

Application Rationalization

Credentials Presentation



Agenda

- 1 Siemens Understanding of Organizational needs
- 2 Viewpoint on Application Rationalization
- 3 Siemens Best Practices in Application Rationalization
- 4 Case Studies
- 5 Next Steps

The winner is the chef who takes the same ingredients as everyone else and produces the best results – Edward de Bono

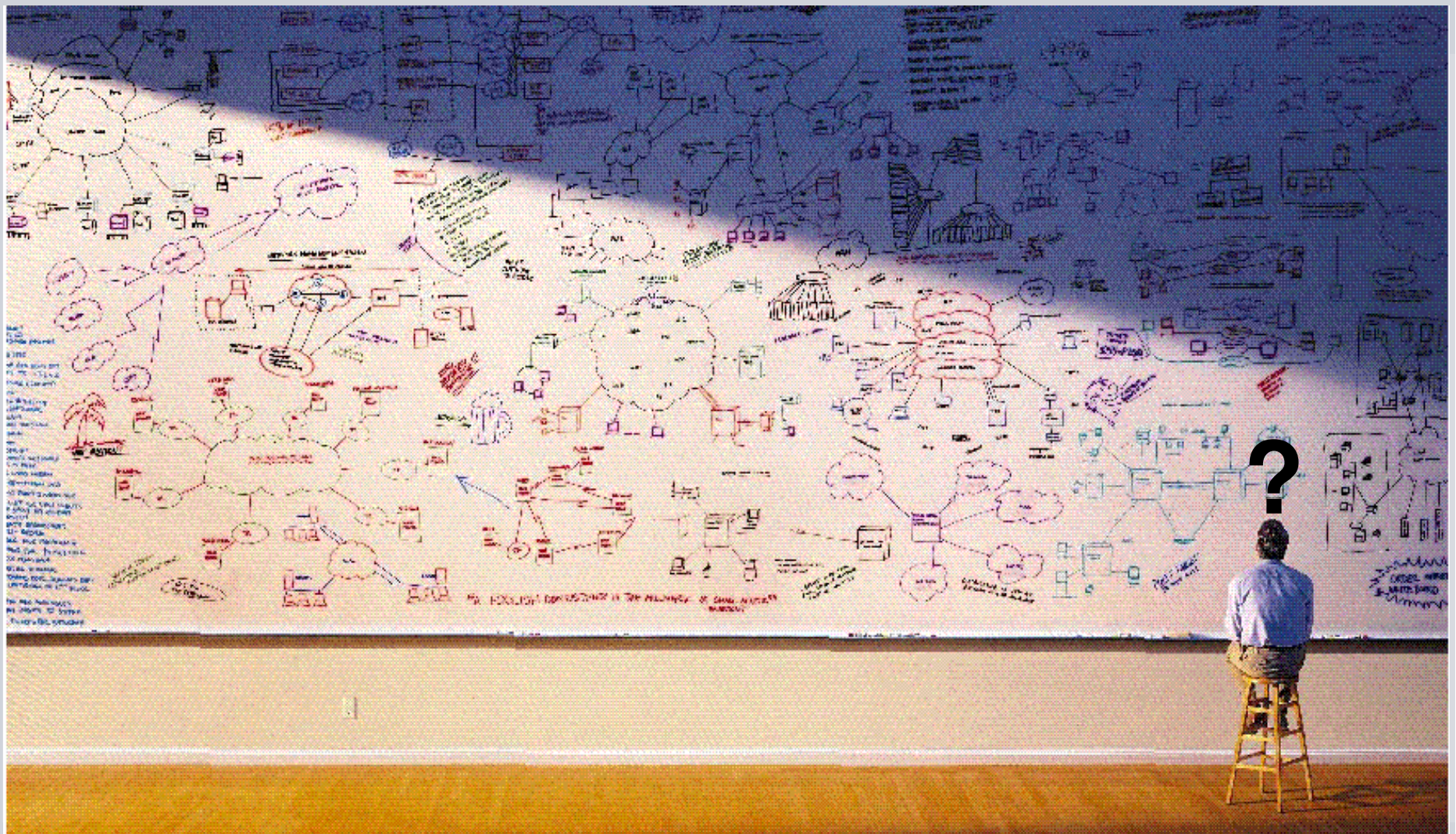
Siemens Understanding of Organizational Needs

- ✓ **Streamline application inventories for**
 - **Cost Reduction (Time & Effort)**
 - **Productivity Improvements**
 - **Better Regulatory Compliance**
- ✓ **Establish single business view of application data along with control and maintenance protocols**
- ✓ **Eliminate creation of ad hoc applications and increasing dependency on key resources for any development, maintenance and support needs**
- ✓ **Eliminate creation of tightly coupled overall application architecture making it inflexible and un-scalable for future needs and quick time to market & turnarounds**
- ✓ **Increase quality and standards across the 3 layers of – process, applications and data**

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Application Rationalization – Objectives & Issues

Objective:

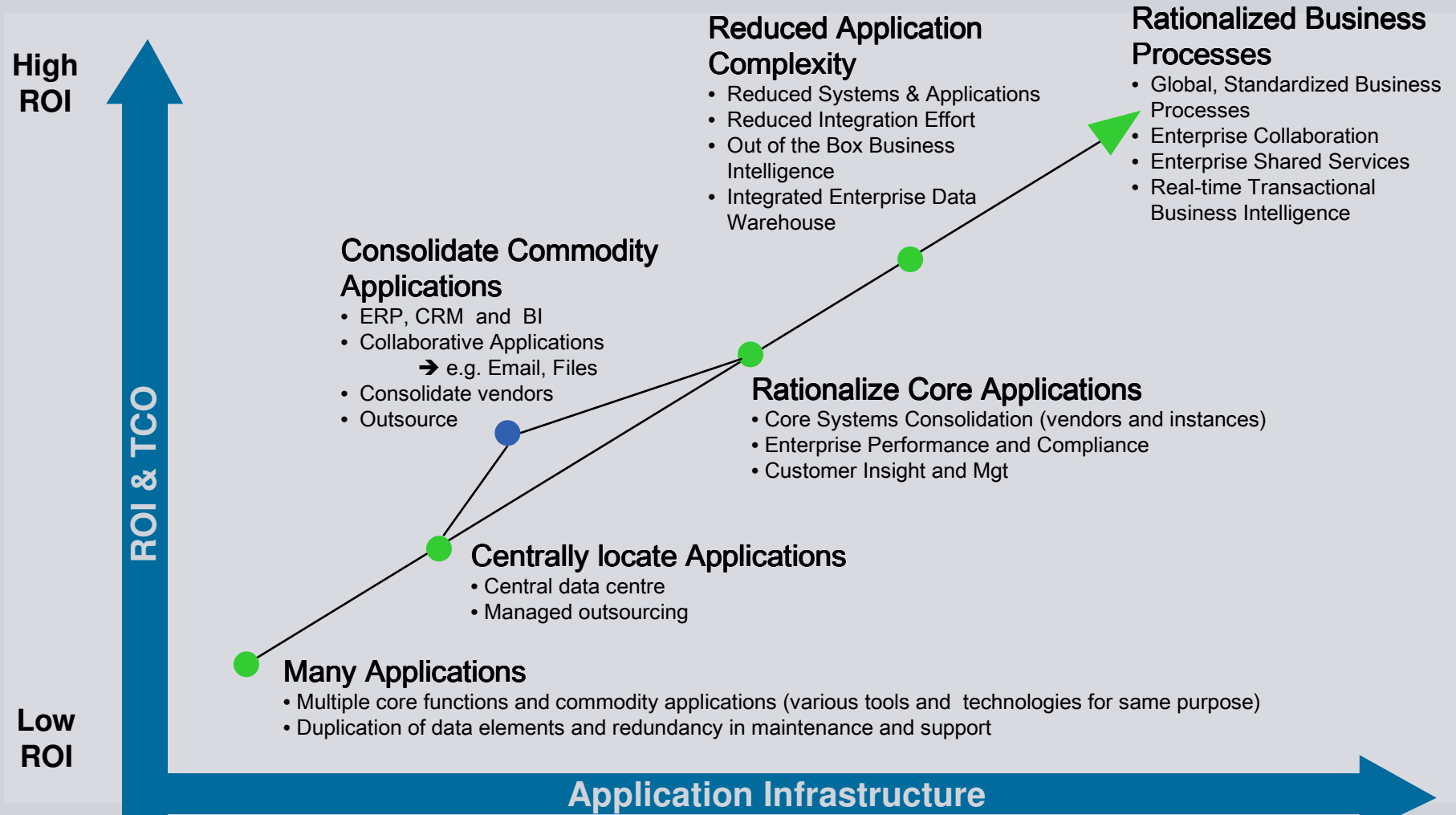
- Each Business Unit has multiple applications
- Rationalize overlapping applications among Business Units
- Rationalize applications within each Business Units
- Decommission applications which are rarely used or obsolete
- Retain or replace with more efficient applications which are specific to the Business Unit and has no overlap either the Business or other Business Units

Key issues:

Organizations often do not know

- Which are the overlapping applications with other Business Units
- Which applications have overlaps within each Business Units
- Which applications are rarely used or obsolete
- Which applications are specific to the Business Unit and has no overlap either the Business or other Business Units

Application Rationalization – Maturity Model



Application Rationalization – Distinct Phases

Consult

- Assess applications environment
- Map applications to Business architecture
- Arrive at Application rationalization roadmap

Design, Build & Deploy

- Design finalized Application rationalization roadmap
- Build designed rationalization components
- Deploy rationalized components

Operate

- Transition of to-be decommissioned applications for interim Application Management Services (AMS)
- Transition of rationalized applications for AMS
- Provide steady-state support for to-be decommissioned for interim AMS
- Provide steady-state AMS support for rationalized applications

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Application Rationalization Consulting Framework

Objective

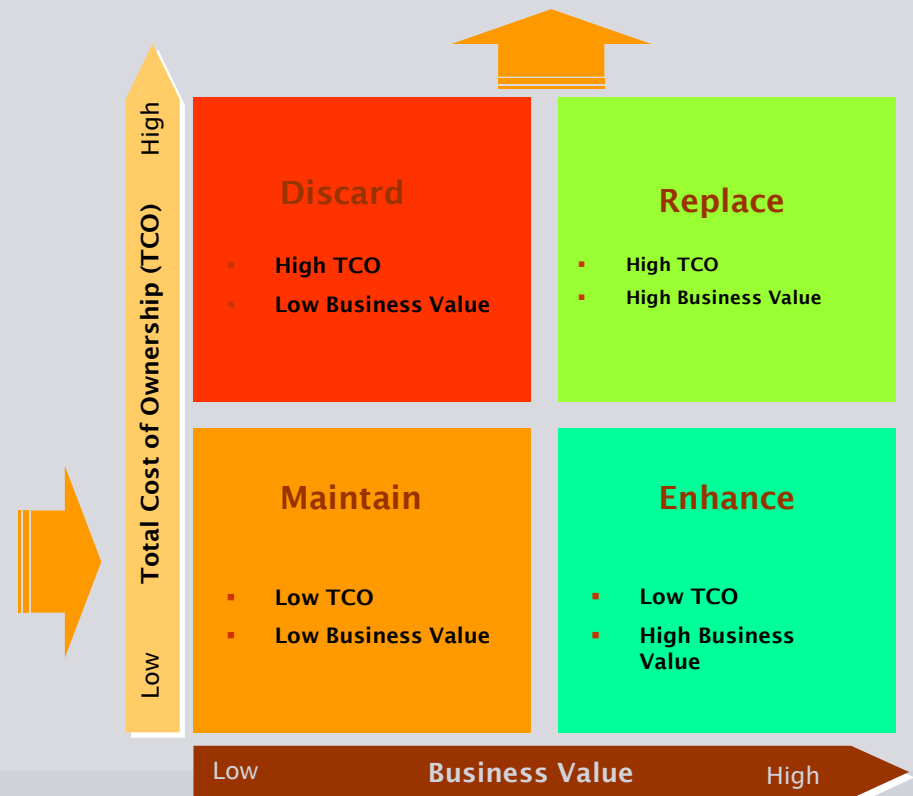
- Eliminate redundant or obsolete applications
- Reduce the complexity of the application portfolio
- Reduce the TCO of the IT infrastructure
- Increase strategic flexibility to pursue new business opportunities
- Improved efficiency

Activities

- Identify Application Rationalization opportunities
- Estimate cost
 - Time & resources
 - Investments in technology, people
 - Process changes
- Assess impact
 - On business processes
 - On other applications
 - On external stakeholders
 - Change management issues
- Estimate value
 - Reduction in TCO
 - SLA improvements
 - Strategic benefits
- Develop business case for initiatives

Deliverables

- List of Application Rationalization opportunities
- Risks and Mitigation
- Business Case



Total Cost of Ownership Objectives & Framework

Mission

- Alignment of IT activities to business requirements
- Efficient usage of IT resources supported by a well-defined, objective Cost management framework

Objectives

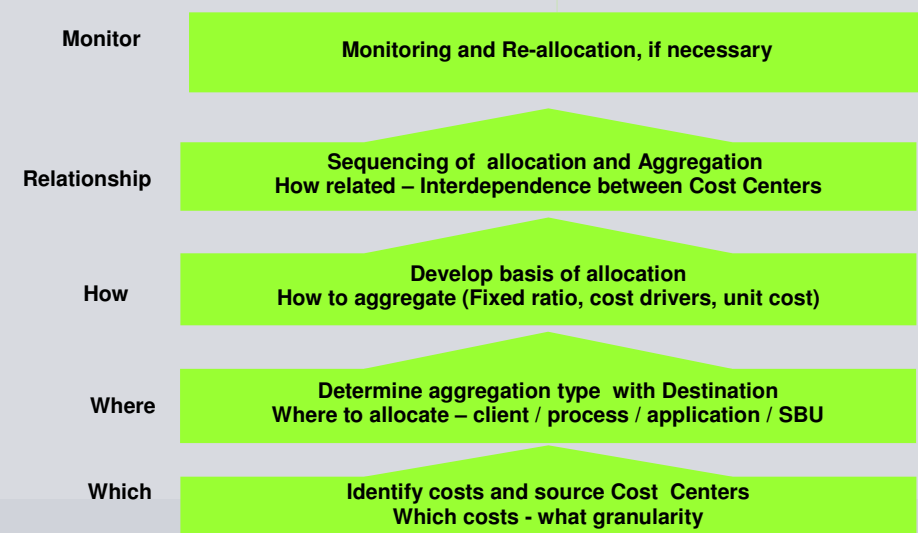
- 'As is' Total Cost of Ownership evaluation
 - Current Cost Elements for IT
 - Stratify TCO model to view across Applications / Business Units / Business Processes / Service elements / Customer
- Benchmark current TCO model against Best Practice and formulate revised TCO framework
 - Build accurate Forecasting Model and reporting mechanism as part of this
- Use model to evaluate key strategic imperatives like mainframe consumption reduction and rationalization

Process characteristics

- Identifiable, measurable, predictable chargeable components
- Costing process, dashboards & analytics to monitor IT spend & variances at frequent intervals
- Accurate, stratified view of costs & charge back policies / mechanisms

Benefits of well-designed TCO Frameworks

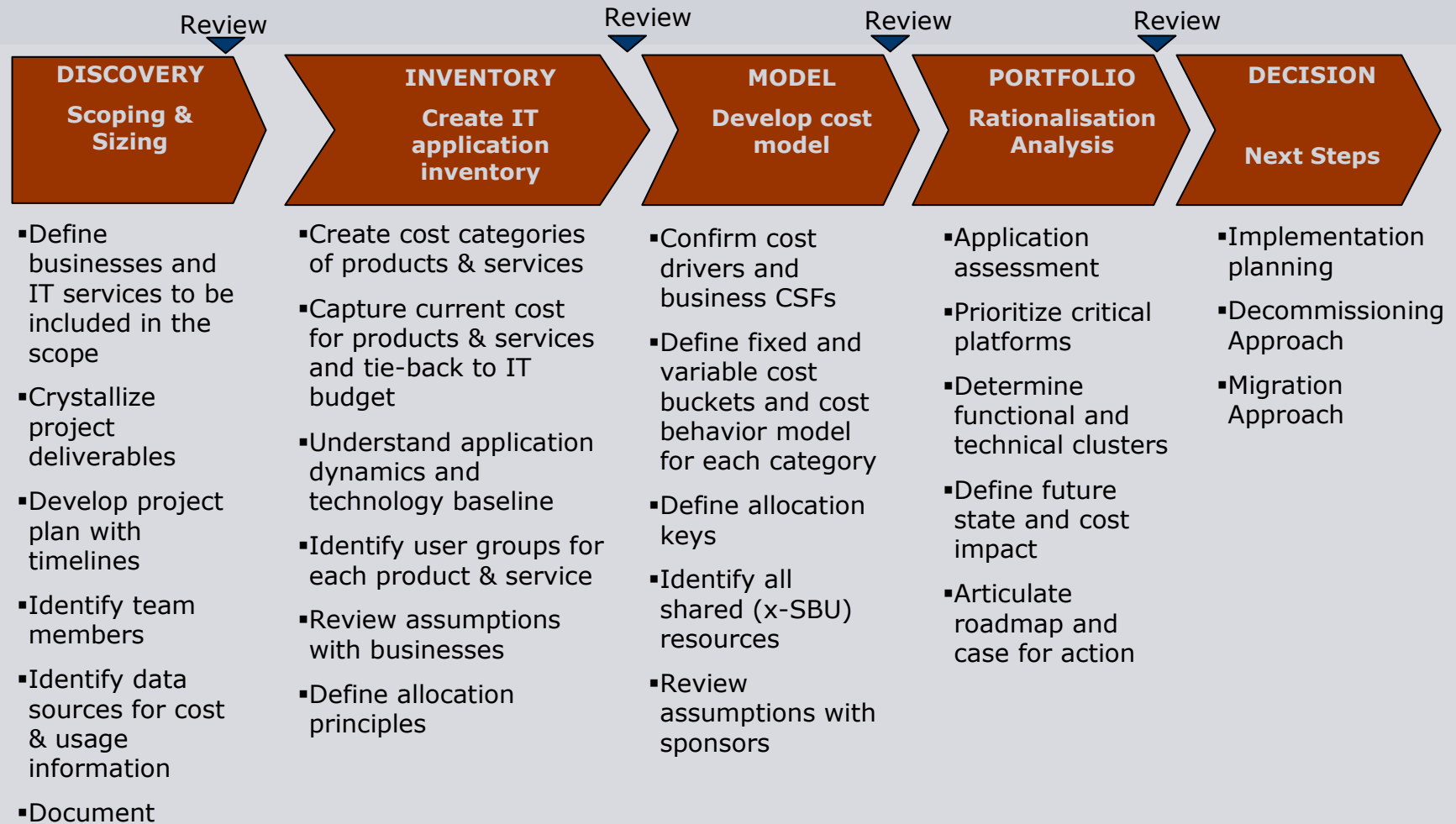
- Transparency to IT activities & incurred costs among Business and IT users
- Transparency in costing enables comparison with benchmarks forcing IT to innovate & stay competitive
- Better planning & budgeting process by allowing businesses to accurately forecast IT costs for the year
- Enables a more structured and objective decision making model for IT strategies



Business Value Parameters & Maturity Model

Area	Poor	Fair	Good	Excellent
Functionality Coverage	Significant gaps in coverage and sophistication	few gaps in coverage and sophistication (e.g., in areas with soft benefits)	No major gaps, at least some areas where systems provide process advantage	Systems helps create competitive advantage where it is possible
Performance	Regular breakdown and consistently below par	Par performance with occasional breakdown	Mostly above par with occasional difficulty during peak period	Above par with ability to deal with sudden spikes in demand
Standardization Index	Custom application used with no or little structured documentation	Custom application and good quality documentation available	Mostly a standard application with some customization	Standard off-the-shelf application
Complexity	Major applications interfaced at multiple points and levels Replacement and maintenance difficult	Mix of standard and complex interfacing	Interconnected through standard interfaces simplifying replacement and necessary interfacing	Highly modular and scaleable application architecture
Reliability	Significant problems with uptime, response times, and reliability	Insufficient uptime, response time, and reliability of results	Major applications meet basic uptime, response time, and reliability	Uptime and response time are super-high
Commercial Viability	Outdated platforms - great difficulty in operations, maintenance and support	Mix of technologies - some applications on declining technologies	Applications are built with actively supported technologies	Use prevailing standards; custom applications on current and likely future standard technologies

Application Rationalization Consulting Methodology



Application Rationalization in Action – Legacy Transformation

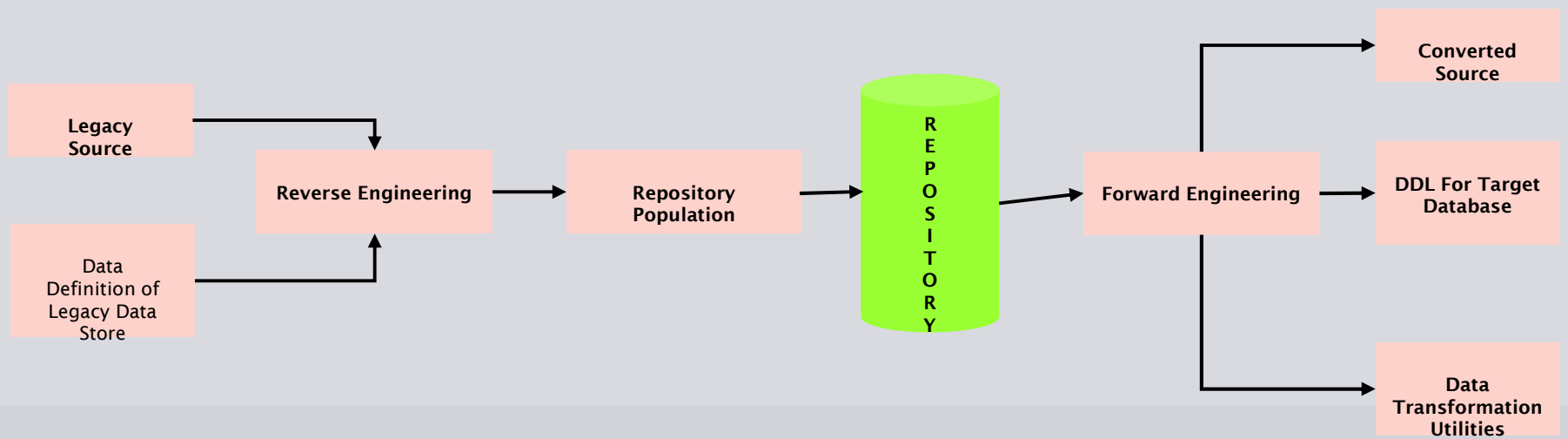
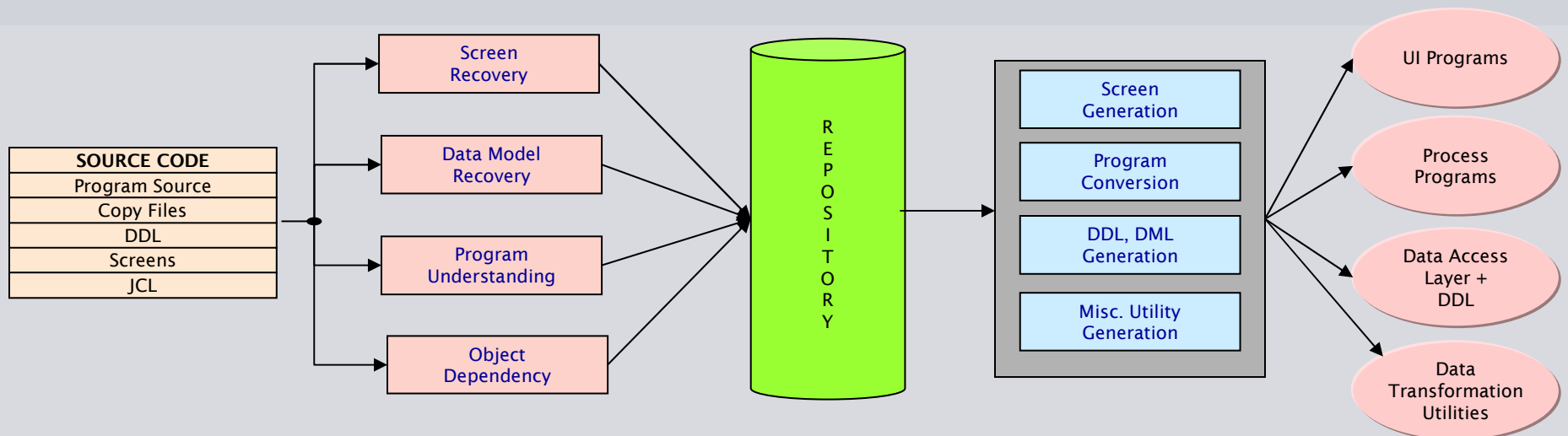


Options	Applicability
Transform	<ul style="list-style-type: none"> • Satisfactory business fit but technology deficient • Code quality is reliable • High operating and maintenance costs • Medium level of enhancements pending • Not prepared to take the cost of redevelopment/package • Not willing to undertake the BPR to accommodate package / new system

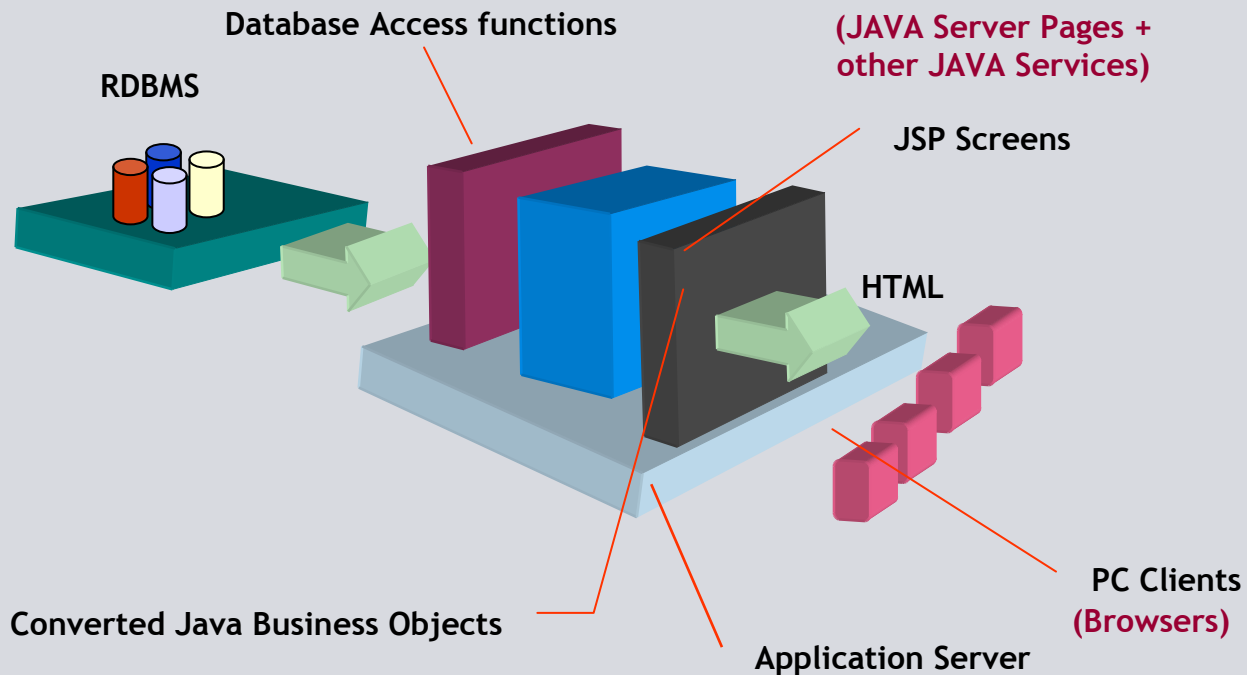
- **Source System Analysis**
Functional Features / Performance standards
- **Destination Definition**
Application View / Technology view / Deployment View
- **Transition Plan**
Platform migration / Redevelopment / Product implementation / Integration
- **Application Migration**
Tool configuration / Migration / Development / Product Customization
- **Data Migration**
Tool configuration / Source - Destination mapping / Extract / Transform / Load
- **Environment Preparation**
H/W, S/W, N/W Infrastructure - Documentation - Transition Strategy
- **Rollout**
User Preparation / UAT / Parallel run / Final transition and decommissioning

Legacy Transformation Approach

Legacy Transformation Methodology



Legacy Transformation Deployment & End State



Monolithic Legacy COBOL application is partitioned into

- Presentation functions in JSP/HTML
- Data store in Relational Database
- Core business logic in Open Systems Java Business Objects
- Data Access functions in Java (JDBC) objects

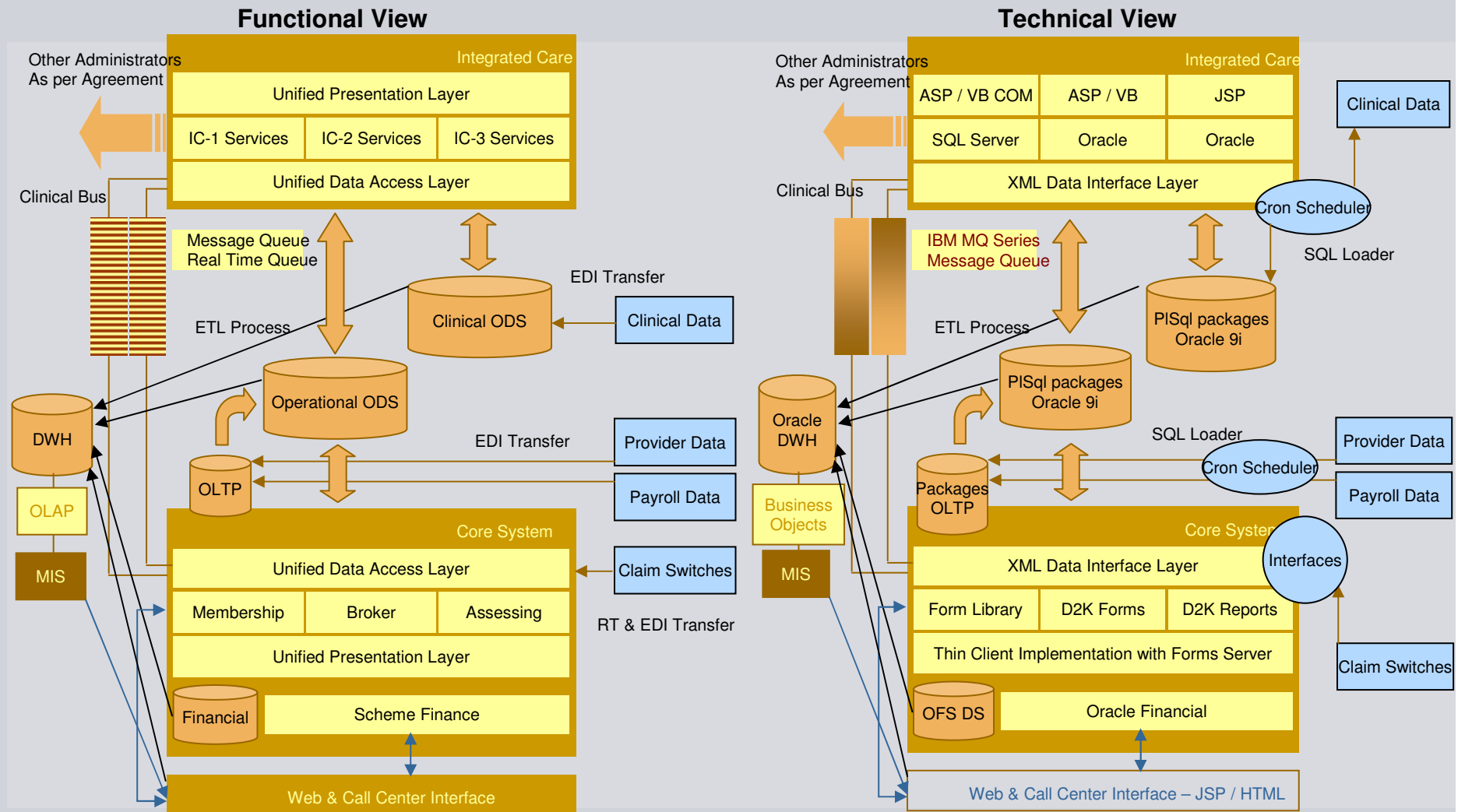
Source	Target
COBOL Screens	Java Server Pages (JSP)
Implicit Data Model (Network Data Model), VSAM, Flat file	Relational Data Model (Oracle)
Design Patterns (None)	Model-View-Controller (MVC)
Business Logic (COBOL Source)	Java Code
Logic Control	Servlet (Controller)
Data Access (Tightly coupled)	Segregated Data Access – 3-tier
	Data migration Utilities generated automatically
Batch Jobs (JCL)	Unix Shell Scripts

Application Rationalization in Action – Rationalizing Similar Applications to Best in Class Application

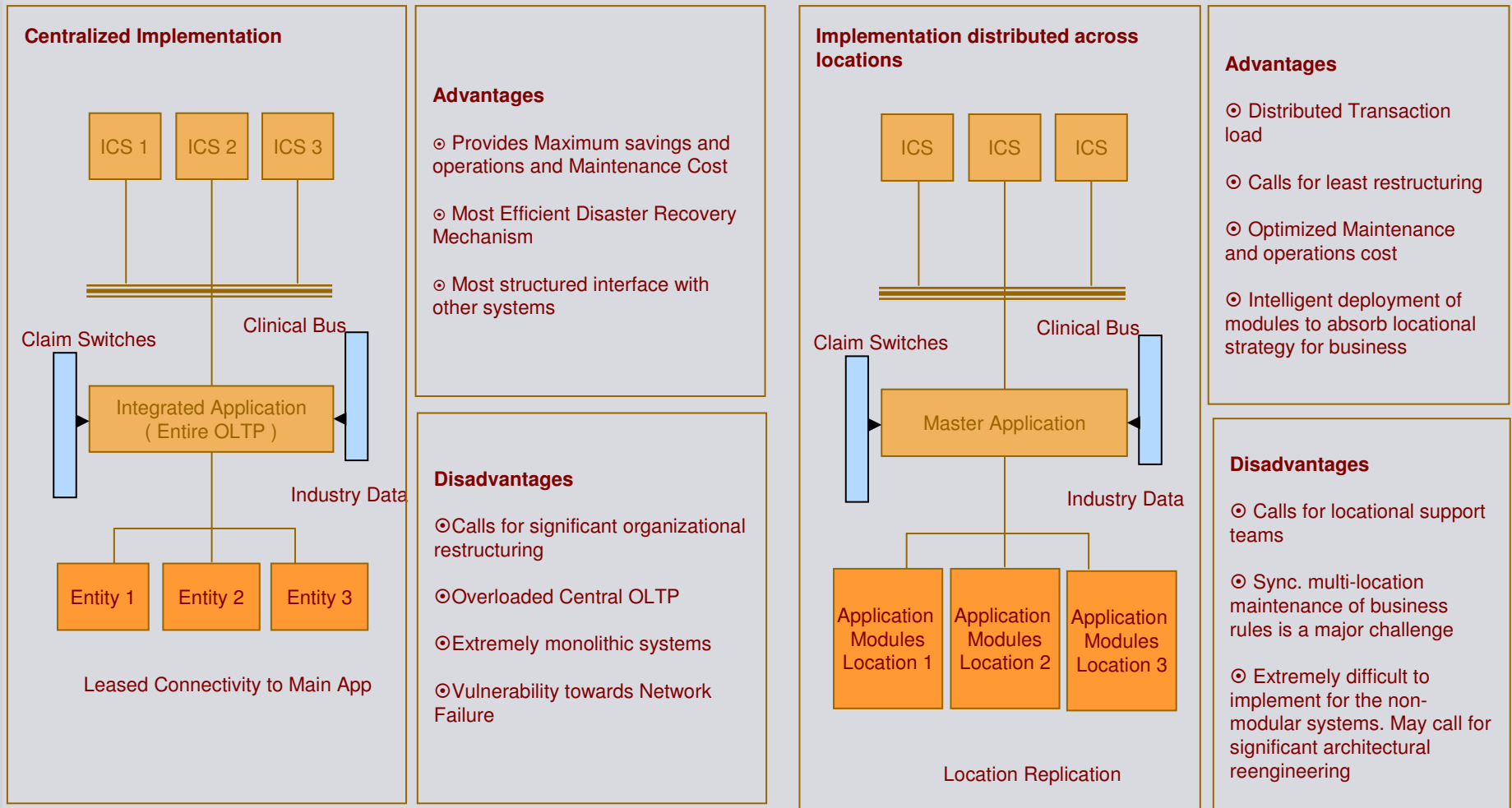


<p>Tasks – Phase 1</p> <p>Definition & elaboration of business use cases for the entire end-to-end business functionality of the application at an enterprise level</p> <p>Allocation of associated system objectives and functions clearly segregating the system boundaries and arriving at the system definition of</p> <p>Building logical Data model ensuring maximum possible modularity</p>	<p>Tasks – Phase 3</p> <p>Data Migration plan from the existing systems</p> <p>Data Mapping from the existing systems</p> <p>Data Cleaning for the source Data</p> <p>Data Transfer from Source to Destination</p> <p>Building the Revised Operational Data Source</p>	<p>Tasks – Phase 6</p> <p>Building Uniform Data Interchange Layers</p> <p>Re-organizing the other interfaces</p> <p>Testing, Parallel Run and Commissioning the integrated system</p>
<p>Tasks – Phase 2</p> <p>Designing Application Architecture with identification of modules to the possible level of granularity.</p> <p>Making inventory of all corresponding modules and subsystems as are available across existing applications and any other subsystem with reusability assessment.</p> <p>Identification of the reusable modules from the aforementioned basket of modules.</p> <p>Working out the application migration plan for the reusable items and the development for bridging the gap.</p> <p>Building the Physical Data Model and Database for the transaction database</p>	<p>Tasks – Phase 4</p> <p>Migration of reusable application modules</p> <p>Development of the gap modules identified</p> <p>Integration and consolidation of the entire application</p> <p>Testing, Parallel Run and Commissioning of the application</p>	
	<p>Tasks – Phase 5</p> <p>Building Physical Data model for the consolidated Data Store</p> <p>Minimum Application Migration to be incorporated to accommodate changes in the system definition and incorporating uniform standards for alike business processes.</p> <p>Testing, Parallel Run and Commissioning of the set of Managed Systems</p>	

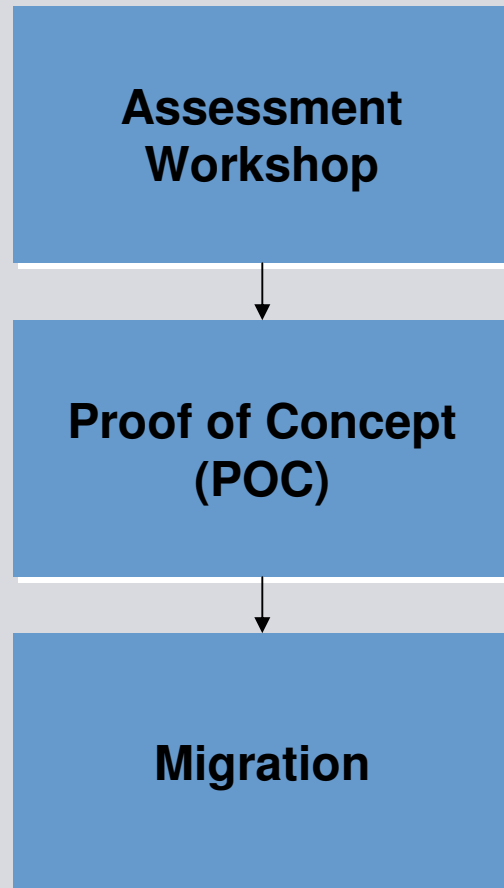
Rationalizing Similar Applications – To Be Views



Rationalizing Similar Applications – Selecting between **SIEMENS** alternative deployment architectures



Application Rationalization in Action – Migrating Application Environments

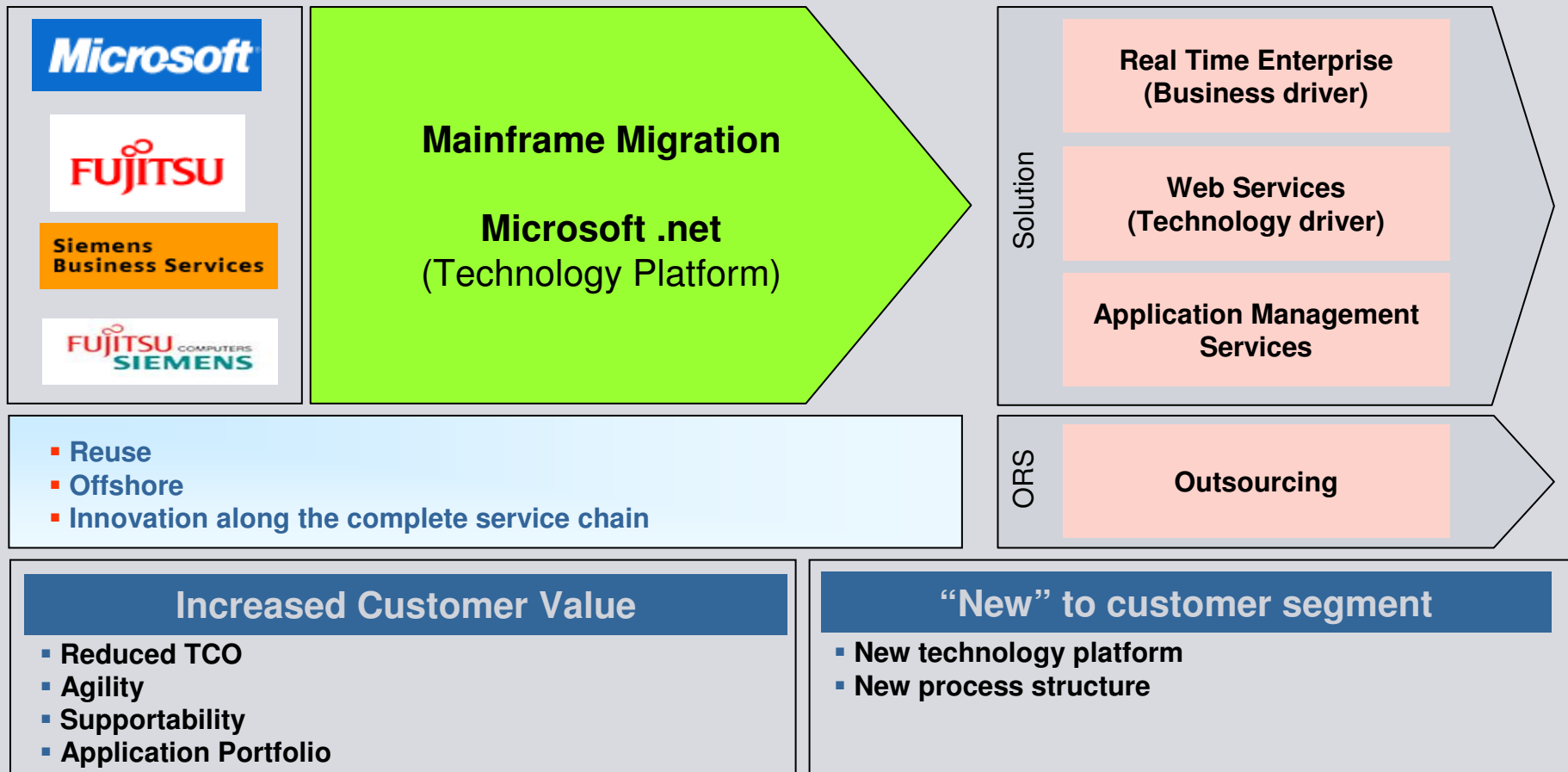


- Technical infrastructure description
- ROI calculation
- Risk analysis
- Define content of Proof of Concept

- Proof of functionality and operation for selected modules on the new platform
- Migration and implementation plan
-

- Application migration
- Integration of databases, print services, backup/recovery, high availability, system management
- Quality assurance and handover to operations

Migration of Mainframe Environment to .NET environment



Application Rationalization in Action – Application Consolidation – Objectives & Strategy



Application Consolidation :

- ✓ Enhances operational efficiency, security, service levels, availability etc.
- ✓ Reduces cost of maintenance, training etc.
- ✓ Creates scope for further server consolidation

Platform & UI Consolidation :

- ✓ Reduces cost of SW licenses – DB, OS, compilers etc.
- ✓ Reduces cost (and headcount) of maintenance & change management
- ✓ Increases operational efficiency & responsiveness

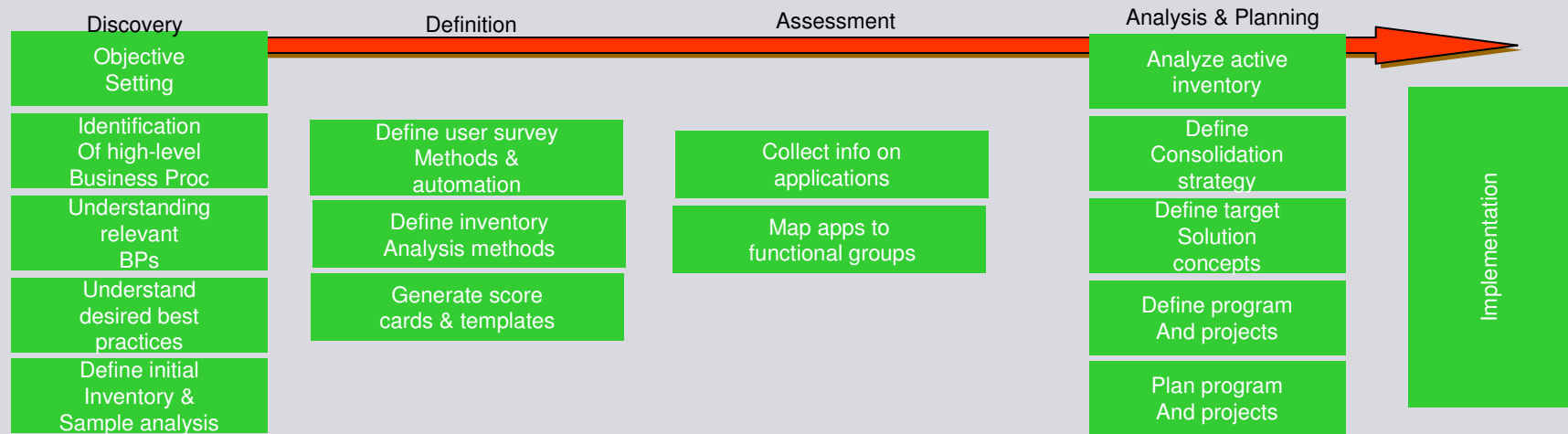
Data Consolidation

- ✓ Reduces duplication of work
- ✓ Higher data mobility, connectivity, manipulation and better performance
- ✓ Lower cost of maintenance

1. Application inventory assessment
2. Tools development/ customization leading to automation
3. Test migration
4. Application migration
5. Acceptance
6. Installation, warranty and support

- ✓ The strategy should begin with identifying and understanding relevant Business Processes/ functionalities & desired best practices/ workflows and mapping available applications to them. Automatically reduces inventory size
- ✓ Attempt is to deliver collateral business benefits without attempting BPR or large scale changes
- ✓ Focus is on GUI and data consolidation also through semi-automated means rather than application/ platform consolidation only

Application Rationalization in Action – Application Consolidation – Methodology, Activities & Deliverables



Phase	Activity	Deliverables
Discovery	Establish Objectives, Identify Relevant Business Processes [BP], locations etc. . Understand BPs (max. upto level 2) Identify Future Requirements. Generate Inventory Listing, categorization & sample surveys	Business & System Objectives Business & System Functionalities (in form of FDDs) Existing System Architecture And Design References Categorized inventory
Definition	Establish Assessment Techniques Establish Evaluation Methodology Generate Templates Establish stakeholders & schedule surveys	Evaluation Methodology to be adopted Scorecard template Audit Attributes (ext +int) User Survey schedule
Assessment	Detailed information collection (manual for critical apps and automatic for non-critical ones) Technical Evaluation	Application Assessment Reports with Scorecard
Analysis & Planning	Gap Analysis to establish System Compliance to Business Function Objectives Plan consolidation program & projects	Recommendations for application consolidation strategy, roadmap. And preliminary plans

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Integrated Health Management Application Rationalization – Objectives



Objectives: Core

- To build and maintain Scheme related information including benefits, pricing etc.
- Management of Bureau and Member Information as well as the related workflow
- Management of Broker Information and handling Commissions
- Maintenance and monitoring of Service Providers information.
- Management of the entire transaction processing and related workflow for Claims Processing including Assessment and Authorization.
- Disbursement of approved claim amount to various claimants
- Management of Financials including Scheme Finance
- Formulation and implementation of Clinical Rules for Risk Management

Objectives: Non Core

- To establish and maintain relationship with members and providers
- To establish and maintain relationship with providers of medical services.
- To procure and deploy effective systems to meet such objectives
- To promote relationship with independent clinical management organizations
- To control, manage and own all information, clinical and financial, concerning the membership of a group
- To ensure full control and management of the contractual and other relationships established with providers of Medical Services
- Assume responsibility as custodians of members' resources

Integrated Health Management Application Rationalization – Current Applications Assessment



PULSE

The goal of Pulse is to provide a system to administer medical aid schemes on behalf of Medscheme and to ensure that data can be seamlessly transferred across the core application, the mainframe and financial systems.

The system needs to be accessed country wide from various branches in a real-time manner and form the membership basis of all Medscheme business ventures

SOVEREIGN

To provide all functionality for administering medical aid schemes including managed care initiatives in a fully integrated system to facilitate a high standard of operational efficiency and limit overhead expenditure.

To make statistical and financial information readily available for medical scheme trustees to improve their decision making capabilities

Comparison: Functional

- While SOVEREIGN system boundaries attempt to address the complete cycle of the integrated HealthCare Management with an integrated system, PULSE has a disjointed financial and depends on several other business process in the areas of pre-authorisation, analytics, rules etc.
- Most of the business functionalities at the transaction processing level are common. At the reporting and decision support level, SOVEREIGN is empowered with a DWH driven business intelligence layer. PULSE makes use of a DWH beyond the boundaries of the system and often in conjugation with the Managed Care Systems.
- The software subsystems in SOVEREIGN are tightly coupled with each other and carefully structured to adhere to the business process. Pulse is somewhat loosely coupled and provides both gaps as well as flexibility.
- By virtue of its well structured system flow, SOVEREIGN system is easier to comprehend in contrast to PULSE
- Degree of Business Realisation is apparently higher for SOVEREIGN

Comparison: Non Functional

- SOVEREIGN has been a result of well-studied focused development whereas PULSE has evolved from its mainframe COBOL days to ORACLE D2K through quantum acquisition and build, each having its temporal and limited perspective.
- Sovereign architecture is extremely monolithic with very low degree of modularity. PULSE is not modular either; it may be described as a conglomeration of systems concatenated through related purpose. In terms of all technical matters including functionality, reliability, usability, efficiency, maintainability and portability; SOVEREIGN scores more than PULSE.
- PULSE, however, handles a much larger data volume than SOVEREIGN. However, no yardstick could be established to compare the scalability of the two systems.
- SOVEREIGN has followed some Architecture, Design and Coding Standards. PULSE does not seem to have any. The documentation standards of the Sovereign are well ahead of that of core Pulse. In Pulse only Mali is the well documented segment.
- Data integration is quite reliable in case of SOVEREIGN. PULSE uses too many interfaces and intermediate files.
- Because of monolithic non-modular structure, SOVEREIGN may be severely impacted by any major changes in the business process. Modular deployment and replacement will have its constraints.

Integrated Health Management Application Rationalization – Current Applications Comparison



PULSE

- System is not cost effective. Distribution of business process across several systems leads to high overhead expenses and low operational efficiency. It leads to data consistency and integrity problems.
- Due to distribution of functionality of scheme finance between PULSE and Main Frame, the system is unable to apply the rules of schemes/benefits properly which results in wrong claim settlement and incorrect information to the customer.
- Security and Control not implemented properly. Controls are not enough and system is open to unintentional/intentional abuse.
- The Level of System documentation (except Mali) is very poor. Also hard coding and not following any coding standards result in high maintenance cost and dependency on consultants or developers for any changes.
- Loose integration with the F&A systems (Pot, Mainframe, Mali) pose major problems in claim processing cycle.
- Service level for Brokers and Members are low resulting in significant loss of business

SOVEREIGN

- The Level of System documentation is poor. Only New Enhancements (project documentation) are documented as per software engineering standards.
- Due to integrated monolithic design, business functions cannot be segregated and modular implementation is not possible.
- Batch Process such as Payment Run takes 28 hours and financial tables are locked and these processes are put on hold for that time.
- No Data/Application level integration with AccPac. This results in dependency on manual procedures for consistency and verification.
- No version control done and product implementation at more than one site are not in sync.
- The user acceptance testing process is not fully documented for new releases.
- System is completely focused to SOVEREIGN business processes only

Integrated Health Management Application Rationalization – Implementation Road Map



Applied Principles

Consolidation Of Enterprise Information aligned with business objectives before any technological enhancement is attempted. Impact is distributed over phases.

Ensures protection of Investment already made through reuse in subsequent phases.

Ensures business continuity.

Phase I (1st to 12th month)

- Continue with Decommissioning Of Mainframe, implementation of B&L in Pulse and enhancement Of Mali.
- Continuing with preparatory activities to make the application systems ready to be implemented at the beginning of phase II.
- Any short term development plan, realising returns within this timeframe, should only be undertaken.
- Change management mechanism should be laid down to enable a smooth transition

1. System Study
2. System Design
3. Data Migration
4. Application Migration
5. Integration & Implementation

Phase II (13th to 28th month)

- Implementation of Mid-term application built with clearly defined boundaries and business realization targets
- Change Management Activities to ensure stability of the implemented systems in shortest timeframe.
- Revalidating the strategy and redefining the goals for the application to be built for implementation in phase III
- Phased migration of the application modules to new technology to complete the rollout before entering phase III

1. Smooth Live Run for the mid term application system deployed
2. Change Management ensuring stability of the launched application in the shortest possible timeframe
3. Setting the System Strategy, objectives and targets for the long term application
4. Identifying and scheduling subsystems for transition to the long term technology and architecture
5. Phased build and implementation with change management
6. Rollout of the entire long-term application system before commencement of phase III.

Phase III

- Implementation Of the Solution In its Long term perspective with maximum realisation of business objectives.
- Adoption of State Of the Art Tools and Technologies and best practices .

Costs & Benefits Up to Phase II

Medscheme Project Investment & Savings Breakdown									
Current Budgeted Expense		Development			Implementation of Oracle Financials				
	Per Month	Mar-03	FY 2004						
Decommissioning of Mainframe & POT	R -	R 0.00	R 0.00	Cycle 1 - Fix AP	R 2,000,000.00				
MAI/Grandifer	R 1,000,000.00	R 4,000,000.00	R 12,000,000.00	Cycle 2 - Imp AR	R 8,000,000.00				
Pulse	R -	R 0.00	R 0.00	Cycle 3 - Imp GL	R 11,000,000.00				
Sovereign	R 300,000.00	R 1,200,000.00	R 3,600,000.00						
Managed Care	R 400,000.00	R 1,600,000.00	R 4,800,000.00						
Total Development	R 1,700,000.00	R 6,800,000.00	R 20,400,000.00		R 21,000,000.00				
Current Budgeted Expense		Maintenance			Decommissioning of Mainframe & POT				
	Per Month	Mar-03	FY 2004						
Support on Mainframe & POT	R 750,000.00	R 3,000,000.00	R 9,000,000.00	Mainframe & POT	R 5,000,000.00				
MAI	R 200,000.00	R 800,000.00	R 2,400,000.00						
Pulse	R 1,050,000.00	R 4,200,000.00	R 12,600,000.00						
Sovereign	R 500,000.00	R 2,000,000.00	R 6,000,000.00						
Managed Care	R 350,000.00	R 1,400,000.00	R 4,200,000.00						
Total Maintenance	R 2,850,000.00	R 11,400,000.00	R 34,200,000.00		R 5,000,000.00				
Total Budgeted Dev/Maint/Exp.	R 4,550,000.00	R 18,200,000.00	R 54,600,000.00		R 26,000,000.00				
Project Resources									
Additional Budget Expense	PM Total	PM Cost	Milestone Cost	SISL	SBS	Medscheme			
System Study	68	R 88,000.00	R 5,984,000.00	50 R 4,400,000.00	14 R 1,232,000.00	4 R 352,000.00			
System Design	65	R 88,000.00	R 5,720,000.00	50 R 4,400,000.00	11 R 968,000.00	4 R 352,000.00			
Data Migration	32	R 88,000.00	R 2,816,000.00	20 R 1,760,000.00	10 R 880,000.00	2 R 176,000.00			
Application Migration	61	R 88,000.00	R 5,368,000.00	41 R 3,608,000.00	10 R 880,000.00	10 R 880,000.00			
Managed Care Initiative	30	R 88,000.00	R 2,640,000.00	16 R 1,408,000.00	8 R 704,000.00	6 R 528,000.00			
Integration & Implementation	54	R 88,000.00	R 4,752,000.00	36 R 3,168,000.00	12 R 1,056,000.00	6 R 528,000.00			
Total	310	R 528,000.00	R 27,280,000.00	213 R 18,744,000.00	65 R 5,720,000.00	32 R 2,816,000.00			
Potential Cost Saving									
Potential Maintenance Saving PA	40% Saving on Forecast Maint Cost		R 13,680,000.00						
Potential Development Saving PA	Based on New Development Project		R 6,300,000.00						
Potential Operations Saving PA	20% Saving 2000 Staff @ Salary R5,000P		R 24,000,000.00						
Total Potential Saving Per Annum			R 43,980,000.00						

Expected Payback for the Phase II investment - projected within 1year 4months

Legacy Transformation_ Application Rationalization – **SIEMENS** Credentials

- **Around 150 experienced people only in Migration & Integration services**
- **Total around 1200 trained software and systems engineers**
- **SISL and partners together have delivered around 30 mission-critical migration projects across the globe**
- **Many re-usable migration tools for fast turn-around of projects**
- **Large pool of experienced Architects, Project Managers & pre-sales technical consultants**
- **Defined & certified (ISO 9001:2000 & SEI CMM L5) methodology**
- **Vast experience in system integration projects around the world**
- **Off-shore work (in India) to give competitive edge**
- **Continues technology and maturity development through internal program**
- **Sound Project & Risk Management**
- **Proven Tools For Migration**
- **Ability of conceptualize business critical systems**
- **Ability to understand business processes**

Legacy Transformation_ Application Rationalization – Mainframe Decommissioning at DOL, Government of South Africa



Context

SBS, South Africa, in partnership with SISL India, had carried out a Feasibility Study to migrate current application and associated data from ICL Mainframe system at Compensation Commission to a Windows 2000/UNIX environment, to enable a complete decommissioning of the Mainframe from the operations environment.

The project had several challenges due to the following reasons:

- Non availability of “Code” and documentation.
- Non Cooperation by ICL.
- Resistance of user group to move to a “New” system.
- ICL bleeding SBS / DOL to the tune of 1.5 Million ZAR / month for maintenance.

As neither total redevelopment (due to time constraints) nor complete tool based migration (due to non availability of code) was feasible, it was decided to walk the middle path, with Online components being migrated and Batch components being redeveloped using Quadrilateral methodology to plug the information holes.

#	Description	Number	Approx. LOC/Size
1	Data Files	200	70 GB data
2	Online COBOL Programs	14	700,000 LOC
3	Online COBOL TP Screens	200	
4	Batch COBOL Programs	350	180,000 LOC
5	Batch SCL Programs	500	150,000 LOC
6	Reports from Batch Programs	150	110 Batch Jobs
7	Batch Programs – Adhoc	250	90,000 LOC

Solution Highlights

Message Handler that simulates the ICL TPMS service, in the form of a Java wrapper to call the COBOL programs and to manipulate the messages to and from screens.

TPMS COBOL programs migrated to MF COBOL and get called by this message handler, leaving the complex message handling logic untouched.

Integrated the existing Cobol program code with JSP’s without touching the existing code leading to high user confidence and low implementation time.

Implemented Quadrilateral methodology(Rule Books, User Interviews, Support team and System behavior) for batch logic extraction for batch routines for which code was not available to plug information holes and cross validate.

Application Consolidation_ Application Rationalization

– DOL, Government of South Africa



Challenges

- To align current legacy ESDS application suite to the business strategy of DOL. There are around 18 applications that have been developed by different department of ESDS using different vendors and different tools and technologies. Also lot of functionalities are duplicated across these applications.
- Unknown complexity and quality of third party applications
- Current systems don't perform over the limited bandwidth available
- The solution concept, generated by SBS and SISL, must be proven on the ground functionally as well as non-functionally

SISL Responsibility

- Study the current systems
- Analyze and submit strategy to align with the DOL PPP contract requirements
- Define the roadmap for consolidation and plan for new re-engineered application
- Probable Design & Development/ integration/ migration of the target applications

Solution Approach

- Migration roadmap for migrating to pure J2EE architecture at a later date.
- Leveraging on current Citizen-Organization Concept designed for the other projects at DOL.
- Taking advantage of common reusable packages of Registration already implemented in DOL.
- Taking advantage of hardware/software/technologies identified for the DOL i.e. using open source products (JBoss).

Expected Customer Benefits

- Huge reduction in operations and maintenance cost.
- Web-enablement at any time. Common MIS reporting for the management.
- Ability to integrate and inter-operability
- Maximizing business realisation and return on investment.