POTENTIAL CHALLENGES

EFFECTIVE IT ORGANIZATION

The challenges IT face in responding to the accelerated pace that business requires include:

- Legacy infrastructure, heterogeneous environments and little or no enterprise architecture resulting in a complex and inflexible infrastructure
- Business processes that are largely 'glued' together by manual steps, resulting in limited end-end process transparency, inconsistent process execution, and process inflexibility
- Business rules that are 'coded' into underlying systems, often duplicated and inconsistent across the organization, are 'in peoples heads', and are not institutionalized and effectively managed
- Data quality, governance and master data management that is not adequately considered, resulting in integration challenges and limited trustworthiness of data.

PwC SOLUTIONS

PwC ADVISORY PRACTICE

Addressing your complex architecture, data and process issues through:

- **SOA Roadmap** – Using PwC's Composite Application Real-Time Architecture (CARTA) framework, assess SOA readiness and maturity and perform a gap assessment across the dimensions of People, Process, Technology, Standards/Metrics and Strategy/Governance. Develop an SOA "Action Plan" with immediate, short and long term objectives.
- **SOA "Jumpstart"** – Using an actual business process as a case study, undertake a high-impact short-term engagement to practically demonstrate and convey the core knowledge & skills necessary to deliver business value with SOA. This can be coupled with the SOA Roadmap above.
- **Business Process Management** – Perform a Business Value Analysis (BVA) to identify and quantify areas to focus on for BPM, and provide a framework for BPM effectiveness.
- **Data Services** – Streamlined enterprise data management processes including Data Quality Management (DQM), Data Transformation, Data Governance and Master Data Management to address complex data issues across information supply chain.

YOUR BENEFITS

INCREASED AND SUSTAINED ROI

Realizing additional value, productivity and reduced risk exposure from:

- Enhancing performance by improving the satisfaction of IT business users, as well as customers, partners, and suppliers
- Increasing the return on existing IT investments by lowering the cost of maintaining heterogeneous environments
- Mitigating risk by introducing enterprise-wide governance for people, processes, and technology
- Supporting regulatory compliance by providing greater transparency and control
- Increasing the efficiency of implementing new business objectives, and speeding the time to profitability
- Consistency and repeatability by providing a clearly defined, repeatable process that is tested and proven
- More effective, controlled business processes driven by coordinated data processes
- Improved customer/business relationships

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PRICEWATERHOUSECOOPERS

How to enable the agile business with service orientation and CARTA*

PRICEWATERHOUSECOOPERS

PwC's CARTA* Framework

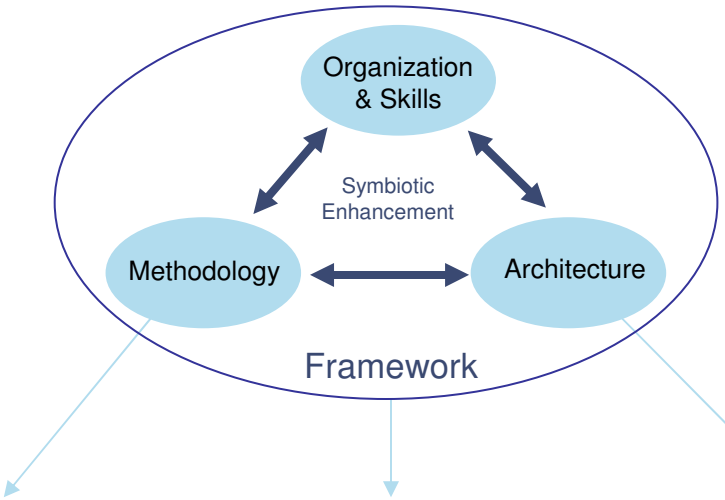
*Composite Application Real-Time Architecture

Framework Requirements

While Service Orientation and BPM are important architectural imperatives, they alone do not ensure success.

The primary elements for success are:

- The Right Organization & Skills
- The Right Methodology
- The Right Architecture



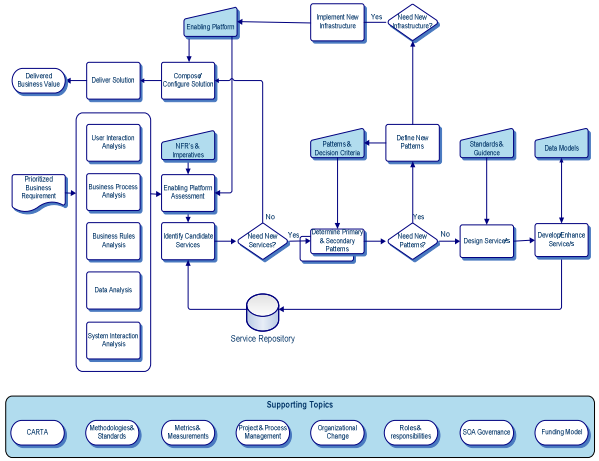
"Finally! A pragmatic and practical approach to adopting SOA!"

-- Leading US Airline

""PwC brings together the unique thought leadership of what business functions can take advantage of BPM, and then builds the optimum architecture to support it. This pragmatic approach to solving the 'how' is much needed in the market today"

-- Leading BPM Vendor

The CARTA Service "Factory" Model



A process approach to developing & delivering services that emphasizes iteration, composition and shared/reuse. It is optimized to the CARTA reference architecture, with supporting methodologies and guidance including:

- Iterative analysis through business processes, business rules, data, and UI
- Defining service requirements
- Composing & Developing using patterns and pattern criteria
- Testing, certifying & deploying services
- Metrics & measurements
- Lifecycle governance (Inception, Design, Deploy, Run, Change)

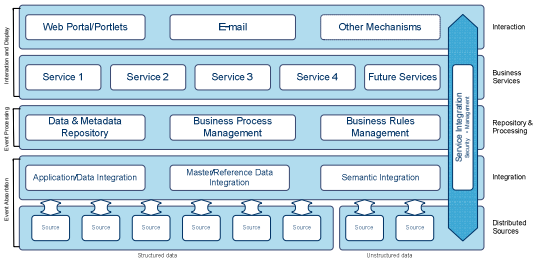
The CARTA Topic Map – Awareness to Action

AWARENESS FACTORS	APPROACH IMPERATIVES	ARCHITECTURE CONSIDERATIONS	APPLICATION COMPONENTS	ACTION PLANS	
• Stakeholders • Corporate Goals • Regulations • Key Vendors	• Vendor Approach* • Leverage existing • Familiarity/Learning • Broad Buy-in • Competitive Posture	• Transparency Across Stakeholders* • Org. Architecture	• Skills Inventory • Vendor Selection • Feedback Mechanism	• Staffing Plan • Change Man. Plan • Training Plan • Knowledge Xfer	PEOPLE
• Maturity Framework • Process models • Process Assessment • Data Assessment	• Right Real-time • Distributed • Rules Driven • Service Oriented • Plan for errors	• Event Driven* • Agile* • Automated Controls • Simplification*	• Process Integration • Error Resolution • Process Visibility • Cont. Improvement • Self Service	• Process Improvement Plan • Data Management Strategy	PROCESSES
• Asset Inventory • System Details • Interface Inventory • Dependencies	• Asset Reuse • Compose vs. Code • Incremental • Security Focus • Scalable & Agile	• Ref. Architectures • Service Architecture • Info. Architecture • Data Architecture • System Architecture	• Application Selection • Portfolio Rationalization	• Portfolio Strategy • Impl. Blueprint • POC's • Recommendations	TECHNOLOGY
• Industry Std's • Internal Std's • Best Practices • Tech & Dev Std's • Regulations	• Standards Based • Compliance Focus • Cross pollination of Best Practices • VOC/VOB	• Industry Standards • Integration Patterns • Tech & Dev Std's • Best Practices • Canonical Models	• Level of Standards Adherence • Peer Benchmarking • PwC GBP • Dashboards	• Standards Mandate • Taxonomy Dev. • Regulation Monitor/Tracking • Metrics Plan	STANDARDS
• Business Strategy • Business Drivers • CSF's & KPI's • Constraints • Other Initiatives*	• Strategically Tactical* • Tactical* • Reuse Success • Experience* • Stakeholder Roles	• Bus. Architecture • 'Context' vs. 'Core' • ROI Focus* • Out/Offshoring • Utility/Grid Computing	• Service Contracts - Service Registry - SLA's • Commercial Terms • Controls	• Governance Strategy • Risk Mitigation • Milestone Gating • Execution Plan • Funding Model	STRATEGY

* Also considered an approach imperative

- The 5 A's sequence is key… Begin with Awareness and Approach, not Application Components (typical)
- The starting point must be a clear understanding of the business drivers, critical success factors, and constraints to avoid a technology driven project.
- Each of the 5 A's must be assessed across the dimensions of People, Processes, Technology, Standards and Strategy & Governance.

The CARTA Reference Architecture



PwC's Composite Application Real-Time Architecture (CARTA) is a reference architecture that provides a proven base on which to add the specific functionality required by the business requirements.

- Each of the conceptual building blocks represents specific services that may be required. They do not represent specific software applications.
- Not all these building blocks are required in every instance.
- Some of this functionality could be provided by leveraging existing applications.
- Any one (existing or new) application may cover one or more of these services.
- A services mapping grid is then further used to identify options and determine the optimal set of software applications. Once implemented, this results in the "Enabling Platform" for SOA.