

Tech Spotlight

A Focus on Technology, Security & Data Management

*A monthly newsletter brought to you by
PricewaterhouseCoopers' Technology and Data Services Practice:
IT Business Risk Management... Data Management... Security.
Integrating people, process and technology across your enterprise.*

VOLUME 29, AUGUST 2004

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For questions about our newsletter, or our Security, Technology or Data Services, please contact one of our marketing professionals.

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PricewaterhouseCoopers Presents:

IT Advisory Web Series – Fall 2004:

“Leveraging IT to Balance Risk, Complexity & Cost”

Register for one or more of our informative topics.

About the Fall IT Web Series:

For most companies, life after the Sarbanes-Oxley deadline will change. The immediate need to increase resources in the compliance space has also increased complexity and cost for internal controls by adding more people, process, and technology.

Join PricewaterhouseCoopers for the Fall 2004 IT Web Series to learn how your organisation can better leverage your IT investments to reduce the costs and complexity associated with risk and compliance while improving business performance.

The Fall 2004 line-up includes topics that will help organisations:

- Streamline business processes;
- Improve controls through enterprise initiatives focused on IT asset management,
- Enhance information security strategy and controls, and
- Develop data management initiatives that will help improve the quality and integrity of information.

Save the Dates for these Fall Webcasts:

- 1) September 8, 2004 @ 12:00pm Eastern: “You Can’t Measure What You Can’t Manage: Effective Strategies for IT Asset Management”**

This session features industry experts that will discuss information technology asset management highlighting the security, economic value, and regulatory compliance considerations. Register today for this session to receive a free copy of PricewaterhouseCoopers' new Thought Leadership White Paper — “The Economic Value of IT Asset Management: An Innovative Approach for Reducing Risk and Lowering IT Costs.”

Panel:

- Moderated by Bill Snyder, Senior Program Director, META Group
- Mark Lutchen, Former CIO of PricewaterhouseCoopers, Partner and Practice Leader for the IT Business Risk Management Practice, PricewaterhouseCoopers
- Carl Tudor, Senior Manager, Security Practice, PricewaterhouseCoopers

- 2) September 22, 2004 at 12:00pm Eastern: “Security Controls 101: The Impact of Patch Management on Operational Performance”**

This session examines the business factors that drive the need for effective patch management including a look at the financial impacts on an organisation when

(see next page)



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patches are not applied. In addition, we will outline the basic architecture that is needed to support a world class approach to patch management as an integrated component of a fully comprehensive approach to threat and vulnerability management

Presenters: TBD

Additional Fall Topics (Dates TBD):

- Improving CRM Results Through Information Quality Management (IQM) — Featuring a Case Study Presented by International Paper.
- “Getting it Straight with Straight Through Reporting™: this session outlines PricewaterhouseCoopers’ approach to streamlining the way organisations collect, consolidate and report information to management, investors and regulators. Using the open, royalty-free, Internet standards of XBRL and Web Services to standardise and control data, Straight Through Reporting automates and replaces more costly and less efficient manual processes. The ultimate result? Straight Through Reporting provides more reliable, accessible and reusable information.
- And more to come.

Security Threat: Thwarting The MyDoom Worm

Because of the latest attacks by the MyDoom virus on major search engines on July 26, the “Tech Spotlight” contacted Paula Chamoun, Senior Manager, PricewaterhouseCoopers, Technology–Security, to hear her point-of-view for being proactive with electronic security threats.

Q: How did the recent iteration of the MyDoom virus affect the large Web portals and search engines?

Ms. Chamoun: The latest release of W32.MyDoom.M.mm was engineered to use the biggest, most popular search engines such as Google and Yahoo. According to Symantec’s Website, MyDoom was a mail-mailing worm that dropped and executed a backdoor. The worm used its own SMTP engine to send itself to email addresses it found on any infected computers that, in turn, would look for more email addresses, so it could keep replicating itself.

Q: Why was it so hard to distinguish this version of MyDoom from earlier ones?

Ms. Chamoun: This version was smarter. For example, the email for MyDoor used a spoofed “From” address, the “Subject” and Body text varied, as did the Attachment name, making it even harder to distinguish from non-virus email. Thus, it caused a slowdown on the major search engines for a day or two.

Q: Why were some companies affected while others weren’t?

Ms. Chamoun: It’s a Windows-based virus, so it infected Windows PCs only.

Q: What can companies do to improve/bolster their network security to prevent further intrusions by worms like these?

Ms. Chamoun: First, all companies should be proactive with security awareness, making it a priority. After all, awareness should play a key role in any security program. Naturally, those programs that are usually not well implemented are more vulnerable to viruses, worms and intrusions. That’s why we always recommend for all employees of corporations to be aware of malicious email and not to open anything that could be a virus.

Q: What are PricewaterhouseCoopers best practices for firewall protection and/or patch management in the Technology and Security area?

Ms. Chamoun: According to studies conducted by the FBI and SANS, the majority of (see next page)



Information technology (IT) continues to be one of the least understood and most mismanaged areas of many businesses, even though it is one of a company's top five expenditures.



attacks and breaches by viruses and worms such as MyDoom could have been prevented, if only the latest software patch had been installed. One of the best practices recommended by PwC is to create a Patch Management process and incorporate it into your operations.

Patch Management should not be a one-off reactive task. Instead, it is a standardised, systematic, sustainable solution that integrates people, process and technology. More importantly, it needs to be developed and deployed into day-to-day activities in order to be proactive.

Q: How fast can Patch Management be implemented?

Ms. Chamoun: PwC's Patch Management Accelerator is designed to let a client demonstrate results to senior management within a 4-to-6 week time period, enabling IT management to build a strong business case to roll out the solution at the enterprise level.

To find out more...

For more information on how a proactive approach to security can mitigate worms, viruses and other intrusions, please contact Paula Chamoun, Senior Manager, Certified Information System Audit, Certified System Security Professional, Certified Information Security Manager, PricewaterhouseCoopers, Technology-Security, 646.471.2524.

ROI of IT: Managing IT As a Business

**— By Mark D. Lutchen, *FEI Magazine*, July/August 2004 issue
Partner & Practice Leader, IT Business Risk Management
PricewaterhouseCoopers**

Information technology is critical to a company's success, and it must be managed in the same way as any business unit — with attention to people, priorities and performance. CFOs need to change how they think about and manage IT.

"Gartner, Inc. predicts that through 2007, 65 percent of enterprises will grossly mismanage complexity and risk, stifling productivity and earnings, and inflating costs by at least 25%."

Source: Gartner, 2003, "Gartner Says Enterprises Must Learn How to Better Manage Business Complexity or Risk Increasing Costs and Slowing Productivity," October 20, 2003

Information technology (IT) continues to be one of the least understood and most mismanaged areas of many businesses, even though it is one of a company's top five expenditures. Inability to meld IT organisations, systems and technology, and to directly link these to a company's strategic business drivers to produce results is one of the major reasons why large, complex mergers or acquisitions often fail to deliver on their promised synergies.

Additionally, in today's regulatory environment, CFOs must pay close attention to the return on investment (ROI) of IT expenditures since they are personally accountable for accurate financial controls in their organisations — including IT financial controls.

Specifically, CFOs must be concerned about Sarbanes-Oxley compliance. Organisations not only need to support increased controls around the flow of financial information to their quarterly statements, as well as who does, and doesn't, have access to this critical data — but they also need to have controls around large-spend areas, like IT. If a costly IT project goes astray, like an enterprise resource planning (ERP) implementation or an extranet build-out, this can clearly hurt an organisation's bottom line. This can be problematic for the CFO who must attest to



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the controls in place that should help prevent a large implementation blunder.

Identifying the Real Problem

How can CFOs ensure IT and business strategies are aligned? What can a CFO do to support IT during these times of Sarbanes-Oxley compliance and minimise IT-related business risks? By requiring the IT organisation to operate like other business units and drive three business imperatives into the organisation:

- **Understand the real IT spend.** Many companies simply do not know in any sort of detail or with accuracy what IT assets they own, where those assets reside and how much it costs to fund them on an ongoing basis. IT assets can include hardware, software, networks, services and people.
- **Accurately measure IT performance and business value.** In addition to the typical operational metrics, IT metrics need to be value- focused, performance-based and improvement-oriented.
- **Focus on leveraging investment cycles and the power of standardisation across the enterprise.** This entails driving significant costs out and economies and efficiencies in. CFOs must champion working closely with their chief information officers (CIOs) to make these strategies a reality. Only then will they be able to break through the mystique surrounding IT and ensure they are getting the most out of their technology spending, while minimising key IT-related business risks.

Log-in to FEI Magazine and read the entire article

About The Author

Mark D. Lutchen is partner and practice leader for PricewaterhouseCoopers' IT Business Risk Management Initiative. As the former global CIO, he was responsible for re-engineering, reconstructing, and integrating the firm's worldwide IT systems during its massive late 1990s merger. With nearly three decades of operating experience, Mark has advised numerous Fortune 500 companies and executives on IT management. He is also the author of *Managing IT as a Business: A Survival Guide for CEOs* (John Wiley & Sons, Inc., 2004). For more information, please contact itbrm@us.pwc.com.

Data Quality: A Risk-Based Approach

By George Marinos

From *DM REVIEW*, Volume 14, Number 5, May 2004

Across industries, regulatory pressures and integration initiatives are making it more difficult for executives to avoid accepting the consequences of poor data on business decision making — especially as data-driven issues in governance, risk and compliance challenges become more critical to performance. The harsh reality for most companies today is that merely “paying better attention” to managing data isn't enough.

Why? Because addressing data quality isn't about crowning your organisation's first data quality czar or authorising additional funds — today, addressing data management in a meaningful way is about:

- Linking good data management practices to measurable business outcomes, and
- Making sure the outcomes you're committing to are of strategic importance to your organisation.

For any established organisation burdened with legacy infrastructure, getting and maintaining the appropriate level of data quality requires a staged approach — a careful sequencing of investment and implementation, consistently applied, For most



“The challenge was to put together a merger plan, complete with a road map, for numerous departments across their enterprise.”

*– Dries Bredenkamp,
Partner,
PricewaterhouseCoopers*

companies that’s a tall order.

This article also discusses:

- How to turn the spotlight on risk mitigation;
- Emerging trends in data management;
- Understanding data quality management from a risk perspective;
- Identifying the value proposition for executives; and
- Helping executives ask the right questions.

Download the complete article

For more information...

George Marinos is PricewaterhouseCoopers’ national and data quality partner. He has more than 19 years of experience in the information systems industry, including responsibilities as a developer, systems manager and IT director. He has spent the last six years helping client organisations implement risk management solutions and data quality programs that balance the need for a disciplined approach to people, process and technology challenges with appropriate action along a full spectrum of risks. He can be reached at george.marinos@us.pwc.com or through www.pwc.com/dataquality.

Case Study: Application Software Company Successfully Merges Two IT Organisations And Saves Costs

The Tech Spotlight newsletter will frequently profile a PricewaterhouseCoopers Technology & Data Services solution and client engagement. Because of the extremely sensitive nature of our customers’ security issues, we can reveal their industry, but not their company’s names. All facts, results and benefits detailed here are actual.

Description of Client’s Business

The client is a leading global enterprise application software company for Customer Relationship Management, working in dozens of industries and over 100 countries.

The Client’s Challenge

The client’s objective was to integrate two distinctly different business models between its parent company and a newly acquired company. The parent company’s business operations consisted of a three-pronged decentralized IT organisation, with three disparate IT models covering the general administration function, the product and technology function, and the sales function. Meanwhile, the company with which it was merging was operating a truly centralized IT organisation with one extremely efficient IT business model serving the entire business.

“The parent company asked for two companies to bid on the post-integration work,” says Dries Bredenkamp, Partner, PricewaterhouseCoopers. “Because of external factors on the client’s end, the sales cycle was accelerated. The challenge was to put together a merger plan, complete with a road map, for numerous departments across their enterprise.”

This merger plan included analysis for:

- Understanding IT asset management issues and alternatives;
- Examining finance, sales, marketing departments;
- Analyzing the various products and technologies used across the company;
- Professional services consulting, and
- Communications.

There were key areas across the merged enterprise that needed attention to integration. Because of PwC's connectedthinking, the firm was able to help the client in a variety of ways.*

The PricewaterhouseCoopers Solution

PricewaterhouseCoopers won the engagement in a competitive bid by:

- Creating a Day One IT Accelerator merger and acquisition plan to integrate the two companies very quickly. The IT Business Risk Management Accelerator Service provides clients with a quick diagnosis that proactively detects major IT problem areas.
- Initiating a Value Driver Analysis Report, looking at the 20% of what the client needed to do to generate 80% of the value. "This general administration function looks at ways to reduce costs across an enterprise," says Bredenkamp, "reducing head counts and operations, optimising services, and integrating contractors for the company." Part of this analysis was creating a study to adopt a centralized model for the merged company.
- Proposing a 100-day integration plan road map that used some of IT Business Risk Management's comprehensive Lens Framework and its Total Spend Analysis Tool (TSA)TM.
- Assessing the client's IT Asset Management (ITAM) framework against PwC's ITAM Capability Maturity Framework to effectively manage IT operations and asset costs. Achieving these business goals requires the "right" information report views to make effective business decisions. PwC conducted over 50 interviews with key members of the client's IT operations and business groups.
- Furthermore, in the process of putting together this plan, there were key areas across the merged enterprise that needed attention to integration. Because of PwC's connectedthinking*, the firm was able to help the client in a variety of ways.

These included:

- Security Governance
- Identity Management Analysis and Implementation
- IT Cost Management Improvements; and
- Technology and IT Operational Improvements to support the IT operational practices and decision-making.

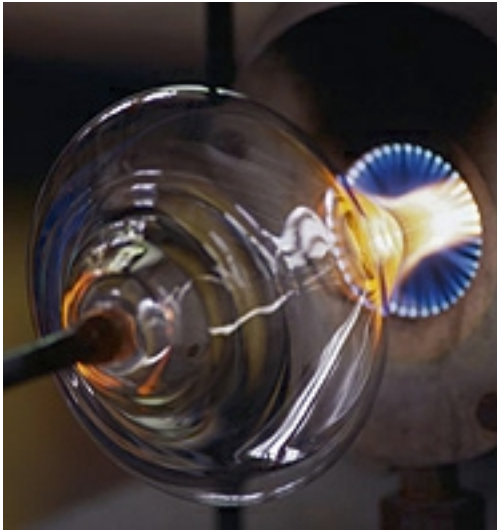
Benefits/Results to the Client

As a result of PwC's work:

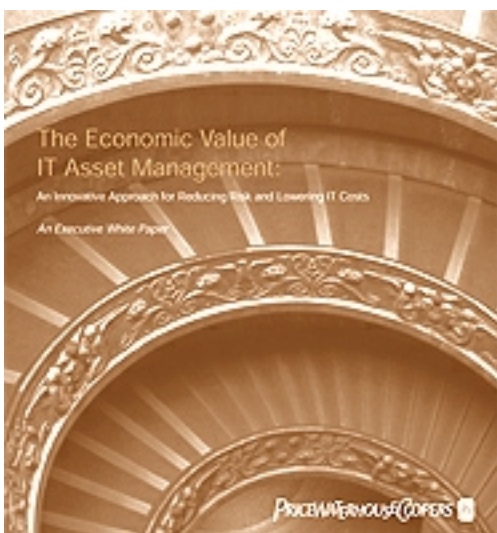
- We helped the parent company's IT organisation clearly distinguish between its three existing IT business units, enabling a much faster resolution process for security issues. The successful integration of the two legacy IT security organisations took two only months.
- We created a Governance Risk & Compliance Model for the client to take to its board. This tool helps management drive stakeholder value through the organisation based on an integrity-driven performance strategy, enabling companies to identify, discuss, and effectively manage key GRC activities end-to-end.
- We deployed an integrated approach to Identity Management. The integration team also helped create a common business requirements document for their enterprise going forward — putting the foundation for ID Management in place.
- We clearly demonstrated to the client's executive management that its current IT Asset Scanning project would not meet their goals, thus immediately saving the client \$1 million US
- The long-term IT Asset Management program created by PwC will result in quantifiable cost savings benefits, in addition to the qualitative process benefits to IT operations. A conservative analysis of hardware and software annual spend will generate approximately \$3.0 to \$5.3 million savings per year for the company.

Contact Us

For more information on the ITBRM solution, please contact dries.bredenkamp@us.pwc.com, or call 917.691.8925.



Simply put, an IT asset management programme enables organisations to optimise the utilisation of IT assets — hardware, software, services, licences and contracts — to achieve business goals.



ITBRM White Paper — The Economic Value of IT Asset Management: An Innovative Approach for Reducing Risk and Lowering IT Costs

Despite the fact that information technology (IT) spending ranks among the top expenditures at virtually every leading company, IT is one of the least understood and most poorly managed areas in business today. Risks associated with haphazard technology spending and management are very real. Beyond wasteful spending, they include security threats as well as legal, reputation and compliance issues.

With so much at stake, why aren't companies doing a better job of managing IT spending?

Many organisations are attempting to answer this question by undertaking an IT asset management (ITAM) initiative. A comprehensive IT asset management programme seeks to determine accurate physical, financial and contractual IT asset information. That information is then used to make enterprise business decisions that result in better risk management, cost management and operational efficiencies. It has been estimated that the cost of PC ownership can be reduced up to 30 percent after implementing an asset management system.¹

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White Paper Overview

This White Paper presents a methodology for helping companies make better business decisions through the development of an enterprise-wide IT asset management programme, including:

- **Linking IT to Business Objectives** – An IT asset management programme must link asset management strategy to both IT strategy and the overall business strategy. Only then will the full benefits of IT be realised across the organisation.
- **Incorporating Lifecycle Processes and Governance** – While companies may use hardware and software solutions to implement an IT asset management programme, these technologies are only the beginning. A sustainable IT asset management programme must include a lifecycle approach to assets, and most importantly, a governance infrastructure to ensure immediate and long-term success. This model is presented in the IT Asset Management Lifecycle Framework.
- **Achieving the Benefits** – Quantifiable benefits include cost savings that provide organisations with the ability to procure only the required hardware and software assets, establish the “right” level of maintenance agreements, and negotiate more effective pricing and terms with vendors. Qualitative benefits greatly improve the efficiency and long-term health of a company through productivity improvements and better identification and management of risk exposure.
- **Avoiding the Pitfalls** – Companies that have failed in their attempts to implement successful IT asset management initiatives point to a number of problems, such as communication breakdowns, failure to utilise data analysis, and inadequate focus on process.
- **Managing IT from a Risk Management View** – The IT asset management approach detailed in this paper is part of an overall Information Technology Business Risk Management (ITBRM) method to managing information technology. ITBRM is a methodology that takes the concept of IT asset management one step farther. It recognises that a comprehensive IT asset management programme succeeds not just by reducing costs but also by managing and optimising IT asset performance. Risk management strategies form the basis of this methodology.

New publications from PricewaterhouseCoopers

To survive and prosper, companies must unleash the full potential of their IT assets. This is only possible through a comprehensive IT asset management programme that goes beyond the technology and includes establishing the asset lifecycle processes and governance infrastructure required to ensure both the immediate and long-term success of the programme.

Download this White Paper.

¹Sherry Kercher, "IT Asset Management Services Market Trends," Faulkner Information Services, 2003.

New Publications from PricewaterhouseCoopers

The Discipline of Enterprise Patch Management — A Critical Component of A Broader Approach to Protection: A White Paper

For board members as well as CEOs, CFOs, and CIOs, a patch related problem can contribute to downtime, loss of system performance, credibility issues with customers and business partners, negative public relations, or a compromise to the integrity of user information, intellectual property, or transaction-specific data. Download



Unlocking the Value of Protection: The Strategic Role of Security Information Management in Accelerating Enterprise Transition to a Proactive Security Posture — A White Paper

Today, there's a critical bottleneck in protection. The absence of critical integration capabilities is raising risk profiles, straining budgets, and threatening performance. Executives today are not only poorly served by their current product-based security infrastructure, but are also unable to command the end-to-end solution required by their threat environment, vulnerability profiles and strategic business objectives. While IT staffs strain to extract value from the vast streams of data, CEOs and CIOs at the corporate helm are having difficulty addressing strategic business issues relating to security.



Unlocking the value of protection begins with a comprehensive approach. The critical step that enables this harvest of value is a strategic commitment to building proactive capabilities in security information management that support the organisation's ability to convert data into information – and information into action. Download

"Information Security: A Strategic Guide for Business"

A new book, part of the PricewaterhouseCoopers' Technology and Risk Management Forecast series, offers organisations a new methodology for integrating highly effective security management techniques into everyday business processes.



Order the Book

This book can be purchased for US\$49 (or US\$25 by PwC employees) by visiting www.pwc.com/tech-forecast/order

Or by calling +1.800.654.3387 (in the U.S. only) or +1.314.997.2540.

Or by sending a fax request to + 1.314.997.1351 .

American Express, MasterCard, and Visa are accepted.

Payment by check also can be arranged.



Don't miss these important security events.

Managing IT As A Business: A Survival Guide for CEOs

How do you link IT to corporate strategy and manage your IT business risks? How do you recognise the importance of technology as a means of improving customer service? How do you work more efficiently to leverage IT strategically? And how to use it as a driver of business success?

This new book by Mark D. Lutchen, lead partner for PricewaterhouseCoopers' IT Business Risk Management practice, provides a clear framework and reveals practical insights into the most common enterprise IT problems.

Order the Book



Mark Your Calendars! Upcoming Conferences, Seminars and Webinars

CONFERENCES

FEI Forum on Finance & Technology/SIMposium 2004

Date: September 12-14, 2004
 Location: Sheraton Chicago Hotel & Towers, Chicago, IL
 Register online at: <http://www.fei.org/events/conferences/CFIT04/agenda.cfm>
 Explore the critical role of IT in financial management. Network with your peers as you learn ways to achieve financial transparency, leverage the funds you've already sunk into compliance IT, use business intelligence to achieve sustainable competitive advantage, and much more. Presented by FEI and SIM – the Society of Information Management — the premiere organisation for CIOs.

IDC Security and Business Continuity Forum

Date: September 20, 2004
 Location: New York, NY
 Register online at: http://www.idc.com/getdoc.jsp?containerId=IDC_P8422&selEventType=CONFERENCE

PricewaterhouseCoopers is a diamond sponsor of this event designed to help enterprise decision-makers answer key questions about security and business continuity they are struggling with today — all investigating the next frontiers to secure.

CFO's Annual IT Value Conference & Expo

Date: September 26-29, 2004
 Location: Hyatt Regency Embarcadero, San Francisco, CA
 Featured Speaker: Mark Lutchen, PricewaterhouseCoopers
 Register online at: <http://cfoenterprises.com/itvalue2004/>
 The way CFOs manage and assess IT value has a seismic impact on the entire organisation. Give yourself a head start by attending CFO magazine's authoritative event for financial executives looking to drive IT success.

IT Governance for Utilities

Date: October 27-29, 2004
 Location: Hyatt Fisherman's Wharf, San Francisco, CA
 Register online at: <https://www.euci.com/pdf/1004ITGovernance.pdf>
 Featured PricewaterhouseCoopers Workshop Speakers: Bob Leto and Marc Swenson
 Speakers from the foremost power, gas and water utilities give you the information

View these live and archived webcasts.

you need to make the most of your IT strategy. Join them at the ONLY independent event dedicated to IT governance for utilities.

CIO 05: The Year Ahead

Date: November 7-9, 2004

Location: The Fairmont Scottsdale Princess, Scottsdale, Arizona

Register online at: <http://www2.cio.com/conferences/november2004/index.cfm>

CIO|05: The Year Ahead takes the first look at the likely impact of the results on global affairs, the economy, business and technology. The nation's leading CIOs and senior IT executives explore and discuss the trends and issues we expect to have significant impact on the CIO role in the next 12-24 months, and share ideas on how to derive the most value from IT to help keep the business competitive.

LIVE WEBCASTS

IT Advisory Web Series:

Leveraging IT to Balance Risk, Complexity, & Cost — Fall 2004, Beginning September 8 @ Noon EDT — Save The Date

September 8, 2004 at 12:00pm Eastern: “You Can’t Measure What You Can’t Manage: Effective Strategies for IT Asset Management”

Register by September 1

This session features industry experts that will discuss information technology asset management highlighting the security, economic value, and regulatory compliance considerations. Register today for this session to receive a free copy of PricewaterhouseCoopers' new Thought Leadership White Paper — “The Economic Value of IT Asset Management: An Innovative Approach for Reducing Risk and Lowering IT Costs.”

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- And more to come.

View these past webcasts.

Live On-line Forum

Six Week Series beginning Thursday, July 22

Thursdays, 12:00 - 1:00 p.m.

Register online at: <http://techrepublic.com.com/5208-6230-0.html?forumID=7&threadID=155625&start=0>

Today's IT managers are not only heralding new technologies to help their companies achieve business goals, they're also keeping a very close eye on the bottom line. In every aspect of their role, tech leaders are now expected to provide financial acumen but for many IT managers it's a new job requirement for which they are unprepared.

Peter Hennigan, a senior manager in the IT Business Risk Management Practice at PricewaterhouseCoopers, will lead a live one-hour forum from 12noon to 1pm EST at TechRepublic each week for the next six weeks, beginning Thursday beginning July 22.

Hennigan will answer your financial questions on a wide range of issues during the forum—from asset management to budgeting and planning and equipment financing. Other topics will include chargeback, ROI, sourcing issues, software asset management and contract management.

ARCHIVED WEBCASTS

PricewaterhouseCoopers Presents:

Spring IT Advisory Web Series — Aligning IT to Manage Risk and Improve Business Performance

Original Broadcast Date: Wednesday, May 5, 2004

Live Video Webcast: Building IT Resiliency – IT's Role in Managing Risk

Original Broadcast Date: Thursday, May 20, 2004

The Journey to World Class Information Security – Starts with a Road Map

Original Broadcast: Wednesday, June 2, 2004

The “Always On” Organisation: Best Practices for Threat and Vulnerability Management

Original Broadcast: Wednesday, June 23, 2004

Managing Digital Identities: How Identity Management Solutions Can Improve Your Business Results

Data Quality: An Essential Building Block to Successful ERP Implementations

Original Broadcast Date: May 19

View Webcast at: www.firstlogic.com/pwc_erp

SAP and PricewaterhouseCoopers LLP Present:

The Corporate Governance, Risk, and Compliance Web Series

PricewaterhouseCoopers and SAP have teamed to host the Corporate Governance, Risk, and Compliance Web series to help you leverage your current SAP environment to enhance your risk management processes. Each session will address specific risk management issues confronting companies today. Representatives of PricewaterhouseCoopers and SAP will share strategies, techniques and tools you can use to improve performance while proactively managing the costs of compliance.

Initial Webcast: Tuesday, March 16, 2004

Gaining Financial Integrity through Improved Internal Controls

View these past webcasts.

Initial Webcast: Tuesday, March 30, 2004

Moving Beyond Sarbanes-Oxley – Focus on Corporate Governance, Risk, and Compliance

Initial Webcast: Tuesday, April 13, 2004

“It’s All About Fast” — Accelerated SEC Reporting Requirements

Initial Webcast: Tuesday, April 20, 2004

International Corporate Governance

Data Quality: At the Core of Regulatory Compliance Initiatives

Initial Webcast: April 14, 2004

Duration: 1 hour

View today at: <http://www.firstlogic.com/041404>.

Featured Speakers:

- Dan DiFilippo, Natl. Lead Partner, PwC Governance, Risk & Compliance practice
- George Marinos, Natl. Lead Partner, PwC Data Quality practice
- Steve Varsolona, Market Development Director, Firstlogic

Sarbanes-Oxley, HIPAA, GLBA, the Patriot Act... and the list goes on. Organisations today must navigate a proliferation of new standards and stakeholder expectations. Many have responded to each in turn, adding another level or type of control and managing the enterprise’s response regulation by regulation. For many this approach has become complex, expensive and prone to failure.

Web Seminar: Best Practices in Data Quality

Initial Webcast: February 25, 2004

Duration: 1 hour

View today at: http://www.firstlogic.com/bestpractices_pwc

Join PricewaterhouseCoopers LLP (PwC) and Firstlogic, Inc. as they kick off their iStrategy Web seminar series with featured speaker Ted Friedman, principal analyst with Gartner, Inc.’s Business Intelligence Infrastructure team. As part of the round table discussion, Mr. Friedman will be exploring questions like...Who’s accountable for the quality of your data? How are new regulatory requirements affecting the way you manage your data? Can profiling really help you identify data quality issues? Joining Friedman will be James Ruan, Practice Manager for PwC, and Firstlogic’s Frank Dravis, Vice President of Information Quality, in this interactive panel discussion covering data quality and management best practices.

Sarbanes-Oxley: How Can I Ensure True Success? A Special META Group and PricewaterhouseCoopers How-To Webcast

Initial Webcast: 13 January 2004

View today at: www.metagroup.com/htwc011304

Or call META at: 1-800-945-6382

For more information: Contact Sue McKittrick, +1 240 497 0858.

Please join META Group analyst Stan Lepeak along with PricewaterhouseCoopers’ Randy O’Hare, partner and chair of the Firm’s Sarbanes-Oxley Task Force, for an interactive Webcast addressing SOX needs and highlighting success stories. This session will review Sarbanes-Oxley best-practice compliance processes and supporting IT applications and infrastructure — with an emphasis on longer-term SOX strategic requirements and opportunities.

ARCHIVED SECURITY WEBINARS

Integrated Security Policy Management – Demonstrating Compliance and Security Controls For Your IT Infrastructure

Presented by: PricewaterhouseCoopers and Symantec

URL for viewing: <http://enterprisesecurity.symantec.com/content/webcastinfo.cfm?webcastid=73>

View these past webcasts.

ARCHIVED SARBANES-OXLEY WEBINARS

Microsoft Executive Circle Presents: How does Identity Management Support Sarbanes-Oxley Compliance?

Presented by: Steve Wilkens, Director, PricewaterhouseCoopers LLP; Ashley Arbuckle, CISSP Manager, Security & Privacy Practice, PricewaterhouseCoopers LLP; and Sandeep Sinha, Lead Product Manager, Microsoft Corporation

URL for viewing: www.microsoft.com/usa/webcasts/ondemand/2141.asp

PricewaterhouseCoopers On Demand Webcasts

Rebroadcast of Two-part Webcast: "Sarbanes-Oxley: Leveraging Your SAP Environment to Enhance Financial Controls"

Initial Webcast: Part One - March 20, 2003

Initial Webcast: Part Two - April 3, 2003

URL for viewing: www.pwc.com/extweb/ncevents.nsf/DocID/C9A3A9AA9241A2AB85256CE50062EB08

ARCHIVED IDENTITY MANAGEMENT WEBINARS

The Power of Roles in Identity Management, Featuring Merrill Lynch

Initial Webcast: September 18, 2003

URL for viewing: <http://members.netegrity.com/Event.cfm?Id=473&campaction=60>

Microsoft Executive Circle Presents: Identity Management in the HealthCare Industry

Initial Webcast: July 22, 2003

URL for viewing: www.microsoft.com/usa/webcasts/ondemand/2089.asp

Microsoft Executive Circle Presents: Planning for Identity and Access Management Solution

Initial Webcast: June 17, 2003

URL for viewing: www.microsoft.com/usa/webcasts/ondemand/1987.asp

Netegrity On Demand Webcasts

Best Practices for Migrating from SiteMinder v4.x to v5.5

Initial Webcast: July 31, 2003

URL for viewing: www.netegrity.com/events/events.cfm?page=eventsarchived

Real-World Identity and Access Management Deployment Experiences — An Interactive Panel Discussion

Initial Webcast: June 19, 2003

URL for viewing: www.netegrity.com/events/events.cfm?page=eventsarchived

WANT TO KNOW MORE?

Please contact Bryan Welch, 415.498.7991.