Getting under the skin of SOA

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IBM SOA
Executive Summit

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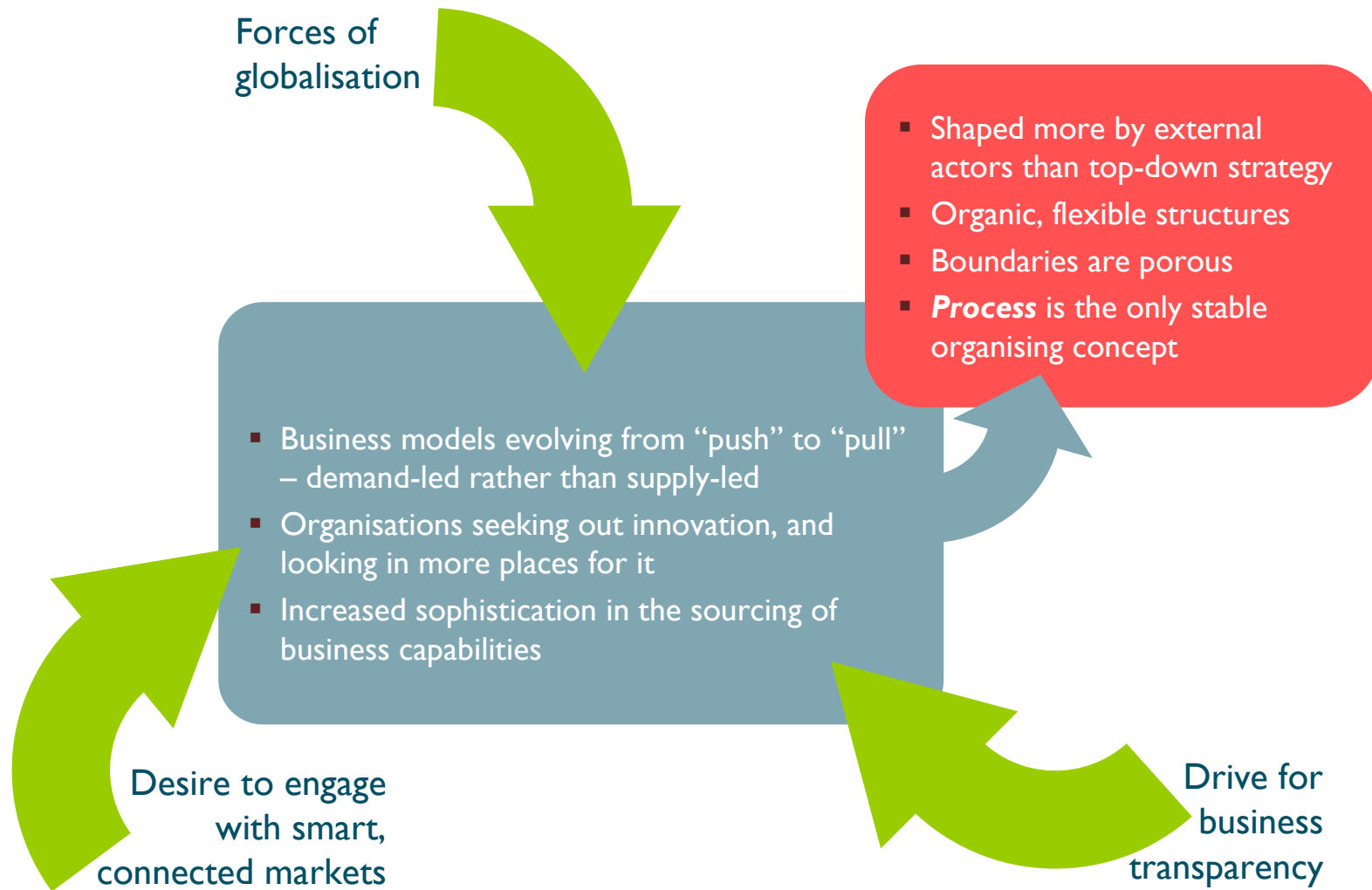advising on IT-business alignment

Agenda

- The case for SOA

- Where are organisations with SOA today?

- Delivering on the promise of SOA

A brief introduction to MWD

- Focus on issues concerning IT-business alignment
  - Driving more business value out of enterprise IT
  - SOA, BPM, IT governance, collaboration, software lifecycle management, IT service management, identity & security management
- Strategic advice and consulting for enterprises and vendors
- Based in UK, EMEA-wide focus

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The case for SOA

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Organisations tell us: business is changing

Forces of globalisation

- Shaped more by external actors than top-down strategy
- Organic, flexible structures
- Boundaries are porous
- *Process* is the only stable organising concept

- Business models evolving from "push" to "pull" – demand-led rather than supply-led
- Organisations seeking out innovation, and looking in more places for it
- Increased sophistication in the sourcing of business capabilities

Desire to engage with smart, connected markets

Drive for business transparency

IT and business priorities today: flexibility, innovation, differentiation

Business

- Increasing desire for *som...* business activities to ... direction rapidly
- Desire for more fl... business models and "footprints"
- The freedom to innovate and involve others in in...

IT

- ...fting focus of enterprise ...ation requirements
  - ...usiness support functions
  - ...duct and service ...erentiation
  - From "execution" to supporting ...ement and strategy
- A...t of sourcing and spend ...siness priorities
  - Leveraging industry and technology maturity for portfolio-based approaches

"Do more with less; be more flexible"

"Help us deliver strategic value"

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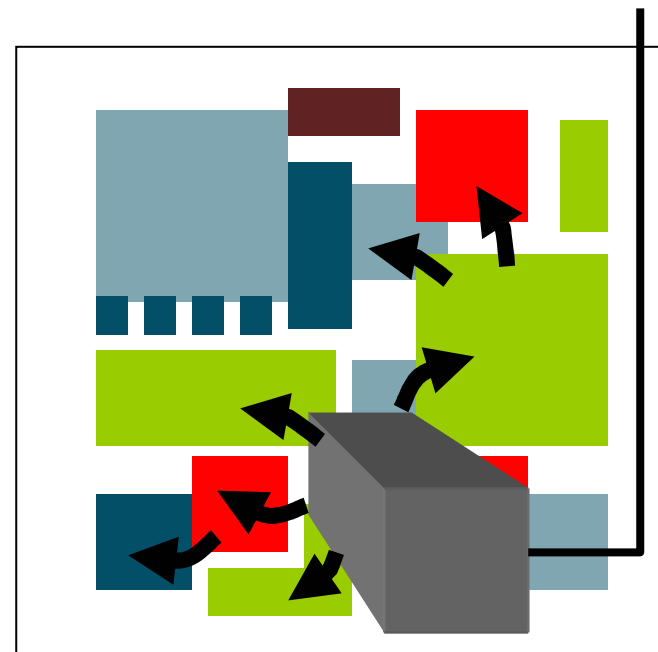
The challenge: businesses are *saturated* with IT

New initiative's IT footprint makes little impact on existing environment

New initiative's IT footprint has wide-reaching effects

Increased
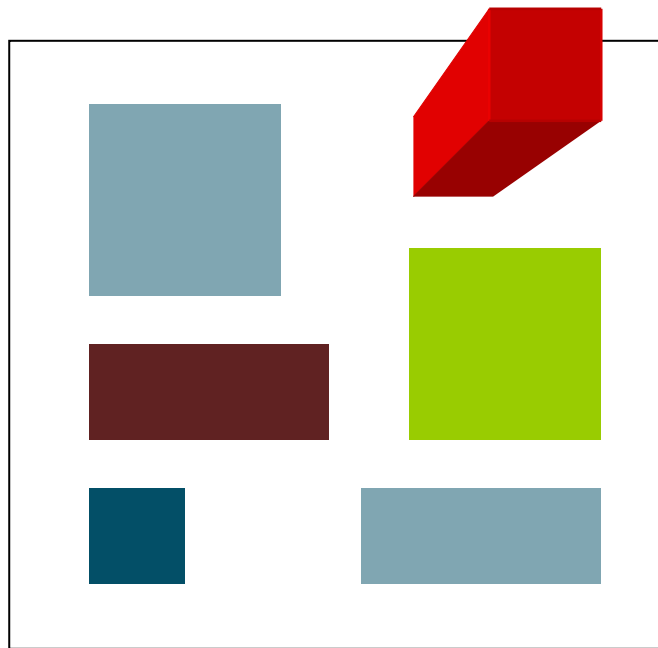
"IT saturation"

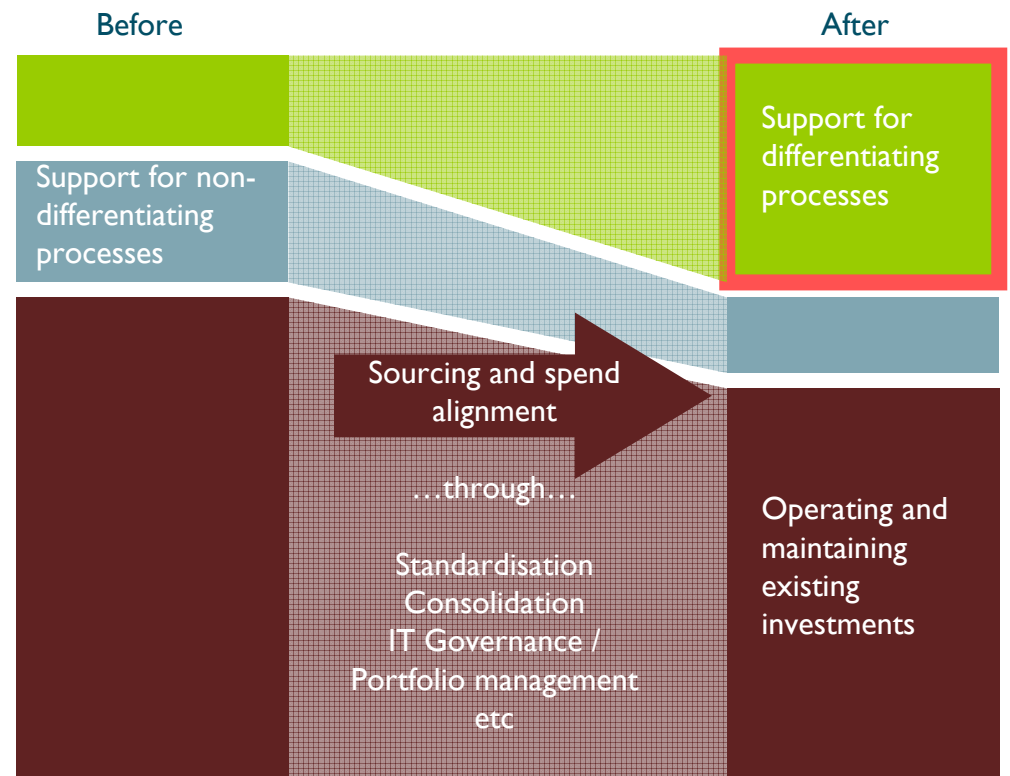Relatively few, discrete systems in the organisation

Most business functions have automated IT support in place

To achieve flexibility, you need to create "space to move"

Innovation and efficiency initiatives have to go hand in hand

- Total IT budgets are not growing significantly
- Investment in support of innovation can only come from successful efficiency measures
- Moreover, efficient organisation of resources is a key innovation enabler

Before

After

Support for non-differentiating processes

Support for differentiating processes

Sourcing and spend alignment

…through…

Standardisation
Consolidation
IT Governance /
Portfolio management
etc

Operating and maintaining existing investments

If you don't know where you are, it's difficult to know where you can go next!

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Business needs
more flexibility

SOA?

The SOA technology blueprint

Business process

Business process
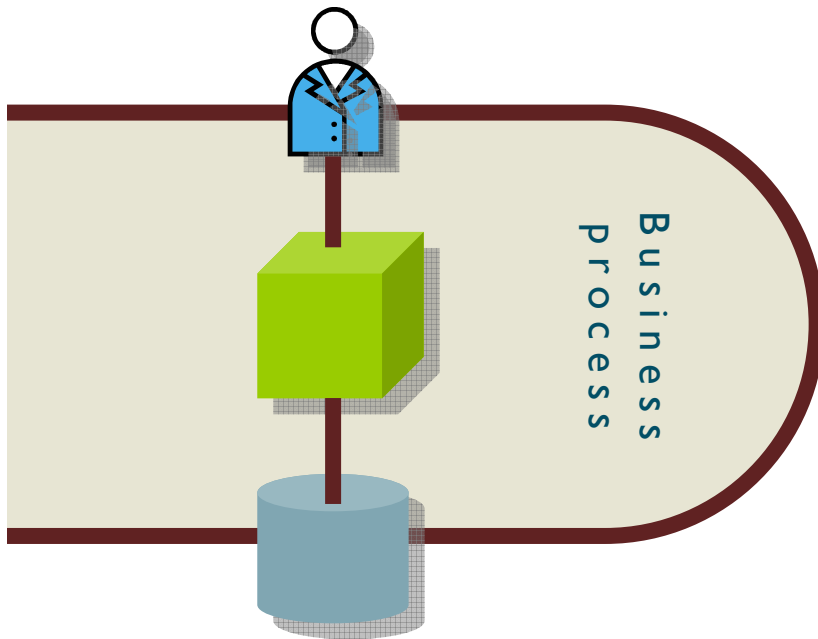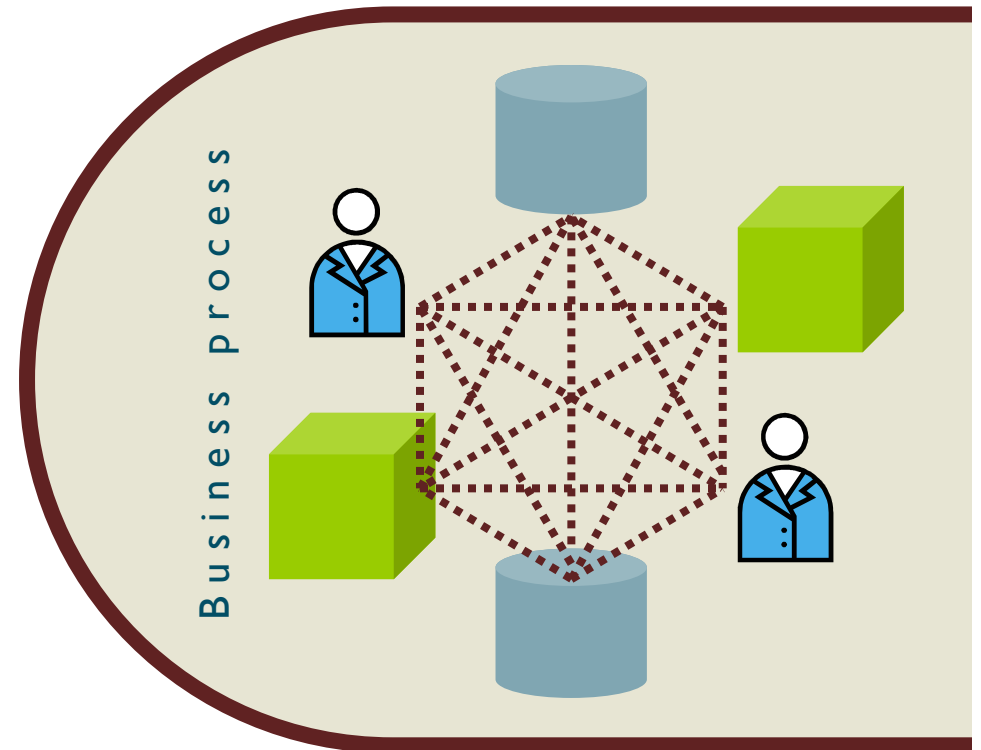
Data design tightly coupled to application design, and application design to "user requirements" – very limited value

Loosely-coupled networks of information, people and systems act as peers to support unstructured, collaborative, dynamic business processes

SOA is key to improving IT flexibility
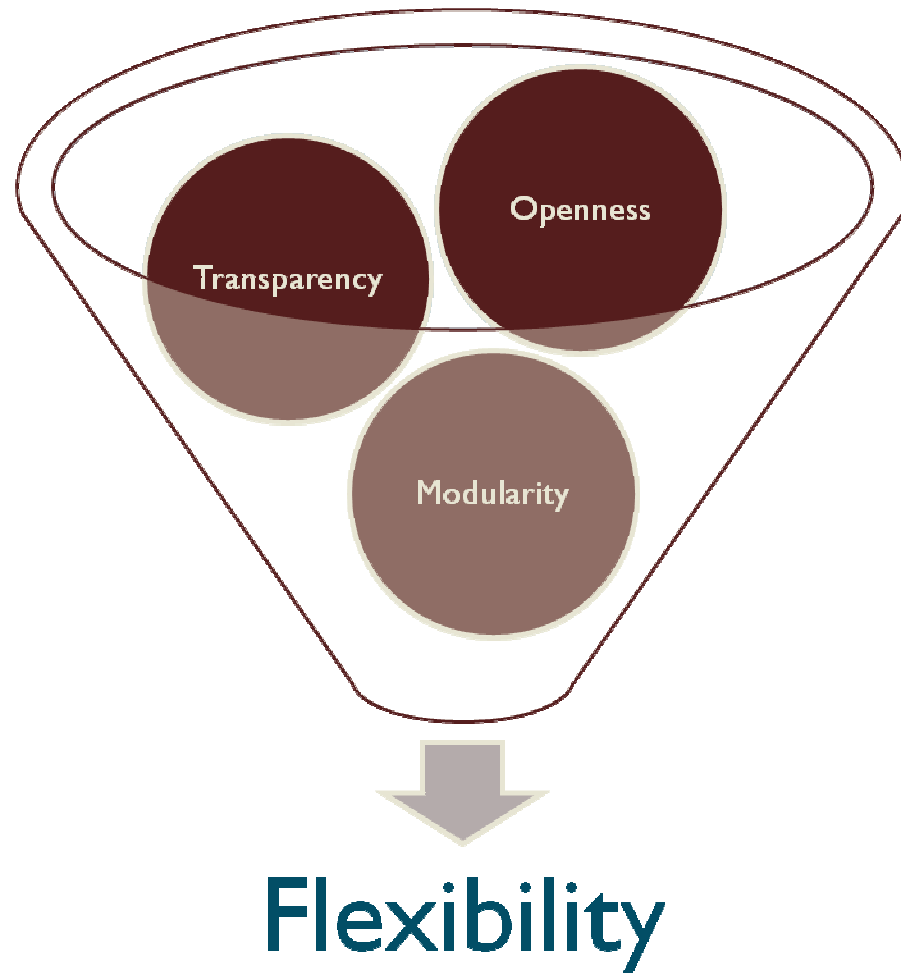
…but IT flexibility requires more

Makes your business flexible!

Lowers costs!

Eases compliance worries!

SOA

Solves world hunger!

Slays dragons!

etc

- SOA is a *design approach,* so can only offer *potential*
  - Flexibility without the right context is dangerous
- SOA is typically focussed on software projects
  - Business value depends on a systematic approach to all IT work across the investment lifecycle

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Where are organisations with SOA today?

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SOA adoption is gaining mainstream momentum across Europe
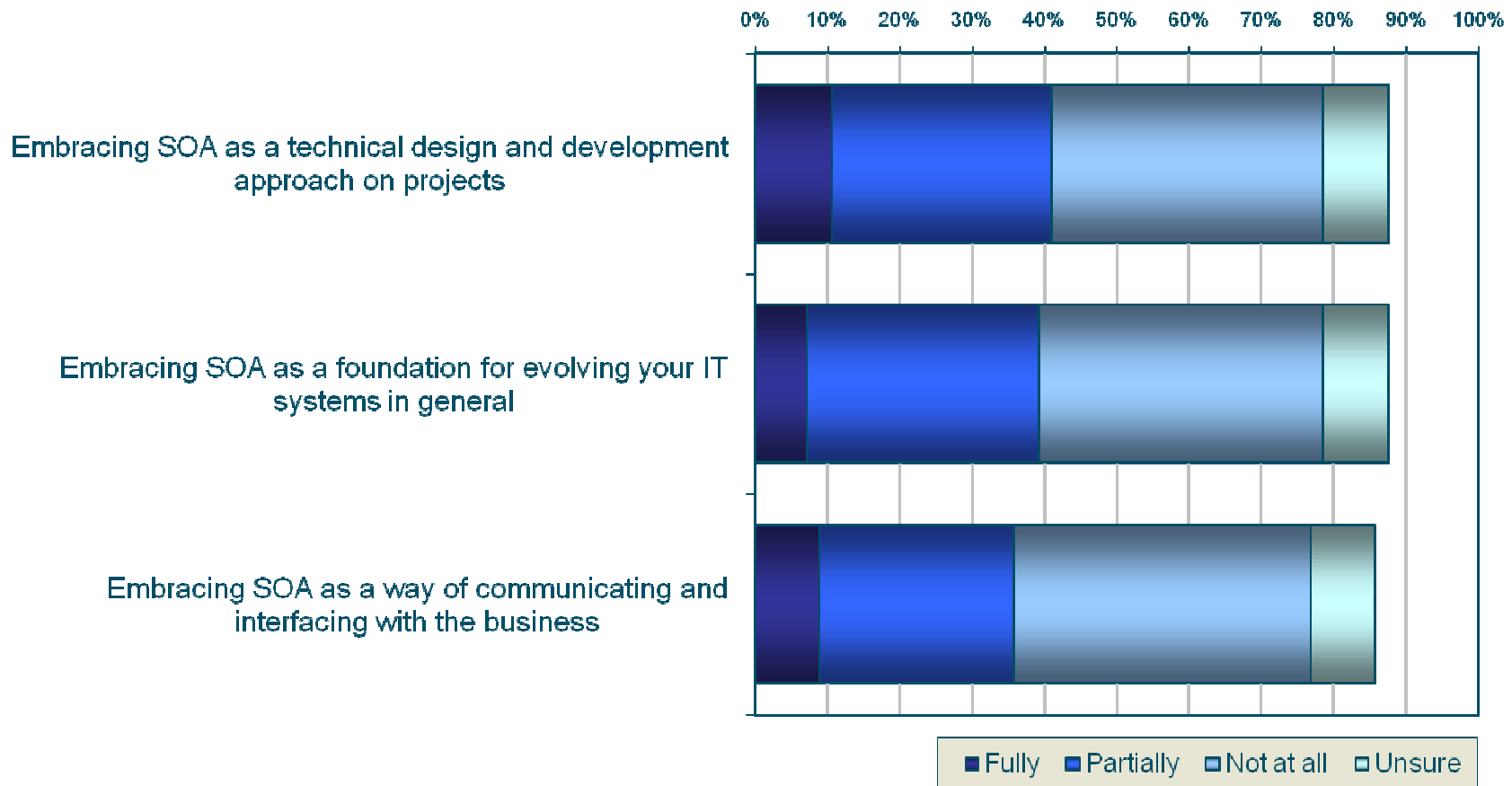
59% of those who could answer had embraced SOA in one area or another

SOA adoption is strongest where change is a recognised business factor
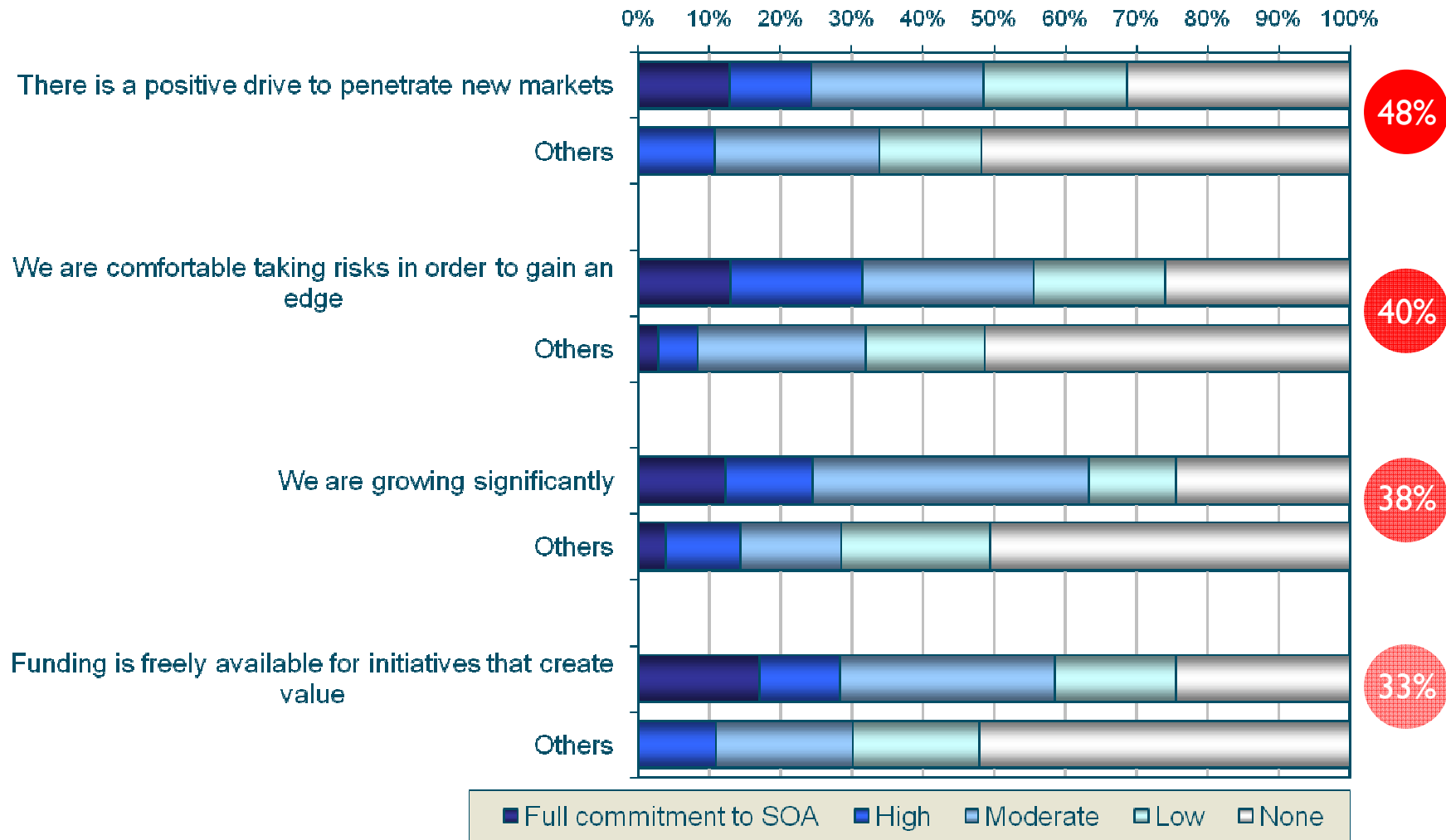
Service-orientation is seen as a tool for IT and business teams to work together

Legend:
- Service-orientation provides a common frame of reference for IT and the business to communicate
- Service-orientation is a concept that helps IT professionals with systems definition and design
- Both of the above

Categories:
- Those already service savvy
- Those who "get" services when explained
- Those who don't "get" services

Delivering on the promise of SOA

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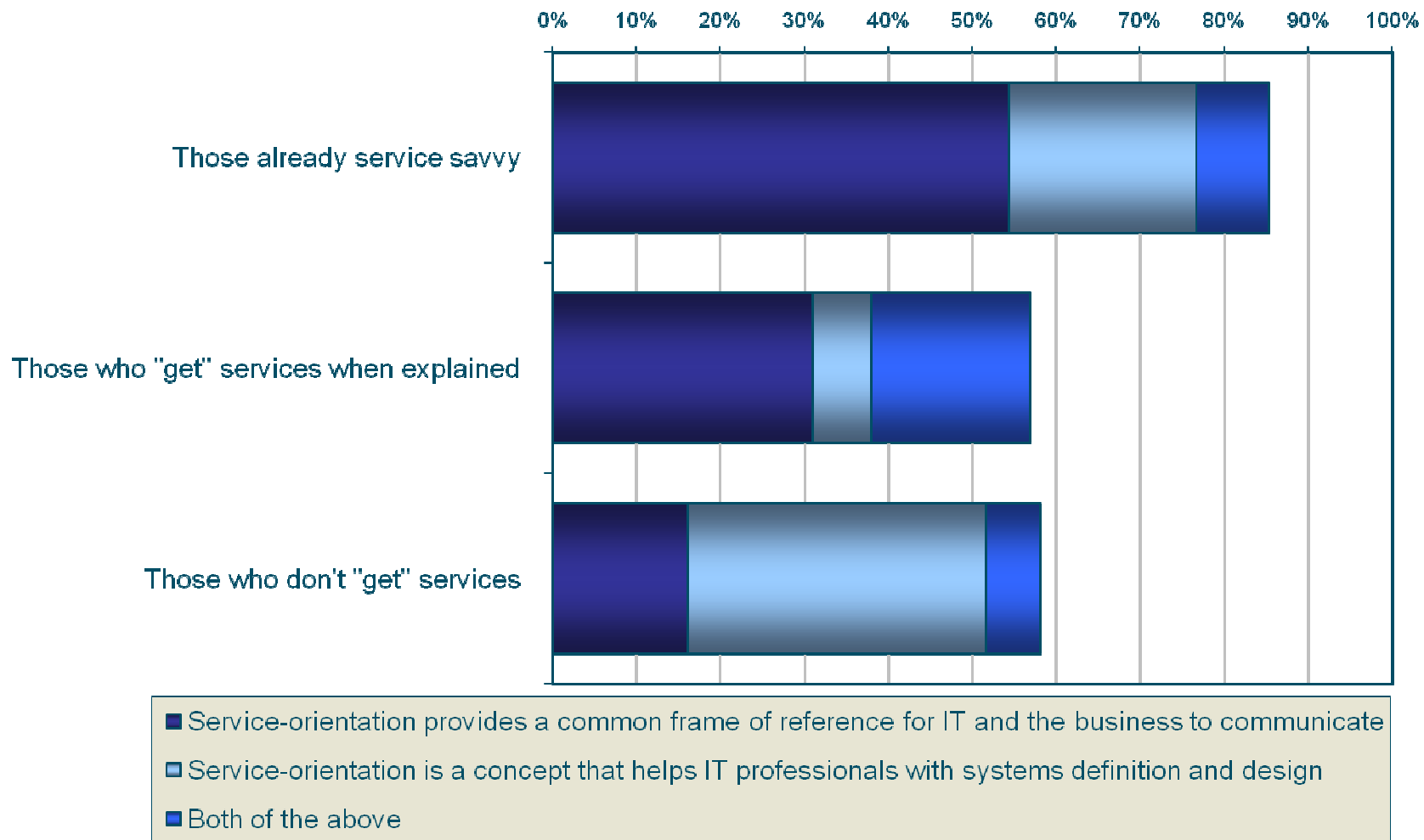
Critical point (1): real returns take time
Even if SOA is pursued properly

Return

+

−

time

"The SOA tax"

Project investment/return without SOA

Project investment/return with SOA – assuming the "SOA tax" delivers real value in later projects
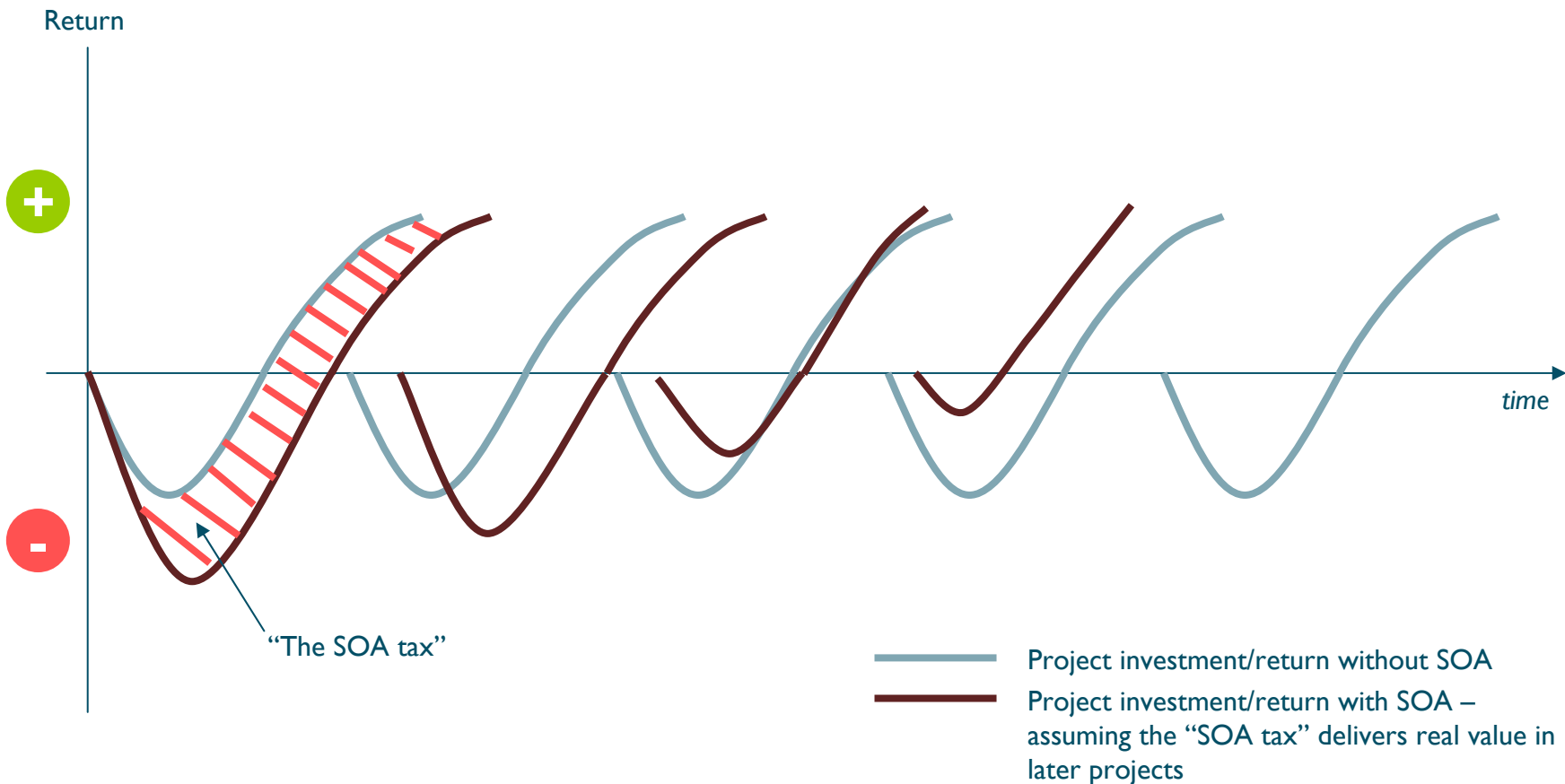
Critical point (2): real returns come from business solutions, not infrastructure

- SOA is an *approach* to IT delivery without specific business value in itself

- Projects *enabled* by SOA can deliver real returns…
- But you only get good results in the long term if
  - You know where to apply SOA
  - You know why you're applying SOA
  - You involve all the right people and they understand the goals

Getting started with SOA

- Because it's very difficult to justify the value of SOA itself, getting started means identifying a handful of "starter" or "entry point" projects

- Look for projects where
  - Requirements are likely to change
  - …or even where change needs to be encouraged
  - Shared software capabilities need to be developed

- Don't try and sell SOA to business sponsors
  - Sell the "experience" of SOA – lower cost, effort and risk for change; openness and flexibility, making extensibility and integration easier later

Real IT flexibility depends on more than flexible systems

The right IT-business relationship
-Making it possible to really understand priorities
and collaborate to deliver change

Business-driven IT work processes
- Making it possible to deliver services that really meet business needs

Flexible systems
- Making it easier to change the behaviour of automated work

SOA has to be pursued in the *correct context*

Addressing processes and relationships (1): Organisation & people

Create a SOA "centre of excellence"	There will be many stakeholders over time - a dedicated specialist team can educate and influence more effectively
Help business sponsors understand concepts of service- and process- orientation	There's no point explaining SOA technology, but these concepts will help them see why SOA is worthwhile
Make people responsible for SOA success	Without assigned responsibility, the IT organisation will never change to support service-orientation properly
Review and tune your development practices	It's difficult to pursue SOA as an IT solution delivery approach with a fixed "waterfall" style process

Addressing processes and relationships (2): Architecture

Make architecture a formal practice	The centre of excellence can't be just a group – it has to have continuity and controlled quality across projects
Work towards integrating SOA work with Enterprise Architecture (if you have it)	EA teams should be responsible for maintaining the "big picture" of how IT supports business activity; SOA should influence, and be influenced by, this picture
Make the architecture process agile	The process needs to be optimised as you learn and practice, and its quality should be determined by "consumers" – you have to involve them

Addressing processes and relationships (3): Governance

Consider governance not only of service development, but also of operation and change

Governance isn't just about controlling development quality – it's about integrating all phases of the service lifecycle

Make the governance process "inclusive"

Many governance issues are about making the right choices for the business, and all stakeholders need to have a voice

Make service reuse a key measurement of governance success

Service reuse is a strong indicator of the quality and success of your SOA initiative – reuse means SOA is working!

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Thank you

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