

STEERCO/ PROGRAM REVIEW MEETING

May 5

Agenda

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Projects with dependencies for WE region	All	14.00-14.10
Updates on APs	All	14.10 – 14.25
E2E CPaaS roadmap status	Andrey T	14.25 – 14.55
Enterprise projects status	Nicklas K	14.55 – 15.10
Other projects & workstreams	Priyanka/All	15.10 – 15.20
AOB	All	15.20 – 15.25

APs from last Program Review Meeting

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Date	Area	Action point/Decision	Owner	Due	Status	Comment
Apr 07	Workstreams	Head of Performance required for Operation metrics	Nelson	May 10th	Open	To be on hold currently, Nelson needs to have a discussion with Espen to move forward
Apr 21	GDPR	Review GDPR status for all the initiatives	Jan	Q2	Open	20.4.22: Work in progress, discussions being conducted with respective PMs
Apr 21	Operational Readiness	Slide to showcase operational readiness for all the roadmap activities	Espen/ Andrey	May 12	Open	20.4.22: WIP, meetings conducted with <u>devops/operations</u> team and progress ongoing, dedicated WS required, to be planned
Apr 21	CBR	Requirements for PO, Fax, email for SE, discuss backlog with NO team	Karianne/ Niclas	May 12	Open	21.4.22: Karianne needs to check with Pål Marius, WIP
Apr 26	Sustainability	Each project to be measured in terms of ESG parameter	Karishma	May 6	Open	27.4.22: finalize the ESG parameter and how this should be measured for all the projects 2.5.22: Karishma is <u>analysing</u> the enterprise projects that can be relevant candidates for carbon emission impact

Portfolio summary

Roadmap CPaaS activities	Status
E2E WHATSAPP	
E2E RCS	
E2E SMS	
E2E Multichannel API	
CPaaS Foundations	
VOICE – Numbers	
VOICE - IVR	
SIP Trunk Discovery	

WORKSTREAMS	Status
Operations metrics	
Legal and compliance	
HR	
H2 Milestone Plan	

Enterprise projects	Status
myLink 2.0	
CBR migration SE	
CBR SE GTM	
CBR migration DK	
CBR DK GTM	
CBR migration FI	
CBR migration ES	
WA BILLING	
CBR Rollout for WA in SE	
GW migration	
Global HR Phase 2	
Global Connectivity	
Discovery AU/GE billing Mig.	

Projects	Status
Message search	
Operational readiness CPaaS	
KR - Complete migration in SE and DK and launch WA and RCS in Nordics plus GE and AT	
KR - Reduce lead time from Order to Customer has started to use WA and RCS	
KR - Establish common processes for Delivery & Support for all countries that use CBR	
KR - Group Multichannel API launched (with 5 friendly cust) with RCS, SMS and WhatsApp	
KR - Migrate 1000 customers to myLink 2.0	

E2E CPaaS Roadmap status



E2E WhatsApp status



- Plan
- Budget
- Resources
- GDPR

Per Service Readiness

API Gateway	X	↑
Authorization & Authentication	X	↑
Account Management	X	↑
Message Processing	X	
Message Orchestration	X	
Provisioning	✓ 03/2022	↑
Billing and Mediation	✓ 03/2022	
SMS Gateway	N/A	
RCS Gateway	N/A	
WhatsApp Gateway	✓	+
Message Search	✓	
Report & Statistics	✓	

Initiatives for H1

Initiative	Teams	Type	Size	ETA	Details
WA Channel integr with API mgmt	MUL, CORE, SAT ITARC	Discovery+ Delivery	L	Q1/Q2	WA API has a soft sign off later than planned. The team is now working on the APIs for internal communication between LMCL and Foundations targeting to finish by end of April. Dependency on service mesh delivery - 30 April.
W A Billing 0.5 - PAYG model	MUL	Delivery	XL	Q1	Conversation based pricing: 1. TDR files supporting conv.-based model delivered on 1 March – Completed 2. Waiting to perform end-to-end test.
	CER,MED SAFO, MUL			Q1	Roll-out of WA billing Conversational based pricing model. (ISV billing flow has been removed from scope at this time) See separate slide for GTM WA billing for Sweden
Multichannel- WhatsApp E2E v1.3	MUL	Delivery	L	Q1	<ul style="list-style-type: none"> • Cross Data centre redundancy -Development on scripts for LMCL services completed • Progress on hold due to needs of new network setup. Alignment with Infra, OPS, CGI and Multichannel on 19 April to decide and plan the dependency. Until then, this delivery is on hold, no dependency with the CPaaS integration. • NEW – Soft opt-in for DHL – solution design by 22 April with planning on delivery to follow • WA Phone migration enhancements
WA encryption	MUL	Delivery	L	Q1/Q2	<ul style="list-style-type: none"> • Finalizing message flow architecture – GDPR alignment with Jan – 21 April • Wrap up and agree with PM on the artifacts gathered and solution for development - 30 April • Development to start in late April/beginning May – to be confirmed next week
Consolidation of back office tools	ITARC, ENG	Completes	XL	Q1/Q2	Based on the discovery on the different channels integration the following have been investigated and concluded: - WA process is improved after the embedded sign up is implemented and now it will also be going to the target provisioning process using the Foundation Authentication instead of Common Layer. Steps of the process will remain manual as today due to the specifics of the channel.

Budget status

YTD BUDGET	YTD ACTUAL	TOT BUDGET

Dependencies

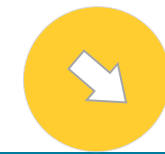
- N/A

Challenges / Risks

- The WA API signature was verified late. Upcoming tasks have big dependencies and aggressive timelines with no margin of errors.

CPaaS WA API Milestones Overview

Deliverables / Milestones		
Deliverable / Task	Date	Status
Design WA API Signature	30 Mar	Late ●
Account provisioning and billing setup	6 May	Timeline updated ●
LMCL API	30 April	Completed ●
WA API Adapter/Multichannel Adapter	Discovery W13 (30 Mar) - Completed Delivery 25 Apr	Completed ●
CPaaS DLR module	Discovery W15 (30 April) Delivery 15 Jun	Timeline updated ●
Service Mesh – communication framework between CPaaS and the GW Owned by Bård	Discovery W13 (30 Mar) - Completed Delivery W17 (30 April)	Shifting date ●
KONG SMS API configuration	W17 (30 April)	Shifting date ●
Dev Hub SMS API documentation	W17 (15 May)	●
Test and deployment	W22 (30 May)	●
Hand over to Operations and Operational Readiness	W22 (30 May)	●
Commercial roll out	TBD	●



Per Service Readiness

API Gateway	✓	
Authorization & Authentication	✓	
Account Management	✓	
Message Processing	✗	
Message Orchestration	✗	↑
Provisioning	✓	
Billing and Mediation	✗	↑
SMS Gateway	N/A	
RCS Gateway	✓	
WhatsApp Gateway	N/A	
Message Search	✗	↑
Report & Statistics	✗	↑

Budget status

YTD BUDGET	YTD ACTUAL	TOT BUDGET

Dependencies

- CBR Program
- Live traffic to finalize NOC and start handover

Initiatives for H1

Initiative	Teams	Type	Size	ETA	Details
RCS Message search and reporting capabilities.	SAT, CORE	Delivery	L	15 May	Implementation in the elastic search is. In parallel the work on myLINK 1.0 is progressing expected delivery mid May.
NOC	IT / NOC	Delivery	L	Q2	NOC: More work needs to be done to fulfill NOC solution in the best possible way. 60 hour handover when we have traffic is needed. (blocked by billing)
RCS implementation in CBR	ITARC	Discovery - Q2 Delivery - Q3	XL	Q4	New offer from Cerillion was received 21 April – needs review. Mediation has not started and can at earliest start in Q3 – will require 15 man week of work. That means the most realistic date of finalizing billing will be in Q4.
Message Orchestration	Kraken	Delivery	L	Q2	We are ready with the API adaptor and with the connection with the RCS gateway, we are going to start with the implementation of the RCS pipeline, we have made one successful test. Goal is to finalize it in May.
Report & Statistics	Finance	Delivery	L	TBD	Work are ready to get statistic and reporting in on the different RCS platform in Link. The Group GW is still not delivering any statistic, since it will require as a first step, that Mediation is in place, and as a second step that Billing is in place.

Challenges / Risks

- Billing – The process is slow – Cerillion is being challenge on the model (what is the impact / pricing / timing). New updated offer is received 21 April, that needs review.

CPaaS RCS API Milestones Overview

Deliverables / Milestones		
Deliverable / Task	Date	Status
Short term billing (New change request)	Q3 (TBD)	●
Message search (GDPR compliant only)	W14 (10 Apr) - Elastic search log processing W19 (15 May) - myLINK	●
Report & Statistic (GDPR compliant only)	W14 (10 Apr) - Elastic search log processing W19 (15 May) - myLINK	●
Message Orchestration	April	●
Service Mesh – communication framework between CPaaS and the GW Owned by Vladimir	TBD	
BOT approval process improvement (dynamic bot approval interface to improve workflow)	TBD	●
Xenioo connection delivered (originally out of scope)	Feb	Completed ●
Secure end to end operational readiness	May	



E2E SMS status



- Plan
- Budget
- Resources
- GDPR

Per Service Readiness

API Gateway	X	↑
Authorization & Authentication	X	↑
Account Management	X	↑
Message Processing	X	
Message Orchestration	X	
Provisioning	✓	+
Billing and Mediation	✓	
SMS Gateway	✓	
RCS Gateway	N/A	
WhatsApp Gateway	N/A	
Message Search	✓	
Report & Statistics	✓	

Initiatives for H1

Initiative	Team	Type	Size	ETA	Details
CGI SMS Channel integration with API Gateway	CGI, SAT, CORE, ITARC	Delivery & Discovery	XL	Q1/Q2	<ul style="list-style-type: none"> Default SMS API definition is done. Provisioning is progressing slower than expected. Orchestration is progressing good with the first successful demo of the messages passing through.
Consolidation of back office tooling	SAT, ITARC	Completes	XL	Q1/Q2	<p>Based on the discovery on the different channels integration the following have been investigated and concluded:</p> <ul style="list-style-type: none"> SMS for CPaaS will no longer use Common Layer authentication mechanism and will rely on the Foundations Authentication. The process will be fully automated utilizing the target provisioning flow with Salesforce-Wayser.

Challenges / Risks

- Provisioning work is going slower than expected and late according to the initial timelines. ●
- Product configuration is not requested to Cerillion yet.
- Overall, there is very small margin of error in in the timeline in case we have some unexpected challenges. A lot of deliveries that are dependencies are pushed forward in the timeline, bringing their completion towards the end of the quarter and decreases the overall confidence on the timelines.

Budget status

YTD BUDGET	YTD ACTUAL	TOT BUDGET

CPaaS SMS API Milestones Overview

Deliverables / Milestones			
Deliverable / Task	ETA	Status	
Design SMS API Signature	Completed	Late	●
Account provisioning and billing setup	W14 (21 April)	Shifting date	●
Provisioning Changes in CGI and Backoffice	Delivery W19 (15 May)		●
CGI API	Delivery W17 (29 April)	Completed	●
SMS API Adapters	Delivery W15 (14 April)	Completed	●
CPaaS DLR module	Discovery W15 (30 April) Delivery 15 Jun	Timeline updated	●
Service Mesh – communication framework between CPaaS and the GWs. Owned by Bård	Discovery W13 (30 Mar)- Completed Delivery W17 (30 April)		●
KONG SMS API configuration	W17 (30 April)	Shifting date	●
Dev Hub SMS API documentation	W17 (15 May)		●
Test and deployment	W22 (30 May)		●
Hand over to Operations and Operational Readiness	W22 (30 May)		●
Commercial Roll out	TBD		●

E2E Multichannel API status



- Plan
- Budget
- Resources
- GDPR

Per Service Readiness

API Gateway	X	↑
Authorization & Authentication	X	↑
Account Management	X	↑
Message Processing	X	↑
Message Orchestration	X	↑
Provisioning	X	
Billing and Mediation	X	
Message Search	✓ (to be adjusted)	
Report & Statistics	✓ (to be adjusted)	

Initiatives for H1

Initiative	Teams	Type	Size	ETA	Details	Next MS
Multichannel API	CORE, KRKN	Discovery + Delivery	M	Q2/ Q3	API signature has been soft signed off. Changes have been identified on the provisioning process and more precisely the Resource manager. The discovery was completed quickly and the team is working on the changes aiming to have the updated resource manager available 30 April	30 April
Billing support	ITARCH	Discovery			Solution architecture analysis is ongoing. Meetings with the architecture team to discuss solution options and meetings with Billing team and Cerillion to understand modelling options.	April 14

Challenges / Risks

- Due to dependency on the single channel integration the plan to deliver and have 5 friendly customers seems tight (ref OKR). ●

Dependencies

- Product to define billing model for Multichannel API
- CBR resources

Budget status

YTD BUDGET	YTD ACTUAL	TOT BUDGET

CPaaS Foundations status



- Plan
- Budget
- Resources
- GDPR

Per Service Readiness

API Gateway	X		✓		X	
Authorization & Authentication	X		✓		X	
Account Management	X		✓		X	
Message Processing	X	↑	X	↑	X	↑
Message Orchestration	X	↑	X	↑	X	↑
Provisioning	✓		✓ (partial)		✓ (03/2022)	
Billing and Mediation	✓		X		✓ (03/2022)	
SMS Gateway	✓		N/A		N/A	
RCS Gateway	N/A		✓		N/A	
WhatsApp Gateway	N/A		N/A		✓	
Message Search	✓*	+	X	+	✓*	+
Report & Statistics	✓*	+	X	+	✓*	+



Budget status

YTD BUDGET	YTD ACTUAL	TOT BUDGET

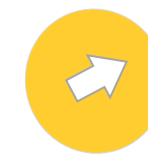
Initiatives for H1

Initiative	Team	Type	Size	ETA	Details
CPaaS Orchestration MVP	KRKN	Delivery	XL	Q1 / Q2	The team had a successful demo on processing of the WA, RCS and SMS channels via the orchestration on 14 th April. Next steps are to finalize the development and develop automatic and unit tests after which will be proceeding with the deployment. The teams are now starting to work on the DLR gate that is the component going to facilitate the Delivery reports as well as the MO messages. The DLR gate will fall behind the initial timeline going towards mid June.
myLINK 2.0 integration with FP - CGI SMS historical data access	SAT, CORE	Discovery + Delivery	L	Q1 / Q2	<ol style="list-style-type: none"> Message search is pending sign off on the API signature. Reporting service had been de-prioritised in favor of delivery gate discovery. Current aim is to finalize the discovery up to mid May aiming delivery till end of June.
Context Awareness Module MVP	CORE, ITARC	Delivery	XL	Q2/ Q3	A demo has been held on the CAM after which the features and the need of CAM was questioned. Action point on Niclas to align it with IT.
API Gateway: Developer Portal MVP <small>(if resources are available)</small>	CORE	Delivery	XL	Q2/ Q3	<ul style="list-style-type: none"> Deployment in CPaaS infrastructure – due for 22nd April, delayed due to sick leave Integrate secure access against CPaaS Keycloak – has been fully implemented and provisioning process is being prepared Update styles with logo and colors – depends on deployment in CPaaS infrastructure

Dependencies/Risk

- The Redis database challenges are now solved by the DevOps team.
- Technical writers will be needed for Dev Portal documentation (not a blocker but a future need)
- Challenges with Service Mesh on the Infrastructure – major dependency for all the deliveries which by itself has complex internal dependencies between the dev teams, Operations, DevOps, Lumen, etc.
- Context awareness module unclear scope

Numbers



- Plan
- Budget
- Resources
- GDPR

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Per Service Readiness

API Gateway			
Authorization & Authentication	✓	↑	
Account Management	X		
Message Processing	✓	↑	
Message Orchestration	N/A		
Provisioning	N/A	↑	
Billing and Mediation	X	(out of scope)	
SMS Gateway	X		
RCS Gateway	N/A		
WhatsApp Gateway	N/A		
Message Search	N/A		
Report & Statistics	N/A	(out of scope)	
	X		

Budget status

YTD	BUDGET	ACTUAL
	mNOK 1,09	

Dependencies

- Resources on provisioning
- SIP Trunk

Initiatives for H1

Initiative	Teams	Type	Size	ETA	Details
API Gateway	Lynx	Done	L	W13	API for the Number DB has been delivered, including API description. This is for the use in the provisioning flow. The API is (and will only), be for internal usage. Delivered in week 13
Authorization & Authentication	Lynx	Blocked	L	W20	Blocked by Provisioning – New ETA is w20.
Provisioning	IT&Business	Delivery	L	W20	Limited progress have been done – due to resource capacity ●
Billing & Mediation	IT&Business	Delivery	L	w26	(Out of scope).
NOC Handover	Lynx & NOC			W20	First handover session is scheduled 28 april.

Deliverables / Milestones

Deliverable / Task	Date	Status
Milestone plan	Week 6 – Done (w6)	●
Finalize development	Week 13 – Done (w10)	●
End testing with provisioning	Week 15 (week 20)	●
Finalize hand over to NOC (as of now medium risk)	Week 19	●
Close project (as of now medium risk)	Week 20	●
Long term billing (not part of project scope)	Week 26	

Risks

- CBR billing for Long Term billing (Group Billing)
- NOC operation
- Provisioning



- Plan
- Budget
- Resources
- GDPR

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Per Service Readiness

API Gateway	✓	
Authorization & Authentication	✗	
Account Management	✗	
Message Processing	✗	
Message Orchestration	✗	
Provisioning	✗	
Billing and Mediation	✗	
SMS Gateway	N/A	
RCS Gateway	N/A	
WhatsApp Gateway	N/A	
Message Search	✗	
Report & Statistics	✗	

↑
(out of scope)

↑
(out of scope)

Initiatives for H1

Initiative	Teams	Type	Size	ETA	Details
IVR	Kraken	Delivery	XL	Q3	<ul style="list-style-type: none"> KeyCloak integration for the authentication - done Finalize API and stress and performance test is ready. Stress and performance testing - done The project is pushing to get CBR "in scope" Live testing can be done on +31307010359, to showcase the work that have been so fare.

Deliverables / Milestones

Deliverable / Task	Date	Status
Milestones plan	W6 - Done	●
Finalize API	W26 -Done	●
Stress and performance testing on the test environment	Start mar (Done)	●
Development of all agreed IVR components	Start July	●
Setting up SIP connections and CpaaS components	End July	●

Budget status

YTD	BUDGET	ACTUAL
	2,7 MNOK	
















Dependencies

- Resources (especially DevOps)
- SIP Trunk

Challenges / Risks

- Dependencies towards SIP Trunk project
- Dependencies towards Billing (also in the provisioning flow)
- CR
- Billing (out of scope)

Summary of H1

Per Service Readiness H1												
	Q1		Q2	Q1		Q2	Q1		Q2	Q1		Q2
 API Gateway	X	↑	✓	✓	✓	✓	X	↑	✓	X	↑	↑
 Authorization & Authentication	X	↑	✓	✓	✓	✓	X	↑	✓	X	↑	↑
 Account Management	X	↑	✓	✓	✓	✓	X	↑	✓	X	↑	↑
 Message Processing	X	↑	✓	X	✓	✓	X	↑	✓	X	↑	↑
 Message Orchestration	X	↑	✓	X	✓	✓	X	↑	✓	X	↑	↑
 Provisioning	✓	✓+	✓+	✓ (partial)	✓	✓	X	✓	✓	X	X	X
 Billing and Mediation	✓	✓	✓	X	X	✓ (partial)	X	✓	✓	X	X	?
 SMS Gateway	✓	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
 RCS Gateway	N/A	N/A	N/A	✓	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A
 WhatsApp Gateway	N/A	N/A	N/A	N/A	N/A	N/A	✓	✓+	✓+	N/A	N/A	N/A
 Message Search	✓	✓	✓+	X	✓	✓+	✓	✓	✓+	✓ (to be adjusted)	↑	✓+
 Report & Statistics	✓	✓	✓+	X	✓	✓+	✓	✓	✓+	✓ (to be adjusted)	↑	✓+
										Multichannel API		

Enterprise Projects

myLINK 2.0 Roadmap status

MyLINK2 Roadmap Status

Service	W15			W16			W17			W18			W19			Overall		
	Team	ARGO	CPaaS	BSS	ARGO	CPaaS	BSS	ARGO	CPaaS	BSS	ARGO	CPaaS	BSS	ARGO	CPaaS	BSS	AR GO	CPaaS
Reporting	Done	Not started	n/a	Done	Not started	n/a	Done	Not started	n/a	Done	Not started	n/a	Done	Not started	n/a	✓	x	n/a
Dashboard/Insights	Done	Not started	n/a	Done	Not started	n/a	Done	Not started	n/a	Done	Not started	n/a	Done	Not started	n/a	✓	x	n/a
Message Search/logs	Done	Schedule	n/a	Done	Schedule	n/a	Done	Schedule	n/a	Done	Schedule	n/a	Done	Schedule	n/a	✓	x	n/a
Authorization & Authentication*	Done	Not started	n/a	Done	Not started	n/a	Done	Not started	n/a	Done	Not started	n/a	Done	Not started	n/a	✓	x	n/a
Account Management/Provisioning*	Done	n/a	Not started	Done	n/a	Not started	Done	n/a	Not started	Done	n/a	Not started	Done	n/a	Not started	✓	n/a	x
Commercial Product Awareness	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Schedule	Not started	n/a	Schedule	x	n/a	x
Back office	Not started	n/a	n/a	Not started	n/a	n/a	Schedule	n/a	n/a	Schedule	n/a	n/a	Schedule	n/a	n/a	x	n/a	n/a
Manage MO/DLR	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
API keys	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
Long number booking	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
Account Management/Hierarchy	Schedule	Not started	n/a	Schedule	Not started	n/a	Schedule	Not started	n/a	Schedule	Not started	n/a	Schedule	Not started	n/a	x	x	n/a
MarketingPlatform	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	Schedule	n/a	Not started	x	n/a	x
Channels	Not started	✓	Not started	Not started	✓	Not started	Not started	✓	Not started	Not started	✓	Not started	Not started	Done	Not started	x	✓	x
Product Catalog	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	x	n/a	x
System status	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
Short number	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
Keywords	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
Basic Sender	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	x	n/a	x
Contacts	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	Not started	n/a	Not started	x	n/a	x

*ARGO team has build a short term solution given the needs and lack of Cpaas foundation API for this.

MyLINK2 Roadmap Status

Service	ARGO					CpaaS					BSS					Overall		
Team	W15	W16	W17	W18	W19	W15	W16	W17	W18	W19	W15	W16	W17	W18	W19	ARGO	CPaaS	BSS
Reporting	Done	Done	Done	Done	Done	Not started	Not started	Not started	Not started	Not started	n/a	n/a	n/a	n/a	n/a	✓	x	n/a
Dashboard/Insights	Done	Done	Done	Done	Done	Not started	Not started	Not started	Not started	Not started	n/a	n/a	n/a	n/a	n/a	✓	x	n/a
Message Search/logs	Done	Done	Done	Done	Done	Schedule	Schedule	Schedule	Schedule	Schedule	n/a	n/a	n/a	n/a	n/a	✓	x	n/a
Authorization & Authentication*	Done	Done	Done	Done	Done	Not started	Not started	Not started	Not started	Not started	n/a	n/a	n/a	n/a	n/a	✓	x	n/a
Account Management/Provisioning*	Done	Done	Done	Done	Done	n/a	n/a	n/a	n/a	n/a	Not started	Not started	Not started	Not started	Not started	✓	n/a	x
Commercial Product Awareness	Not started	Not started	Not started	Not started	Not started	n/a	n/a	n/a	n/a	n/a	Not started	Not started	Not started	Schedule	Schedule	x	n/a	x
Back office	Not started	Not started	Schedule	Schedule	Schedule	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	x	n/a	n/a
Manage MO/DLR	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
API keys	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
Long number booking	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
Account Management/Hierarchy	Schedule	Schedule	Schedule	Schedule	Schedule	Not started	Not started	Not started	Not started	Not started	n/a	n/a	n/a	n/a	n/a	x	x	n/a
MarketingPlatform	Not started	Not started	Not started	Not started	Schedule	n/a	n/a	n/a	n/a	n/a	Not started	Not started	Not started	Not started	Not started	x	n/a	x
Channels	Not started	Not started	Not started	Not started	Not started	✓	✓	✓	✓	Done	Not started	Not started	Not started	Not started	Not started	x	✓	x
Product Catalog	Not started	Not started	Not started	Not started	Not started	n/a	n/a	n/a	n/a	n/a	Not started	Not started	Not started	Not started	Not started	x	n/a	x
System status	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
Short number	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
Keywords	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	x	x	x
Basic Sender	Not started	Not started	Not started	Not started	Not started	n/a	n/a	n/a	n/a	n/a	Not started	Not started	Not started	Not started	Not started	x	n/a	x
Contacts	Not started	Not started	Not started	Not started	Not started	n/a	n/a	n/a	n/a	n/a	Not started	Not started	Not started	Not started	Not started	x	n/a	x



*ARGO team has build a short term solution given the needs and lack of CpaaS foundation API for this.

Step 1 Onboarding of CGI customers on myLINK 2.0

Initiative	Goal	Team	Type	Size	Status	ETA	Details
Message Search and Reporting on CGI traffic through CPaaS Foundation	Step 1	CPaaS	D&D		In progress	Q3	Allow legacy customer to see quality data in the myLINK 2.0 dashboard/insight, message search/logs and reporting pages. myLINK 2.0 requirements for CGI API have been written down and shared with the CPaaS team . These requirements would be first for CPaaS customer only (Q2) and then for CGI customers (Q3). Front end and back end from myLINK 2.0 dev team is finalizing. BLOCKER. No delivery would block the release and goal.
	Step 1	myLINK 2.0	Delivery	S	Completed		
Authorization & Authentication*	Step 1	CPaaS	D&D		In progress	H2	To be able to validate the user identity and grant permission through keycloak. Currently myLINK 2.0 has created their own Keycloak system for the short term. The goal is to migrate this keycloak system to the keycloak system of CPaaS, real owners of this hexagon. BLOCKER. No delivery would block the release and goal.
	Step 1	myLINK 2.0	Delivery	M	Completed*		
Account Management/ Provisioning*	Step 1	BSS	Delivery		Not started	Q2/ Q3	Understood as the link between the user and the correct product/API. Is progressing in 2 forks - one instance for CPaaS and separate instance for myLINK 2.0. This is not ideal but allowed work to go forward in parallel. The target is to use the CPaaS account management and the risk to be raised is that we will introduce debt and additional migration if the Account management in CPaaS is not ready for myLINK 2.0 when we start migration. BLOCKER. No delivery would block the release and goal.
	Step 1	myLINK 2.0	D&D		Completed*		
Commercial Product Awareness	Step 1	BSS	D&D		In progress	Q3	First version of product catalogue. Requirements shared with CBR team and new meeting booked for 29 th April. BLOCKER. No delivery would block the release and goal.
	Step 1	myLINK 2.0	D&D		In progress		
Back office	Step 1	myLINK 2.0	D&D	XL	In Progress	Q3	Allow customer support team to manage the support cases on one unique tool that includes; myLINK 2.0, CGI API Support tool for the teams -> Assistance from support team and tools
	Step 1	Support	Discovery	S	Not started		

*myLINK 2.0 team has built a short term solution given the needs and lack of CPaaS foundation API.

Step 2 Roadmap for the growth of CGI customers

Initiative	Goal	Team	Type	Size	Status	ETA	Details
Manage MO/DLRs	Step 2	CPaaS	D&D		Not started	Q4	Allow users to manage their own DLR/MO (create, add URL, delete, test...) without contacting support. BSS-> Need to know the API each customer has purchased. CPaaS-> Need to get the features and data of CGI API + CPaaS customers
	Step 2	myLINK 2.0	D&D	L	On schedule		
API Keys	Step 2	CPaaS	D&D		Not started	Q4	Allow users to manage their own API keys (create, change password, delete...) without contacting support. BSS-> Need to know the API each customer has purchased CPaaS-> Need to get the features and data of CGI API + CPaaS customers. This is dependent of the account management
	Step 2	myLINK 2.0	D&D	L	Not started		
	Step 2	BSS	Delivery		Not started		
Short Number	Step 2	CPaaS	Delivery		Not started	Q4	Allow users to get short numbers. BSS-> Know the customer has bought this product. Bill the purchase of numbers It would be delivered for Tismi only in Q2 as part of the inventory. For other repositories, we would need development. This would need further time, so estimation can be Q4. CpaaS -> API feature for CGI + CpaaS customers
	Step 2	myLINK 2.0	D&D	M	Not started		
	Step 2	BSS	Delivery		Not started		
Long Number	Step 2	CPaaS	Delivery		Not started	Q4	Allow users to get long numbers. It would be delivered for Tismi only in Q2 as part of the inventory. For other repositories, we would need development. This would need further time, so estimation can be Q4. BSS-> Know the customer has bought this product. Bill the purchase of numbers CpaaS -> API feature for CGI + CpaaS customers
	Step 2	myLINK 2.0	D&D	M	Not started		
	Step 2	BSS	Delivery		Not started		
Keywords	Step 2	CPaaS	Delivery		Not started	Q4	Allow users to get Keywords. It would be delivered for Tismi only in Q2 as part of the inventory. For other repositories, we would need development. This would need further time, so estimation can be Q4. BSS->Know the customer has bought this product. Bill the purchase of numbers CpaaS -> API feature for CGI + CpaaS customers
	Step 2	myLINK 2.0	D&D	M	Not started		
	Step 2	BSS	Delivery		Not started		
Dev Portal	Step 2	myLINK 2.0	Delivery	S	Not started	Q4	Give access form CpaaS to the dev portal.
	Step 2	CPaaS	D&D		On Schedule		
System status and Operational readiness	Step 2	myLINK 2.0	D&D	M	Not started	Q4	Inform the user on the status of the CGI API, specially, when service is not performing as expected.
	Step 2	NOC	Delivery		Not started		
Basic Sender	Step 2	myLINK 2.0	D&D	M	On Schedule	2023	Give user an interface to send SMS and Emails to a list of contacts. Discovery of the first version of Basic sender has been already started by the myLINK 2.0 team. Also, technically, it has been added to the POC.
	Step 2	BSS	Delivery		Not started		
Contacts/CDP	Step 2	Marketing Platform	D&D	M	Not started	2023	Allow users to manage their contacts. This would be a first version of the CDP. Mkt. Platform-> Reuse BSS-> Know the customer has bought this product.
	Step 2	BSS	Delivery		Not started		

Step 3 Roadmap myLINK 2.0 introduction of Marketplace

Initiative	Goal	Team	Type	Size	Status	ETA	Details
Account Management /Hierarchy	Step 3	CPaaS	D&D		Not started	H2	Allow users to have more than one account and establish a hierarchy (parent/child). Users should be able to manage their accounts (create user, delete, restrict permissions. This would impact other areas of the platform, for example, users would like to see data per account in the dashboard/insight page. BLOCKER. No delivery would block the release and goal.
	Step 3	myLINK 2.0	D&D		On Schedule		
MarketingPlatform	Step 3	CPaaS	D&D		Not started	Q3	Include MarketingPlatform as a product as it is now. Discover the best way of conducting this considering, the customers to migrate, the features in mrkt. Platform, the roadmap of 2022, the product vision... <u>BSS</u> -> Know which customers buy the product -> Cerillion
	Step 3	myLINK 2.0	D&D	XL	On Schedule		
	Step 3	BSS	Delivery		On Schedule		
Channels	Step 3	CPaaS	Delivery		On Schedule	Q4	Include channels of Kong Gateway API: SMS, WA, RCS, Multichannel and Email in myLINK 2.0. <u>CPaaS</u> -> Kong Gateway API, data for each channel logs and dashboard, configurations of keys and other channel-specific features. <u>BSS</u> -> Know if the customer has bought the product
	Step 3	myLINK 2.0	D&D		Not started		
	Step 3	BSS	Delivery		Not started		
Product Catalogue	Step 3	BSS	D&D		Not started	H2	Allow users to have more than one product and manage their products. It is required of the Cerillion team to have the product catalogue. BLOCKER. No delivery would block the release and goal.
	Step 3	myLINK 2.0	D&D	S	Not started		
Xenioo	Step 3	BSS	Delivery		Not started	2023	Include Xenioo as is as a product customers can learn more about, and access through myLINK 2.0 portal.
		Xenioo	D&D		Not started		
		myLINK 2.0	D&D		Not started		
Market Place	Step 3	BSS	Delivery		Not started	2023	Allow customer to learn more about LINK products and purchase.
	Step 3	myLINK 2.0	D&D		Not started		
	Step 3	Other?					
Invoice	Step 3	myLINK 2.0	D&D		Not started	2023	Allow customers to access their invoices and the status of the invoices through the myLINK 2.0 platform.
		BSS	Delivery		Not started		

SE CBR Go To Market status report week 17

Construction Phase



Trend

- Plan
- Budget
- Resources

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Activities last period

- Training planning – ongoing but delayed due to illness

Activities next period

- Training planning – ongoing but delayed due to illness
- Perform training in SE

Challenges / Risks

- Time plan: ● Training delayed due to illness in training team, will be scheduled asap
- Scope: ● Scope approved
- Budget: ○ N/A Part of CBR billing budget
- Resources: ●

Deliverables / Milestones

Deliverable / Task	Date	Status
▪ Approval of Project Directive incl. scope and delivery objectives	Week 11	●
▪ Sales, delivery, and billing process mapped out with SE	April 22 nd .	●
▪ Sales, delivery, and billing procedures documented for SE	April 25 th .	●
▪ Sales, delivery, and billing training provided	April 25 th .	●
▪ Project recommendations for Support to CBR Project	April 25 th	●
▪ Approval of Project delivery and closing	End April	●

Highlights

Budget status N/A

Dependencies

- Training travel Budget

2
4

● Completed

● On Schedule

● Delayed

● Critically Delayed

○ Not Started

CBR Migration Sweden

Swedish third bill run completed – closing project



- Plan
- Progress
- Resources

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Activities last period

- 3rd Bill Run complete
- Operations are monitoring billing processes
- Punch list agreed – SWE GTM scope aligned
 - Remaining issues recorded in Jira
- Preparations for handing over to line organization done – issues agreed and recorded

Activities next period

- Close of project
- Final SteerCo to be scheduled for May 12
- Initiate closure of budget and financial process (Niclas, Geir, Morten, Ketil)

Challenges / Risks

Dependencies

Deliverables / Milestones

Deliverable / Task	Status	Date
Technical launch	●	10.01
Bill run check point	●	03.02
1 st Bill Run – January invoices	●	04.02
Project migration completed	●	15.03
Handover to line	●	31.03
Close of project	●	12.05

Highlights

Budget status

	BUDGET	ACTUAL
YTD		
TOTAL BUDGET	5,75 MNOK	

- Completed
- On Schedule
- Delayed
- Critically Delayed
- Not Started

CBR Migration Denmark

Danish 2nd Bill Run completed



- Plan
- Progress
- Resources

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Activities last period

- 2nd Bill Run complete
 - Invoiced produced from Saturday to Monday (3 days)
 - No reconciliation issues found
 - One issue with Compello that was resolved in a couple of hours
- Monitoring payments, reminders and collections
- Punch list being agreed – DK GTM scope alignment ongoing
 - All remaining issues recorded in Jira
- Preparations for handing over to line org

Activities next period

- Controls and Checks continue
- Monitoring payments, reminders and collections
- Final SteerCo has been scheduled for May 10

Challenges / Risks

Dependencies

Deliverables / Milestones

Deliverable / Task	Status	Date
Configuration finalized / deployed	●	04.02
Reconciliation run	●	15.02
Technical launch	●	20.02
1 st Bill run	●	08.03
Accounts Receivable	●	21.02
Project migration completed	●	15.03
Hanover to line	●	20.04
Close of Project	●	10.05

Highlights (to be shared with management / Committees)

Budget status


	BUDGET	ACTUAL
YTD		
TOTAL BUDGET	5,75 MNOK	




Further work not in scope


- Marketing Platform out of scope

DK CBR Go To Market

Construction Phase

Trend 

-  Plan
-  Budget
-  Resources

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Activities last period

- Process session on Delivery Process and Billing & Support Process performed






Activities next period

- Training to be planned and scheduled for DK – dependency to SE CBR GTM Training Planning
 - Material will be reused in DK and the same resources will perform the actual training, so SE has higher priority.

Challenges / Risks

- Time plan: 
- Scope:  Scope approved
- Budget:  N/A Part of CBR billing budget
- Resources:  In need of CBR Project resources who are already overloaded with work and have very little availability.

Deliverables / Milestones

Deliverable / Task	Date	Status
Approval of Project Directive incl. scope and delivery objectives	Week 14	
Sales, delivery, and billing process mapped out with DK	End May	
Sales, delivery, and billing procedures documented for DK	End May	
Sales, delivery, and billing training provided	End May	
Approval of Project delivery and closing	End May	

Highlights

Budget status N/A

Dependencies

- CBR GTM SE training planned and delivered
- Training travel Budget

CBR Migration Finland

Sprint 1 to be completed this week. Work on sprint 2 ongoing



- Plan
- Progress
- Resources
- GDPR

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Activities last period

- 1st batch Bill XML produced
- 1st batch Bill XML validation against legacy - started
- 2nd batch data analysis and extract – started
- Aligning and on-boarding GTM project with key stakeholders (Process) - started

Activities next period

- 2nd batch Data extract
- 2nd batch product configuration
- 2nd batch sample XMLs
- 2nd Batch Bill XML validation against legacy invoices

Challenges / Risks

- Project status is 2-week behind schedule
- Per current assessment, target date in the current plan is not achievable

Deliverables / Milestones

Deliverable / Task	Status	Date
1 st Data Extract	●	17.03
1 st Reconciliation Iteration	●	25.03
1 st batch Product configuration	●	01.04
1 st batch Bill XMLs	●	26.04
1 st batch Validate bill XMLs against invoices	●	28.04
Start UAT	●	27.05
PAC	●	03.06
Migration Start	●	10.06
Migration Finished	●	08.07

Highlights

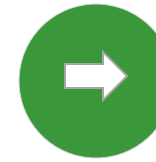
- Planning to be revised before end of April

Budget status

	BUDGET	ACTUAL
YTD		
TOTAL BUDGET	9 MNOK	

CBR Migration Spain

Sprint 1 completed. Sprint 2 in progress.



- Plan
- Progress
- Resources

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Activities last period

- Scope of work document for Billing reviewed – approved
- Definition of payments and collections processes – completed
- Scope of work document for Inter-company charging reviewed - approved
- Bill XMLs for 1st batch to be validated against March invoices - completed
- Collection, analysis, upload and validation of 2nd batch of products and customers - completed
- Aligning and on-boarding Go-To-Market project with key stakeholders (Process)

Activities next period

- Modification of Netsize – CGI interface to include subscriber id – in progress
- 2nd batch sample XMLs
- 2nd batch Bill XML generation
- 2nd Batch validation of Bill XML against March invoices
- Identify solutions for Campaign ID requirements

Challenges / Risks

- Project status is 1-week behind schedule
- Per current assessment, target date in the current plan is not achievable

Deliverables / Milestones

Deliverable / Task	Status	Date
1 st Data Extract	●	17.03
1 st Reconciliation Iteration	●	25.03
1 st batch Product configuration	●	01.04
1 st batch Bill XMLs	●	18.04
1 st batch Validate bill XMLs against invoices	●	22.04
Start UAT	●	26.05
PAC	●	02.06
Migration Start	●	09.06
Migration Finished	●	07.07

Highlights (to be shared with management / Committees)

- Planning to be revised before end of April – potential scenario would involve soft launch in June, and full customer facing launch in September

Budget status

	BUDGET	ACTUAL
YTD		
TOTAL BUDGET	9 MNOK	

● Completed
● On Schedule
● Delayed
● Critically Delayed
○ Not Started

WA Billing

UAT tests started. Pending API to move provisioning forward



- Plan
- Progress
- Resources
- GDPR

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Activities last period

- Product configuration loaded in CERTEST3 Environment for UAT testing
- UAT testing started – on-going
- Limited E2E testing started – on-going
 - Sales process (Salesforce to Cerillion integration) tested
 - Test traffic generated from Mediation to Cerillion
 - Rating of test traffic in Cerillion
 - Bill XML generated

Activities next period

- Provisioning process finalization and testing (pending API updates from WA GW)
 - First drop planned 06.05.2022
 - Start development Salesforce - api and processes
 - Planned E2E test ready 18.05.2022 - Full E2E testing across both WA GW and BSS
- Mediation process testing (dual traffic direction). Bug from WA GW so all events tagged with same direction. Pending verification.
- Wider set of testcases to involve currency conversions and multiple phonenumbers per WABA.
- PAC list received from Cerillion. In review and expect to be signed off with minor issues in punch list.

Challenges / Risks

- APIs not seen yet and could impact development / test.
- Env refresh of CERTEST3 needed. Planned during weekend to avoid interference.
- Inbound traffic to mediation currently not containing sufficient information, pending provisioning process.
- BU has flagged possible change in price model and prices. Not clarified yet.

Deliverables / Milestones

Deliverable / Task	Status	Date
Configuration done	●	11.02
UAT Start (contract milestone)	●	18.02
PAC (contract milestone) (received from Cerillion 02.05)	●	29.04
Technical delivery from Engineering	●	06.05
Provisioning dev and test completed	●	16.05
E2E testing started	●	18.05
E2E testing completed	●	20.05
Technical launch in production (weekend due to deploy to production env)	●	21.05 -24.05 27.05 -31.05

Highlights

- Good test results from the limited testing, few bug/changes identified
- Invoice for simple use cases generated through normal processes.

Budget status

	BUDGET	ACTUAL
YTD		
TOTAL BUDGET (Billing)		

CBR rollout of WA for Sweden W17

Roll-out of WA billing (Conversational based pricing model) for Sweden as first country



- Plan
- Progress
- Resources
- GDPR

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Activities last period

- Scope clarification w. Commercial: Focus on WA (LMCL) billing as stand alone

Activities next period

- Project Directive with updated scope to be approved (light version project directive)

Challenges / Risks

- WA api project isn't able to finalize tests as th 5 key resources are always pulled out for other tasks. This is critical and mitigation in WA billing project is needed. Suggested is to reserve resources for a 2 days period to get focus to finish these testes.

Dependencies

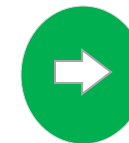
- WA billing project

Budget status

YTD BUDGET	YTD ACTUAL	TOT BUDGET
N/A	N/A	N/A

GW Migration status report

Technical preparation for GW migration initiated and aligned with CBR migration project.



- Plan
- Budget
- Resources
- GDPR
- Carbon Impact

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Activities last period

- **DK**: CoolSMS GW shutdown pending on SS7 connectivities and LINK SIP project for long number booking functionality. The GW shutdown date dragged to end of Q3 now as agreed with DK.
- **FI**: Pre-migration activities in progress for CAT 1 migration planned in Q3. CBR replanning in progress might change the timelines.
- **CEE**: Migrations of customers and traffic in BG and NM to GW3 and to WebSMS GW for Austria. Slow progress as Voice and CPAAS orchestration tasks is the main focus.

Activities next period

- **DK**: Work on inventory management/long number booking for DK and missing SS7 connectivities for few countries.
- **FI**: WIP on copycat API for MO/ GUI admin console development for managing copycat APIs in CGI admin. Testing of copycat API planned on 16/5.
- **CEE**: Slow migration wrap up in BG and NM, ongoing for simpleSMS in Austria.

Challenges / Risks

- Time plan: Low priority project so extended timelines

Carbon Impact

XXX

Deliverables / Milestones

Deliverable / Task	Date	Status
CoolSMS shutdown	Sept 22	●
FI Migration technical preparation	Jun 22	●
FI Customer Migration	Oct 22	●
BG Migration closure	Jun 22	●
NM Migration Closure	Jun 22	●
AU Migration closure	Jun 22	●

Highlights

- Technical preparation for FI in progress.

Budget status

	BUDGET	ACTUAL
YTD	3.7 Lac NOK	2.5 Lac NOK
TOTAL BUDGET	1.02 MNOK	

Dependencies

- CBR billing migration project for FI migration.
- LINK SIP project (booking of long numbers) for COOLSMS shutdown.

3
2

● Completed

● On Schedule

● Delayed

● Critically Delayed

○ Not Started

Empty Phase 2 status report week 17

Construction Phase



- Plan
- Budget
- Resources

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Activities last period

- Message Broadcast data delivery and imports - ongoing
- Salary review letters to employees through Empty
- Payroll integrations SE and DK - Ongoing
- Marketing Platform Denmark – ongoing with dependency to DK Payroll migration

Activities next period

- Marketing Platform North Macedonia - Onboarding – Continue with new HR assigned
- Payroll integrations SE, DK and FI - Ongoing
- Message Broadcast deliver data and imports - ongoing
- Message Broadcast Onboarding session scheduled for April 28th. (data dependent)
- *Absence set up in IT and UK - Paused due to other priorities*
- *Absence set up in NL – Paused due to other priorities*
- Payroll integrations FI - *Paused due to other priorities*

Challenges / Risks

- Time plan: ●
- Scope: ●
- Budget ●
- Resources ●

Deliverables / Milestones

Deliverable / Task	Date	Status
▪ Governance and best practice for LMS	March 2022	●
▪ Offer absence in the 18 countries	End 2022	●
▪ Offer payroll integration in the 18 countries	End 2022	●
▪ Test and validate the static IP set up	End 2022	●
▪ Set up and onboard Marketing Platform	Q2 2022	●
▪ Set up and onboard Message broadcast	Summer 2022	●

Highlights

- Project Directive approved and Construction Phase started

Budget status

	BUDGET	ACTUAL
YTD (March)	250.000 NOK	170.000 NOK
TOTAL BUDGET	1.000.000 NOK	

Dependencies

- Resource availability
- DK Data Migration to Payroll provider; Danløn

3
3

Completed

● On Schedule

● Delayed

● Critically Delayed

○ Not Started

Global Connectivity



- Plan
- Budget
- Resources
- GDPR
- Carbon Impact

Per Action Item Readiness

Initiatives for H1/H2

Operator/Supplier connections	X
MNP	X
Administration UI	X
Routing Features	X
QA – E2 Testing	X
Client Connectivity	X
DLR Handling	X
Reporting	X
Visibility and logging	X
Business monitoring	X
Technical Monitoring	X
Message Manipulation	X
COGS Manager	X
Failover	X
Traffic Blocking/Discard	X
Routing configuration	X



Initiative	Team	ETA	Deliverables/Milestones
Connections	GM	Q2/Q3	• GM to contact suppliers/operators to receive credentials for CGI
COGS Manager	CGI, SAT, BIT	Q2/Q3	• Discovery of data in Cerillion ongoing
MNP - TMT	GM, CGI	Q2/Q3	• Discovery about DNS setup done. Implementation can be done
Architecture	CGI	2022-05-30	• Confluence space created: LINK • High level architecture approved
Connection Setup	GM, CGI	2022-08-31	• Connection setup done
Req. Signoff	Magnus Å	2022-05-25	• MVP signoff
QA - E2E Testing	GM, CGI	2022-12-16	• Automated E2E route testing in place
HTTP API CopyCat	CGI	2022-08-31	• CopyCat for LINK DE HTTP API done
Handover	CGI	?	• Handover to NOC and GM
PayPal moved	LINK DE, CGI	?	• PayPal move to CopyCat API in CGI

Challenges / Risks

Project has started, all stakeholders and affected teams needs to be aligned. Vacations block activity. Discoveries need to be done regarding E2E testing. Target mid-May in Stockholm. COGS Manager, Gerard to book meeting with Cerillion team about ICM. Network data not existant.

Carbon impact

XXX

Budget status

YTD BUDGET	YTD ACTUAL	TOT BUDGET
		6M

Other Projects and OKRs

Message Search

Release processes, monitoring and handover to Group Operation



- Plan
- Budget
- Resources

Activities last period

- Clarify prioritization of process isolation and monitoring API implementation
 - This has resulted in tasks being put on hold due to conflicting prioritization

Activities next period

- Documentation in preparation for handover

Initiatives for H1

Initiative	Teams	Type	Size	ETA	Details
Update myLink Insights, MessageSearch, Excel Export codebase, and Elastic Search instance versions	Search & Admin	Delivery	S	Done	Current production version is outdated and can't be used to create new instances – this makes it difficult to test new changes properly before going to production with them. An upgrade is needed to alleviate this, and new dev/test environments need to be created to ensure proper development and testing of releases.
Implement process isolation	Search & Admin	Delivery	S	On hold	File Importer pipelines included in the same process, which means a single point of failure. Separation of the processing of files is needed to avoid this. Two solutions offered that need evaluation.
Create API's to enable monitoring	Search & Admin/OPS	Delivery	S	On hold	The lack of monitoring needs to be addressed, and the suggestion is to create new API's to enable monitoring. It also needs to be decided which monitoring solution to connect them to.
Solution documentation	Search & Admin/OPS	Delivery	S	Q2	Ensure that the solution and its processes are properly documented, so that a handover to Operations for maintaining the production environment is possible.

Challenges / Risks

- Internal competence
 - We have only one (1) developer familiar with the Elastic Search implementation used for Message Search
- Internal prioritization
 - Currently the implementation of CPaaS Message Search (new solution) is taking priority, due to required deliveries in Q2 and Q3. This means the two improvement tasks for process isolation and monitoring API's are put on hold indefinitely.
 - Documentation and handover should still be able to be completed within Q2.
 - Monitoring will be minimal, but we have a check that alerts if the file import fails, and OPS is looking into automating the latest message timestamp check as well.

Deliverables / Milestones

Deliverable / Task	Date	Status
Test environment setup (Done)	Week 14	●
Version upgrade in production (Done)	Week 16	●
Release process alignment (Done)	Week 16	●
Process isolation implementation	On hold	●
Monitoring API implementation	On hold	●
Handover to OPS (NOC & APPL)	TBD	●

Projects targeting OKRs

Objective 4

OBJECTIVE	OWNER	STRATEGIC GOAL
Implement common Way of Working	Nelson	Top 5 worldwide CPaaS player

KR 1	Emply: All* employees enrolled in Emply *Non-EU BUs and BUs acquired during H1 2022 are excluded.	Lin
KR 2	CBR: Complete migration in Sweden and Denmark and launch WhatsApp and RCS in the Nordics plus Germany and Austria	Nelson
KR 3	Reduce lead time from Order to Customer has started to use the Service to max. 10 calendar days for SMS and WhatsApp and max. 14 calendar days for RCS, both in min. 90% of the cases	Nelson
KR 4	Establish common processes for Delivery and Support for all countries that use CBR	Nelson

Complete migration in SE and DK and launch WA and RCS in Nordics plus GE and AT

KR2:CBR projects on track. Launch of RCS is pending traffic (est to March) and billing solution. E2E WA target SE



- Plan
- Progress
- Resources

Activities last period

- CBR SE: Project Closed, final Steerco planned
- CBR DK: 2nd bill run completed
- E2E WA Nordics: Functional deliveries of WA on track. WA billing project: UAT ongoing
 - SE WA GTM (including billing of customers on target CBR/BSS) is in final stage of planning
- E2E RCS Nordics:
 - Technical solution ready .Live traffic is a commercial decision, if we want to do it before we are ready with billing or not . For billing & mediation – RCS billing offer received from Cerillion 21 apr and under review. Billing will based on mediation feedback at earliest be ready in Q4.
 - E2E WA and RCS GE and AT: Commercial delivery dates needs to be set - pending billing solution. Need intercompany billing – this will as a minimum require mediation – this work can at earliest start in Q3, and will last for 15 man weeks. One customer onboarded pending billing.

Activities next period

- CBR SE: Final SteerCo scheduled 12/5
- CBR DK: Process session on Delivery Process and Billing & Support Process to be facilitated April 27
- E2E WA Nordics: See slide 6. UAT completed for WA billing. Continued planning for WA billing SE.
- E2E RCS Nordics: See slide 8. Analyze impact based on input from Cerillion and mediation. Tele2-plan to go live this week.
- E2E WA and RCS GE and AT: Commercial delivery dates needs to be agreed.

Challenges / Risks

- WA: Onboarding/launch of new country on WA billing is est to 6-8 weeks. Pending commercial roll-out plan for other countries than SE
- RCS: The April target for short term billing is exceeded. Revised plan ongoing – need feedback / commitment on mediation

Dependencies

Deliverables / Milestones

Deliverable / Task	Status	Date
CBR migration SE – hand over to line/GTM	●	05.04
CBR migration DK – handover to line	●	27.04
E2E WA Nordics – PAC WA billing	●	Wk 17-18
E2E RCS Nordics - April requested for delivery of billing solution	●	Q4
E2E WA GE and AT		N/A
E2E RCS GE and AT		N/A
Target delivery OKR 4	●	30/6

Highlights

Budget status

	BUDGET	ACTUAL
YTD		
TOTAL BUDGET		

Out of scope

Reduce lead time from Order to Customer has started to use WA

KR3A: Work started to reach OKR targets



- Plan
- Progress
- Resources

Activities last period

- Embedded Signup delivery process for **WA** has launched.
 - GPE has trained Spain, Italy, Germany, Austria and Finland in new Embedded Signup delivery process.

Activities next period

- Train Sweden, Norway & Denmark in **WA** delivery & support 16'th May.
- Plan for what next countries (Awaiting commercial decision) to train in **WA** delivery & support.
- Final set up of OKR dashboard in SF/Jira

Challenges / Risks

- Key red flag for WA is the current issues we are experiencing in the Embedded Signup delivery process. We are able to deliver, but it requires additional manual work.

Deliverables / Milestones WA

Deliverable / Task	Status	Date
Update provisioning/ service delivery process after Embedded sign up is implemented	●	Mar
Generate reports for total service delivery time and that each sub process steps can be measured (in Salesforce/Jira)	●	April
Analyze the process and metrics as basis to identify red flags that are impacting achievement of OKR goal	●	April
Categorise issues identified and funnel changes/bugs/ improvements to relevant teams (billing ops, engineering, project)	●	May
WA billing solution based on CBR/BSS implemented for Sweden	●	April
OKR 3 target delivery	●	Jun

Dependencies

- WA billing project
- SF team (Lars Henrik)

Reduce lead time from Order to Customer has started to use RCS

KR3B: Work started to reach OKR targets



- Plan
- Progress
- Resources

Activities last period

- For **RCS** we'll soon have a small part of the delivery process automatized through Salesforce.

Activities next period

- When SF Automation is in place for **RCS** - Evaluate the whole process, identify bottlenecks and what can be done to solve them.
 - SF Automation to be delivered in week 18
- Train local identities in RCS starting off with Italy (Week 21 – to be updated – waiting on mediation inputs)
- Final set up of OKR dashboard in SF/Jira

Challenges / Risks

- Key red flag for RCS operators have different processes to set up the account/customers and the lead time for this varies from a few days up to months
 - No Operator commitment on delivery timeframe.
- Lack of information from Customer/Link Identity in RCS registration document.
- Dependencies to individuals (no automatized process E2E)
- Hand over to Group Operation. (Site Austria is not under ownership of Group Infra)

Deliverables / Milestones RCS

Deliverable / Task	Status	Date
Pre-commercial launch of RCS (pending mediation)	●	April
Update provisioning/ service delivery process after commercial launch (pending mediation)	●	April
Ensure that total service delivery time and sub process steps can be measured (in Salesforce/Jira)	●	April
Analyze process and metrics and identify red flags that are impacting achievement of OKR goal	●	April
Categorise issues identified and funnel changes/bugs/improvements to relevant teams (billing ops, engineering, project etc)	●	May
OKR 3 target delivery	●	June

Dependencies

- RCS project
- SF team (Lars Henrik)

Establish common processes for Delivery and Support for all countries that use CBR

KR4: Work started to define plan and scope for OKR 4



- Plan
- Progress
- Resources

Status of key goals

- The Process has been created and documented [here](#). Completion percentage: 100%
- The presentation and sign off from the internal customers (NO, SE & DK) Completion %: 66%
- A try run of the process and proof of improvement? Completion percentage: 50%
 - Is operating in NO, SE and DK. This way of working for future countries on CBR has been created and is being rolled out in FI and ES.

Activities next period

- Process sign off with SE.
- Proof of improvement to be identified and documented (I.e. Country statement)

Challenges / Risks

Dependencies

Deliverables / Milestones

Deliverable / Task (GTM CBR SE)	Status	Date
Establish overall process and process ownership for CBR	●	Mar 18
Common Sales, delivery, and billing processes and procedures documented	●	April 11
The presentation and sign off from the internal customers	●	End April
A try run of the process and proof of improvement?	●	May
Checkpoint : Verify alignment to OKR target	●	May
OKR 4 target delivery		June

Budget status

	BUDGET	ACTUAL
YTD	N/A	
TOTAL BUDGET		

Out of scope

Objective 3

OBJECTIVE	OWNER	STRATEGIC GOAL
Make LINK a leading CPaaS player	Fredrik	Top 5 worldwide CPaaS player

KR 1	70 million OTT and RCS messages (excl. MO & email) during H1 (targeting 200 mill. for 2022)	Fredrik + COOs
KR 2	Group Multichannel API launched (with 5 friendly customers) with RCS, SMS and WhatsApp	Fredrik
KR 3	10 LINK customers signed on Xenioo (at least 2 per region incl. North America)	Fredrik + COOs
KR 4	CPaaS license pricing strategy concluded and communicated for Multichannel API	Fredrik
KR 5	40 k followers on LinkedIn	Fredrik

Workstreams

Workstreams - WIP

Target is to include metrics for a complete view from operations and key interfaces



- Plan
- Budget
- Resources

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Operations metrics

- Operational KPIs are important to track continuously in order to early uncover root causes. This could be areas like service fulfilment, network downtime per cause, number customer tickets, time to resolution, etc.
 - Data that is available today for p1 and P2 is collected and under analysis
 - Nelson to help with a technical person from operations & performance to help extract the information about count of incidents , type of incidents and cause of incidents
 - The data available today in confluence is not produced anywhere in dashboard. The proposal is to produce the dashboard output in POWER BI. as a small project for development in Power BI.

Legal and compliance to answer if the projects are compliant to legal and GDPR requirements

- All the parameters of Legal & Compliance checklist have been discussed and shall be segregated in different phases of the project.
- Any new legal regulations will be accommodated in the process as and when notified.
- Sustainability checklist finalized.
- Final template awaited and to be discussed with sara.

HR to better understand the recruitment process and resource inventory skills

- One of the primary concerns for Tech is to be attractive and efficient in hiring people. A clear recruitment process is thus key in which we track incoming CVs to signed contracts and with HR use the data to discuss improvements
 - Status is that data from Emplly collected and under analysis.
- A key information is to do a skill inventory of resources in Group Technology e.g SME (subject matter experts) per domain, programming languages, seniority levels, etc. This inventory should be mapped to Position House and be available in Emplly.
 - Status is that existing data needs to be validated and identify the missing information.

Deliverables / Milestones

Deliverable / Task	Status	Date
Data Collection	Done	31 Mar' 22
Parameter Finalisation for report generation	On Hold	TBD
Automation	Not Started	TBD

Deliverables / Milestones

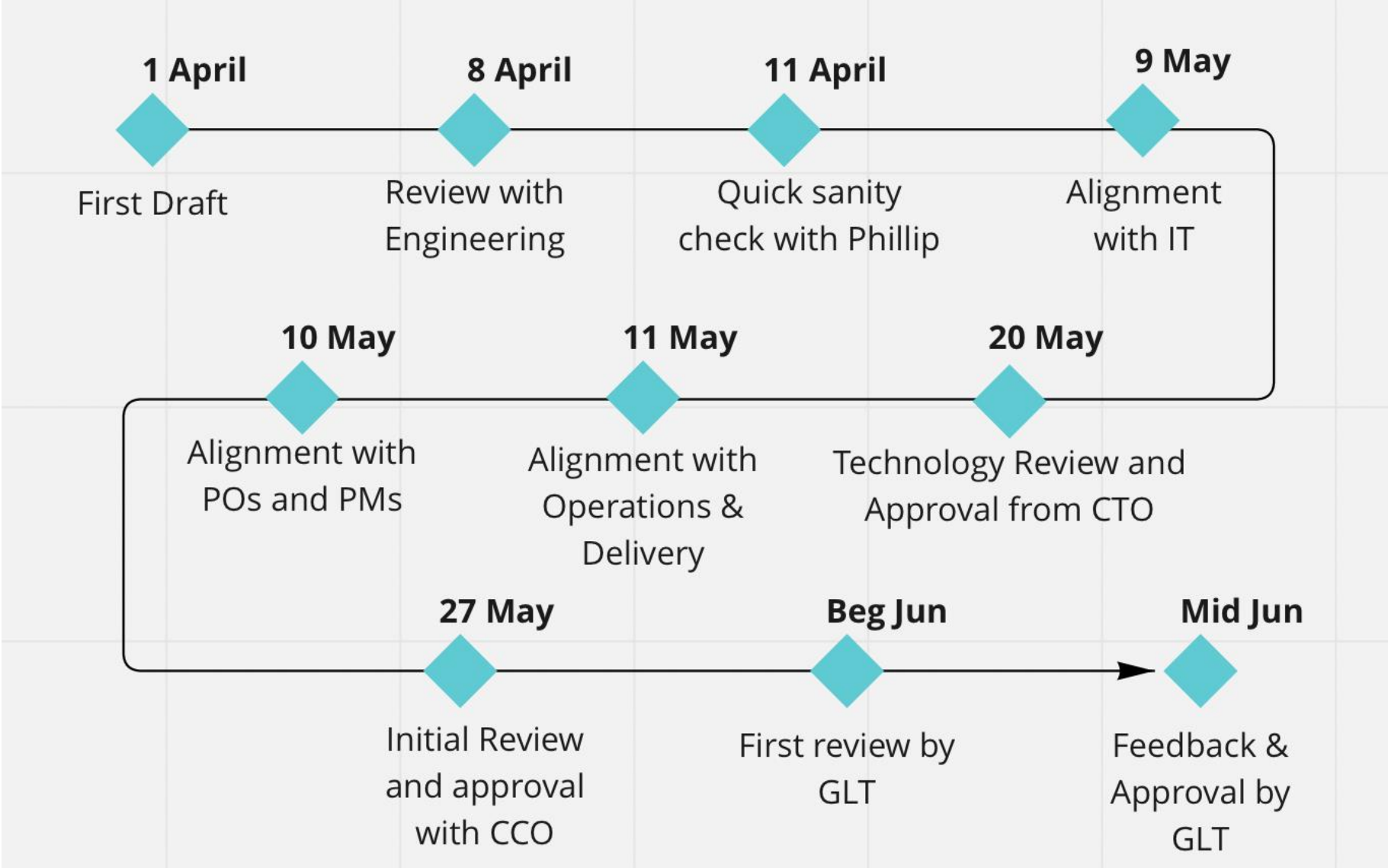
Deliverable / Task	Status	Date
Project Legal Check Process	Done	31 Mar'22
Project/product Compliance Check Process	In progress	30 Apr' 22
Communicate Process	Not Started	10 May' 22

Deliverables / Milestones

Deliverable / Task	Status	Date
Data Collection	Done	NA
Reporting and Parameter confirmation	In Progress	30 Apr' 22

H2 Roadmap Process Planning

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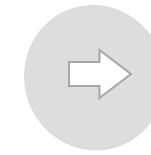


APPENDIX

Projects on hold

Discovery for GE and AU Billing Migration

Updates regarding requirement document and tracking in JIRA



- Plan
- Budget
- Resources
- GDPR

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Activities last period

- Project not started
- Draft of scope sent out for review
- Jira ticket documented – [ITS-90](#)

Activities next period

- XXX

Challenges / Risks

- Timeplan
- Scope

Deliverables / Milestones

Deliverable / Task	Status	Date

Highlights

- On hold

Budget status

	BUDGET	ACTUAL
YTD	TBD	NA
TOTAL BUDGET	TBD	

Dependencies

5
1

● Completed

● On Schedule

● Delayed

● Critically Delayed

○ Not Started

Governance Structure

Steerco Enterprise projects

Feb 2022

Data classification: Internal

Enterprise Project Steercos

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Project	Project manager	Steerco members
CBR migration SE	Ketil Opdahl	Nelson Vanegas Nicklas Klack (Project owner) Frida Finnström Ina Rasmussen Guillaume van Gaver
CBR migration DK	Ketil Opdahl	Nelson Vanegas Nicklas Klack (Project owner) Mia Markussen Ina Rasmussen Guillaume van Gaver
CBR migration FI	Ketil Opdahl	Nelson Vanegas Nicklas Klack (Project owner) Immo Salonen Ina Rasmussen Guillaume van Gaver
CBR migration ES	Ketil Opdahl	Nelson Vanegas Nicklas Klack (Project owner) David Cremades Gil Benoit Bole Guillaume van Gaver
WA billing	Ketil Opdahl	Nelson Vanegas Nicklas Klack (Project owner) Fredrik Nyman Phillip Grønvold Guillaume van Gaver

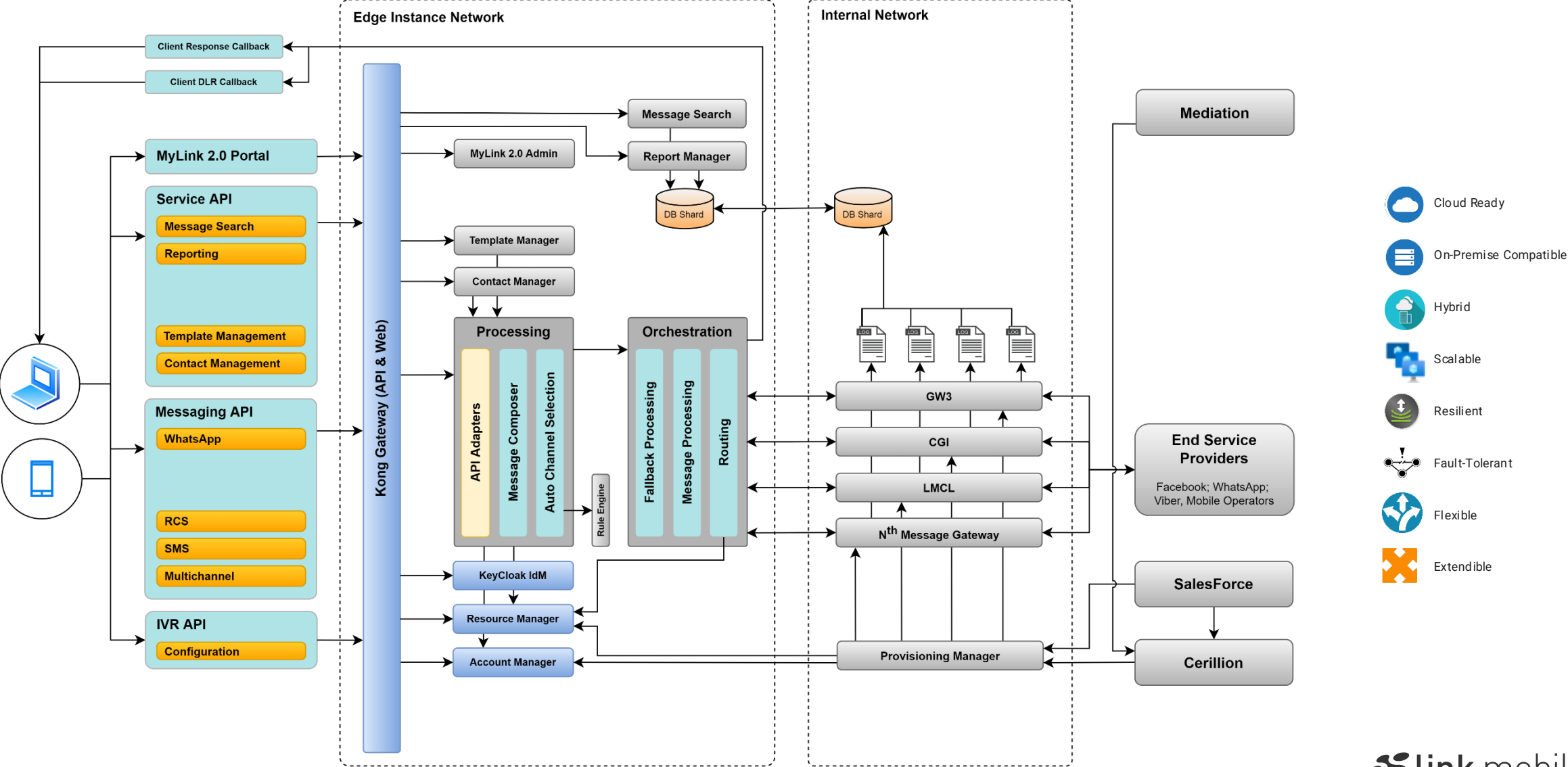
Enterprise Project Steercos

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Project	Project manager	Steerco members
GTM CBR SE	Tea Krogh	Nicklas Klack (Project owner) Frida Finnström (Sweden) Karianne Braat
GTM CBR DK	Tea Krogh	Nicklas Klack (Project owner) Mia Markussen (Denmark) Karianne Braat
Global HR (Emply) phase 2	Tea Krogh	Lin Ackema (Project owner) Nicklas Klack
GW migration	Priyanka Priyadarshini	N/A
Global connectivity	Priyanka Priyadarshini	Guillaume van Gaver (Project owner) Nelson Vanegas Geir Fodstad Hendrik Faasch

CPaaS Architecture







Architecture – Phase 1



Functional Blocks

	Component	Vendor	References	Description / Function
Off-the-Shelf	API Gateway	 Kong	      	<ul style="list-style-type: none"> • "Front Door" for CPaaS, managing network and app. connectivity • Request validation • Facilitates/delegates authentication and authorization • Allows rate limiting • Request transformation (API model translation)
	Identity Management	 KEYCLOAK	   	<ul style="list-style-type: none"> • Stores credentials • Basic account information • Issues authorization tokens • Validates existing tokens
In-House	Account Management	 link mobility		<ul style="list-style-type: none"> • Repository for Link Mobility customers (customer to IdM relation) • Extended hierarchical organization structure • Roles and permission management
	Resource Management	 link mobility		<ul style="list-style-type: none"> • Stores information about available products per customer • Stores information about available assets per customer • Stores essential data needed for access to internal components
	Message Processing	 link mobility		<ul style="list-style-type: none"> • Extended message send request validation • Template binding • Automatic channel/fallback rule-based selection
	Message Orchestration	 link mobility		<ul style="list-style-type: none"> • Manage fallback state for the duration of message processing • Communicate with all Message Gateways • Routes messages between different gateways (reduce cost and latency; allow resiliency; comply with regulations)
	Template Management	 link mobility		<ul style="list-style-type: none"> • Stores, handles and provides centrally managed templates for different channels • Additional per-template access control management

Functional Blocks (suite)

	Component	Vendor	References	Description / Function
In-House	Contact Management			<ul style="list-style-type: none"> • Stores contacts with advanced access control management • Additional per-contact metadata management • Consent management
	Message Search			<ul style="list-style-type: none"> • Provides access to message logs and delivery reports • Searches within message contents • Additional per-message category access control management
	Report Management			<ul style="list-style-type: none"> • Provides access to generated reports • Provides ability to create new reports • Provides scheduling capabilities
	GW3			<p>Message gateway with the following channels implemented:</p> <ul style="list-style-type: none"> • Viber • RCS • Push Notifications • SMS
	CGI Message GW			<p>Message gateway with the following channels implemented:</p> <ul style="list-style-type: none"> • WhatsApp • SMS • Email • Facebook Messenger
	LMCL Message GW			<p>Message gateway with the following channels implemented:</p> <ul style="list-style-type: none"> • WhatsApp • Viber (on hold)