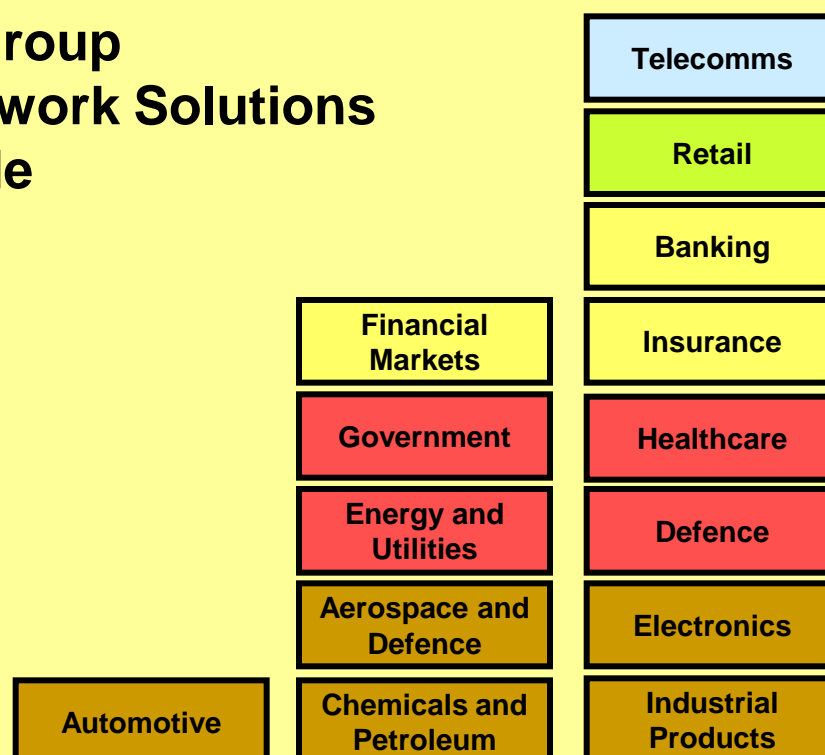




IBM Growth Markets Software Industry Solutions Portfolio



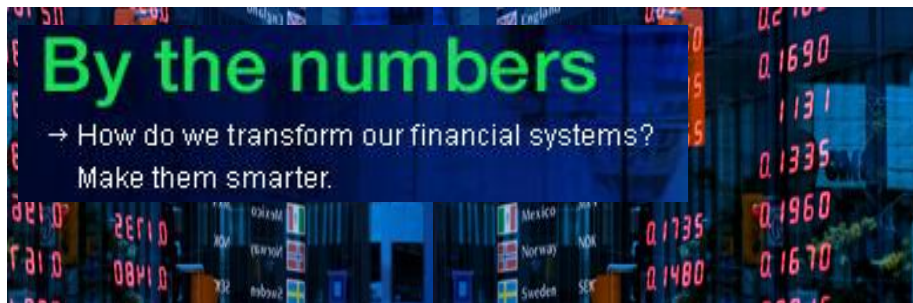
IBM Software Group Industry Framework Solutions Reference Guide



IBM has developed over fifty Industry Solutions based on flexible, customizable software combinations designed to solve real-world business problems.

Our solutions include Industry Frameworks made up of unique industry products, workflows, data-models, and assets harvested from 1000's of engagements.

IBM solutions for the banking industry



While financial services institutions must address the current economic situation and react to the far-reaching underlying changes to the banking ecosystem, they must also look beyond today's crisis and prepare for tomorrow through innovation and new business models.

	<h3>Integrated risk management</h3> <p>Create and bundle services that are more targeted, focused, personalized, and modular. An integrated risk management strategy can create the transparency banks are looking for, while helping differentiate their competitive position. This approach makes it easier to understand, control and optimize financial risks and opportunities. It can also help to detect, prevent and remediate operational risks, while enabling regulatory compliance.</p>
	<h3>Core banking transformation</h3> <p>IBM offers proven solutions for reducing the complexity of core systems transformation through either progressive renovation or by replacing the entire system. We provide industry expertise and banking-specific assets and accelerators to help reduce project risk and accelerate time to value. The results? A more cost-effective and flexible infrastructure foundation that can enable faster transaction processing and improved integration of business processes.</p>
	<h3>Payments and securities</h3> <p>The global payments business is changing quickly, driven by market shifts, margin pressure, concentration, disintermediation, risk and fraud. Position your banking business for emerging opportunities with enhanced efficiency, comprehensive risk management and simplified compliance. Our proven, open and flexible offerings can help you successfully navigate the payments market, while freeing up capital and reducing expense..</p>
	<h3>Customer care and insight</h3> <p>Who are your customers? What are their expectations? Today's customer is hard to win and even harder to keep. As consumers seek products and services that fit their preferences and their mode of interaction, they also expect greater levels of personalization - of both the product and the experience they receive. Deliver consistent, informed services across more channels so customers can manage their banking when and how they want.</p>

IBM Banking Industry Solutions Map

Strategic Drivers

Restore trust by demonstrating true customer insight
Craft products and services that are in clients' best interests
Respond to radically increased regulatory requirements

Achieve radically lower costs, reduce complexity; Accelerate mergers, acquisitions and divestitures
Enable responsible risk management and culture of transparency
Ensure capital adequacy

Industry Solutions

Integrated Risk Management

Core Banking Transformation

Payments and Securities

Customer Care and Insight

Solution Offerings

Financial Risk

- Ordered Data
- Risk Insight and Control
- Real time Risk Insight and Control
- Risk Optimization
- Risk modelling and scenario analysis

Financial Crimes

Governance and Compliance

Operational and IT Risk

IT Foundation

- Master Data Mgt
- Infrastructure Simplification / Scalability
- Development Efficiency and Agility

Process Agility

- Dynamic relationship pricing
- Bundled offerings
- Product Agility
- Core business process flexibility
- Performance Monitoring

App. Modernisation

SEPA Compliance

SwiftNet

Modernisations

Payments Process Efficiency

Retail Payments

Check & Digital Payments

Conversion

Financial Supply Chain Management

Mobile Payments

Customer Information Optimization

Insight Optimization

Marketing Process Optimization

Sales Process Optimization

Service Process Optimization

Compliance Optimization

Multi-channel Transformation

Industry Framework

BIF: Banking Industry Framework

Integrated Risk Management

- BDW / IFW Process and Data Models
 - Entity Analytics and Global Name Recognition
 - Cognos Blueprints
 - Service Management for IRM
- #### Payments and Securities
- Banking Payments Content Pack
 - Payment Director
 - Information Framework Model for Finance
 - Enterprise Payments Pack (EPP)
 - WBI for Financial Networks
 - WTX Industry Packs
 - pureXML Payments Bundles
 - Corporate Payments Scenario

Customer Care and Insight

- Data Integration Accelerators
- Performance Blueprints
- Customer Identification Solution
- Common Business Language Services
- Account Opening Scenario
- Multichannel Bank Transformation Toolkit

Core Banking Transformation

- Banking Transformation Workbench
- Banking Solution Accelerators
- Vocabulary, Data/Message Model
- Extensions for MDM Server
- Common Shared Services
- Services Components Building Blocks
- Solution Templates, Design Rules

IBM Software Foundation

Information Management

Data Warehouse
Customer Center,
Content Manager
Cognos,
FileNet
Alphablox, BDW
Industry Models

WebSphere software

Business Services
Fabric
Business Modeler
Business Events
Message Broker
DataPower
CICS Gateway

Rational software

Industry Models
ClearCase
ClearQuest
Software Architect
Developer for z

Tivoli software

Federated
Identity Manager
Security Manager
Access Manager

Lotus software

Portal
Forms
EveryPlace
Mobile

IBM solutions for the insurance industry

Making Insurance Smarter
*Build long-term customer
 relationships by focusing on what's
 really important to policy holders*



IBM helps Insurance companies drive profitable growth, balance cost with agility, improve underwriting results, and tailor products and services to meet policyholder needs. Our deep industry experience in integrating hardware, software, and services help clients holistically bridge their business and IT strategies.



Core insurance: IBM supports solutions for dynamic business processes, and integration and automation and scalability of core processes such as underwriting, claims, policy administration and billing.

In addition, Insurers can automate the processing of inbound documents and service requests, to provide end to end processing of documents and service requests – thus eliminating delays due to physical limitations.

Also with IBM's straight through processing solution insurers may attract new agents, many of whom are increasingly placing "ease of doing business" as a top selection criterion.

Furthermore, policy administration can be enhanced to improve the customer experience while creating cost savings from fewer interactions with customer service representatives and agents.



Customer intelligence and service: IBM can help Insurers improve efficiency and effectiveness across all their channels and create a single, virtual seamless channel-spanning process for consumers and agents

Distribution: IBM can help simplify back-office processes that support relationships with producers, and so enable marketing resources to better align with distribution strategy, and overall business objectives.



Product management: To keep pace with the competition, it is essential to innovate and to develop and release new financial products quickly. IBM solutions can help model and analyze insurance products in a structured way.



Business administration and infrastructure: IBM supports solutions for simplification of the IT infrastructure, increased responsiveness, and greater scalability and security. Legacy Modernization can reengineer or replace old systems. In addition IBM's approach to Business Driven development (BDD) can bring together the needs of different lines of businesses, channels and departments resulting in reduced redundancy in core systems, and elimination of overlapping, non-integrated data.

IBM Insurance Industry Solutions Map

Strategic Drivers

Leverage information and technology to capture market share. Innovate and simplify the business model .. For competitive advantage.

Shift to increased transparency & risk control while managing increased complexities. Transform core and IT processes with high level of automation ... to create sustainable cost savings.

Industry Solutions

Core Insurance Customer Intelligence and Service Product Management

Distribution Business Admin & Infrastructure

Solution Offerings

Insurance Operations of the Future (IOF) Solution
 STP Underwriting Life & Annuity New Business Solution
 Policy Administration Solution
 IBM China Lab Policy Management
 Claims Management Solution
 ACORD Solutions
 SEEC SOA Components BP
 Innovation Group Policy Admin BP
 FINEOS Claims and Payments BP
 SSP Core Business Serv Components BP
 Silvermoon Policy Admin. BP
 CSC Policy and Claims BP
 FIS ALIS Policy Administration BP
 Profit SW SOA Components BP
 IDIT Software Suite BP

Customer I & S
 Customer Data Integ Consolidated View
 Kana Single View BP
 PBBI Address Verification BP
 Earnix Price Optimization BP

Product Management
 Product Management using IAA
 Camilion Product Management BP
 FJA Product Management BP

Distribution
 Insurance Self Service Solution
 Collaboration for End-user
 Thunderhead Multi-Channel Comm BP
 Silanis eSignatures BP

Business Admin & Infrastructure
 Legacy Modernization
 Business-Driven Development

Industry Framework

IPAF: Insurance Product Acceleration Framework

- Mapping and integration of IAA models with WebSphere Modeler and Rational Software Architect
- Accelerators for building services via the P&C Industry content pack
- Standards-compliant ACORD eForms
- WS Transformation Extender ACCORD pack

BIF: Banking Industry Framework (Customer Care and Insight elements)

Mapping and integration of InfoSphere MDM Server to IFW models
 Cognos risk adjusted profitability blueprint
 Extension of logical BDW models (physical to customer)

IBM Software Foundation

Information Management

Product Center
 Content Manager
 MDM Server
 DataStage
 Optim
 Cognos
 SPSS

WebSphere software

Process Server
 Variety of Integration Products
 ILOG business rules
 Business Modeler

Rational software

Rational Software Architect
 Rational Application Developer
 Variety of Architecture and Testing tools

Tivoli software

Netcool
 Identity, Access, Security Mgr
 Variety of IT services management tools

Lotus software

Portal
 Mobile Connect
 Forms
 Expeditor
 SameTime
 Connections
 Quickr

IBM solutions for the financial markets industry

Understand the risks

*Create value through
effective risk assumptions
and mitigation*



If the financial markets industry is to deliver sustainable returns, it will have to embrace change. It will need to begin by working with regulators to build a financial system that is stable while still allowing for healthy innovation. Individual firms will also have to specialize and learn to fulfill their brand promises.

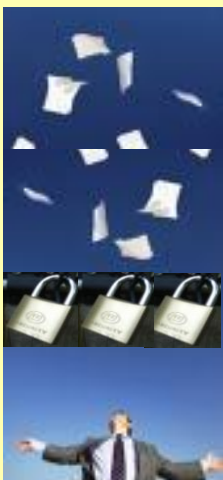
IBM has the expertise and tools to help financial market organisations build a platform to create value through effective risk assumption and mitigation.



Trade process transformation

In order to remain competitive in today's marketplace, your organization must speed up transaction handling while reducing costs and operational errors. Streamlining your operations and aspiring to new levels of straight-through processing (STP), continues to be a key business imperative across all financial market participants. But evolving instruments, globalization and increased regulations require increasingly sophisticated electronic post-trade processes and an infrastructure that nimbly addresses fluctuating business demands.

IBM has the assets, skills and proven track record that can help financial institutions become faster and more efficient throughout their trade lifecycle. From business process management to Six Sigma supply chains we offer solutions that help you optimize every aspect of trade processing.



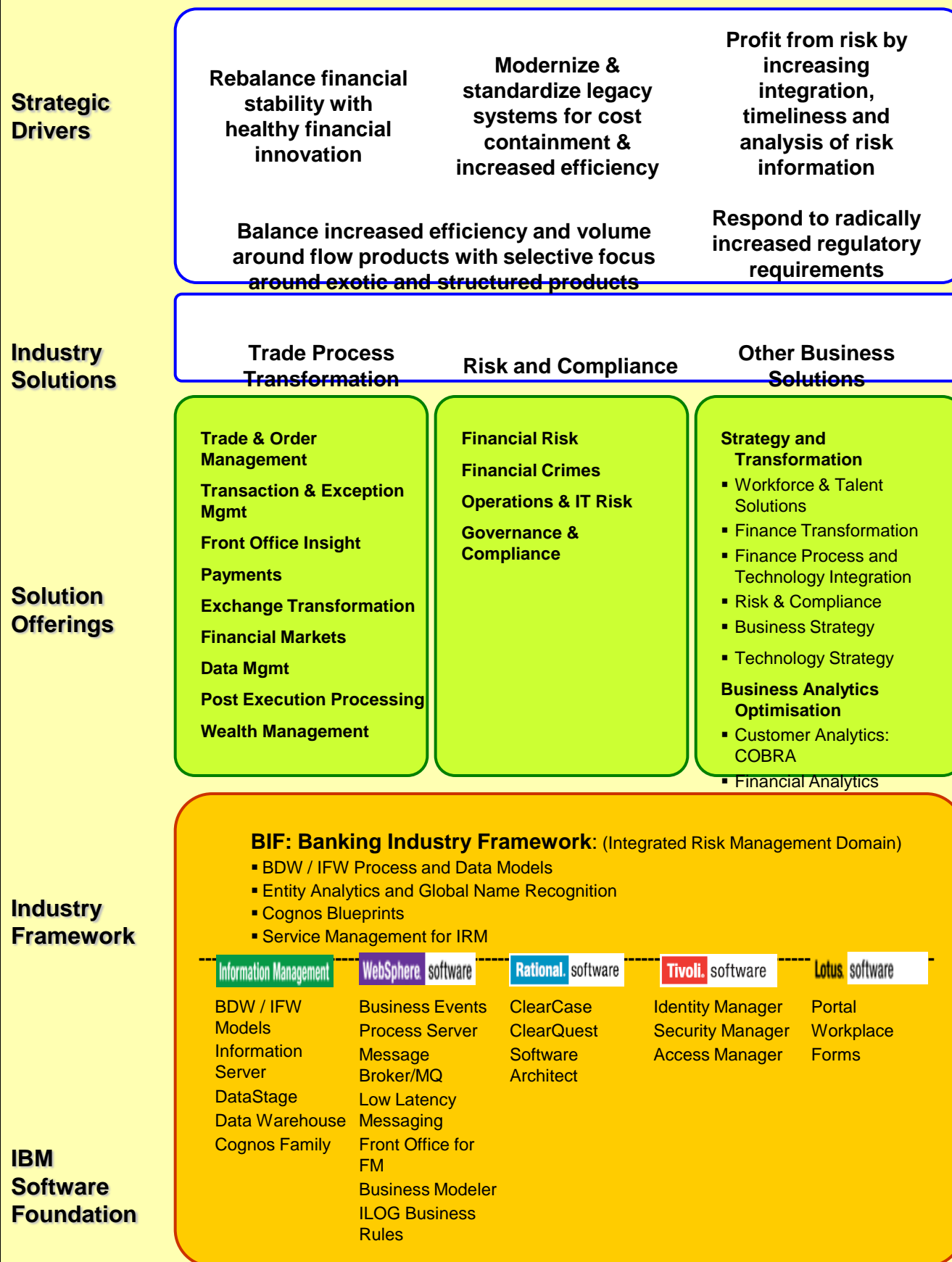
Risk and compliance

Generate value while meeting ever-changing regulatory needs

Accurate, consistent and transparent risk information across business units prevents unexpected losses, the need for higher capital requirements and civil or criminal penalties. Integrated risk management (IRM) enables proactive and holistic identification and management of emerging risks

IBM can help reduce the cost and complexity of your current risk and compliance infrastructure. IBM can help you develop a view of how data will be gathered, enhanced, stored, calculated and reported in a controlled and standardized manner across business lines. Our solutions can help you sense and respond to changes and threats intuitively, moving your business from reactive mode to proactive value creation. .

IBM Financial Markets Industry Solutions Map



IBM solutions for the telecommunications industry



Telecom service providers that are strong collaborators can outperform their competitors by generating innovative services that build loyalty among high-value customers.

Communication isn't just about people talking to people. It's about things talking to each other.

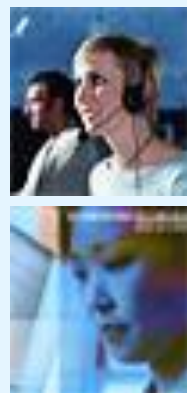
On a smarter planet, almost anything can become digitally aware, instrumented and interconnected. We have the connections, processors, analytics and capabilities powerful enough for trillions of devices to talk to each other and improve the way the world works.



Service delivery

Speed delivery of innovative new services

Create and bundle services that are more targeted, focused, personalized, and modular. Support new models across both legacy and next generation networks, and evolve your SDP to better address Web 2.0 and a broader system of partners for third-party content.



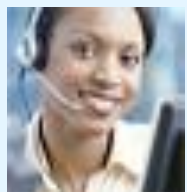
OSS and BSS transformation

Integrate back-office systems and processes

Streamline processes, capture customer information and transform it into business intelligence, get new services to market faster, and secure a method for storing, accessing and using large amounts of data strategically

Leverage network convergence to improve service delivery

IBM solutions can help you move forward to an IP network infrastructure while leveraging the assets you already have. Secure your network infrastructure while simplifying customer, partner and supplier interactions.



Analytics and autonomics

Utilize customer insight to improve loyalty and retention

Customer intelligence solutions integrated with sales, marketing and customer service, can deliver improved customer satisfaction and retention generating increased service provider revenue & profitability. .

IBM Telecommunication Industry Solutions Map

Strategic Drivers

Cost reduction and take-out, with increased business agility, process responsiveness, automation, and IT efficiency

Customer experience management - align value to channels and opportunity; reduce churn reduction, 360-degree customer view

Service Enablement to generate, re-develop, & retire services in real time

Industry Solutions

Service Delivery Platform **OSS Transformation** **BSS Transformation** **Analytics and Autonomics**

Solution Offerings

Service Innovation and Creation

- Ideation & Refinement of new services
- Service Creation

Service Execution and Exposure

- Execution Environment for Converged Services
- Real-time Information: Presence & XML Documents
- Service Enablers and Exposure
- Web Applications / Mashups

Service Management (Service Assurance)

- Fault and Performance Management
- Service Quality Management
- Asset and Service Request Management
- Storage and Content Management
- Security Management
- Intelligent Cell Tower Operations
- Network Management for LTE

Security Solutions

Dynamic Process Integration

- Order Mgt, Fulfilment & Integration of Service into Billing

Information Management

- IM Infrastructure
- Master Data Mgt - Customer, Product and Network:
- Data Warehouse and Archiving
- Information Lifecycle
- Data Privacy

Customer Interaction

- Self Service Multi-channel Portal
- Multi-channel Commerce
- 3rd Party On-Boarding
- App Ecosystem
- Customer Experience

Information Analysis

- Customer Analysis
- Churn and Loyalty Management
- Campaign Management Optimization
- Fraud Identification and Prevention
- Network Capacity Planning

Industry Framework

SPDE: Service Provider Development Environment

- Service Execution (SIP Server, IMS Connector, Presence Server, XDMS Server, Telecom Web Services Server, WESB Media Extensions)
- Service Integration (WBSF Telecom Operations Content Pack, eTOM Process Models)
- Solution Assets (Idea Factory, Telecom Widgets (Location, Messaging, etc), NGOSS Contracts, Web Service Interfaces, Triple Play Provisioning, Unified Service Creation, Telecom Web 2.0 / Mashups, Telco Data Warehouse)
- IMS extensions for Rational Developer, SIP extensions for Rational Tester
- Service Endpoint Definitions for ISVs (Oracle, Amdocs, Comverse, and others)
- IBM Telecom Data Warehouse, Data Models, and IM Assets- Snazzy, Tabi, Tailor

IBM Software Foundation

Information Management

Analytics, Cognos
Customer Profiling
Master Data Management
Product Center
Customer Center

WebSphere software

Telecommunications Server
Business Server Fabric,
Process Server
DataPower

Rational software

Method Composer
Unified Process for IMS
ClearCase
ClearQuest

Tivoli software

Maximo EAM
Netcool
Security Manager
Access Manager
Identity Manager

Lotus software

Portal
WEMP
Connections
Mashup Maker
Expeditor

IBM solutions for government



Globalization, ecological issues, technological impact and other modern challenges are driving the need for streamlined government collaboration. Connect to protect and serve your citizens

	<p>Public safety and security: Enable collaboration to improve public safety.</p> <p>improve crisis management. Extract intelligence through machine translation and advanced text analysis. Identify high risk passengers and cargos. Solve crimes quickly using a single, integrated and accurate source of crime information data. Locate personnel and equipment. IBM can help you achieve these outcomes.</p>
	<p>Tax and revenue management: Leverage business intelligence to improve insight and elevate performance..</p> <p>Work with IBM to proactively prevent fraud and other regulatory violations. Improve taxpayer compliance; enhance services effectiveness; integrate tax service providers. Simplify administrative procedures and automate functions to increase productivity</p>
	<p>Social services and social security: Optimize citizen-centered experiences. Connect people to programs based on their needs</p> <p>Gain visibility to integrated citizen information across the social services agency and beyond to improve service scope and quality. Provide the right service to the right individual at the right time. Expand service across all communication channels, including telephone, email, face-to-face, and the Web. Detect and prevent fraudulent activities.</p>
	<p>Metropolitan transportation and roads: Cities around the world face common transport challenges – from increasing congestion, safety concerns and aging infrastructure to a lack of funding and increasing environmental impacts. “Smart solutions” are being used to address these challenges, and evolve transport systems from single modes to integrated operations, and so improving transport services and providing improved value to customers</p>
	<p>Integrated Urban Infrastructure: Create sustainable cities with effective management of resources and carbon footprint.</p> <p>Gain visibility to city operations and coordinate operations across departments and agencies. Improve local and regional efficiencies. Address environmental issues Create infrastructure to manage population and growth pressures</p>

IBM Government Solutions Map

Strategic Drivers

Economic Prosperity via an efficient and smarter government taking responsibility through actions
Smarter Cities

Public safety, prevention corrections & emergency mgt
Environmental Wellness and Dealing with Global Warming

Industry Solutions

Safety and Security

Tax and Revenue Management

Social Services & Social Security

Metropolitan Transport & Roads

Integrated Urban Infrastructure

Solution Offerings

Virtual Operations Center
Integrated Intelligence Solution
Advanced Passenger Analysis
Crime Information Warehouse
Smart Surveillance System
Government Trusted Identity System
Location Awareness Solution
Maximo for Port Administration
RadioConnect

Customs Risk Management Solutions
Excise management and Control System
Customs Automated Processing System
Declaration Management System
Single View of Tax Payer
Tax Audit & Compliance
Case Management Solutions Intelligent Forms Processing
Cognos Treasury Business Intelligence
eGovernance

Single View of the Citizen
Case Management
Citizen Services Portal and Intelligent Forms
Maximo for Government

Road User Charging
Integrated Fare Management
Transportation Information Management

Integrated Urban Infrastructure Command Center
Green Cert - Carbon Management
Smart Grid
Smart Water
Intelligent Buildings

Industry Framework

GIF: Government Industry Framework

- Social Services/Security Assets - Trusted Identity – (Enrolment, Eligibility, Biometric Mgt), Social Industry Model, Social Data Model, Government Industry Toolbox
- Tax-Customs Assets - Tax Audit & Compliance, xBRL, Tax Data Model, Single View of Citizen Reference, SVOC POT, MDM/EAS adapter
- Intelligent Transport Assets - Info Architecture, Vehicle Identification, Rating Engine, Date Gateway, Business Process Models, Data Model, Roadside Equipment Interfaces, Performance Blueprints, Rational Architectur
- Smart City Assets - Carbon Trade-off Analyzer, Red Guide, RSM Green Sigma, Real-time Situational Awareness, Risk Estimation Toolkit, Command Center Architecture, CAP Connector
- Public Safety and Security Assets - Data Models (Information Exchange (NIEM), Public Safety and Justice Data, Cargo Industry, Registered Traveller), Process Models (Registered Traveler, Advanced Passenger Analysis)

IBM Software Foundation

Information Management

DB2 Enterprise Server Edition
Product Center
Content Manager Information Integrator
DataStage

WebSphere software

Process Server Integration Developer
WRS (includes ESB & DB2)
ESB – CEP
Feature Pack

Rational software

Rational Software Architect
Rational Application Developer

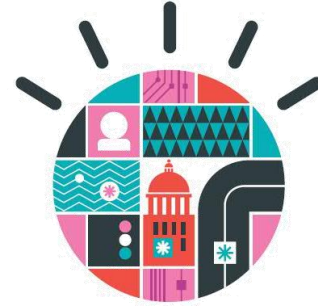
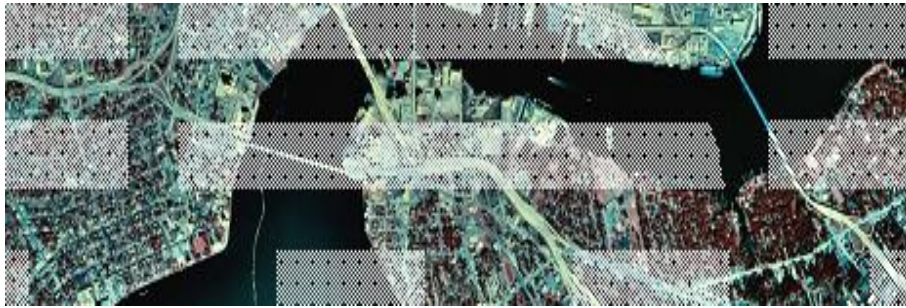
Tivoli software

Federated Identity Manager
Access Manager
Business Service Management
ITCAM for SOA
Privacy Manager
Maximo

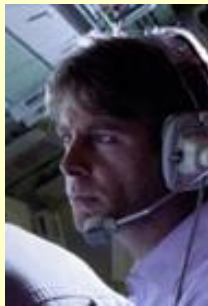
Lotus software

Web 2.0 Portal Server
Everyplace Access

IBM solutions for defence



Defence organizations need to solve their most challenging business issues - achieving operational effectiveness, agility and speed of command in a complex, coalition environment.



Network centric operations

Information awareness. Decision superiority.

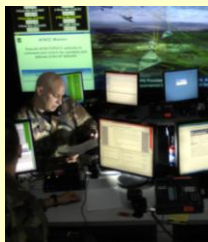
Ministries of defence face increasing uncertainty and dynamic changes. Geographically dispersed conflict. Asymmetrical threats. Political pressures. Complex lines of communication internally and with allies. IBM can help agencies increase combat power through network-centric operations. By connecting administrative systems, sensors, weapon systems, decision makers and troops, IBM can help clients achieve shared awareness, increased speed of command and improved success in the field.



Military intelligence

Transform data into intelligence

Defence organizations need to transform data into knowledge and actionable Intelligence. They need to maintain a single version of the truth on persons of interest and personnel, and uncover non-obvious relationships to help in detecting fraud or non-obvious threats to military operations.



Command and control and tactical messaging

Improve collaboration across teams, departments & organizations

Defence organisations has a need to improve crisis management and planning across departments in stove-piped systems. They need to bridge multiple teams, departments and organizations, Achieve decision superiority with key information, and Synchronize resources and activities across the battle space



Logistics

Share information to facilitate logistics operations

There is a need to provides for a common platform across logistic systems in an enterprise, to share information and so facilitate a common operational picture. This lowers risk and therefore cost of implementation

IBM Defence Solutions Map

Strategic Drivers

Flat or declining near-term military budgets – focus and spend on information management & net-centric capabilities

Need to enable coalition operations, creating interoperability within and between country militaries

Business process transformation increasingly seen as part of critical roadmap for operations optimization

Struggle to overcome inflexibility of systems that rely on stove-piped, custom-built applications

Applying the concept of operations known as Network-centric Operations

Industry Solutions

Military Intelligence

Integrated Intelligence Son.

- Data Transformation
- Scan Cue and Focus
- Advanced Text Analysis
- Machine Translation
- Cross-lingual IRetrieval
- Timely Alert Notifications
- Investigative Analysis Services

Single View

- Trusted Information
- Audit Compliance
- Data Mining

Command and Control And Tactical Messaging

Virtual OPS Center

- Planning and Preparedness
- Incident and Disaster Management
- Directory Search and Collaboration
- Situational Awareness & GIS
- Messaging and Data Sharing

Decision Superiority Solution for Defence
Core Collaboration Enterprise Services
RadioConnect

Logistics

Triton SOAF

- logistics enterprise common platform
- Information sharing
- Common operational picture
- Pre-integrated pre-tested environment

Solution Offerings

Industry Framework

NCO: Network Centric Operations Framework

- Tactical Messaging Interoperability Hub / Distributed Information Services Hub
- Core Collaboration Enterprise Services / Virtual Operations Center
- Extensions for: High Availability, Resilient Design Considerations, Assured Information Sharing. Federation of Multi Vendor SOA Environments, Use Case for Multi National SOA Environment, Security Hardening Procedures
- NATO NC3TA Mapping
- Joint Fires & Targeting Process Model
- Tactical Data Link Multilink Engine Schema
- Tactical HMI for Handhelds
- SOA Foundation Delivery Guides
- Data Mappings - TDLXML (Tactical Data Link XML), Common Message Format (Ultra), Universal Shipborne Automatic Identification System (NMEA AIS), USAF/MITRE Tactical Messaging Format

Information Management

WebSphere software

Rational software

Tivoli software

Lotus software

Infosphere

MDM Server

Filenet and ECM

Cognos

Analytics

Name Recognition

Process Server

Integration

Developer

Message Broker

MQ Integration

DataPower

Rational Software

Architect

Rational

Application

Developer

ITCAM for SOA

Netcool

Monitoring

Directory Server

Access Manager

Composite

Application Mgr

Portal Server

Sametime

Workplace

Forms

IBM Software Foundation

IBM solutions for the energy and utilities industry

Smarter Utilities

Network visibility and control
Process automation
Business collaboration



Energy and Utility Companies are being pressured to seek new approaches and business models by converging market forces. These forces are increasing the need for greater network reliability, efficiency, flexibility and “observability”.



Asset, device and service monitoring

Collect device data and event messages from the utility network and intelligently route them for action, analysis and/or storage. Visualize infrastructure availability and performance through device, event and usage data, providing real-time control and analysis to speed time to resolution



Intelligent utility network

Informed Decision Making: Use data and information aggregated from business and operation systems to analyse events, develop insights, correlate reactions to change, to improve business flexibility and performance.

Business Process Automation: Model, manage, and optimize business processes resulting in faster time to market, increased customer satisfaction, and higher productivity.

Security: Comprehensively manage and prevent security risk across the business



Power generation, transmission and distribution

Regulatory, Risk & Compliance Management: Manage large quantities of utility documents and processes to comply with government mandated regulations

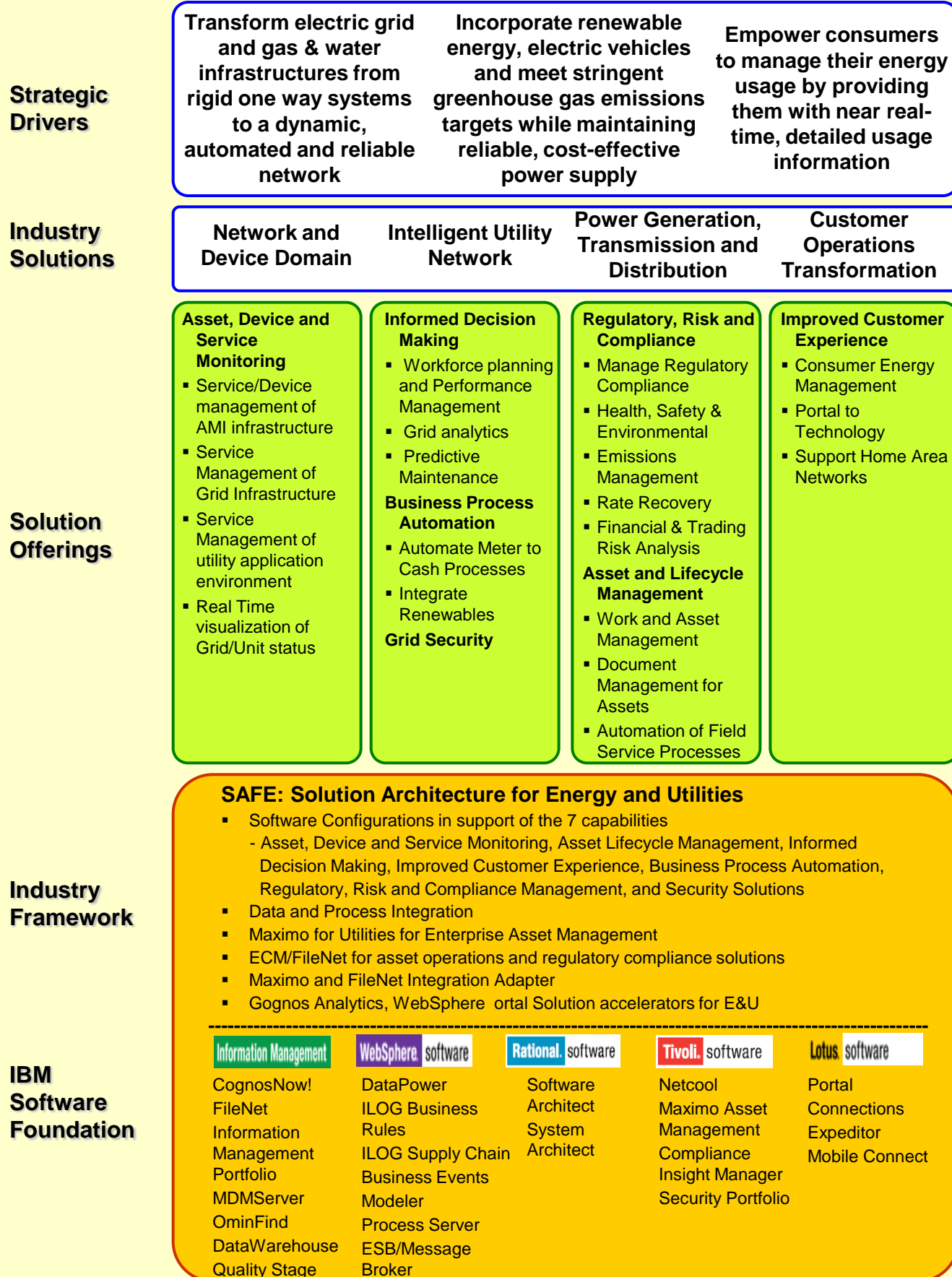
Asset Lifecycle Management: Track, document and make decisions about the procurement, deployment, operation, maintenance, and disposal of generation plant, transmission or distribution field assets.



Customer operations transformation

Improved Customer Experience: Deliver convenient, personalized customer experience, by enabling interactive communication and providing consumers more control of their energy sources and usage.

IBM Energy and Utilities Industry Solutions Map



IBM solutions for the healthcare provider industry

Healthcare

Deploy smarter solutions for your organization. Advance excellence in quality, safety and operations



To build a smarter system, healthcare solutions need to be instrumented, interconnected and intelligent. The world's healthcare solutions need to change. Using tools like electronic medical records, wireless computing devices and health support networks, healthcare can be smarter.

Physicians need to spend more time with patients, not paperwork or looking up files. Information can be made accessible where and when it is needed.



Clinical business transformation

Creating the conditions necessary to help healthcare enterprises operate at optimum capability.

Use comprehensive and accurate information to support decision-making. Share data to eliminate redundancy. Locate equipment and patients and prevent theft of expensive materials. Remove patient service bottlenecks.



Clinical business integration

Business Intelligence:

Enabling clinicians and practitioners to put patient records and, therefore, care at the heart of everything they do

Doctors and patients are increasingly demanding greater access to information as they attempt manage care in real time. IBM's solutions can help provide consistent "content" no matter what the backend clinical system



Health Analytics:

IBM Data modelling and navigation fosters advanced analytical and drill-down capabilities. Formulate and run searches of databases without programming knowledge. Now, rather than searching through individual patient records to find effective treatments or the disease correlations, physicians and researchers can easily tap into the wealth of data by looking across patient populations



Healthcare interoperability

Facilitate improved Interoperability between systems.

Reduce costs incurred by duplicate tests. Reduce medical errors due to incomplete records. Improve patient outcome through more timely and accurate patient data such as allergies or drugs currently taken. Exchange data among providers, insurers and other stakeholders

IBM Healthcare Provider Industry Solutions Map

Strategic Drivers

- | | |
|---|--|
| <p>Transform Core Clinical and Business Processes through Integrated Systems</p> <p>Provide New work Flows and Information Views of Clinic and Processes</p> <p>Empower individuals and their care teams with information & advice</p> | <p>Need to Integrate, Aggregate and Analyse Data at the Enterprise Level</p> <p>Support Transformation Focus with IT Simplification and Consolidation</p> <p>Allow public health professionals to rapidly disseminate and share information quickly about critical events and emergencies</p> |
|---|--|

Industry Solutions

Clinical Business Transformation

Enterprise Health Analytics
Real Time Location Services
Device Integration to EMR Platform
Service Management for Hospitals

Clinical Business Integration

HIPAA Compliant Clinical User Access

- protecting EMRs and PHI

Enterprise Portals

- Consumer portal
- Patient portal
- Clinical and Physician portal
- Administration Portal

ESB for HL-7

- Transaction Integration Engine
- Common Information Model
- Interfaces to clinical and financial systems

Healthcare Interoperability

Health Information Exchange,

- Can be organisational, regional, or national
- Can cover a community of interest such as Medical Homes

HIE - EMR and EHR Integration

- Hosted HIE services for interoperability between clinical information systems and EMRs

Solution Offerings

Industry Framework

HIF: Health Integration Framework

- Common Information Model, Adapters
- WebSphere Healthcare Industry Packs (HL7, NCPDP, HIPAA EDI)
- Provider Portlets, Lotus Healthcare Accelerator
- SCORE Policy Administration Architecture
- IBM IHE assets for interoperability – XDS registry and repository
- ATNA audit repository, document source adapter
- HL7 Enterprise Services Bus Content Pack
- Carefx Fusion Desktop, Web, Clinical Adapters and Portlets
- Clinical System Provisioning Adapters, 123E & Encode Assets
- IBM Tivoli Identity and Access Assurance for Healthcare
- InfoSphere Clinical Analytics, Clinical Data Warehouse

IBM Software Foundation

Information Management

IAAnalytics
 Balanced Warehouse
 Cognos
 DataStage,
 Data Analyzer
 FileNet
 Content Manager

WebSphere software

Sensor Events
 Monitor and Device
 Integration
 Message Broker / MQ
 Metadata Server
 WTX

Rational software

Application Development
 Tools Portfolio
 Data Architect
 Software Architect

Tivoli software

ITCAM
 Business Server Manager
 Asset Manager
 Identity and Access
 Assurance for Healthcare

Lotus software

Portal Server
 Portlet Factory
 Active Insight
 Forms
 EveryPlace Access
 Healthcare Accelerator

IBM solutions for the retail industry

Making Retail Smarter
*Shop whenever,
 wherever, and however*



The key to successful retailing is to cultivate consumer advocates. By providing a superior shopping experience, you can boost advocacy and improve your bottom line.

Turn your customers into advocates. IBM customer-centric solutions can help you deliver superior shopping experiences, while driving operational excellence throughout your retail organization

	<p>Deliver a smarter shopping experience</p> <p>A superior shopping experience that personalizes the shopper interaction, enables a shopper to engage on their own terms and creates excitement and motivation for that shopper.</p> <p>Retailers delivering a smarter shopping experience are:</p> <ul style="list-style-type: none"> ▪ Enabling customers to shop seamlessly and easily across touch points and brands ▪ Making sure customer interactions are timely and relevant ▪ Helping customers to shape brand experiences in ways that reflect their interests and lifestyles ▪ Always delivering on a brand promise to continuously meet customers' expectations.
	<p>Develop smarter merchandising and supply chains</p> <p>Retailers are focused on creating an efficient supply chains that allow them to deliver localized, relevant assortments, tailored offerings and optimized inventory investments</p> <p>With smarter merchandising and supply chains, retailers and their suppliers:</p> <ul style="list-style-type: none"> ▪ Are reducing order lead times from days to hours. ▪ Know exactly where their merchandise is as it moves from the manufacturer to the customer. ▪ Manufacture the right number of a trendy item to fulfill real-time customer demand. ▪ Dynamically allocate inventory based on real-time customer demand and inventory c constraints.
	<p>Build smarter operations</p> <p>Retailers drive operational excellence through cost efficient management of people, processes and technology, while tightly managing performance and maintaining the ability to rapidly modify processes and infrastructure to capture opportunities.</p> <p>Smart operations is about:</p> <ul style="list-style-type: none"> ▪ Understanding sales trends in real time and adjusting inventory and promotions accordingly ▪ Reducing overall operating costs while deploying new customer services more quickly. ▪ Quickly consolidating new acquisitions into an existing brand as well as existing processes and systems.

IBM Retail Industry Solutions Map

Strategic Drivers

Deliver a Smarter Shopping Experience

Demand Driven Merchandising & Supply Chains

Drive Operational Excellence

Industry Solutions

Store and Channels

Supply Chain

IT Systems and Operations

Business & Finance Administration

Marketing & Customer Management

Merchandising & Product Management

Solution Offerings

Store and Channels Performance
Retail Store Integration
POS and Self Service
Product Tracking
Loss Prevention
Store Planning
Multi-channel eCommerce
Cross Channel Integration
PIM for eCommerce

Supply Chain Performance
Supply Chain Optimization
Vendor Management
Trade Fund Management

Customer Insight
Single View of Customer
Social Retailing

Retail Data Warehouse Security & Compliance Management

Merchandise Performance
Product Information Management
New Product Introduction
Merchandise Planning
Market Basket Analysis
Promotion Planning & Execution

Financial Performance
Financial Analytics
Planning, Budgeting and Forecasting
Financial Consolidation
Human Capital Management
Enterprise Asset Management
Energy Performance

Industry Framework

RIF: Retail Industry Framework

Store and Channels

- RTI Services Model
- TLOG Trickle Poll
- POS patterns
- POSBC/SI for 4690 (RSS)
- RIFD Project Assets
- GTS Surveillance, S3 Smart Surveillance
- Store Operations P&L Blueprint
- Store Dev. Planning Blueprint
- Channel Process & Services Model
- BODL loader
- RAPID for WS Commerce
- PIM for eCommerce tools

Marketing & Customer Mgt

- CDI Data and Services Model
- sMash adapter Pluck & Bazaarvoice

Merchandise, Product Mgt, Supply Chain

- MDM for PIM data model
- PI for PIM starter assets
- SAP MDM4PIM Integration
- Manhattan WMoS Accelerator

- NPI BPM Assets (BPEL flows, KPIs)
- Oracle Retail Accelerator
- Tradestone Accelerator
- BluePrints for Financial Merchandise Planning, Assortment Management, Promotions Planning, SCOR Metrics, Trade Promotions
- Data mining capabilities
- Retail Promotions Portal

Business & Finance

- Cognos Financial Performance
- Blueprints for Capital Planning, Strategic Planning, Expense Planning & Control, Initiative Planning, Group Consolidation & Corporate Reporting
- Maximo Integration Assets
- Cognos 8 Workforce Performance
- Connectors to SAP, Oracle & PeopleSoft

IT Systems & Operations

- Retail Data Warehouse Model
- PCI Enterprise Security Model
- PCI Reference Architecture

IBM Software

Information Management

- Cognos
- InfoSphere
- MDM family
- FileNet
- SPSS C&DS Modeler
- Traceability

WebSphere software

- Business Monitor
- ESB, MsgBroker
- Process Server
- ILOG
- eCommerce
- Remote Server
- Sensor Events

Rational software

- Application Developer
- Software Architect
- Requisite Pro

Tivoli software

- Maximo
- OMNIBus
- Monitoring
- Provisioning
- Identity, Access & Security products

Lotus software

- Portal
- Expeditor
- Forms
- Sametime
- Connections

IBM solutions for the automotive industry

Speed past the competition
*Manage change. Integrate globally.
 Accelerate growth.*



Faced with unprecedented challenges in the current global economic environment, automotive leaders are cutting costs by improving efficiencies in product development, supply chain management, manufacturing and dealer collaboration. They are also making strategic investments for the future in new vehicle technologies and growth markets.

 	<h3>Product development</h3> <p>Portfolio, Product and Requirements Management : Understand market dynamics and needs. Identify portfolio coverage for existing and growth markets. Collect customer needs and product requirements, making them visible throughout the complete product lifecycle. Reduce scope creep and cycle time.</p> <p>Software and Systems Engineering: Model overall systems requirements earlier in the development cycle. Reduce development cycle time and cost for development with optimized and integrated system design. Support traceability from requirements to systems and product artefacts, enabling reuse within systems. Automate documentation generation to satisfy regulatory requirements.</p>
	<h3>Design chain management</h3> <p>Enterprise Business Process Management: Optimize processes across the development cycle. Automate milestone event processes such as engineering change notification, design data sharing. Increase process capability to deliver differentiated innovative products. Continuously optimize product quality based on design criteria</p> <p>Communication and Collaboration: Communicate effectively within and across teams. Collaborate early across the value chain, reaching common project objectives but protecting intellectual property. Speed decision making with multi-organizational buy in.</p>
	<h3>Product asset management</h3> <p>Product Information and Reuse: Find desired product-related information with correct status, regardless of originating system. Enable high performance, reliable and secure data management across multiple design partners. Preserve product information to optimize downstream processes, and meet regulatory requirements.</p> <p>Product and IT Asset Management: Provide an integrated approach to service management to deliver smarter products and quality services. Achieve fast and reliable IT services needed across the product lifecycle. Incorporate service requirements and warranty/quality feedback into product requirements process</p>

IBM Automotive Industry Solutions Map

Strategic Drivers

Globalization Rapid Growth of Product Variations Increased in-vehicle technology Future Workforce Requirements	Government Influences “Green” Influences Convergence with Multi-industry Eco-systems
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Industry Solutions

Product Development	Design Chain Management	Product Asset Management
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Solution Offerings

Portfolio, Product and Requirements Management <ul style="list-style-type: none"> Product and Portfolio Management Requirements Engineering Software and Systems Engineering <ul style="list-style-type: none"> Software Delivery for Systems Model Drive Systems Development Integrated Product Change Management 	Process Improvement <ul style="list-style-type: none"> Enterprise Engineering Change BPM Mechanical Design Communication and Collaboration <ul style="list-style-type: none"> New Product Introduction with Release to Manufacturing Mechanical Simulation and Analysis BPM Collaborative Engineering 	Product Information and Reuse <ul style="list-style-type: none"> Product Information Management Long Term Data Preservation Business Intelligence Product and IT Asset Management <ul style="list-style-type: none"> Enterprise Asset Management IT Asset Management
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Industry Frameworks

PDIF : Product Development Integration Framework

- PLM semantic model for data exchange based on industry standards
- Industry specific Model Driven Systems Engineering (MDSE) methods and processes
- Connectors to support integration for SAP, PROSTEP, MSC and other applications
- Industry Content Pack for PDM Integration, ERP Synchronization, Simulation Management, Engineering Change Management, Supplier Collaboration, and Mechatronics

IIF : Integrated Information Framework

- Reference Semantic Model (RSM) based on industry standards
- IIF Workbench, Alarms & Event Management, Federated/Distributed online model
- Embedded complex event processing and notification including KPIs
- Connectivity for Maximo to SAP-PM
- Well Test, Manifold Exchange, Rotating Equipment Monitoring
- UML) for contextual relationships between the field, well and process equipment.
- Production Process Workbench, Event Action Manager
- Templates for Asset Management, WIP Tracking and Data Collection, Order Management/Line Sequencing





IBM Software Foundation

Information Management	WebSphere software	Rational software	Tivoli software	Lotus software
Information Server Family	Process Server	Telelogic Rhapsody	Maximo Asset Management	Web 2.0 Portal Server
DataStage	ILOG rules	ReqPro & Doors	Netcool Omnibus	Lotus Expeditor
Integration Server	Sensor Events	Rational Software Architect	Access Manager	Workplace Forms
Cognos analytics	ESB	Rational Application Developer	Business System Manager	Mobile Suite of Products
Product Center	Customer Center			
	Business Monitor			
	Portal Extend			

IBM solutions for the electronics industry



In the dynamic, global electronics marketplace, companies with innovative approaches to product development and operations are finding success. Leaders are globalizing brands and operations, and developing truly differentiated offerings that advance end users' lives. All while striving to achieve sustainable growth.

	<h3>Product development</h3> <p>Portfolio, Product and Requirements Management : Understand market dynamics and needs. Identify portfolio coverage for existing and growth markets. Collect customer needs and product requirements, making them visible throughout the complete product lifecycle. Reduce scope creep and cycle time.</p> <p>Software and Systems Engineering: Model overall systems requirements earlier in the development cycle. Reduce development cycle time and cost for development with optimized and integrated system design. Support traceability from requirements to systems and product artefacts, enabling reuse within systems. Automate documentation generation to satisfy regulatory requirements.</p>
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IBM Electronics Industry Solutions Map

Strategic Drivers

Reduce Operating / Infrastructure Costs

Consumer Innovation /

Strategic selling and sales execution

Globalization and Merger Integration

Brand & Product

Commoditization. / Pressure to Innovate

Tighter Integration and Partnering Industry Ecosystem

Industry Solutions

Product Development

Design Chain Management

Product Asset Management

Solution Offerings

Portfolio, Product and Requirements Management

- Product and Portfolio Management
- Requirements Engineering

Software and Systems Engineering

- Software Delivery for Systems
- Model Drive Systems Development
- Integrated Product Change Management

Process Improvement

- Enterprise Engineering Change BPM
- Mechanical

Design Communication and Collaboration

- New Product Introduction with Release to Manufacturing
- Mechanical Simulation and Analysis BPM
- Collaborative Engineering

Product Information and Reuse

- Product Information Management
- Long Term Data Preservation
- Business Intelligence

Product and IT Asset Management

- Enterprise Asset Management
- IT Asset Management

Industry Framework

PDIF : Product Development Integration Framework

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- Industry Content Pack for PDM Integration, ERP Synchronization, Simulation Management, Engineering Change Management, Supplier Collaboration, and Mechatronics

IBM Software

Information Management

Information Server Family
DataStage
Integration Server
MDM Server for PIM

WebSphere software

Product Center
Customer Center
Business Monitor
PLM Content Pack

Rational software

Application Development
Portfolio of Products
Telelogic Rhapsody
RequisitePro
Telelogic Doors
Clearcase
Clearquest
Telelogic for Embedded Systems

Tivoli software

Maximo Asset, Change and Configuration Managers
Netcool Omnibus
Access Manager
Business System Manager
ITCAM

Lotus software

Portal Server
Portal Extend
Lotus Expeditor
Workplace Forms
Sametime
Mobile Suite of Products

IBM solutions for the aerospace & defence industry

What does innovation sound like?
Listen to IBM
IBM strategic solutions enable transformation for future success



Labor, materials and fuel costs are on a constant ascent. Requirements, systems and orders are increasingly complex. To succeed, aerospace and defense organizations must incorporate new models into their flight plans for the design, build and aftermarket stages. Move toward global competitiveness and profitability. Develop a transformational plan for the long run.

	<h3>Product development</h3> <p>Portfolio, Product and Requirements Management: Understand market dynamics and needs. Identify portfolio coverage for existing and growth markets. Collect customer needs and product requirements, making them visible throughout the complete product lifecycle. Reduce scope creep and cycle time.</p> <p>Software and Systems Engineering: Model overall systems requirements earlier in the development cycle. Reduce development cycle time and cost for development with optimized and integrated system design. Support traceability from requirements to systems and product artefacts, enabling reuse within systems. Automate documentation generation to satisfy regulatory requirements.</p>
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IBM Aerospace and Defence Solutions Map

Strategic Drivers

Globalization of Sales and Operations
Expansion beyond Products to Services

Improved execution and integration across the Product Lifecycle
Improved management of talent & maximization of performance

Industry Solutions

Product Development

Design Chain Management

Product Asset Management

Solution Offerings

Portfolio, Product and Requirements Management

- Product and Portfolio Management
- Requirements Engineering

Software and Systems Engineering

- Software Delivery for Systems
- Model Drive Systems Development
- Integrated Product Change Management

Process Improvement

- Enterprise Engineering Change BPM
- Mechanical

Design Communication and Collaboration

- New Product Introduction with Release to Manufacturing
- Mechanical Simulation and Analysis BPM
- Collaborative Engineering

Product Information and Reuse

- Product Information Management
- Long Term Data Preservation
- Business Intelligence

Product and IT Asset Management

- Enterprise Asset Management
- IT Asset Management

Industry Framework

PDIF : Product Development Integration Framework

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Netcool Omnibus
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Lotus software

Portal Server
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Workplace Forms
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Mobile Suite of Products

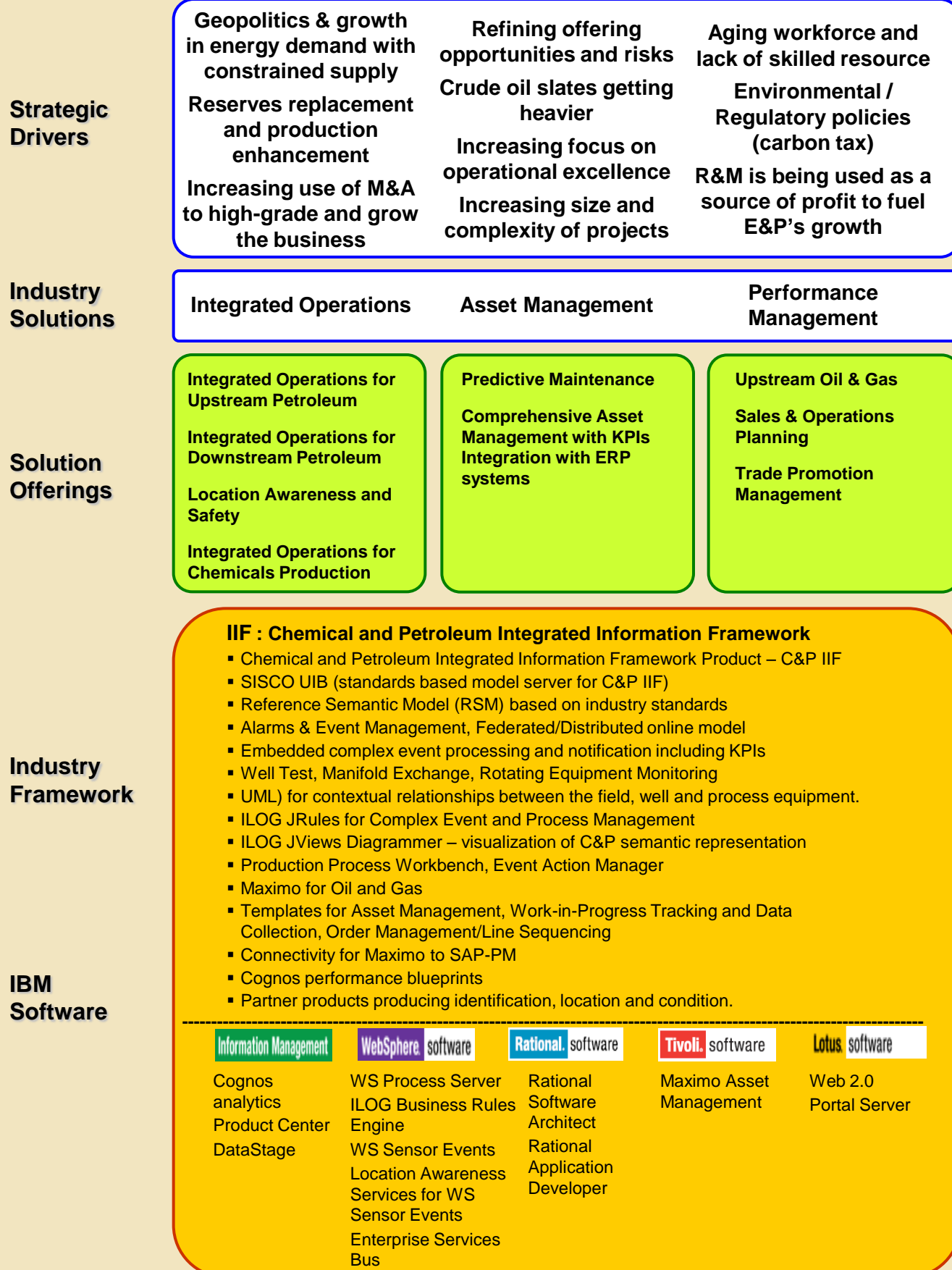
IBM solutions for the chemicals & petroleum industry



To thrive in a globalized, competitive marketplace, leading chemical and petroleum firms are turning to innovative processes and business models to build operational efficiencies, bring quality, profitable products to market, and sync up supply and demand.

A photograph of an offshore oil rig in the ocean.	<h3>Integrated operations for upstream and downstream petroleum and chemicals production</h3>
A photograph of several large white oil pipes.	<h4>Find oil faster</h4> <p>For drilling, IBM provides a comprehensive view across heterogeneous drilling formats for corporate analysis and easier handoff to production.</p>
A photograph of a refinery or chemical plant.	<h4>Lift oil more efficiently</h4> <p>For upstream oil and gas, IBM enables implementing integrated operations that can decrease production costs while increasing oil field recovery percentages.</p>
A photograph of a person working at a computer.	<h4>Increase efficiency, and reduce costs of refining</h4> <p>For plants, IBM enables real-time operations feedback driving integrations that can decrease production costs and improve refinery safety.</p>
A photograph of a person working at a computer.	<h4>Increase safety and compliance</h4> <p>Reduce accidents, provide real-time alerts and real-time tracking of resources location. Provide skilled engineers and technicians with consolidated trends to proactively prevent production outages. Improve rescue teams' response time and safety. Maintain health, safety and environmental compliance and accountability</p>
A photograph of a person working at a computer.	<h3>Asset management</h3> <h4>Improve asset utilisation</h4> <p>IBM solutions can help you track, manage and optimize all your assets according to industry best practices and environmental, health and safety regulations Incident management from IBM</p>
A photograph of a person working at a computer.	<h3>Performance management</h3> <p>Improve sales and operations planning processes. Coordinate operational and financial planning for improved forecasting and resource allocations . Streamline project implementation schedules with reduced risk. Close gap between strategic goals and tactical objectives. Consolidate plan, budget and forecast with visibility and communication of progress</p>

IBM Chemicals and Petroleum Industry Solution Map



IBM solutions for the industrial products industry



Industrial Products is composed of six market segments - Textiles, Forest & Paper, Metals & Mining, Non-metals, Construction, Fabrication and Assembly.

Forest & Paper and Metals & Mining have common trends and characteristics:

- Primarily focused on base/crude materials
- Prone to boom/bust cycles
- High barrier of entry for new players
- Anchored where the natural resources are located (often far away from the market)
- Large increased demand in China/Asia



Supply chain management

Get on top of transportation, facilities, and inventory costs

Supply chain optimization, optimizing asset availability and use, is crucial to profitability for asset-intensive industries such as mining and forestry. By integrating your technology and manufacturing processes so that they cross traditional boundaries, you can help improve the responsiveness and agility of your manufacturing operations.



Enterprise resource planning

Gain deep insights into ERP and shop floor activity, and a total view of the extended enterprise

Move to an Integrated planning process – single set of business objectives and financial goals to eliminate plan discrepancies and organizational silos. Move from a "push-driven" (production schedule-driven) mode to a "demand-driven" mode based on customer buying



Manufacturing execution

Increase asset and resource effectiveness by providing a platform to support all types of asset classes and all types of work. Get multiple vendor solutions that are incompatible and inconsistent working together. Address growing compliance issues with security, reliability, emissions, regulations and new asset accounting requirement. Decrease the complexity of managing the flow of information across your enterprise.

IBM Industrial Products Industry Solution Map

Strategic Drivers

Globalization is driving a need for global integration and visibility of the supply chain

Volatile raw material and transportation prices

Cash conservation and cost management is the order of the day for mining and metals.

Steelmakers have introduced a wave of production cuts and reduced their raw materials purchasing.

Environmental / Regulatory policies, carbon tax, carbon sequestration

Industry Solutions

Integrated Mill Planning and Tracking

Supply Chain Management

Enterprise Resource Planning

Manufacturing Execution

Other Business Solutions

Solution Offerings

Planning monthly demand

Planning monthly sales & production

Planning weekly supply capacity

Planning Inbound Logistics

Planning weekly allocation

Scheduling Storage and Transport

Managing customer orders

Managing production orders

Planning & receiving materials

Dispatching finished goods

Managing returns

Executing Production

"Intelligent MES" using EPMS techniques

Business Analytics & Optimization

- Production Design & Operations Scheduling (PDOS)
- Dynamic Inventory Optimization System (DIOS)

Strategy & Transformation

- Globally Integrated Enterprise
- Smart Grid
- Green Strategy & CSR

Industry Framework

IIF : Integrated Information Framework

- Reference Semantic Model (RSM) based on industry standards
- IIF Workbench, Alarms & Event Management, Federated/Distributed online model
- Embedded complex event processing and notification including KPIs
- Connectivity for Maximo to SAP-PM
- Well Test, Manifold Exchange, Rotating Equipment Monitoring
- UML) for contextual relationships between the field, well and process equipment.
- Production Process Workbench, Event Action Manager
- Templates for Asset Management, WIP Tracking and Data Collection, Order Management/Line Sequencing

IBM Software

Information Management

Cognos analytics
Product Center
DataStage

WebSphere software

Process Server
ILOG rules
Sensor Events
ESB

Rational software

Rational Software Architect
Rational Application Developer

Tivoli software

Maximo Asset Management

Lotus software

Web 2.0
Portal Server



IBM Growth Markets Software Industry Solutions Portfolio



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NOTES

This an IBM Software Group (SWG) document, so where possible I have used the software group "solution map" of Business Solutions and Solution Offerings. These are known internally as Domains and Projects and are defined in the Marketing Priorities Document (MPD) developed by WW SWG Industry Marketing. This document shows the domains and projects supported per framework plus a bill of materials of the assets available and the key SW products required.

I have used S&D definitions of industry drivers as shown in the S&D Solution Maps (S&DSM) document produced by Gaston Sandoval

Where information was incomplete in the MPD,

- I have used S&DSM definition of the business solutions and offerings for that industry

- I have used other SWG material for Framework asset descriptions, and key SW product lists

- These deviations from the MPD are listed below by industry.

Banking: Framework assetss are incomplete in the MPD. 6-7 assets per domain are listed in the BIF launch enablement. I have used these asset names and merged with other asset names from the 2009 version of this document.

Insurance: I have used the S&DSM definition of framework support, namely IPAF and elements of the CCI domain of BIF

Financial Markets: Not in MPD so I have used the S&DSM definition of solutions and offerings. I also used the S&DSM definition of framework support, namely the Risk Management Domain of BIF

Telecommunications: I have used the input from Rita Jackson, "SPDE 2010 Capability mapping - with Project list updates.xls" as the source for Domain and Project names. The domains and projects in MPD are extremely high level, and are at slight variance with Rita's input.

Government: Government Industry Framework (GIF) assets are not listed extensively in the MPD, so I have used the assets as described in the document "Athena Assets and Extensions_20Aug09.xls" that was circulated at the time of the GIF announcement late 2009

Defence: No NCO framework assets shown in MPD. Have used asset list from 2009 version of this document

Energy and Utilities: Have used domain and project definitions from MPD, and added granularity to the projects with sub-project descriptions per spreadsheet sent by Rita Jackson. No framework assets other than SWG Product are listed in MPD so I have just listed the capabilities and some key products

Healthcare Provider: Expanded on Project Definitions as they were very granular and listed some of their key areas of focus or outcomes

Retail: per input from Greg Milwid

Automotive, Electronics, Aerospace and Defence: I have used the generic solutions / solution offerings as defined under Domains / Projects for PDIF in the MPD. The MPD does not list any assets for PDIF so I have retained the asset list from the 2009 version of this document.

Chemical and Petroleum: The has 4 Domains (Upstream, Downstream, Chemical Production, and Location Awareness and Safety) with identical Projects. These projects are not really business solutions, rather a description of the attributes of our offerings (e.g. Industry Standards compliant). As such I listed the above domains as offerings under a general solution category of "Integrated Operations". Also not all IIF assets were listed in the MPD so I merged the 2009 asset list with what is in the MPD

Industrial Products: Not in MPD so I have used S&DSM definition of solutions and offerings. I also used the S&DSM definition of framework support, namely IIF, and removed "Chemical and Petroleum" from the framework description to avoid confusion.

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