sigma:** Principles of Lean and Sigma 6 focused on eliminating waste to improve business process flow.
- CMMI:** Structured approach to process improvement by providing model based on 5 levels of process maturity.
- Gartner Process Maturity Model:** Model based on 5 levels of process maturity from Ad hoc/chaotic to Integrated.
- TOGAF:** Architecture-led approach to design, implementation and governance of organisation's business processes.
- COBIT:** Control objectives to mitigate IT-related risks within process flows to ensure compliance to relevant standards.

PROCESS GOVERNANCE TAXONOMY

POLICY: A course of action to ensure effective governance over operations

CONTROL OBJ.: A requirement or objective the organisation wants to achieve

STANDARDS: Quantifiable statement on how to achieve a Control Objective

BASELINE CONFIG: Configuration specifications for systems

GUIDELINES: International best practices adopted to achieve the Control Objective

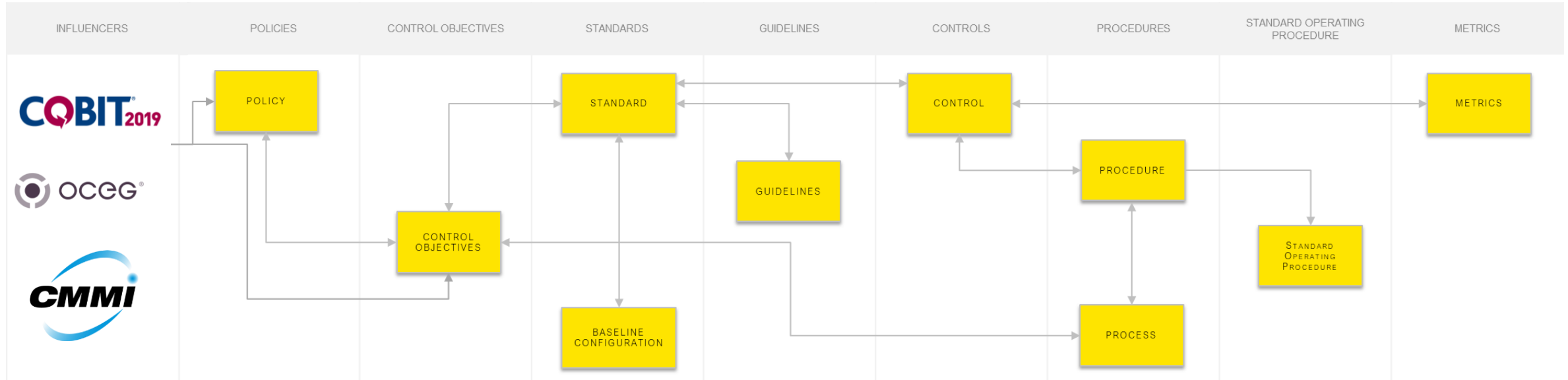
CONTROL: Invocation of a process to realise a Control Objective

PROCEDURE: Documented approach to achieve a Control Objective

PROCESS: A series of actions or steps taken to achieve a Control Objective

STD. OPERATING PROCEDURE: Instructions on how to carry out the operations

METRIC: Measurements identified to track performance



- Every Control Objective Maps to a Policy
- External & Internal Influencers shape Control Objectives
- Guidelines Support Applicable Standards

- Every Standard Maps to a Control Objective
- Every Control Maps to a Standard
- Every Risk Maps to a Control

- Every Procedure Maps to a Control
- Every SOP Maps to a Procedure
- Every Metric Maps to a Control

- Every Process Maps to a Procedure
- Every Process Maps to a Control Objective

DIGITAL ORGANISATION: POLICY METAMODEL

The governance taxonomy is a classification system designed in line with best practices to categorise and manage the various components of governance, including policies, procedures, standards, guidelines, and other related elements. The illustration above provides a holistic view of the governance taxonomy to drive better outcomes and improved GRC management across the organisation.

PROCESS MATURITY LEVELS

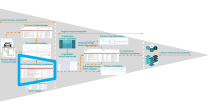
#	Maturity Level	Maturity Dimension				
		People	Process	Technology	Data	Services
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3	L2 - Managed	L2 (Structure Position Role - DEFINED; Focused Dedicated Resource - PARTIALLY ASSIGNED)	L2 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - PARTIALLY EXECUTED)	L2 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - PARTIALLY EXECUTED)	L2 (Sources Stores Interfaces - DEFINED; Unified Integrated Data - PARTIALLY EXECUTED)	L2 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED)
4	L3 - Standardised	L3 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Sources Stores Interfaces - DEFINED; Unified Integrated Data - FULLY EXECUTED; Performance KPIs Success Impact - NOT MEASURED)	L3 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - FULLY DELIVERED; Performance KPIs Success Impact - NOT MEASURED)
5	L4 - Controlled	L4 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED; Performance KPIs Success Impact - MEASURED)	L4 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Sources Stores Interfaces - DEFINED; Unified Integrated Data - PARTIALLY EXECUTED; Performance KPIs Success Impact - MEASURED)	L4 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED; Performance KPIs Success Impact - MEASURED)
6	L5 - Optimised	L5 (Structure Position Role - DEFINED; Focused Dedicated Resource - FULLY ASSIGNED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Procedure Process Activities - FULLY DEFINED; Unified Instantiated Process - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Applications Integration Infrastructure - DEFINED; Unified Automated Operations - FULLY EXECUTED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Sources Stores Interfaces - DEFINED; Unified Integrated Data - PARTIALLY EXECUTED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)	L5 (Services Stakeholders Interfaces - DEFINED; Unified Digital Services Orchestration - PARTIALLY DELIVERED; Performance KPIs Success Impact - MEASURED; Review Change Optimisation Lifecycle - ESTABLISHED)

- 01 Do you have the right components in place?
- 02 Is there a dedicated focus on the key components?
- 03 Is the performance of components measured?
- 04 Are the components reviewed and optimised?

DIGITAL ORGANISATION: PROCESS MATURITY

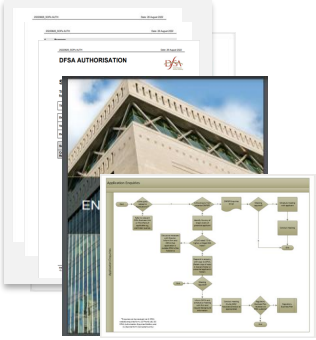
The process assessment method is designed based on the CMMI's SCAMPI to understand the underlying foundation and maturity of the process across people, process, technology, data and services dimensions. Each dimension is evaluated against 4 parameters to evaluate:

- Basic components
- Focus on key components
- Performance metrics
- Review & optimisation lifecycle



AS-IS PROCESS MATURITY

Organisational Inputs (Manuals, SOP and Process)



Process Portfolio Baseline

Process Maturity Assessment	Dimension 1	Dimension 2	Dimension 3	Dimension 4	Dimension 5	Score	Level	Recommendation
114 ENF.Complaints_Process Assessment	3	3	2	2	2	2.4	L2 - Managed	Redesign / Refactor
115 ENF.Enquiries_Process Assessment	1	1	1	1	0	0.8	L0 - Chaotic	Redesign / Replace
116 ENF.Whistle-blower Hotline_Process Assessment	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
117 ENF.Internal Referral_Process Assessment	2	2	2	1	2	1.8	L1 - Initial	Redesign
118 ENF.Internal Assistance_Process Assessment	0	1	2	2	1	1.2	L1 - Initial	Redesign
119 ENF.Intelligence_Process Assessment	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
120 ENF.Other Regulators or Agencies Reports_Process Assessment	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
121 ENF.CE Investigation Approval_Process Assessment	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
122 ENF.Evidence Gathering_Process Assessment	2	2	1	1	1	1.4	L1 - Initial	Redesign
123 ENF.Compelled requests_Process Assessment	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
124 ENF.Voluntary productions_Process Assessment	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
125 ENF.Onsite Inspections_Process Assessment	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
126 ENF.Compelled Interviews_Process Assessment	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
127 ENF.Voluntary Interviews_Process Assessment	2	2	2	1	1	1.6	L1 - Initial	Redesign
128 ENF.Open Source Intelligence_Process Assessment	2	2	1	1	1	1.4	L1 - Initial	Redesign
129 ENF.Supervision Material_Process Assessment	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
130 ENF.Expert Evidence_Process Assessment	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace

AS-IS Process Maturity Assessment

Process Maturity Assessment
 > **Description:** To assess the Process Maturity for DFSA
 > **Version:** 1.0
 > **Date:** 24.01.2023

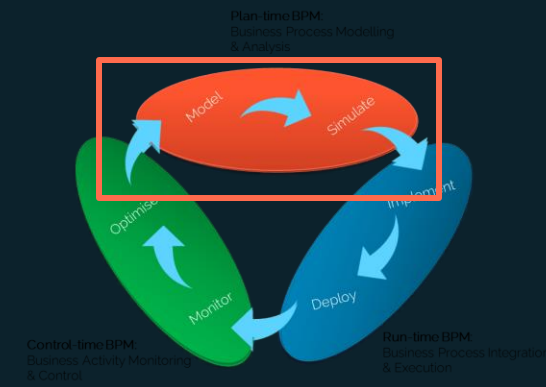
Dimension List	Dimension List	Dimension List	Dimension List	Dimension List	Score List	Level List	Recommendation List
L0 - 0	L0 - 0	L0 - 0	L0 - 0	L0 - 0	0	L0 - Chaotic	Redesign / Replace
L1 - 1	L1 - 1	L1 - 1	L1 - 1	L1 - 1	1	L1 - Initial	Redesign
L2 - 2	L2 - 2	L2 - 2	L2 - 2	L2 - 2	2	L2 - Managed	Redesign / Refactor
L3 - 3	L3 - 3	L3 - 3	L3 - 3	L3 - 3	3	L3 - Standardised	Refactor
L4 - 4	L4 - 4	L4 - 4	L4 - 4	L4 - 4	4	L4 - Controlled	Refactor / Reuse
L5 - 5	L5 - 5	L5 - 5	L5 - 5	L5 - 5	5	L5 - Optimised	Reuse

Assessment Control		Maturity Assessment								
#	Assessment Item	Business Flow Group	Maturity Rating (People)	Maturity Rating (Process)	Maturity Rating (Technology)	Maturity Rating (Data)	Maturity Rating (Service)	Maturity Rating (Score)	Maturity Rating (Level)	Maturity Rating (Recommendation)
114	ENF.Complaints_Process Assessment	Enforcement	3	3	2	2	2	2.4	L2 - Managed	Redesign / Refactor
115	ENF.Enquiries_Process Assessment	Enforcement	1	1	1	1	0	0.8	L0 - Chaotic	Redesign / Replace
116	ENF.Whistle-blower Hotline_Process Assessment	Enforcement	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
117	ENF.Internal Referral_Process Assessment	Enforcement	2	2	2	1	2	1.8	L1 - Initial	Redesign
118	ENF.Internal Assistance_Process Assessment	Enforcement	0	1	2	2	1	1.2	L1 - Initial	Redesign
119	ENF.Intelligence_Process Assessment	Enforcement	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
120	ENF.Other Regulators or Agencies Reports_Process Assessment	Enforcement	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
121	ENF.CE Investigation Approval_Process Assessment	Enforcement	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
122	ENF.Evidence Gathering_Process Assessment	Enforcement	2	2	1	1	1	1.4	L1 - Initial	Redesign
123	ENF.Compelled requests_Process Assessment	Enforcement	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
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125	ENF.Onsite Inspections_Process Assessment	Enforcement	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
126	ENF.Compelled Interviews_Process Assessment	Enforcement	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
127	ENF.Voluntary Interviews_Process Assessment	Enforcement	2	2	2	1	1	1.6	L1 - Initial	Redesign
128	ENF.Open Source Intelligence_Process Assessment	Enforcement	2	2	1	1	1	1.4	L1 - Initial	Redesign
129	ENF.Supervision Material_Process Assessment	Enforcement	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace
130	ENF.Expert Evidence_Process Assessment	Enforcement	0	0	0	0	0	0	L0 - Chaotic	Redesign / Replace

DIGITAL PROCESS: AS-IS PROCESS MATURITY ASSESSMENT

The AS-IS Process Maturity Assessment is conducted to evaluate and understand the current process maturity of the DFSA's core operations and recommend actions. This will enable the organisation to optimise operations, reduce costs, and improve performance for the core departments.

The processes captured are analysed to identify the average maturity of each process against the 5 dimensions. The process optimisation recommendations are defined based on the maturity level of the process. These actions are executed as part of Target Process Landscape design.

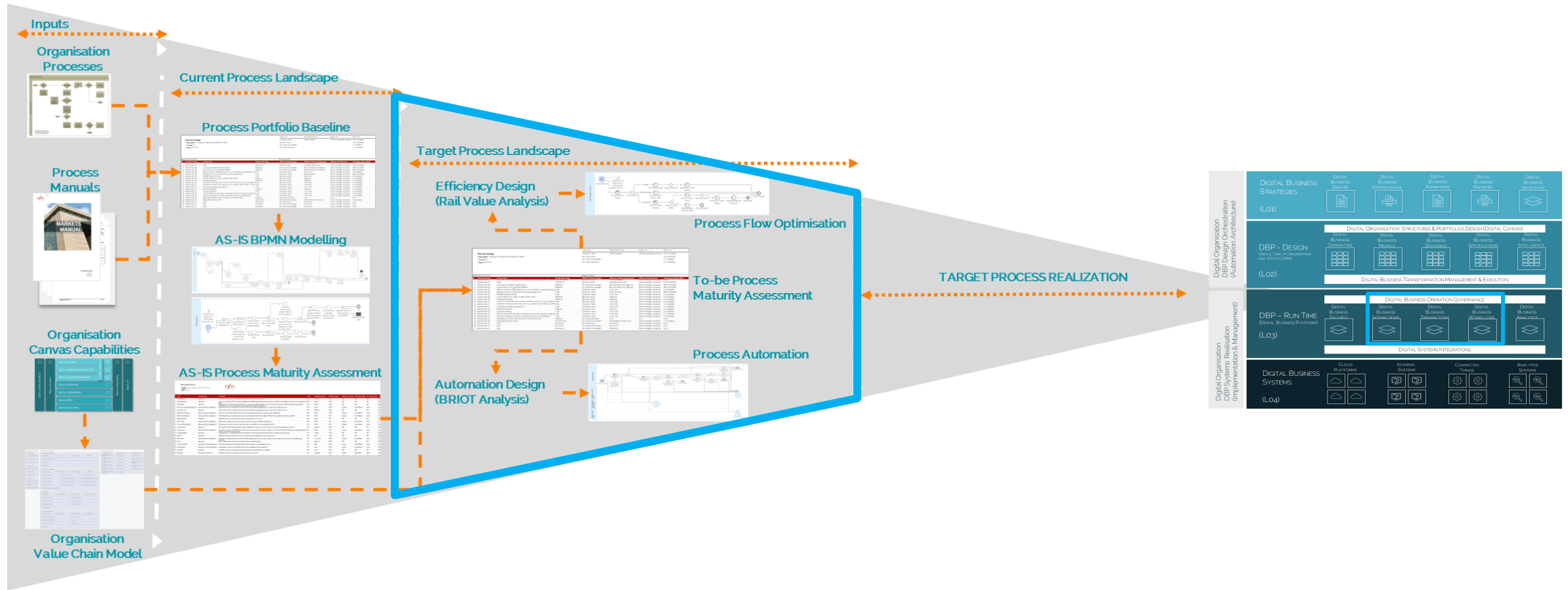


03.07

BPM 4.0 STAGE 01 (TO-BE MODELLING)

Process Architecture

TARGET PROCESS DESIGN



DIGITAL DFSA: TARGET PROCESS LANDSCAPE

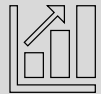
Leveraging the findings of current process maturity assessment, the DFSA processes are designed to identify opportunities for automation and improving efficiency.

The RVA analysis and RIOT analysis helps in identifying key areas of process optimisation to enable DFSA to become a digital organisation. The analysis is conducted on each of the process items (task, sub-process, activities) within the process.

ANALYSIS METHODOLOGY (RVA)



Customer Value



Business Value

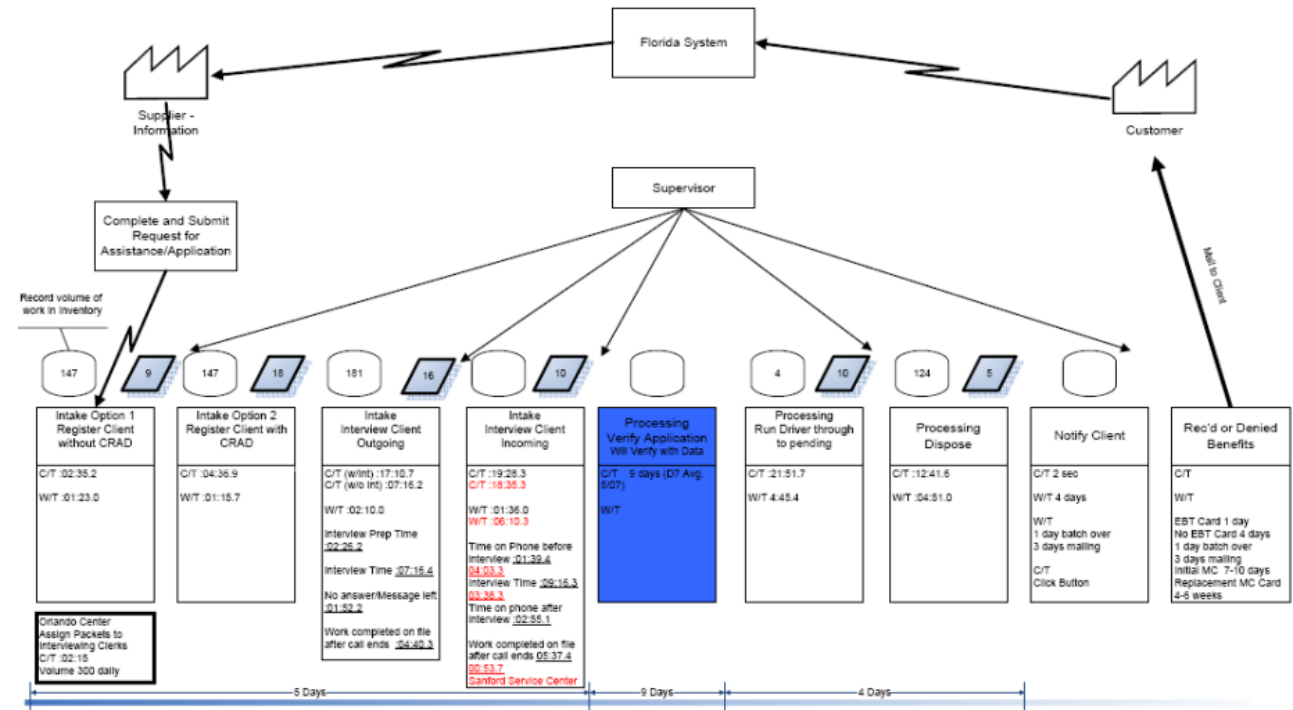


No Value (Consolidate)



No Value (Eliminate)

“As Is” Value Stream Map – Access Process Flow



PROCESS EFFICIENCY:

RVA APPROACH

Real Value Analysis identifies whether each business process item provides business or customer value to the organisation's services. This analysis enables to identify the value driven process items and eliminate or consolidate other process items. Each process item can be mapped to either of the four categories:

- Customer Value: Process item meets an expectation or need of the customer
- Business Value: Process item meets meet an expectation or need of the business
- No Value (Consolidate): Two or more process items can be consolidated into a single item
- No Value (Eliminate): Eliminate the process item from the process as it delivers no value

RIIOT METHODOLOGY

DFSA Digital Organization 12x Domains of Capabilities



Emerging Technology within the Financial Regulatory Market

All emerging regulatory technology will be integrated into the Core Business domain to optimise organization value creation mechanisms

Smart Warehousing	Autonomous Vehicles	Drone Delivery	Electric Vehicles
Digital Twin	3D Printing	Artificial Intelligence	Data Lakehouse

PROCESS AUTOMATION: RIIOT APPROACH

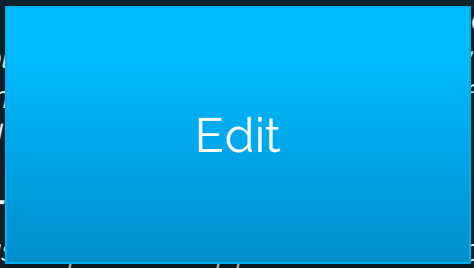
The Core Business enables an organization to structure and organize their current value creating capabilities as well as explore different avenues for growth. The Core Business is utilized to design and optimize an organizations core value proposition.

As DFSA digitalizes itself, it must be enabled technology across the entire operation. Technology required for the DFSA operations cuts across Robotics, Information, Operational and Things (Internet of Things). The DFSA Digital Transformation program must account and enable all required technology to achieve this. DFSA is already considering digitalizing it's transformation through the establishment of fully automated super sortation centers.

PROCESS AUTOMATION | CORE (RIIOT SYSTEMS)


Digitalising Operation

As part of its growth plans, DFSA will increase its adoption of technology across all aspects of operation. From IT to IoT, OT (Operational Technology) and Robotics, technology requires a Techno design, implementation of systems at pace and



Digital IT

DFSA must technology operations to switch scope and scale from current base IT Services to enable the Digital Business and Digital Organization aspirations of DFSA.



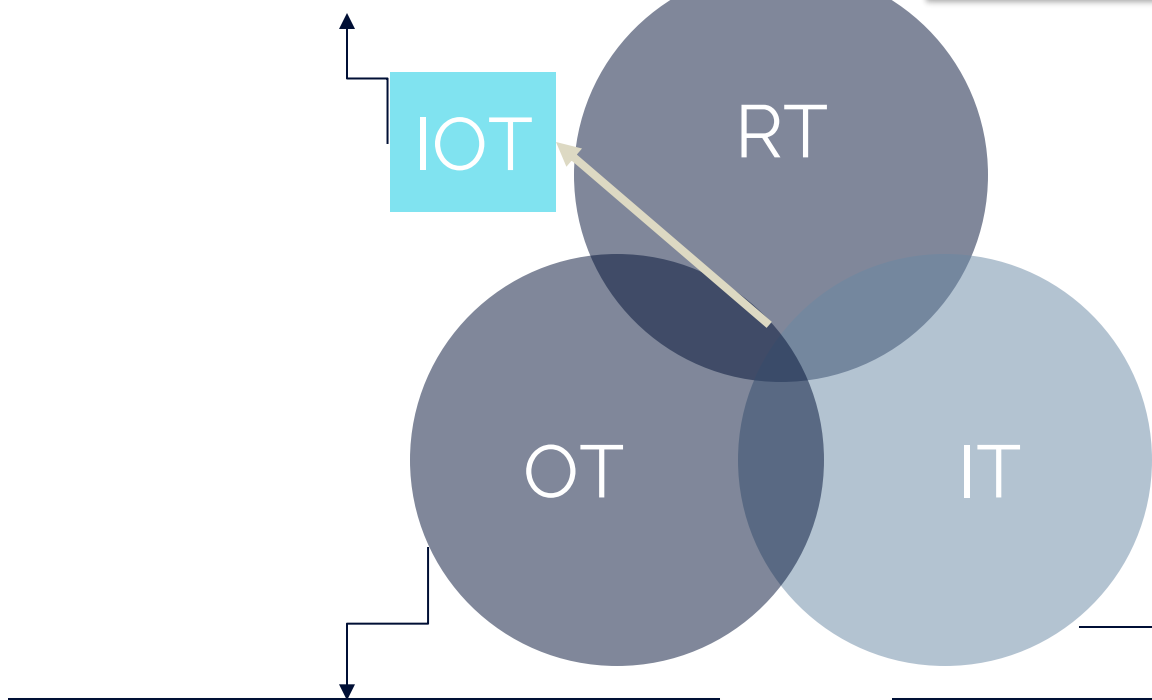
Internet of Things (IOT) Benefits

- Enables Smart Devices
- Decentralizes Information & Activity Processing
- Streamlines Processes through Automation



Robotic Technology (RT) Benefits

- Automate Recurring Processes
- Higher Rate of Efficiency Throughout the Organization
- Accelerate Sales Cycles



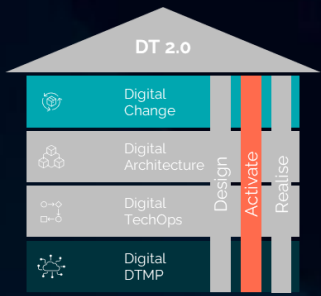

Operational Technology (OT) Benefits

- Ensures scalability within an organization
- Increases Organizational Productivity
- Allows Access to Real Time Information Regarding the Production Process.



Information Technology (IT) Benefits

- Improves Organizational Visibility Regarding its Operating Processes
- Improved Analytics Creation Mechanisms
- Streamline Communication and Collaboration



Section 04

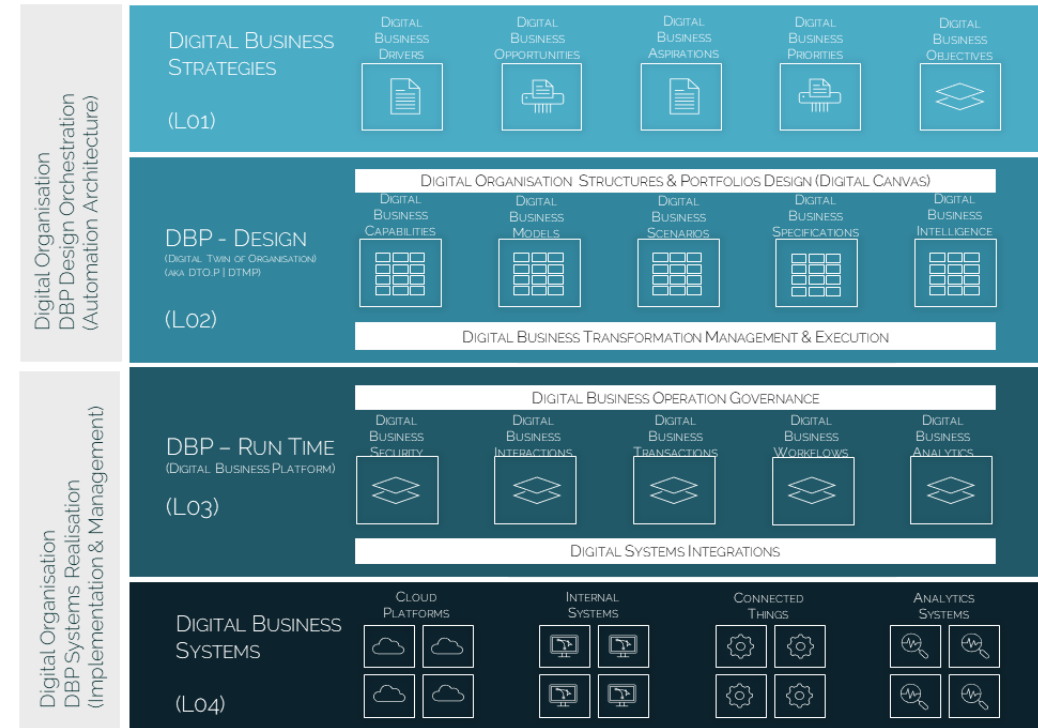
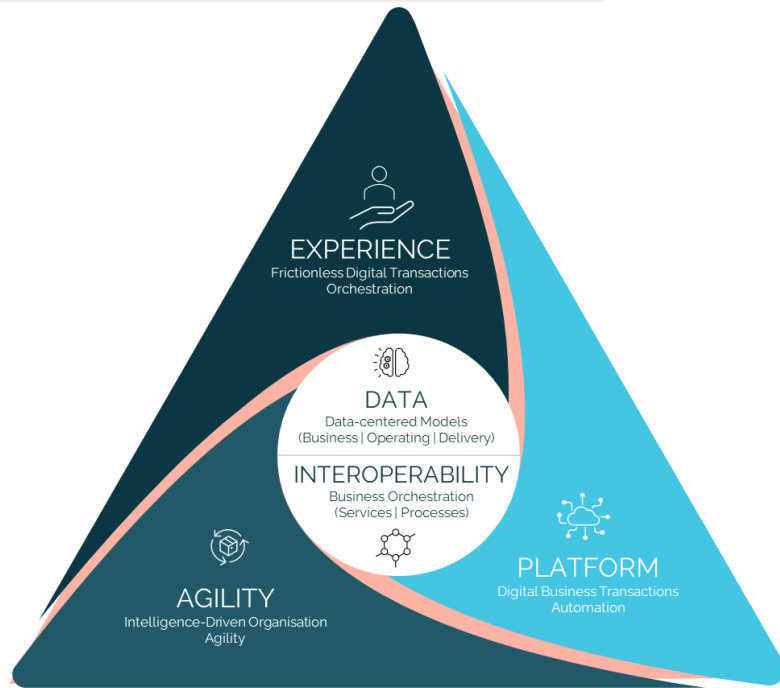
DIGITAL DFSA ROADMAP

04.01

DBP REALISATION

What is the strategy for DBP Realisation?

DIGITAL ORGANISATION DESIGN

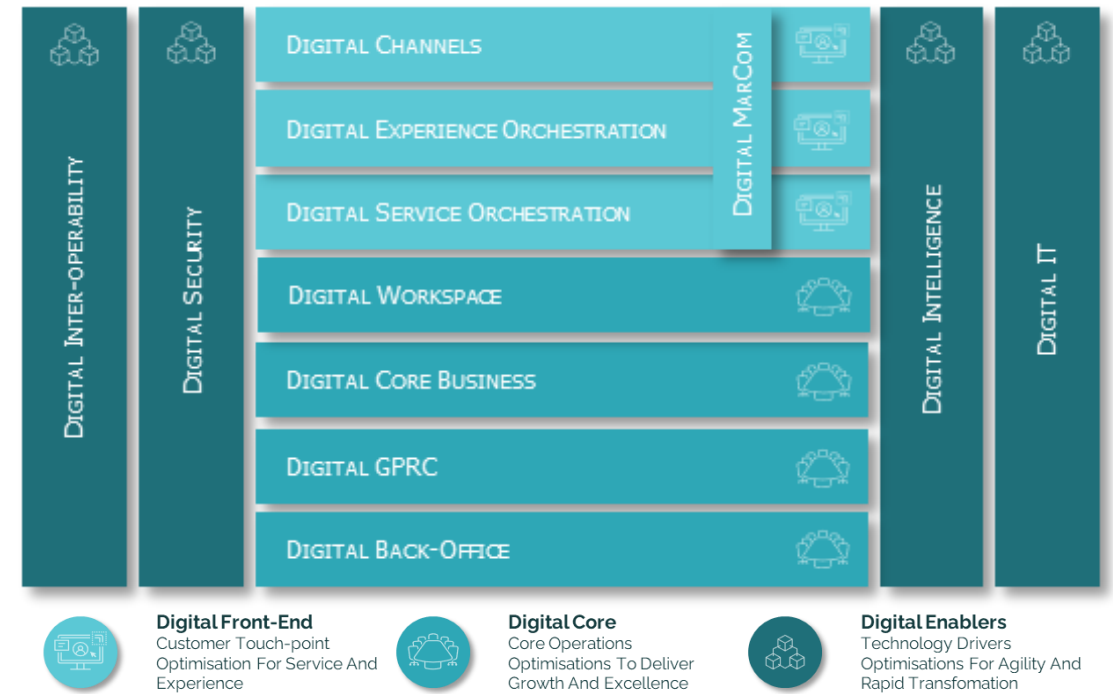


DIGITAL DFSA: TARGET ORGANISATION

The foundation for digital transformation in any organisation is built upon five key competencies. The core competencies are crucial for the smooth functioning of any digital organisation

The implementation of the Digital DFSA operation occurs through a Digital Business Platform (DBP) that is structured into four distinct levels. These levels encompass all the necessary functions for the transformation of DFSA, enabling efficient achievement of the Target Organisation's goals. The roadmap outlines the specific projects and initiatives required to reach the desired state of the DBP for DFSA.

DIGITAL ORGANISATION CAPABILITIES



DIGITAL DFSA: DIGITAL CAPABILITIES

By understanding the capabilities that DFSA currently has and analysing the future capabilities needed for the organisation, the target architecture required to achieve DFSA technology aspirations can be developed.

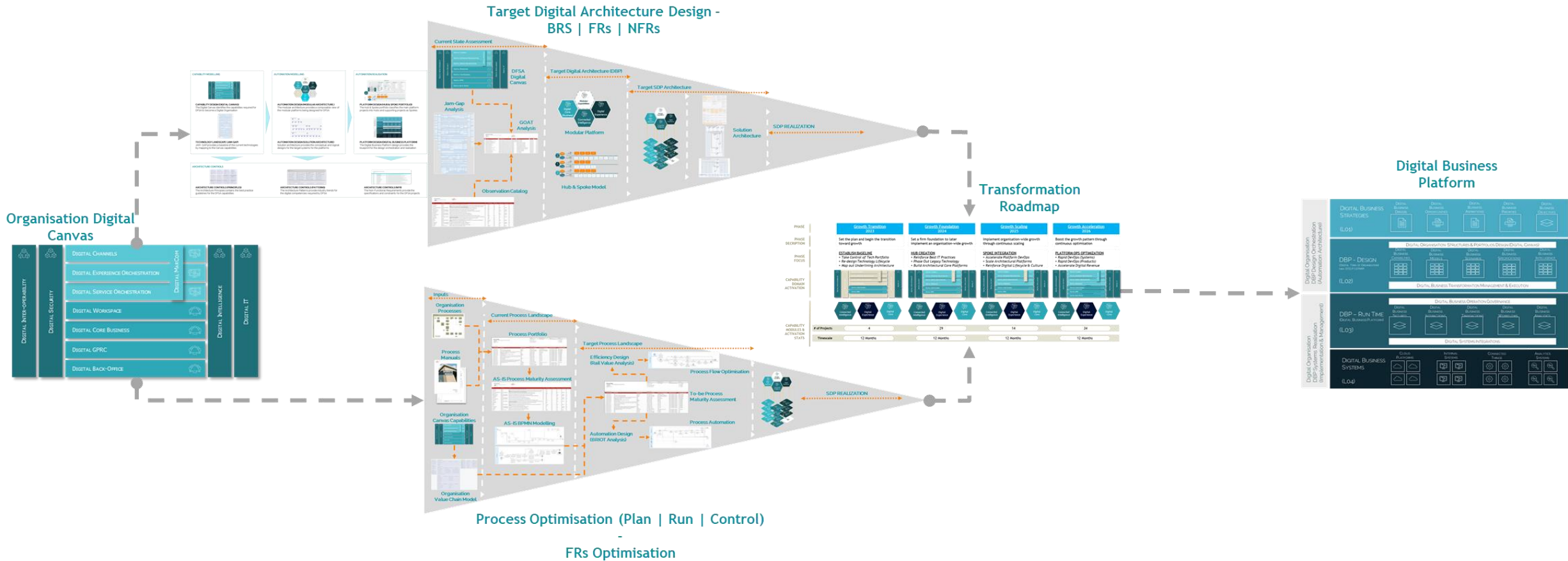
The core digital capabilities are derived from the analysis of the organisation's strategy, structure, products, services as per the market trends and industry best practices. The DFSA Digital Canvas shows the digital capability domains obtained after the Capability Model Analysis.

04.02

ROADMAP METHOD

What is the approach to DBP Realisation?

DIGITAL ORGANISATION REALISATION



DIGITAL DFSA: REALISATION ROADMAP

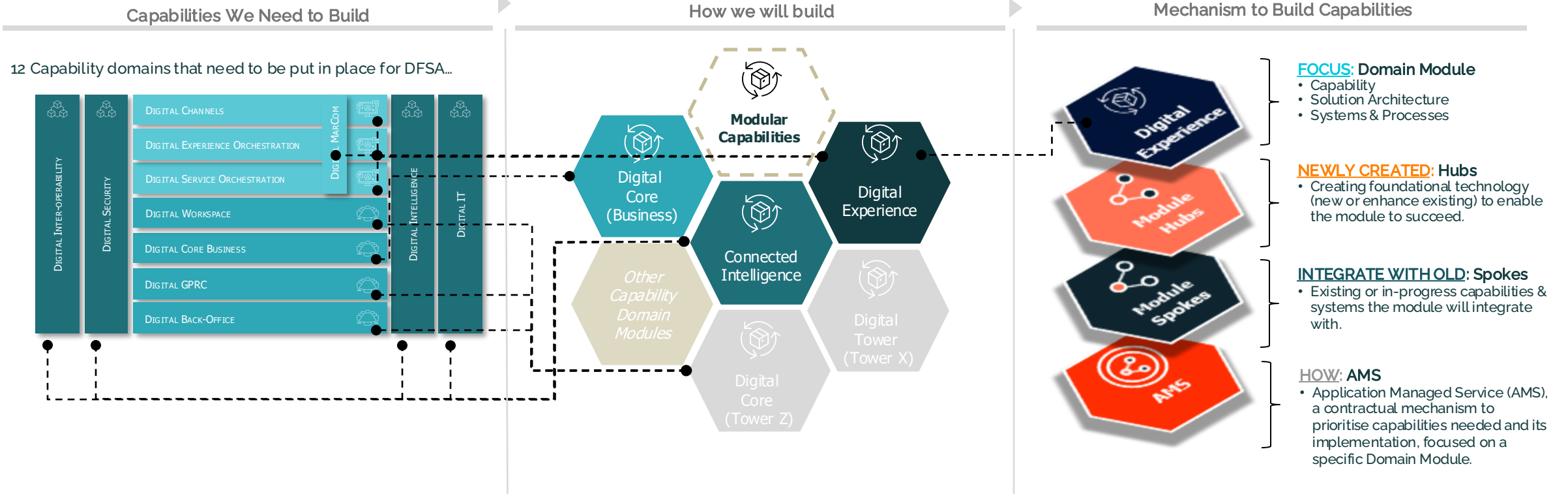
The journey towards the DBP involves an understanding of the existing business environment and the technology landscape, including identifying the current processes and applications that are in use, and any potential gaps or areas for improvement. The successful implementation of the DBP will help DFSA streamline their operations, enhance their customer experience, and sustain in a rapidly evolving and competitive business landscape.

04.03

PLATFORM TOWERS

What are the streams involved in DBP realisation?

DIGITAL ROADMAP REALISATION



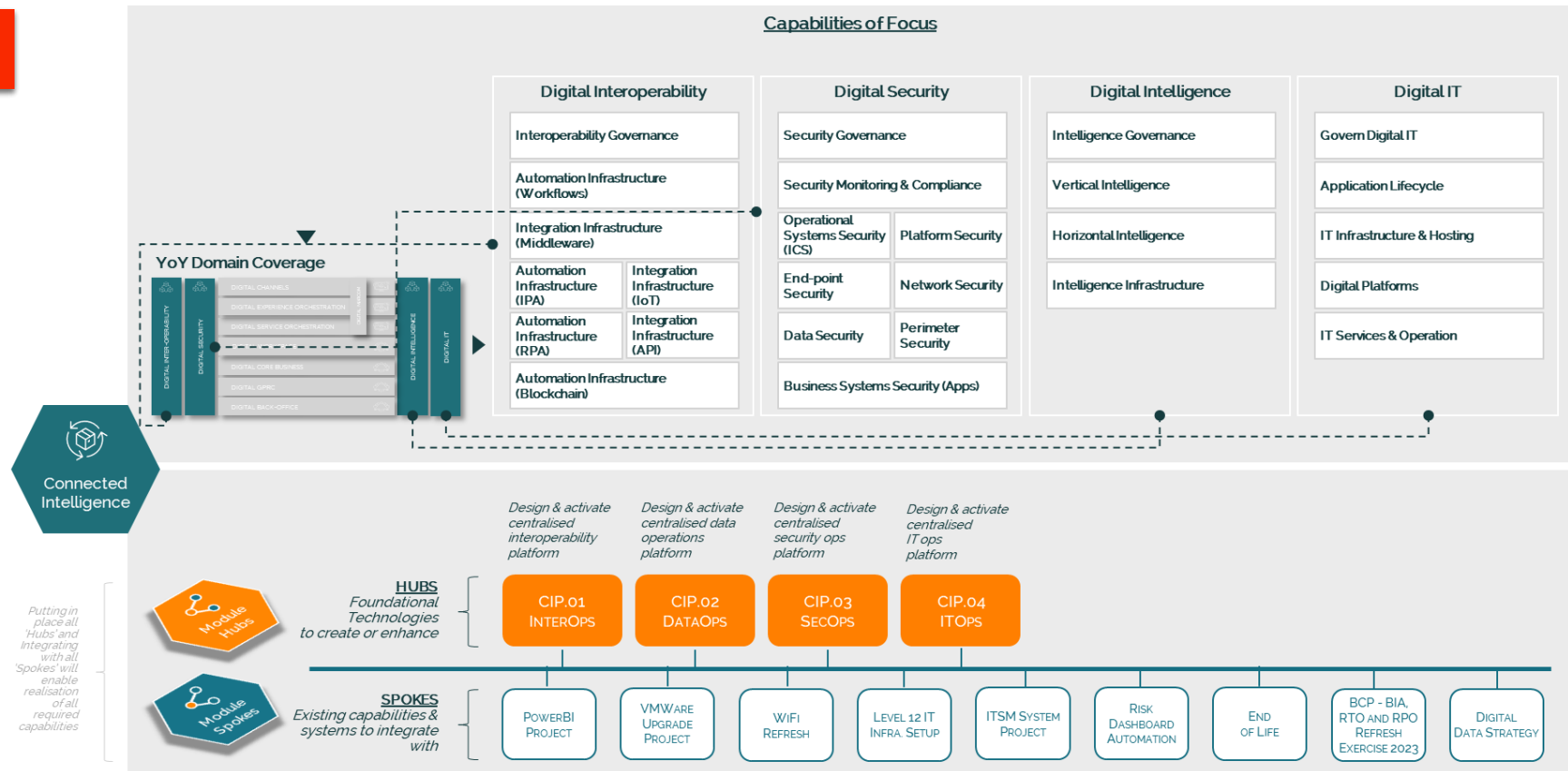
DIGITAL DFSA: TOWER STREAMS

The digital canvas constitutes of 3 towers of the modular platform, namely, Connected intelligence, Digital Experience, Digital Core. These platform towers comprise of modular hubs and spokes which are activated through Application Managed Services (AMS).

The Hub & Spoke model enables the activation of the digital towers. The prioritization involves identification of new projects, integration with existing projects and the activation of these projects through Application Managed Service (AMS).

INTELLIGENCE H.A.S MODEL

Hub and Spoke (H.A.S)
 > Intelligence Platform (CIP)



DIGITAL DFSA: CONNECTED INTELLIGENCE INITIATIVES

The connected intelligence initiatives are at the heart of digitising the operations. The Platform consists of three core hub platforms & connects to other ongoing business initiatives to deliver an integrated technology operations. These platforms are core enablers to other technology platforms within DFSA.

- InterOps: Design & activate interoperability platform to manage shared components (AI, RPA, Analytics)
- DataOps: Design & activate data operations platform manages solution data lifecycle & infrastructure
- SecOps: Design & activate digital security operations platform
- ITOps: Design & activate digital IT operations platform

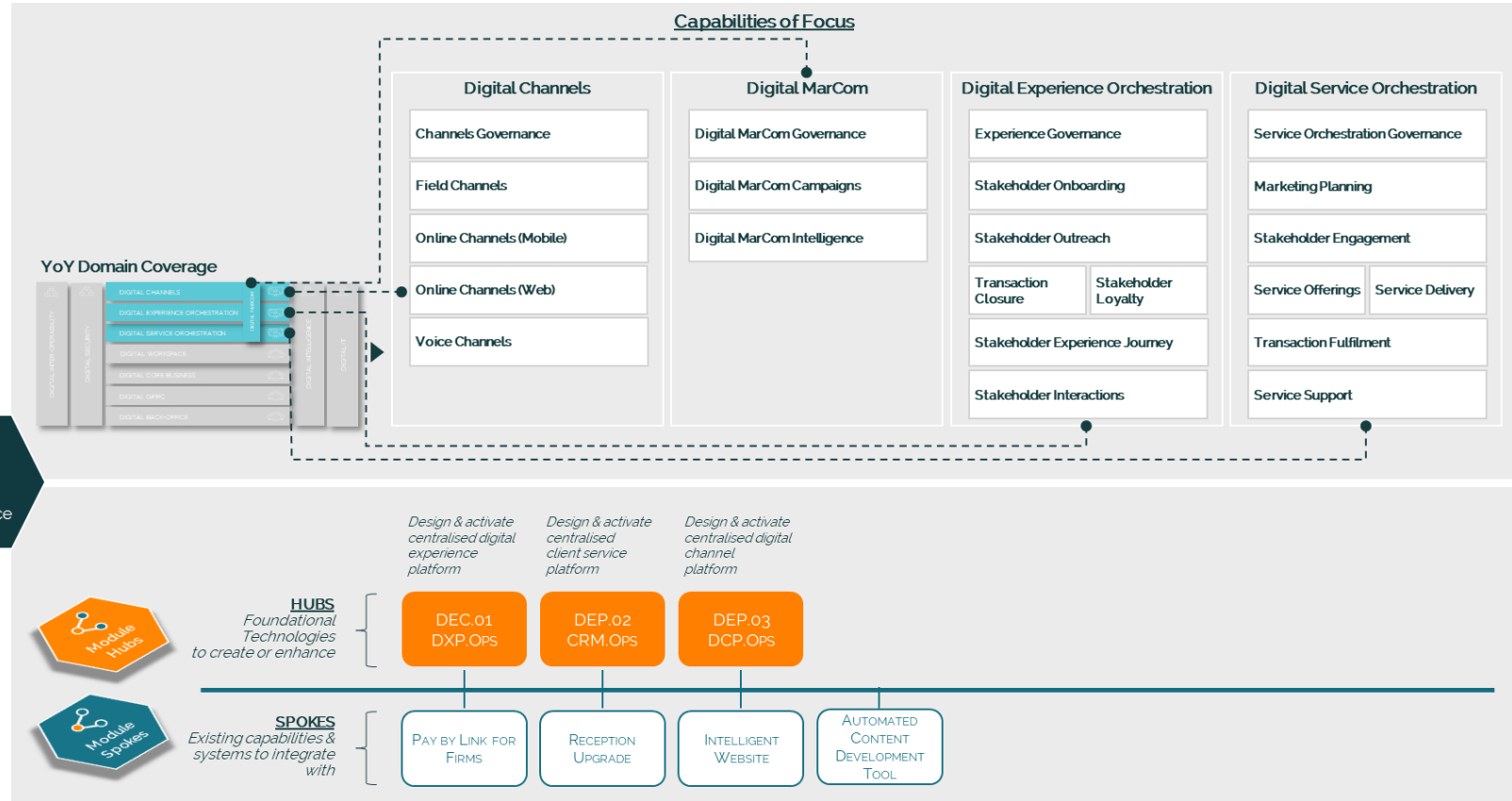
(*) Note: The spoke initiatives have been analysed from the DFSA Projects Tracker document (obtained from the Data Collection Activities)

EXPERIENCE H.A.S MODEL

Hub and Spoke (HAS) > Experience Platform (DEP)



Putting in place all 'Hubs' and Integrating with all 'Spokes' will enable realisation of all required capabilities



DIGITAL DFSA: DIGITAL EXPERIENCE INITIATIVES

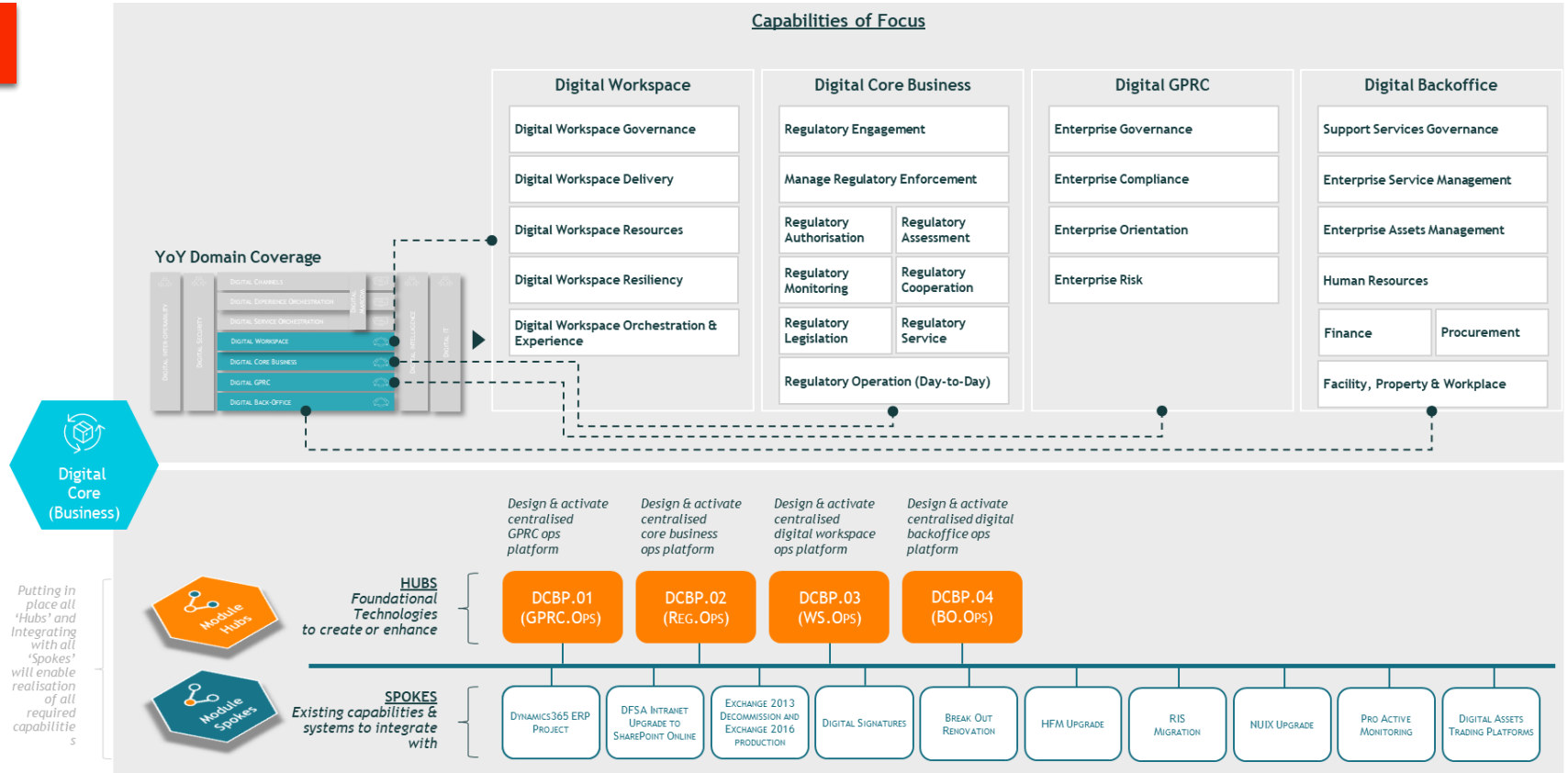
The DFSA Digital Experience initiatives accelerate and promote the development of digital front-end experience as a focus to improve user retention and journey. Projects focused on enhancing client engagements in the digital domain are reconciled in the core digital transformation experience initiatives.

- CRMops: Design & activate centralised client relationship platform to manage clients
- DXPOps: Design & activate centralised digital experience platform to manage stakeholders
- DCPOps: Design & activate centralised digital commerce platform to manage compliance as a service

(*) Note: The spoke initiatives have been analysed from the DFSA Projects Tracker document (obtained from the Data Collection Activities)

DIGITAL CORE H.A.S MODEL

Hub and Spoke (HAS)
 > Core Business Platform (DCBP)



DIGITAL DFSA: CORE BUSINESS INITIATIVES

The DFSA Digital Core Business initiatives accelerate and automate the core functions of the organisation. By executing projects focusing on the various areas of the digital core domain, the market regulation compliance, enforcement and supervisory activities are enriched/maintained.

- Gov.Ops: Design & activate centralised governance operations management platform
- Reg.Ops: Design & activate centralised regulation operations management platform
- DWS.Ops: Design & activate centralised digital workspace management platform
- BO.Ops: Design & activate centralised digital back-office management platform

(*) Note: The spoke initiatives have been analysed from the DFSA Projects Tracker document (obtained from the Data Collection Activities)

04.04

MASTER PRACTICE

What operational groups are leveraged for DBP realisation?

TRANSFORMATION BACKLOG

Transformation Initiatives	Est. Budget (AED)	2023 (Y0 - Digital Design)				2024 (Y1 - Digital Foundation)				2025 (Y2 - Digital Realisation)				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Digital Experience														
DXPOps														
DXP: Digital Experience Platform (Unified Portal for Firms)	AED 300,000													
DCP: Digital Channels Extension (Mobile & Bots)	AED 300,000													
CRMOps														
SDP: Service Delivery Platform (RIS Migration - Part 1)	AED 1,500,000													
SDP: Service Delivery Platform (Workflows)	AED 600,000													
Core Business														
WorkspaceOps														
DWS: Digital Platform for Staff (Workspace Deployment)	AED 400,000													
DWS: Digital Platform for Staff (Unified Portal for Services)	AED 400,000													
RegOps														
Reg 4.0: Core Platform Re-platforming (RIS Migration - Part 2)	AED 1,500,000													
Reg 4.0: Core Platform Extension & Integration	AED 500,000													
GPRCOps														
DBP: Digital Transformation Design (Stage 1 - Roadmap)	AED 700,000													
DBP: Digital Transformation Design (Stage 2 - Source)	AED 300,000													
CPM: Corporate Performance Management	AED 400,000													
Connected Intelligence														
DataOps														
DIG: Establish Data Architecture & Governance	AED 200,000													
DQE: Build Data Warehouse (for EPRS Submissions)	AED 1,000,000													
DID: Enable Cross Organization Analytics	AED 800,000													
InterOps														
API 4.0: Build & Deploy API and Interoperability Layer	AED 600,000													
BPM 4.0: Optimise and Automate Foundation Layer	AED 1,200,000													
ITOps														
DTMO: Establish Digital Transformation Office (IT)	AED 500,000													
EA 4.0: Design & Build Architecture and Governance	AED 700,000													
DevOps: Deploy Agile Application Lifecycle Management	AED 200,000													
Cloud: Design Digital Hosting Architecture & Plan Migration	AED 200,000													
SecOps														
SecGov: Establish Disaster Recovery & Business Continuity	AED 300,000													
CIAM: Optimise Customer Identity & Access Security	AED 600,000													

Stream 01: Digital Experience

The Digital Experience Transformation Stream focuses on improving regulatory service orchestration and delivery to registered entities to enable frictionless regulatory transactions.

- CRMOps: Activate a centralized customer relationship platform to manage entities & consultants
- DXPOps: Establish a customer-centric platform to manage internal and external stakeholders
- OptiChannelOps: Establish integrated customer experience across multiple channels
- MarComOps: Establish real-time and personalized regulatory service marketing

Stream 02: Digital Core

The Digital Core Transformation Stream focuses on accelerating and automating core operations of the organization to provide strong, fair, and world-class regulation.

- DWSOps: Establish and orchestrate employee-centric workspace operations
- RegOps: Orchestrate digitalization of the regulatory operations and services
- GPRCOps: Establish enterprise governance, risk, projects & compliance management platform
- BackOfficeOps: Establish centralized and integrated back-office service management

Stream 03: Connected Intelligence

The Connected Intelligence Transformation Stream focuses on the orchestration of organization-wide operational digitalization through optimized technologies, services, competencies, & processes.

- InterOps: Enable integrated and automated process orchestration
- SecOps: Establish efficient security governance, monitoring and management
- ITOps: Establish agile and automated technology operations
- DataOps: Establish efficient and effective data management and insights

DIGITAL DFSA: OPERATIONS GROUPING

The implementation of Digital DFSA involves various projects, and these projects are organised into an operations grouping that classifies them based on their specific practices and initiatives. There are a total of 9 operations grouping which form the projects for the DFSA Digital Transformation.

TRANSFORMATION INITIATIVES



Transformation Backlog

- > **Description:** To plan the transformation backlog for DFSA
- > **Version:** 1.0
- > **Date:** 27.03.2023

Phase List	Gap List	Impact List
Phase 0 (Transition)	All in Place	Direct Impact
Phase 1 (Foundation)	Some Gaps	Indirect Impact
Phase 2 (Scaling)	Major Gaps	No Impact
Phase 3 (Acceleration)	Not Observed	

Overview					Backlog Priority	
Practice Initiative	Master Practice	Practice	Practice Type	Practice Phase (Reference)	Practice Priority (Gap Rating)	Practice Priority (SDP Impa
AI Enabled Marketing Design	Digital Service Orchestration	AI Enabled CRM Transformation	Infrastructure Use Case	Scaling	Not Observed	Indirect
AI Enabled Sales Design	Digital Service Orchestration	AI Enabled CRM Transformation	Infrastructure Use Case	Scaling	Not Observed	Indirect
AI Enabled CRM Transformation Design	Digital Service Orchestration	AI Enabled CRM Transformation	Infrastructure Use Case	Scaling	Not Observed	Indirect
ALM and DevOps Design	Digital IT	ALM and DevOps Transformation	Infrastructure	Foundation	Not Observed	Indirect
Deep Architecture Analysis & Rationalization	Digital IT	ALM and DevOps Transformation	Infrastructure	Foundation	Not Observed	Indirect
App Modernisation & Migration	Digital IT	ALM and DevOps Transformation	Infrastructure	Foundation	Not Observed	Indirect
Agile ALM & CI Optimisation	Digital IT	ALM and DevOps Transformation	Infrastructure	Foundation	Some Gaps	Indirect
API & Services Integration	Digital Inter-Operability & Automation	API 4.0	Infrastructure	Foundation	Not Observed	Direct
API & Services Design	Digital Inter-Operability & Automation	API 4.0	Infrastructure	Foundation	Some Gaps	Direct
Open API & Services Design	Digital Inter-Operability & Automation	API 4.0	Infrastructure	Foundation	Not Observed	Direct
API & Services Governance Infrastructure Design	Digital Inter-Operability & Automation	API 4.0	Infrastructure	Foundation	Not Observed	Direct
Application Development Security Design	Digital Security	Application Security Design & Optimisation	Infrastructure	Scaling	Not Observed	Indirect
Application Security Design	Digital Security	Application Security Design & Optimisation	Infrastructure	Scaling	Not Observed	Indirect
Application Release Security Optimisation	Digital Security	Application Security Design & Optimisation	Infrastructure	Scaling	Not Observed	Indirect
Application Security Testing Optimisation	Digital Security	Application Security Design & Optimisation	Infrastructure	Scaling	Not Observed	Indirect
Digital Currency (Stable Coins) Enablement	Digital Inter-Operability & Automation	Blockchain Orchestration	Infrastructure	Scaling	Not Observed	Indirect
Blockchain Design	Digital Inter-Operability & Automation	Blockchain Orchestration	Infrastructure	Scaling	Not Observed	Indirect
Smart Contracts (Ricardian Contract) Enablement	Digital Inter-Operability & Automation	Blockchain Orchestration	Infrastructure	Scaling	Not Observed	Indirect
Security Token Offerings (STO) Enablement	Digital Inter-Operability & Automation	Blockchain Orchestration	Infrastructure	Scaling	Not Observed	Indirect
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


DIGITAL DFSA: INITIATIVES BACKLOG

The practices are used to map the backlog of initiatives, which then form projects for activating digital DFSA. These projects are phased into different years, taking into consideration factors such as digital impact, stakeholder priority, Gap rating, and strategic impact. Each phase focuses on digital enablers first, followed by the digital experience and core business operations.

DIGITAL DFSA: OPPORTUNITIES BACKLOG

The observations from stakeholder engagements, data collected and analysis of the current DFSA operations provide the key inputs to identify and prioritise initiatives to resolve current gaps and opportunities and activate the realisation of the DBP.



	PEOPLE 	PROCESS 	TECHNOLOGY 	DATA 	SERVICES 
FRONT-END 	<p>Undefined channel strategy leading to inefficiencies and inconsistencies in customer relationship management</p>	<p>Channels not configured to engage with or capture feedback and enquiries from the customers</p>	<p>Lack of Omni Channel design impeding transparency on applications & documents submitted through E-portal</p>	<p>Customer journey and experience must be optimised by leveraging data to drive customer acquisition & retention</p>	<p>Lack of customer voice services in E-portal to engage with DFSA impedes customer experience and their retention</p>
CORE 	<p>Capacity constraints leading to challenges in operational effectiveness</p>	<p>Data inaccuracies and lack of system integration impeding process automation and leading to operational delays</p>	<p>Legacy systems not able to meet the growing regulatory operational demand due to lack of system integration and data management</p>	<p>Data is not managed to provide visibility into operational challenges & issues, and to enable operational efficiency</p>	<p>Regulatory services are not aligned with latest technology innovations due to lack of Digital Business Design</p>
ENABLERS 	<p>Lack of system user documentation and experience leading to inefficient usage of the systems by the team</p>	<p>Lack of BPM Design & Workflow Orchestration impedes process automation and efficiency</p>	<p>Lack of IT Portfolio & Performance Optimisation leading to resource inefficiencies and impeding data utilisation</p>	<p>Lack of Data Quality & Engineering Design and Data Governance creates data siloes and impedes data driven regulatory operations</p>	<p>Lack of Identity Governance Design & Optimisation for internal and external users could potentially lead to misuse and confidentiality issues</p>

(* Note: Customers refer to Consultants and entities registering/registered in DFSA

DIGITAL DFSA

Transformation Backlog

> Description: To plan the transformation backlog for DFSA

> Version: 1.0

> Date: 27.03.2023



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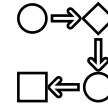
SDP Impact:

Prioritisation based on key initiatives for a digital organisation



Stakeholder Impact

Prioritisation based on key stakeholder priorities



Strategic Impact:

Prioritisation based on the strategic plan for DFSA



GOAT Impact

Prioritisation based on key gaps observed in DFSA

Prioritisation Criteria

DIGITAL DFSA: PRACTICE PRIORITISATION

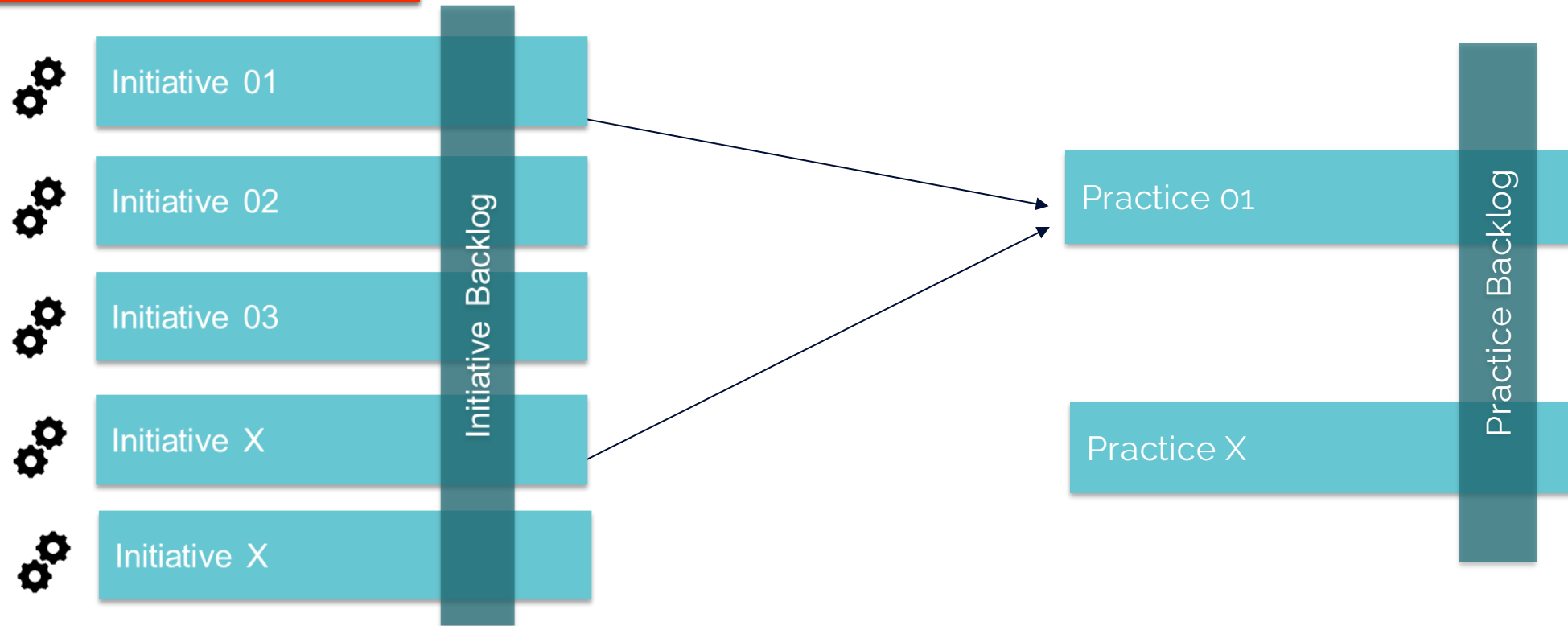
The prioritisation of initiatives in the initiative backlog is determined by key prioritisation methods, which have an impact on the priority assigned to each initiative. The initiatives are initially narrowed down by identifying the key gaps observed in DFSA. Further refinement occurs by considering stakeholder priorities aligned with the strategic goals of DFSA and identifying the essential initiatives necessary for a digital organisation.

04.05

PROJECTS

What are the attributes that constitute a project?

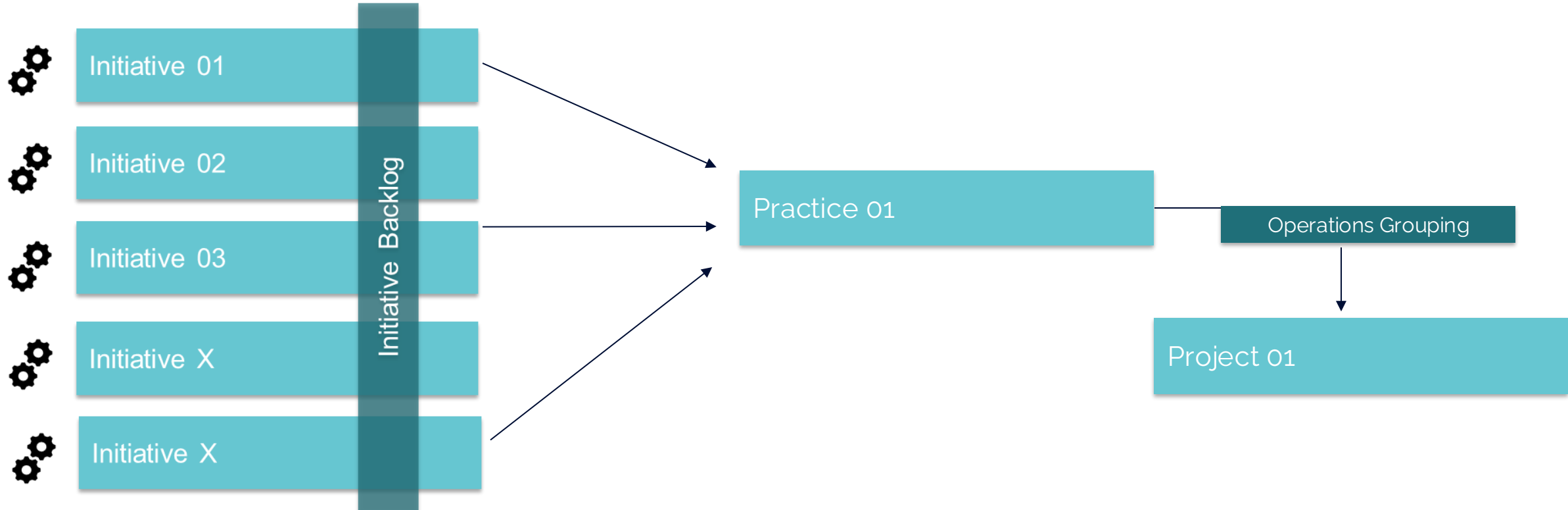
PROJECT INITIATIVES



DIGITAL DFSA: PRACTICE METHOD

A practice is a collection of initiatives that are selected from the transformation initiative backlog. It represents a cohesive set of activities and projects aimed at addressing a specific aspect or domain within the overall digital transformation process. Practices are designed to bring focus and structure to the implementation of initiatives by grouping related projects together. These initiatives are carefully chosen based on their relevance and contribution to achieving specific goals or objectives within the practice.

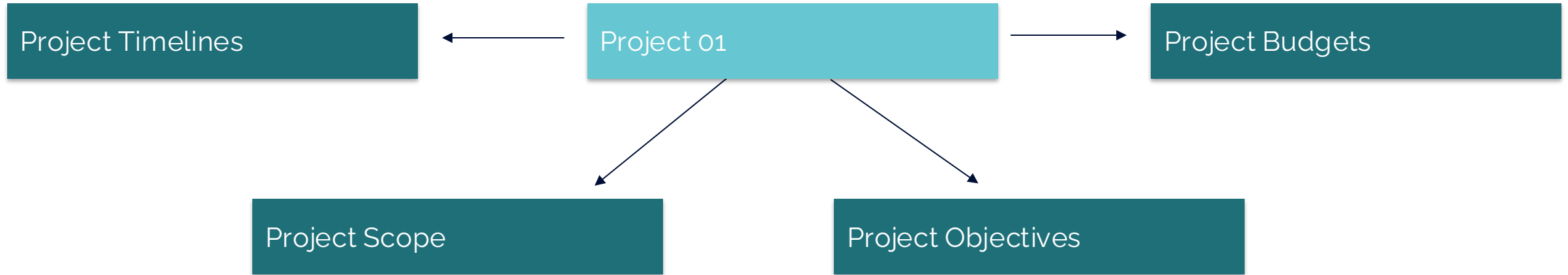
PROJECTS GROUPING



DIGITAL DFSA: PROJECTS BREAKDOWN

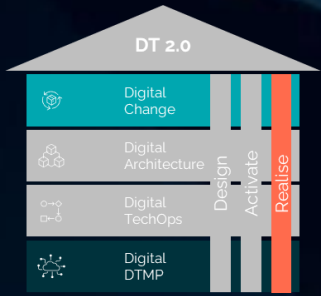
Practices which consist of initiatives are organized into operations groupings, which in turn form the projects that are vital for any digital organisation. Operations groupings serve as a higher-level categorisation or grouping mechanism for the practices and their respective initiatives. By clustering practices into operations groupings, organisations can better manage and coordinate their digital initiatives across different operational areas.

PROJECT FEATURES



DIGITAL DFSA: PROJECT ATTRIBUTES

Once the projects have been established, the initiatives serve as the scope for their respective projects, while the use cases shape the objectives to be achieved within those projects. Initiatives, derived from the prioritised projects, provide a clear and well-defined scope for each project. They outline the specific goals, requirements, and desired outcomes that need to be addressed and accomplished. The various other features such as project phasing, timelines, budgets, etc serve as additional attributes that complement and enhance the projects.



Section 04

DIGITAL DFSA REALISATION

What Solution for Digital DFSA Maturity & Adoption?