What is “The Walt Disney Company”

Revenue Business Segments

The Walt Disney Company

The Walt Disney Studios
- Domestic
- International
- Film Distribution
- Home Video
- Music Group
- Miramax

Disney Consumer Products
- Licensing
  - Soft/Hard Goods
  - Disney Stores

Walt Disney Parks and Resorts

Walt Disney World
- Disneyland Resort
- Disneyland Paris
- Japan
- Hong Kong

Media Group
- ESPN
- ABC
IS/IT Governance
Structure

Architecture Council

Virtual CTO
- Chairperson
- Segment Reps
- Strategic Sourcing
- Others, e.g., New Technology
- Annual Rotation

CIO Board
- Segment CIOs

CIO - TWDC

Corporal I.S. Leadership Team
- CIO Direct Reports

I.S. Executive Team Participants

LoB IT Leaders/Stakeholders
- Wider Executive IT Leadership
- Strat Planning, Legal

Business Alignment Council & PMO

Form and disband as required

Corp I.S Initiatives
- Shared services, e.g., Messaging, Help Desk, File & Print
- Corporate Wide Applications

Technical Advisory Teams
- Web Infrastructure
- Software Tools
- Desktop Standards
- PDA’s

Policy & Standards Advisory Teams
- PDA’s
- VTC

Company-wide Project Teams
- Messaging Collaboration & Directory Services
- Global Help Desk
**The Mission**

- To guide the transformation of the company’s IT organization so that it can quickly and effectively respond to opportunities and emerging threats, gain a strategic advantage over competitors, and improve profitability by increasing revenue and decreasing operating costs.
Importance of Architecture

The Winchester “Mystery House”
- 160 Rooms • 47 Fireplaces
- 6 Kitchens • 10,000 Windows
- Gas Lights • Intercoms
- 65 Doors to Blank Walls
- 13 Staircases Abandoned
- 24 Skylights in Floors
Builders = 147 Architects = 0

$5.5 Million Total Cost Over 38 Years
Vision of a state-of-the-art abode... ...built without a “blueprint”...
Winchester House Workforce, 1884
...yields inhospitable results

Adapted from “Case Studies of Enterprise Architecture Migration” published in 2002 by the Working Council of CIOs
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Everyone was Well Intentioned!

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Architecture can enable the business and promote continued growth...

Heroics are not sustainable!

Adapted from “Case Studies of Enterprise Architecture Migration” published in 2002 by the Working Council of CIOs
Enterprise Architecture Overview

Example for The Walt Disney Studios

- Many modern systems not designed with the Internet in mind
- New future business models to enable, e.g., expansion of self service, digital media
- Need to drive down operational costs to protect against revenue erosion
Business Value - Architectural Strategy

A Case Study

Many systems key to the Studio business are currently used by a small number of individuals who actually act as “human proxies” between these systems and organizations they “serve.”

- Theater Operators
- "Hold" or "Final" Placed via Fax, Phone, or E-Mail
- Sales Manager (human proxy)
- Core Business System (ShowBiz)
**Business Value - Architectural Strategy**

**A Case Study**

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**Why not this?**

(services-based architecture/layer)

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**Theater Operators**

“Hold” or “Final”
Placed via Fax,
Phone, or E-Mail
or Web Browser,
or other interface
(assume almost any UI)

**Document-based, agile, flexible**

**Core Business Systems**
(ShowBiz++)

Inside & OUTSIDE

---

**Services-based Layer**

---

Additional Systems / Services
First, theatre operators to BVPD

**AMC**

**Regal**

**Loews**

**Famous**

**Others**

---

**Self service, value add, labor reduction**
Theatre Operators to More Distributors

AMC  Regal  Loews  Famous  Others...

Disney  Warner Bros  Universal  Sony  Others...

*More work, too hard, lost value*
Business Value - Architectural Strategy
A Case Study

Aggregated 3rd Party Site

AMC  Regal  Loews  Famous  Others

Disney  Warner Bros  Universal  Sony

Build upon Federation Patterns

theatrical-distribution.com?
Business Value - Architectural Strategy
A Case Study

Focus on self service anywhere

Focus for new investment

Focus away from UI

Cross segment
Cross business unit
External partners

Think 3rd Party Sites!

Think beyond the Browser!

Services Based Layer

Documents
Catalogs/Cache
Orchestration
Process
Workflow

Coarse-Grained Interfaces In/out

Fine-Grained Interfaces In/out

Core Business Systems

PDA/Telephone and Other Emerging Devices

Think 3rd Party Sites!

Think beyond the Browser!

Cross segment
Cross business unit
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Coarse-Grained Interfaces In/out

Fine-Grained Interfaces In/out

Core Business Systems

PDA/Telephone and Other Emerging Devices
Guiding Architectural Principles

- Focus Core Business Systems (transactional) systems on fine-grained interfaces, high domain knowledge – move away from owning the user interface (presentation layer), move from identity to role-based authorization, and compensation capable.
- Invest in new “Services Based Layer” to insulate transaction systems and provide for future scalability, flexibility, self-service
- Encourage adoption of coarse-grained document-based interfaces out of the service layer, loosely coupled (easy to change)
- Prepare for adoption of standard documents for orchestration with business and external trading partners
- Consider “end game” of presentation layer – support but not own
- Move toward Common User Interface Standards both within Disney and across industries
Business Value - Architectural Strategy

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Ability to make right the results of a transaction without intervention.
Guiding Architectural Principles

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The Coordination of long running transactions spanning days, weeks, months.
Guiding Organizational Principles

- Organize IT teams along activity, i.e., Core Business Systems, Services, Orchestration and Presentation.
- Maintains current Core Business Systems teams, focus them on providing fine grained services, i.e., transactional and liberation of application functionality.
- Create new Services Layer infrastructure team as new organization with focus on documents, catalogs, process, workflow, caching; breakdown by (Enterprise - Segment - Business).
- Create new Orchestration Layer Team to focus on 3rd party aggregation, document standards, proxy activity reduction.
- Create new Presentation Layer Team (DEP and DIG) to focus on browser and other multi-channel deliveries, e.g., telephone, converging devices.
Business Value - Architectural Strategy

• Proxy based example: “Discovery” of desired information and services

"Hi, I’m trying to track down box office info, can you help me?
“I would give BVPD a call, they track domestic grosses.”
“Thanks.”

“Hi, I’m trying to track down box office info, can you help me?
“Yes, that’s handled by Marc Laffe, let me transfer you.”
“Thanks.”

“Hi, Marc, we’re trying to get some box office data, can you help us out?
“Yes, what exactly are you interested in?”
“Domestic box office, but just the cume on a film by film basis.”
“Yes, we have that, I’ll email you some example reports, let me know what works for you.”

Desire on the part of another segment to discover if the information they need is available already in the company. How do they find it now? Through trial and error and significant use of human proxies.
Proxy based example: “Discovery” of desired information and services

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“Yes, what exactly are you interested in?”
“Domestic box office, but just the cume on a film by film basis.”
“Yes, we have that, I’ll email you some example reports, let me know what works for you.”

Desire on the part of another segment to discover if the information they need is available already in the company. How do they find it now? Through trial and error and significant use of human proxies.

Likely to require a custom electronic point to point interface, agreement from business executives to share, large time investment…
Business Value - Architectural Strategy

- Proxy based example: “Discovery” of desired information and services

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“Domestic box office, but just the cume on a film by film basis.”
“Yes, we have that, I’ll email you some example reports, let me know what works for you.”

...scenario is potentially occurring thousands of times and continuing to repeat itself ad infinitum...
**Business Value - Architectural Strategy**

- Proxy based example: “Discovery” of desired information and services

Alternative is to leverage search from the Portal and discover existing available services.

User discovers resource through searching and drill down.

*This is value add of services based layer, liberating trapped functionality of core business systems.*
Business Value - Architectural Strategy
Reduction of Proxy Activity

Focus on self service anywhere

Focus for new investment

Cross segment
Cross business unit
External partners

Think 3rd Party Sites!
Think beyond the Browser!

Services Based Layer

Document
Catalogs/Cache
Orchestration
Process
Workflow

This value proposition lives here with the reduction of proxy activity.

Core Business Systems

Fine-Grained Interfaces In/out

Coarse-Grained Interfaces In/out

PDA/Telephone and Other Emerging Devices

Think 3rd Party Sites!

Think beyond the Browser!
Document holds state and metadata for user interface

List of Services Available
I’m interested in, please check one:
- Domestic Box Office
- International Box Office
- Product Rights
- Home Video Sales

Sent to: Joe Somebody, authenticated

Outbound Document Information Services

List of Services Available
I’m interested in, please check one:
- Domestic Box Office
- International Box Office
- Product Rights
- Home Video Sales

Sent to: Joe Somebody, authenticated

XML updated presentation layer

Inbound Document Information Services

Stateless
Document holds state and metadata for user interface

XML updated presentation layer

Outbound Document
Information Services

List of Services Available
I’m interested in, please check one:

- Domestic Box Office
- International Box Office
- Product Rights
- Home Video Sales

Sent to: Joe Somebody, authenticated

Stateless

Inbound Document
Information Services

<User>
    Joe Somebody
</User>
Document holds state and metadata for user interface

**Enabler is Common User Interface Standards…especially for 3rd party aggregation**
Guidance for Document Based interfaces

Metadata should include valid lists (leverage XML schemas?):

```xml
<Sex>
  <Value>Male</Value>
  <ValidValues>
    <Value>Male</Value>
    <Value>Female</Value>
    <Value>Unknown</Value>
  </ValidValues>
</Sex>
```
Guidance for Document Based interfaces

Metadata should include helpers:

```xml
<Customer>
  <Value>xxxxx</Value>
  <ValidValues>
    <Helper>http://webservice.com/customerhelper</Helper>
  </ValidValues>
  .
  .
</Customer>
```
Guidance for Document Based interfaces

Metadata should include labels and simple validations (again leverage in XML schemas?):

```xml
<Sex>
  <Value>Male</Value>
  <Label>Sex</Label>
  <Properties>
    <Required>True</Required>
    <ReadOnly>False</ReadOnly>
    
    
    </Properties>
  
  
</Sex>
```
The Role of The Architect

- Engaged at Project Discovery

- Ensures alignment to the Master Plan Strategies of Company, Segment, and Business Unit

- Owns technology choices and promotes compliance with Enterprise Architecture Framework

- Coordinates with other Architects both internally and externally
Segment/ Business Unit Architecture

Project Review Process

**Architect Role**

- Strategic Context Sector/BU-set
- Tactical Context Enterprise-set

**Strategic Business System Architecture/ Direction**

- **Aligned?**
  - YES
  - NO

**Enterprise Archit. Framework + Technology Decision Frameworks**

- **Core?**
  - YES
  - NO

**Review w/: ClO, Requestor, Architect**

- **OK to Proceed**

- **Variance Approved Based on Justification**

**PAR revised to reflect Strategic systems directions**

- **Project aligned to reflect TDF standards and directions**

- **Variance Approved Based on Justification**
**Segment/ Business Unit Architecture**

The “Building Code” Metaphor

**Architect Role**

- **Project Discovery**
- **City “Master Plan” Services & Strategy**
  - Aligned?
  - Review w/:
    - CIO, Requestor, Architect
  - **YES**
  - **NO**
- **City “Building Codes” Functionality & Liability**
  - Core?
  - Review w/:
    - TDF Owner, CIO, Requestor, Architect
  - **YES**
  - **NO**
- **Variance Aproved Based on Justification**

**Strategic Context**
- Strategic systems directions
- Project aligned to reflect TDF standards and directions

**Tactical Context**
- Enterprise-set
- PAR revised to reflect
- City
  - “Master Plan” Services & Strategy
  - Core?
  - Review w/:
    - CIO, Requestor, Architect
  - **YES**
  - **NO**
- **Variance Approved Based on Justification**
Enterprise Architecture Institutional Approach

**Business Processes**

- Suppliers
- Employees
- Customers

**Application Portfolio**

- ERP
- Collaboration
- Publishing
- CRM

**Infrastructure**

- Platforms
- Network
- Core Services
- Infrastructure Management

**Architect & Integrate**

- simplify, standardize, modularize, integrate

**Govern & Manage IT Investment**

- rationalize, leverage, maximize, aggregate

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*Enterprise Architecture cannot succeed without a governance structure to promote and fund the “common interest”*

*Enterprise Architecture is the Glue that holds Applications and Infrastructure to a common destiny*
Enterprise Business Process Framework

Application Portfolio Cross Reference

Level 0 processes
- Create & manage products, services, media
- Market products & services
- Sell products & services
- Perform order management
- Manage supply chain ops
- Manage & support custom.
- Plan & manage performance
- Manage finances & accounting
- Manage human resources
- Manage information resources
- Manage physical assets
- Manage support services

Level 1 processes
- Perform research & design
- Perform market analysis
- Develop sales plan & quotas
- Capture orders
- Plan
- Establish & manage customer relationships
- Monitor external environment
- Process financial transactions
- Establish & administer HR policies & employee data
- Create & manage enterprise architecture
- Acquire physical assets
- Provide legal services
- Provide security & safety
- Perform admin. functions
- Perform project management
- Manage share-holders
- Perform risk management

Prototype products
- Develop marketing plan
- Perform sales
- Manage orders
- Source
- Manage customer interface infrastructure
- Create & manage business plan
- Plan & manage budgets
- Manage employee recruitment & training
- Manage compensations & benefits
- Provide & manage software solutions
- Dispose of physical assets
- Perform user support & training
- Maintain facilities operations

Create/manage product/service/media information lifecycle
- Implement marketing plan
- Make
- Provide information & training
- Evaluate business results
- Analyze & report results
- Administer health, safety & security programs
- Provide user support & training
- Maintain facilities operations
- Perform project management
- Manage share-holders
- Perform risk management

Application examples
- Media Asset Mgmt.
- Broadcast/Traffic
- News Room
- B2B Marketing
- Marketing Automation
- Campaign Mgmt.
- Point of Sale
- Online Sales
- Merchandise Licensing
- Reservations
- Ticketing
- Credit Card Processing
- Contract Mgmt.
- Catalog Order Mgmt.
- Advertising/Billing Mgmt.
- Licensing Order Mgmt.
- Supply Chain Planning
- Warehouse Mgmt.
- Supply Chain Mgmt.
- Food & Beverage Supply Chain
- Customer Relationship Mgmt./Call Center/Customer Service
- Guest Data
- Guest Claims
- Operational Data Store
- Forecasting & Planning
- Operational Reporting
- Customer Mgmt.
- Project Mgmt.
- Legal
- Risk Mgmt.

Process performance
- Plan & manage performance
- Establish & administer HR policies & employee data
- Create & manage enterprise architecture
- Acquire physical assets
- Provide legal services
- Provide security & safety
- Perform admin. functions
- Perform project management
- Manage share-holders
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Process physical assets
- Plan & manage physical assets
- Establish & administer HR policies & employee data
- Create & manage enterprise architecture
- Acquire physical assets
- Provide legal services
- Provide security & safety
- Perform admin. functions
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- Provide legal services
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- Perform project management
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Manage support services
- Plan & manage support services
- Establish & administer HR policies & employee data
- Create & manage enterprise architecture
- Acquire physical assets
- Provide legal services
- Provide security & safety
- Perform admin. functions
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Front of House
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Enterprise Business Process Framework
Application Portfolio Cross Reference

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- Create & manage infrastructure & operations
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- Provide security & safety
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- n & benefits
- Provide & manage software
- Plan & manage employee
- Recruiting & training
- Maintain physical assets
- Dispose of physical assets
- Perform support & training
- Maintain facilities operations
- Manage space
- Perform project management

Unique
Differentiating
Non
Differentiating

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- Guest Claims
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- Forecasting & Planning
- Operational Reporting
- Financial Transactions
- Budgeting
- Labor Forecasting, Scheduling, & Deployment
- TimeTracking and Compensation
- General HR
- Recruiting
- Document Mgmt.
- Mgmt.
- Asset Mgmt.
- Costum Mgmt.
- Project Mgmt.
- Legal
- Asset Mgmt.
- Risk Mgmt.

Front of House
Back of House
## Cross Reference Across Business Units

### Identify Leverage Opportunities and Cost

<table>
<thead>
<tr>
<th>Create &amp; manage products, services, media</th>
<th>Market products &amp; services</th>
<th>Sell products &amp; services</th>
<th>Perform order management</th>
<th>Manage supply chain ops</th>
<th>Manage &amp; support cust.</th>
<th>Plan &amp; manage performance</th>
<th>Manage finances &amp; accntg.</th>
<th>Manage human resources</th>
<th>Manage Information resources</th>
<th>Manage physical assets</th>
<th>Manage support services</th>
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Total

Grand Total

$xx.x

$xxx.x
Cross Reference Across Business Units
Identify Leverage Opportunities and Cost

Governance of IT investment can be aligned around business process owners.

This analysis reveals costs by business process and informs where the IT investment is focused, business unit cross reference reveals leverage opportunities.
Cross Reference Across Business Units
Identify Leverage Opportunities and Cost

Governance of IT investment can be aligned around business process owners.

Business Process Owners and Governance Methodology needed to manage investment and guide as-is and to-be states
Enterprise Architecture Model

Enterprise Architecture Model Framework

Enterprise Architecture
- Application Architecture
- Data Architecture
- Development Architecture
- Technical Architecture
- Security
Technical Architecture Layer

• The Technical Architecture layer describes the collection of network, hardware, infrastructure management and core services components that comprise the computing environment.

• It describes how various physical components are joined together and how they are effectively managed through enterprise-wide processes.
Technology Decision Framework Review

Technology Decision Framework Characteristics Definition

Planning Horizon

Emerging
- New technologies
- Driven by the market
- Potential business value
- High risk
- Unproven technology

Under Eval
- Recognized strategic value
- Sanctioned
- Prioritized
- Under formal review
- Published results forthcoming
- Not approved for deployment

Core
- Approved standard
- Proven
- Sustainable
- Strategically sourced
- Focus for training and cast development defined
- Enterprise scope

Declining
- End of life
- Out of favor
- Non sustainable
- Vendor risk
- Cost escalating
- Migrating away from
- No new implementations

Specialized
- Defined justified unique business case
**EA Infrastructure Approach: TDF Maintenance Process**

**Technology Lifecycle Plans Updated**
- Gaps assessed by Segments
- Published in Enterprise Architecture Framework
- Ratification by A/C

**Next Review Cycle Set**

**TDF Review Based on Lifecycle**
- SMEs meet in working committee
- Marketplace for TDF reviewed

**TDF Lifecycle**
- Categories Updated
- Suggested implementation approach

**Operating Model**
- To include both current and predicted TDF
- Strategic sourcing is involved
- Position or white paper explaining choices
- SMEs nominated by Architects
- Strategic Sourcing Involvement

**TDF Owner Duties**
- Monitor industry trends
- Establish Lifecycle Review Timeframe
- Organize and facilitate SME meetings
- Respond to requests to put products Under Evaluation
Development Dynamics

In House

✓ Unique and differentiating
✓ Transfer within industry model

Commercial

✓ Maintenance fee model
✓ Shrink wrap

There are big differences based on environment and approach...
### Development Dynamics

<table>
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<tr>
<th>Dynamic</th>
<th>In House</th>
<th>Transfer</th>
<th>Maintenance</th>
<th>Shrink Wrap</th>
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<tr>
<td><strong>Market Type</strong></td>
<td>Highly Vertical</td>
<td>Vertical</td>
<td>Vertical / Horizontal</td>
<td>Highly Horizontal</td>
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<tr>
<td><strong>Market Size</strong></td>
<td>Business Unit</td>
<td>Small community</td>
<td>Thousands</td>
<td>Millions</td>
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<td><strong>Release Cycle</strong></td>
<td>Initial Milestone/Budget, iterative - stability after release</td>
<td>Milestone/Budget</td>
<td>Value Driven - 1-2 releases per year - stability at release</td>
<td>Feature Set driven - stability at release</td>
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<td><strong>QA</strong></td>
<td>Propinquity and user base allows for more risk (all releases are beta)</td>
<td>Controllable defects from existing release</td>
<td>User base drives for more complete QA, release cycle provides opportunity – tend to cut features for release</td>
<td>QA extremely important, long beta cycles, feature set held, QA until ready (temporal)</td>
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<tr>
<td><strong>Support - Defects</strong></td>
<td>Defect corrections can be deployed in short cycles</td>
<td>Defect corrections can be deployed in short cycles</td>
<td>Defect correction rolled into 1-2 releases per year</td>
<td>Defects best addressed by service releases, significant testing required</td>
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## Development Dynamics

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<thead>
<tr>
<th>Dynamic</th>
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<th>Transfer</th>
<th>Commercial</th>
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<tr>
<td><strong>Support - General</strong></td>
<td>Can be less formal since scope is small</td>
<td>Less formal at target but contracted from provider</td>
<td>Must be formal to capture issues for cost reduction</td>
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<td><strong>Change Control</strong></td>
<td>Risk dictates level of formality</td>
<td>Formal during transfer phase</td>
<td>Varies but typically highly formalized</td>
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<td><strong>Enhancements</strong></td>
<td>Less formal with short cycles</td>
<td>Less formal with short cycles</td>
<td>User population dictates formal process</td>
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<td><strong>Feature Set</strong></td>
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<td>Market driven</td>
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Highly evolved approach – knowledge bases – scope of user base supports cost

Strict formality

Service release / Major release formality
The Lines Blur....

In House

- Visual interface no longer customer point of contact – self test button concept
- Internal leverage requires more rigor in development process - need to move towards more commercial capabilities
- Services may extend beyond the organization – how to support and interact?
- Market size (number of customers) doesn’t lend itself to beta / release candidate cycles
- Need to build with remodel in mind
The Lines Blur....

Commercial

✓ Need to allow direct integration into product lines – especially for federated identities
✓ Market will force interchangeability of software components
✓ Silver bullet mentality replaced with evolutionary change
Enterprise Architecture

Q & A