



IBM SOA

# Advancing the Business/IT linkage with SOA Governance and Service Lifecycle Management

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# Governance is critical to overall SOA Success



**Technical Changes**



**Cultural Changes**



## Key Enabling Tools

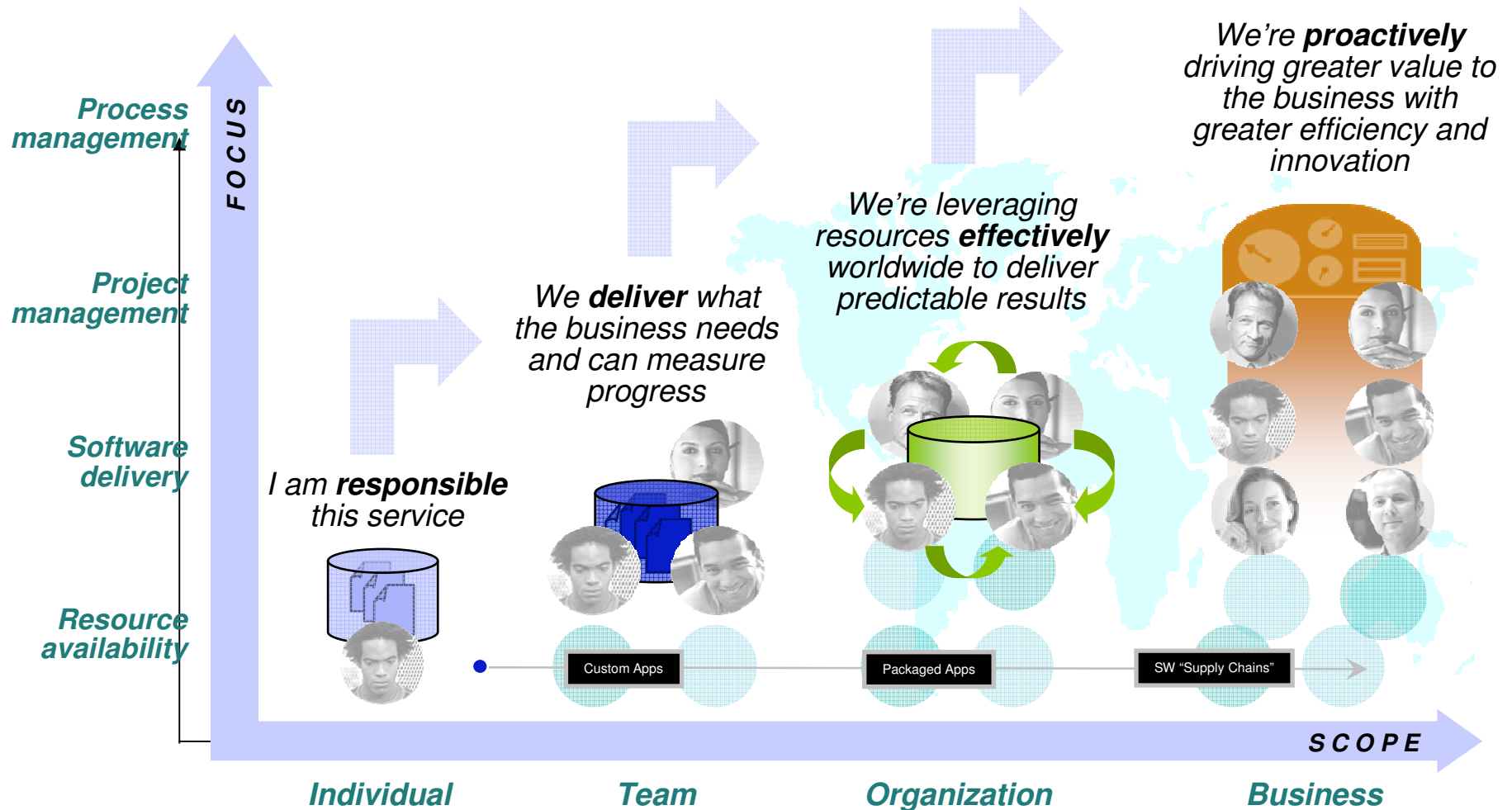
Enhanced WebSphere Registry & Repository  
New Rational Asset Manager

## Fostering a culture of reuse

SOA Governance and Mgmt Method  
GBS SOA Services

# Governing an SOA Project Connects LOB to IT

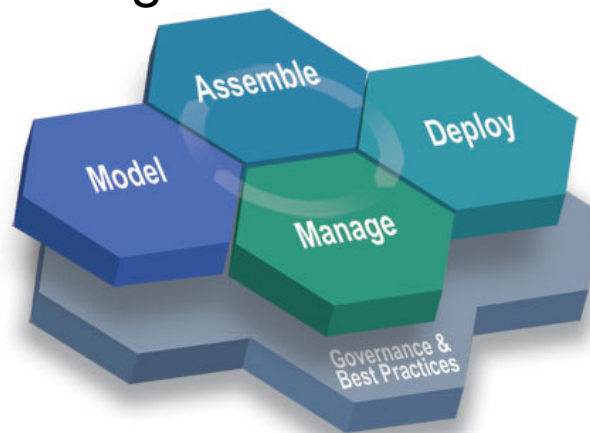
## Govern software delivery in the context of the business



## SOA Governance and Service Lifecycle Management supports Business and IT alignment

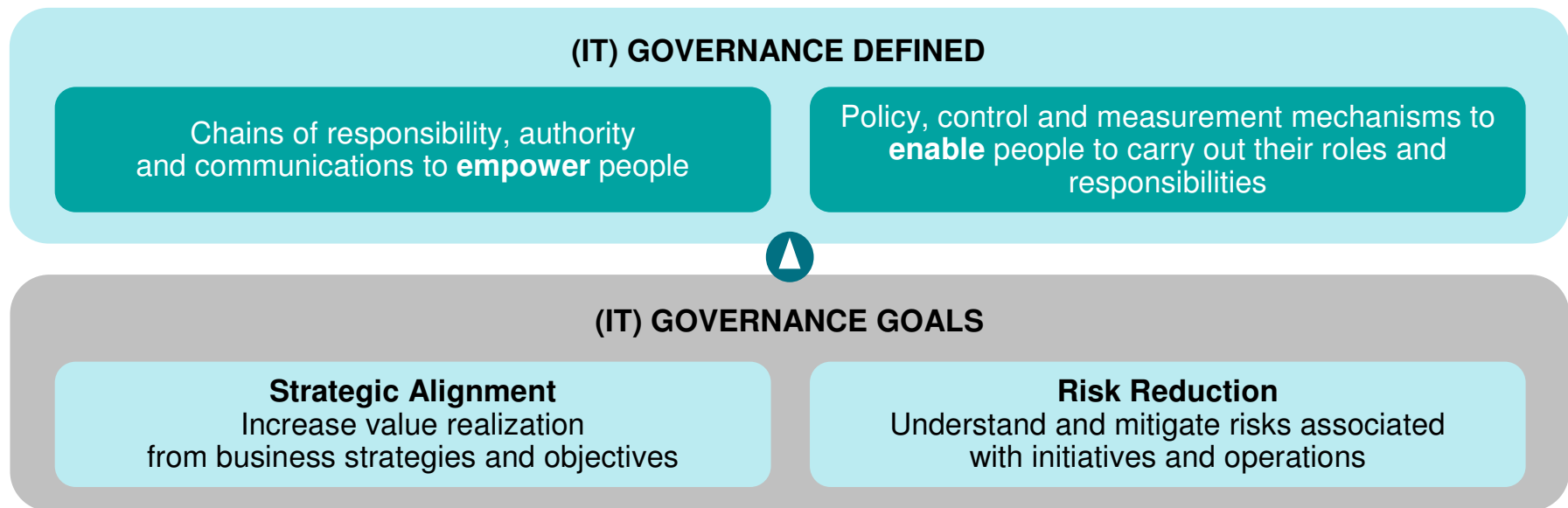
### Agenda

- SOA Governance and Management Method
- SOA Center of Excellence and Services
- SOA Governance Registry and Repository Strategy
- Service and Asset Management



## Defining governance

Meaningful governance helps enterprises both preserve and create value



### Governance is not management

- Management implements within the policy and process created by the governance activity
- Governance must be distinct from management to be meaningful oversight to set direction, enable and measure

# SOA Governance Lifecycle drives business/IT alignment at the beginning of SOA deployment

## Scope the Governance Need

- Document and validate business strategy for SOA and IT
- Assess current IT and SOA capabilities
- Define/Refine SOA vision and strategy
- Review current Governance capabilities and arrangements
- Layout governance plan

## Design the Governance Approach

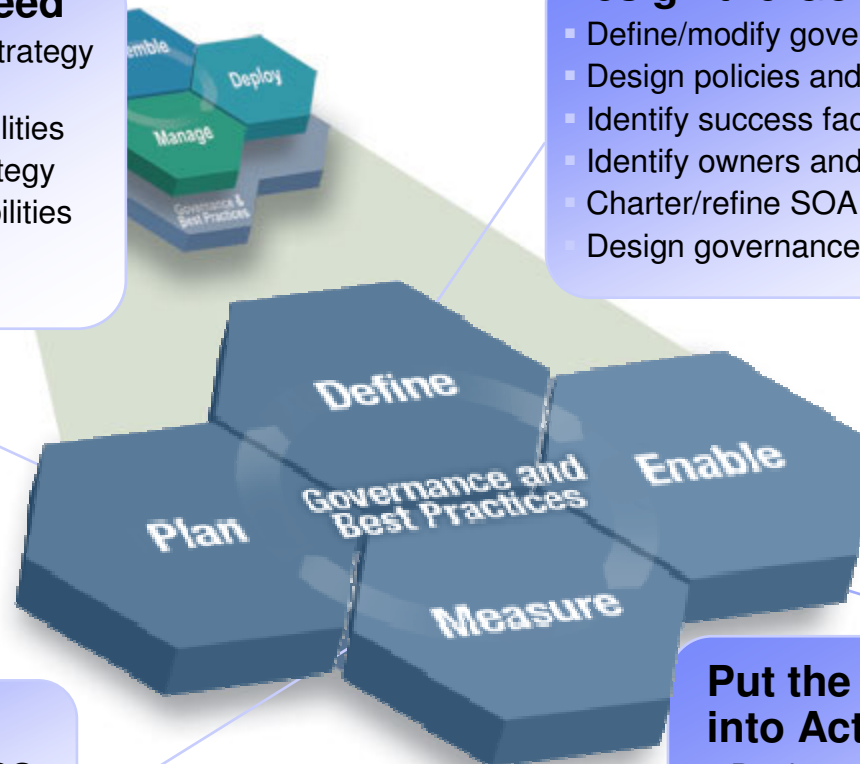
- Define/modify governance processes
- Design policies and enforcement mechanisms
- Identify success factors, metrics
- Identify owners and funding model
- Charter/refine SOA Center of Excellence
- Design governance IT infrastructure

## Manage & Monitor the Governance Processes

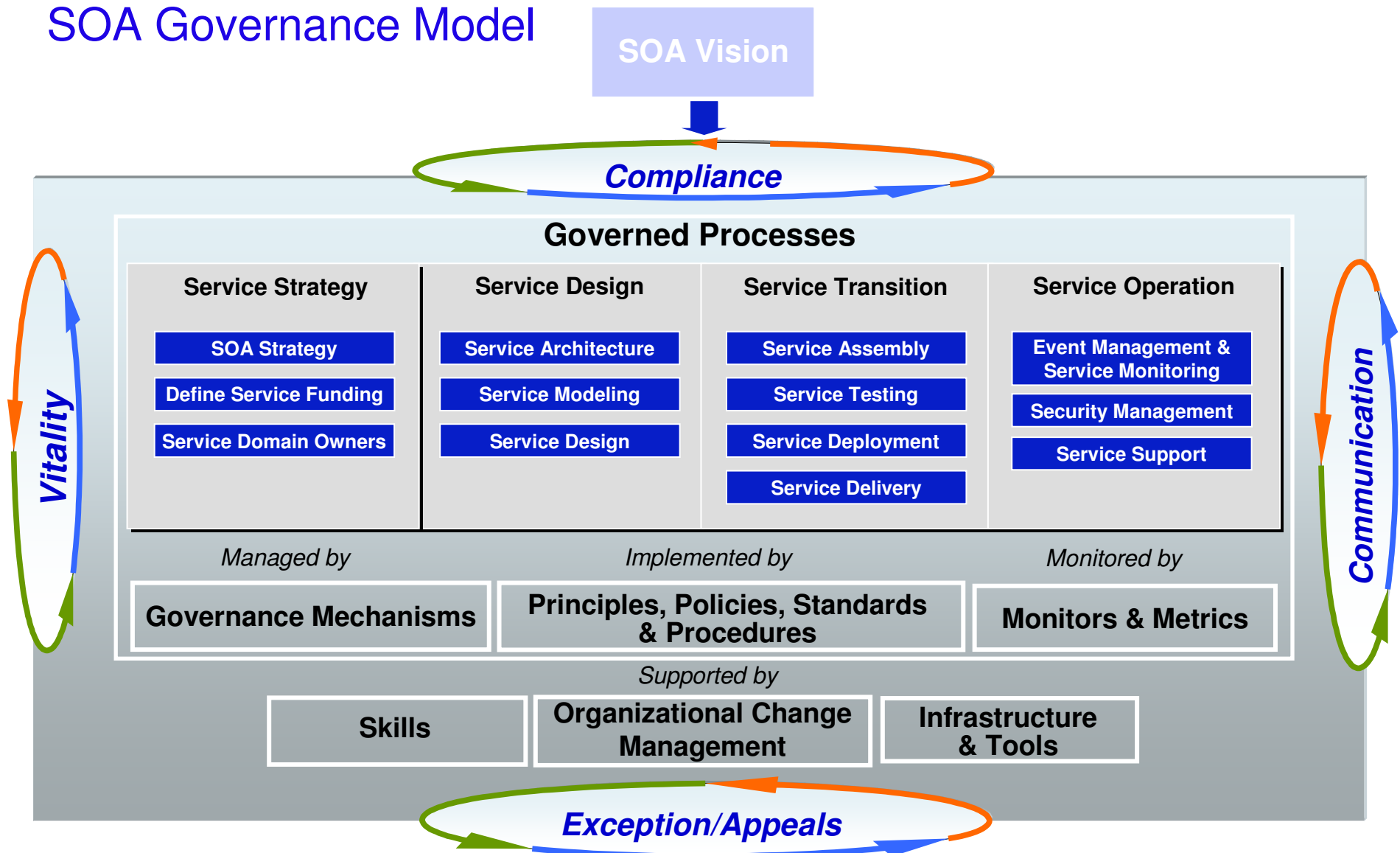
- Monitor compliance with policies
- Monitor compliance with governance arrangements
- Monitor IT effectiveness metrics

## Put the Governance Model into Action

- Deploy governance mechanisms
- Deploy governance IT infrastructure
- Educate and deploy on expected behaviors and practices
- Deploy policies

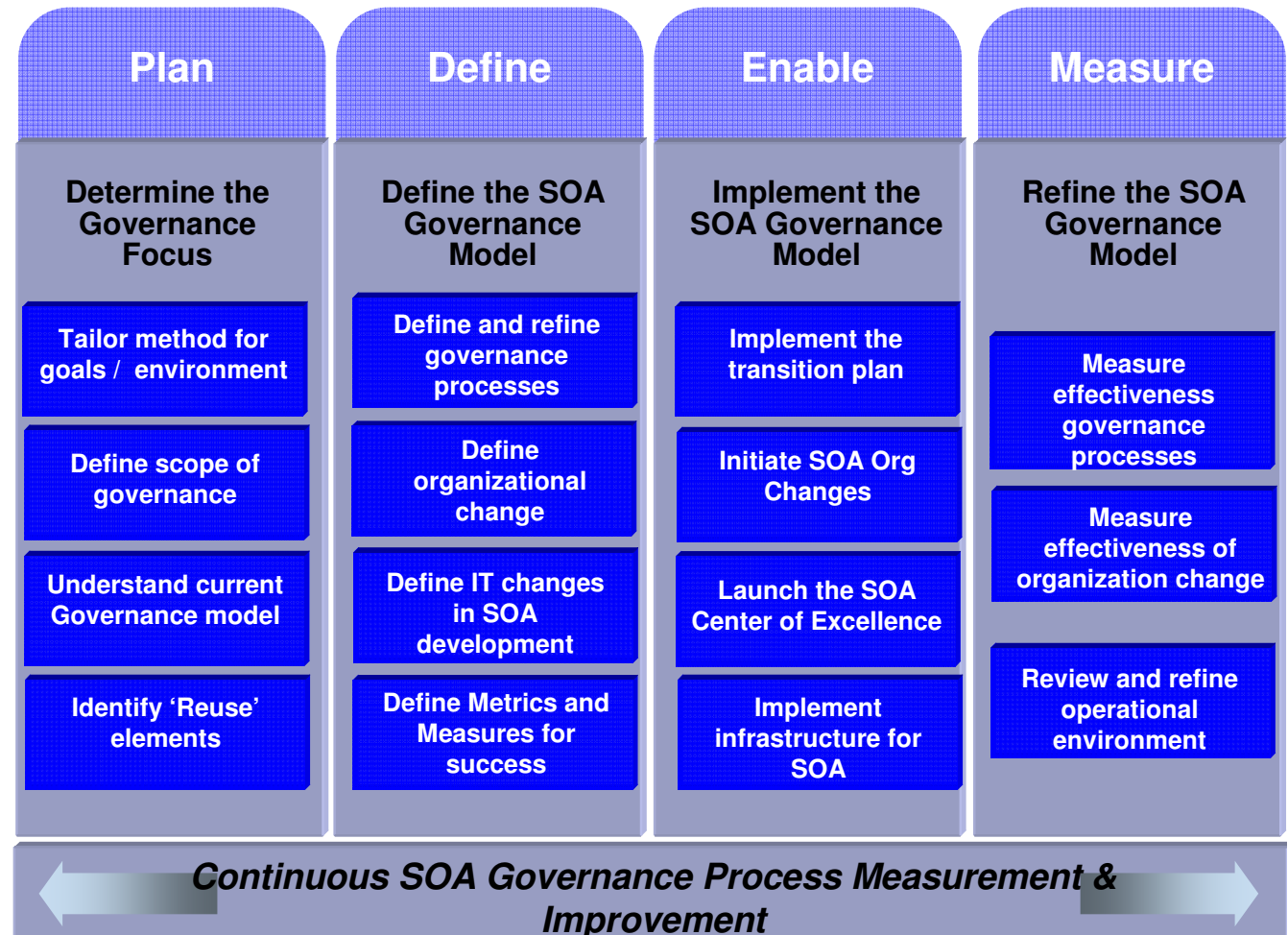


# SOA Governance Model



# SOA Governance and Management Method aligns business and IT strategy for successful SOA implementation

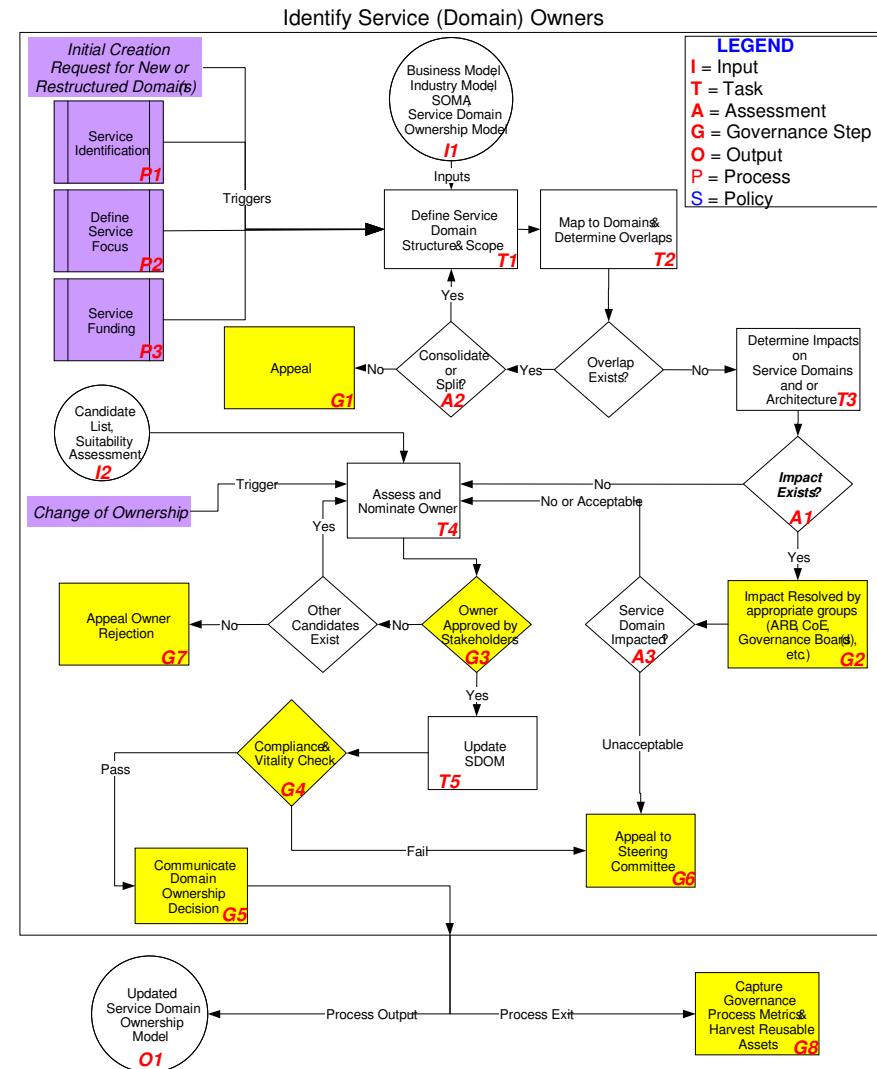
- Customer tested SOA Governance Method
- Leverages existing governance model
- Detailed governance process guidance
- Comprehensive framework and processes span lifecycle of SOA governance
- Methodology to help clients establish SOA Centers of Excellence





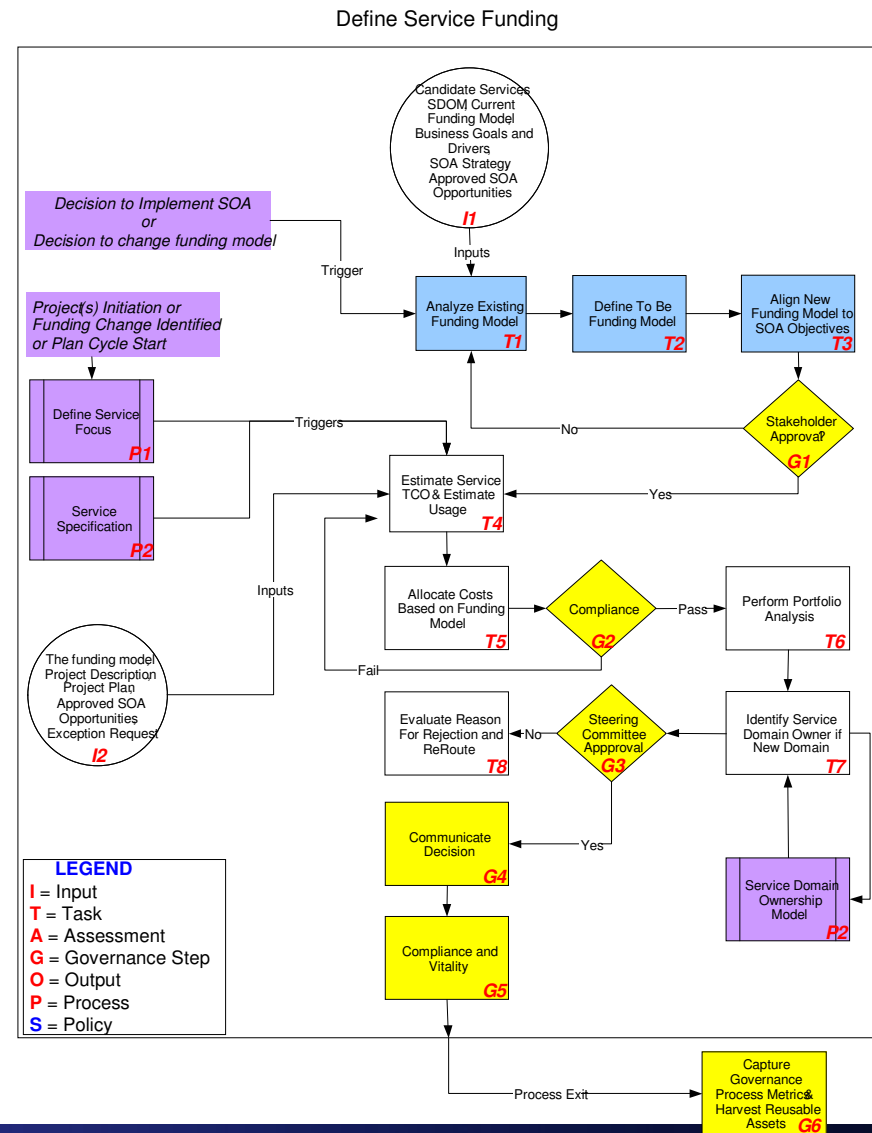
# Service Domain Ownership Model helps business and IT cooperation

- Service Ownership is one of the most important yet difficult processes to implement for SOA.
- The Domain Ownership Model *should* align with the businesses structure but Political and Cultural issues increases the difficulty to adopt and implement.
- Commitment throughout the organization but especially at higher levels in the organization will make this less difficult.
- This process will make possible a number of SOA benefits and drive the adoption of other processes like the Funding Process which is closely linked to Domain Ownership



# Incentive to align is driven by the Define Service Funding Model

- Important yet difficult processes to implement for SOA.
- Drives a number of SOA benefits and make SOA adoption possible.
- Diagram addresses service funding definition and the governance of a defined model, but not the funding model.
  - Funding Model should address funding of initial projects but more importantly day to day funding of services, their use, maintenance, development and versioning.



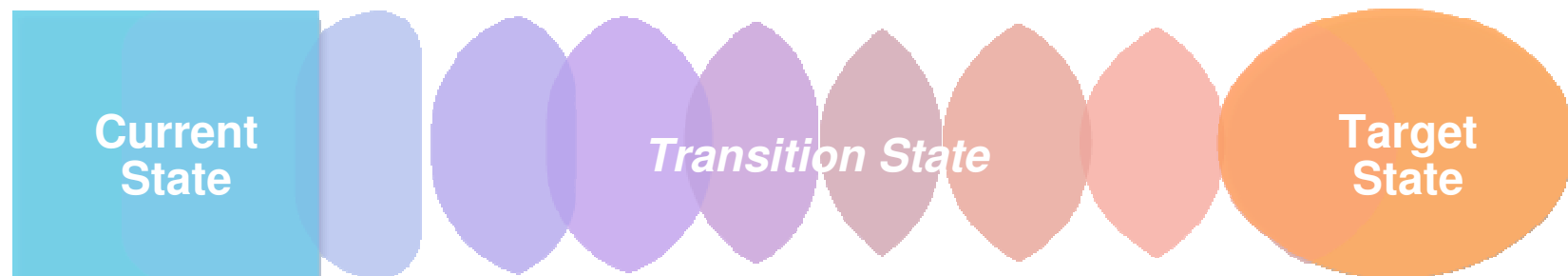
## SOA Governance and Management Method vision of success includes the Organizational Change and Change Management

“Help ensure that people impacted by the changes....

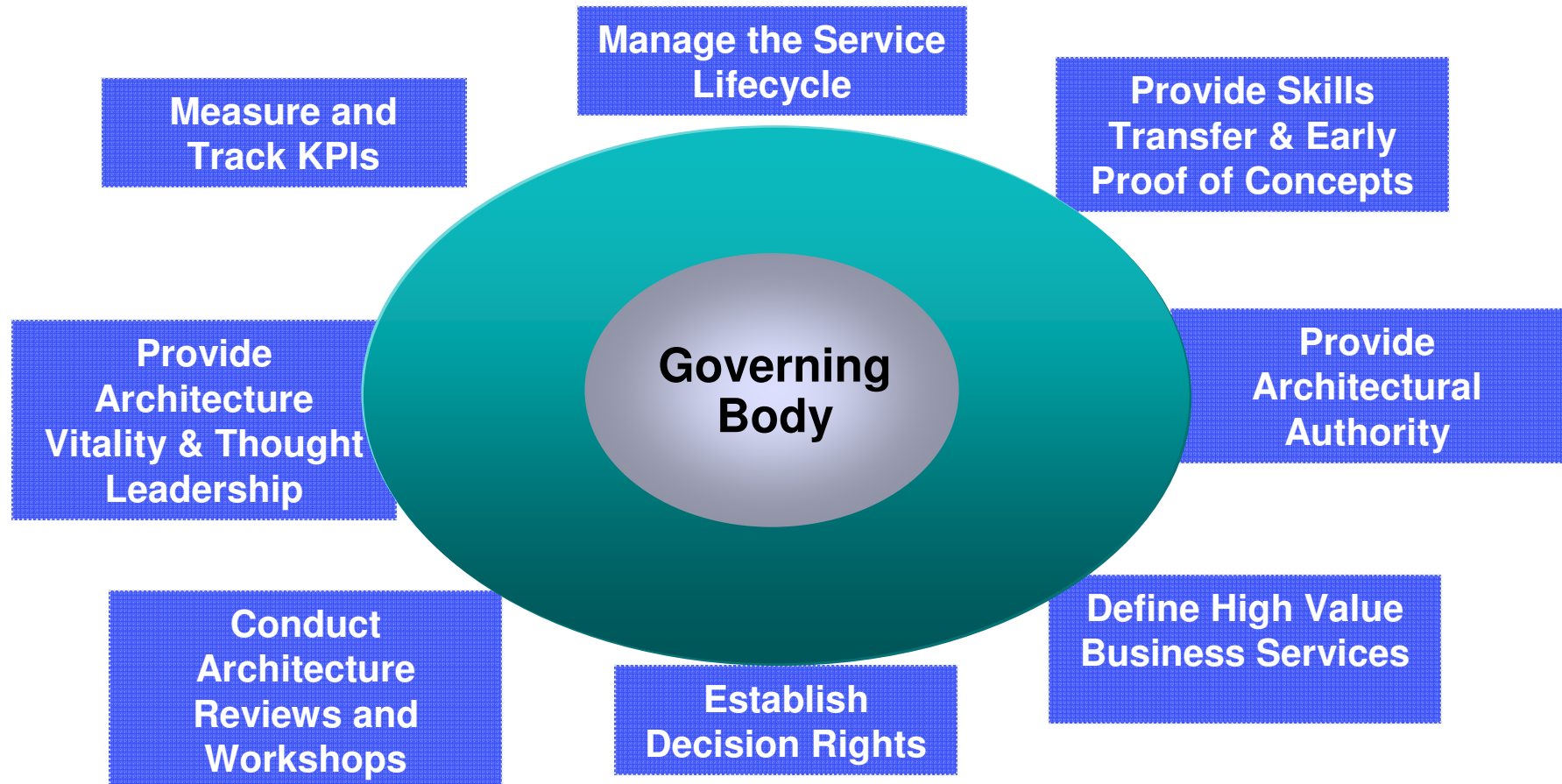
- **Understand**
- **Accept**
- **Are Prepared for, and**
- **Are Committed to**  
the changes that will affect them.”

The Change Management Pattern will:

- Mitigate risks with appropriate oversight & control
- Increase reuse & buy-in promoting the use of Services
- Speed Adoption of the Governance model enabling a successful implementation
- Facilitate the achievement of program benefits

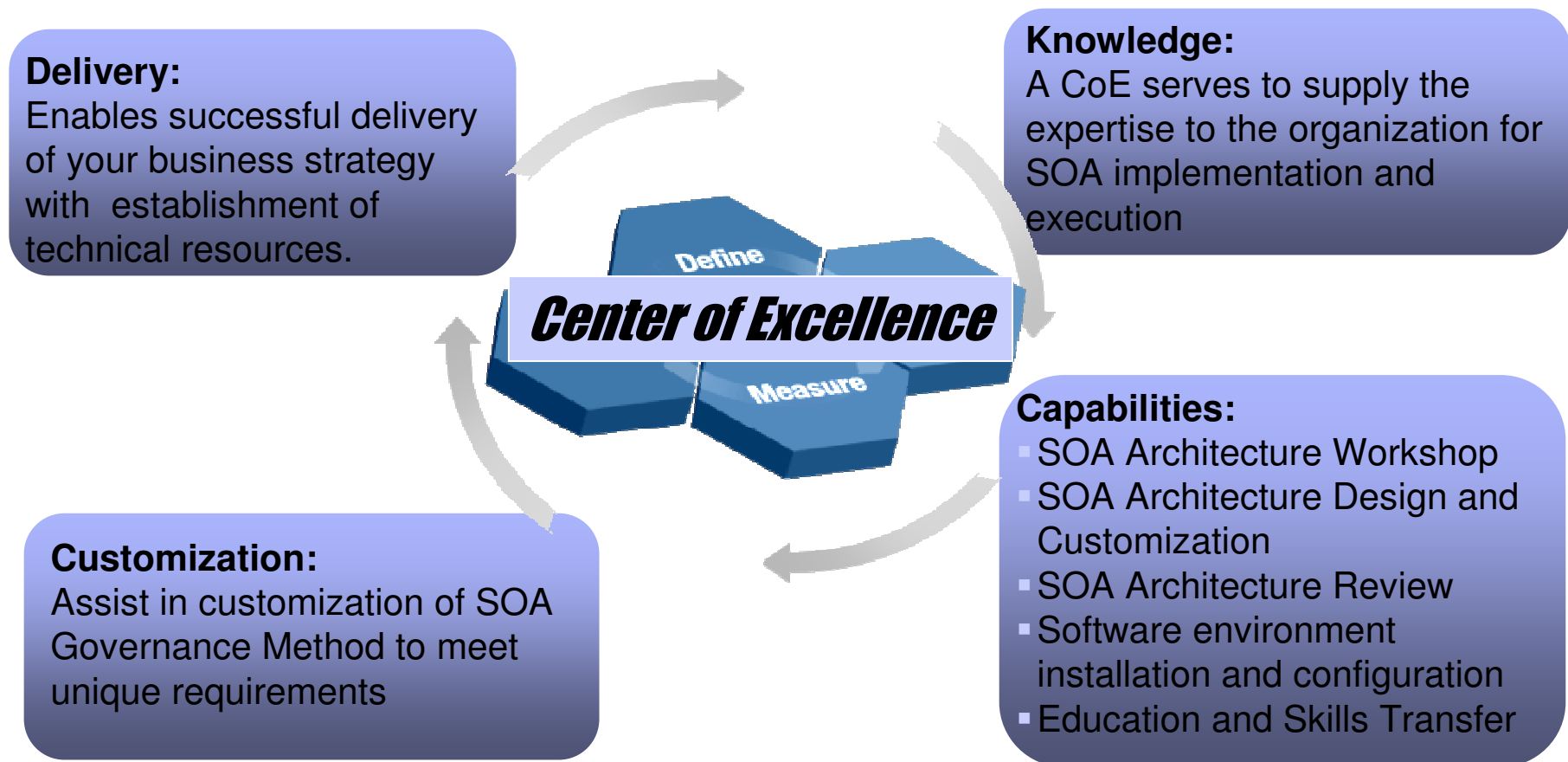


A Governing Body is needed to manage shared services across the business/IT organization



## Center of Excellence (CoE) can improve the opportunity for SOA implementation success

*Governance Method supplies templates to create CoE*



## IBM offers 6 key service offerings to assist in SOA implementations. All supported by SOA Governance

### SOA Governance

#### SOA Strategy

- Helps a C-level exec layout a complete SOA Strategy, Architecture and Roadmap to transformation organization and systems towards a service oriented model.

#### SOA Diagnostic

- For clients that have already started their SOA transformation but want IBM to evaluation how they are doing and make improvement recommendations.

#### Business Process Management Enabled by SOA

- It is a discipline that enables effective management of core business processes across an organization.

#### SOA Implementation Planning

- Helps a Line of Business or Application Group define future business process, the high impact services and the corresponding solution architecture

#### SOA Design, Development, and Integration Services

- The core implementation of an SOA solution. It is designed to be a follow-on from an early BPM or SOA planning phase.

#### SOA Management

- Helps an organization ensure that the required processes, controls, responsibilities and activities are deployed to successfully manage SOA solutions

# Getting started with SOA Governance is faster and easier with SOA Governance Method, a CoE and Services



## Improve Organization Change capability

*SOA requires not just technical, but organizational education supplied with SGMM V2 documentation*



**Accelerate acceptance of new SOA paradigm**

## Use Proven Best Practices Approach

*Detailed usage and process maps allow for faster development of SOA Governance environment*



**Minimize time and effort to get started**

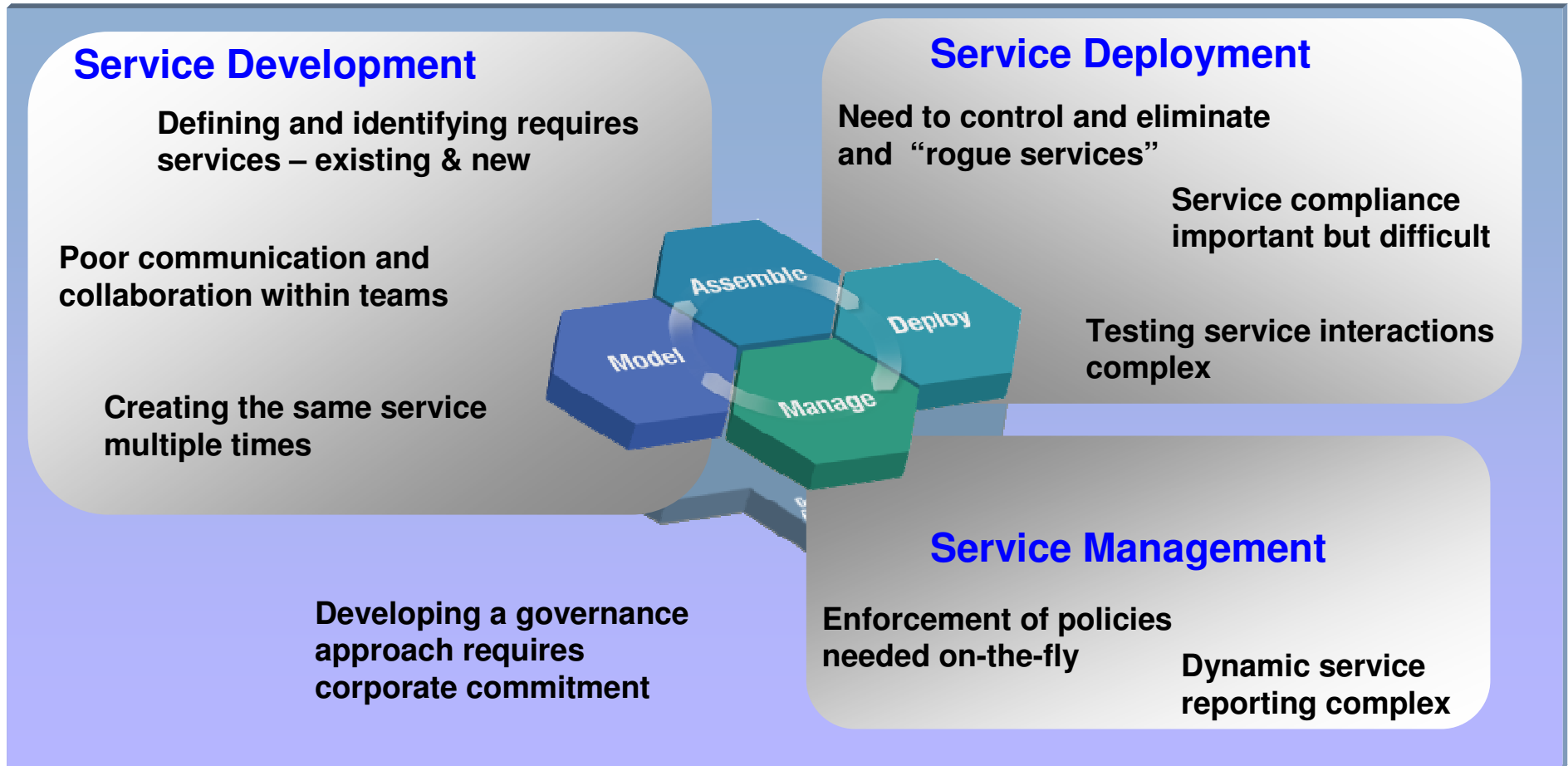
## Develop customized processes faster

*Creation of a COE and use of GBS expertise allows fast start based on initially supplied expertise*



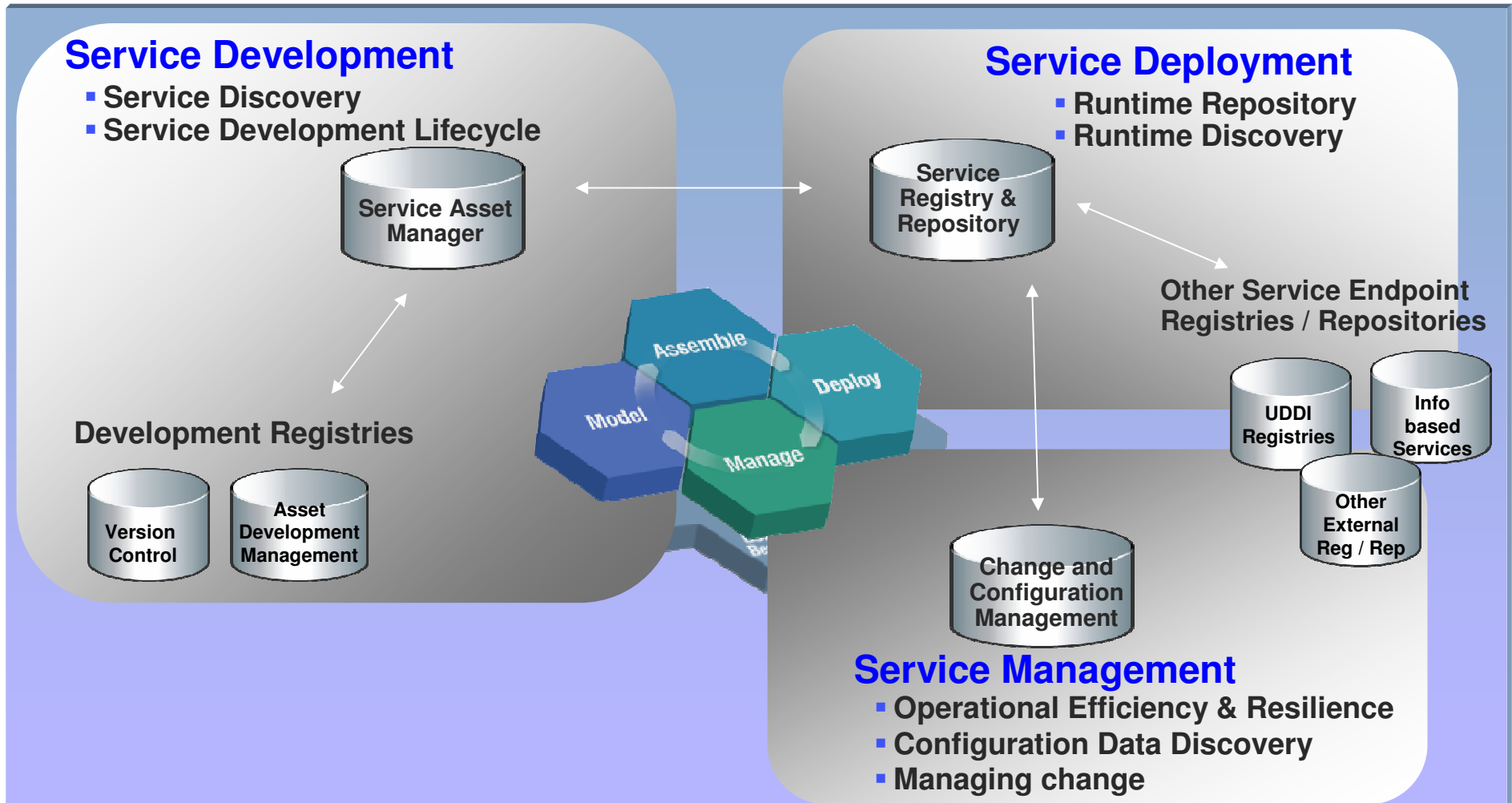
**Create environment for SOA success with expertise and customized approach**

Each phase of the SOA Lifecycle has different **challenges** requiring different governance capability





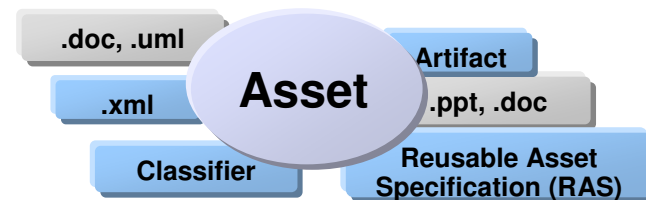
Governance is supported by a federated set of capabilities to meet the challenges of service lifecycle management



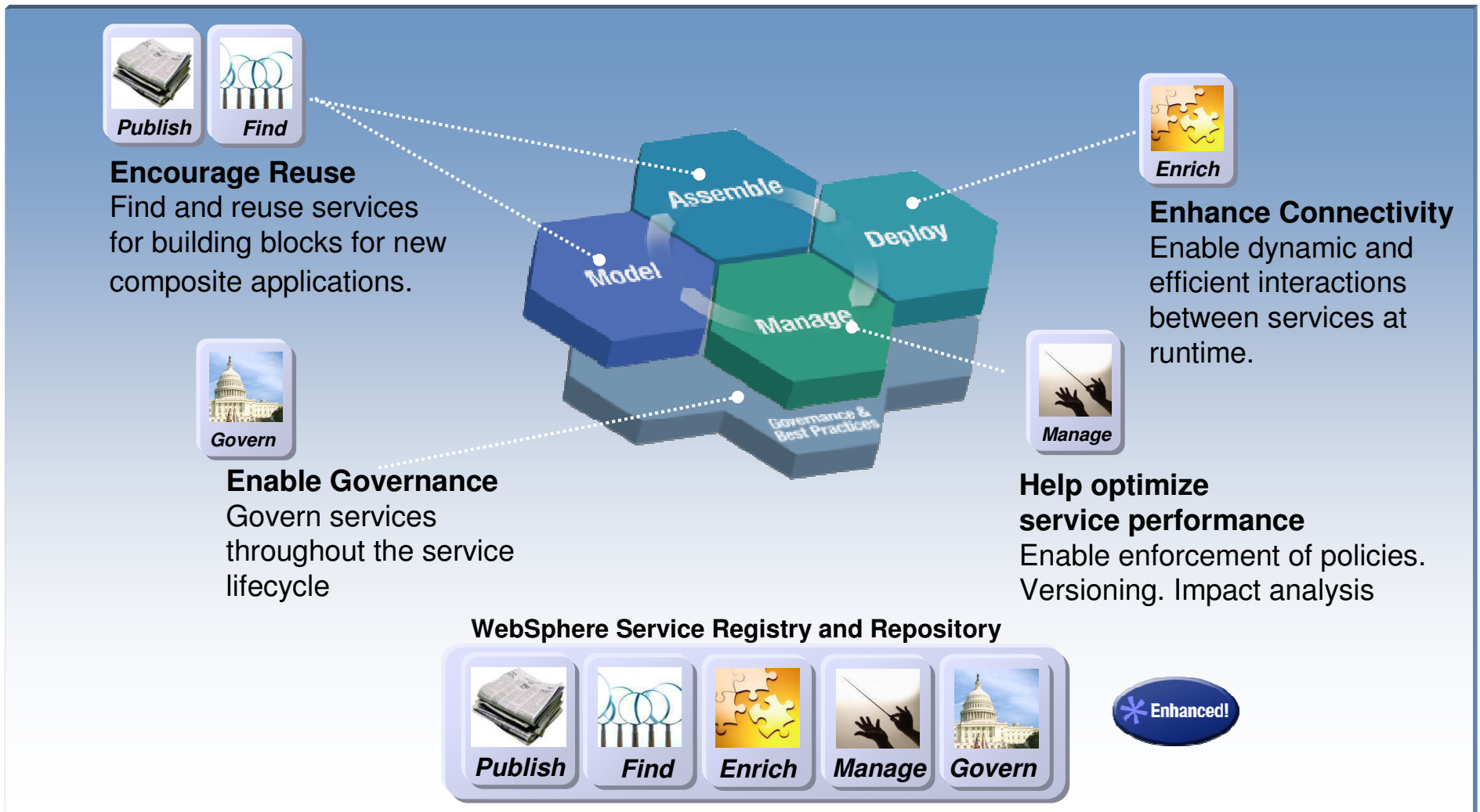
## Development and delivery asset management tracks IT assets



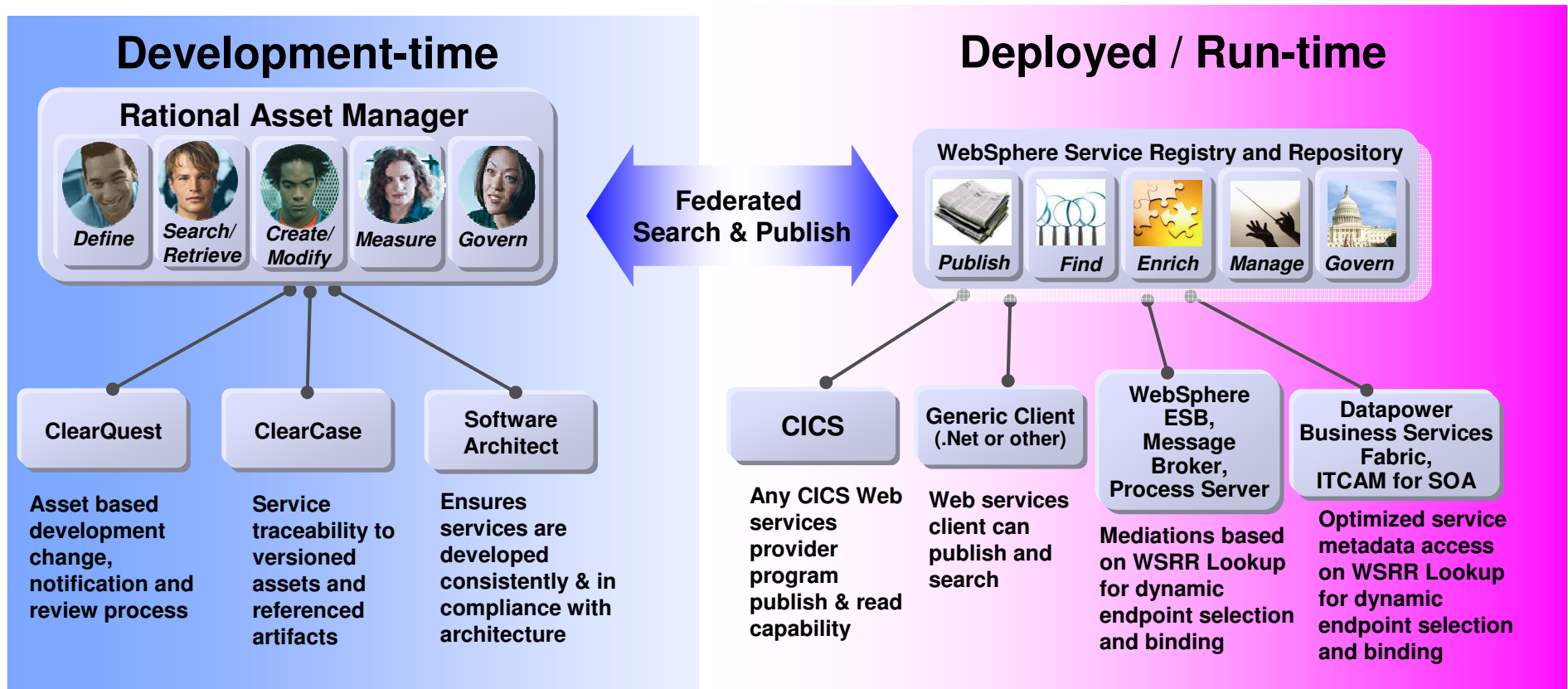
- Discovers existing assets to leverage
- Assists in identifying assets to harvest and package as a Service
- Manages assets under development
- Handles multiple types of assets
  - Services, source code, documentation, presentations, patterns, process flows  
(Collections of artifacts associated with a particular business requirement)



# An SOA requires management and control of services at runtime



# Development and deployment of services in SOA will have different requirements within the Lifecycle



- Not every deployed service is a reusable asset and not every reusable asset is a deployed service
- A service will be one of many types of assets managed by Rational Asset Manager

## Service management and control will require the functionality in a federated registry/repository strategy

### Promotes reuse and eliminate redundancies

- Publish and find services and related metadata through all stages of SOA
- Integration and federation with other standard registries and repositories



**Address the IT pain point of poor reuse and duplication**

### Enriches SOA runtime interaction

- Enable optimized access to service metadata
- Manage service interactions and policies



**Reduce huge maintenance costs by enabling a flexible infrastructure**

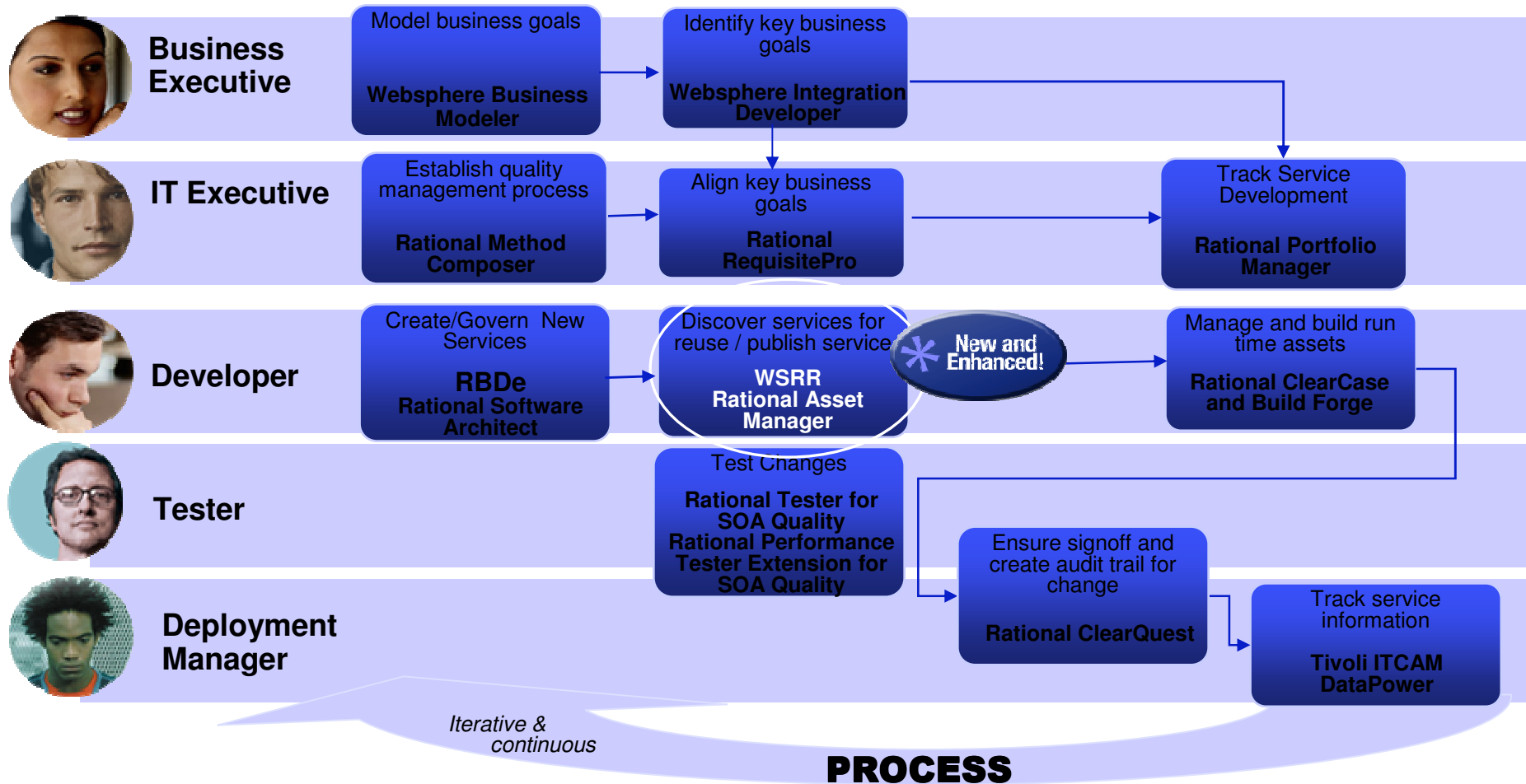
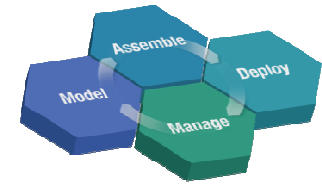
### Enables better control of SOA with governance

- Facilitates SOA focused service lifecycle management
- Analyze impacts of service introduction, retirement or alteration by maintaining relationships



**Eliminate lack of ownership and misalignment of activities with business initiatives**

# Streamline Service Lifecycle Management by automation and metrics gathering increases success



## Governance should not an "afterthought"; it matters because without it success is not achievable

Lack of working governance mechanisms in midsize-to-large (greater than 50 services) post-pilot projects will be the most common reason for project failure (0.8 probability). *(Gartner)*

### Focus on business benefits

- Add flexibility to business process
- Improve time to market

Governance isn't optional- it's imperative. Without it, ROI will be low and every project out of pilot phase will be at risk. *(Gartner)*

### Mitigate risk and regain control

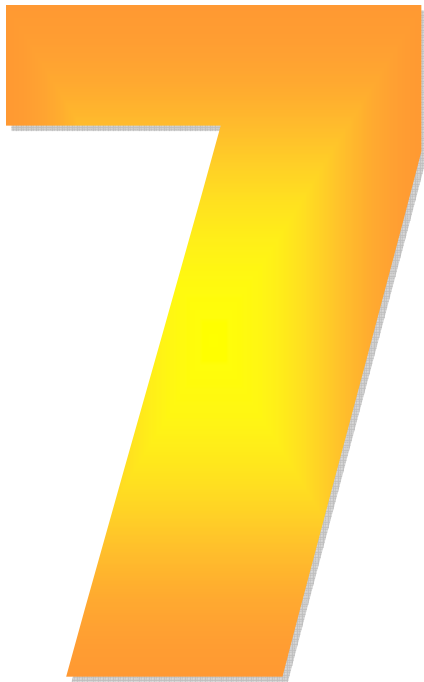
- Maintain quality of service
- Ensure consistency of service

*Professional investors are willing to pay premiums of 18-26% for stock in firms with high governance.*  
*(McKinsey Quarterly)*

### Improve team effectiveness

- Measure the right things
- Communicate clearly between business and IT

## Key Takeaways



1. Adopt an end-to-end framework to support a long-term approach toward service orientation
2. Implement a Stakeholders Management & Communication Strategy to gain adoption of ESB and service orientation
3. Communicate clear roles and responsibilities, including job impacts, at various levels of the organization
4. Establish Governance Scenarios to promote an “enterprise view” on shared services
5. Integrate the Services Lifecycle into the current SDLC or systems delivery process
6. Apply lessons learned from previous enterprise effort to build momentum and gain support from management
7. Don't start with an empty whiteboard – IBM can help.



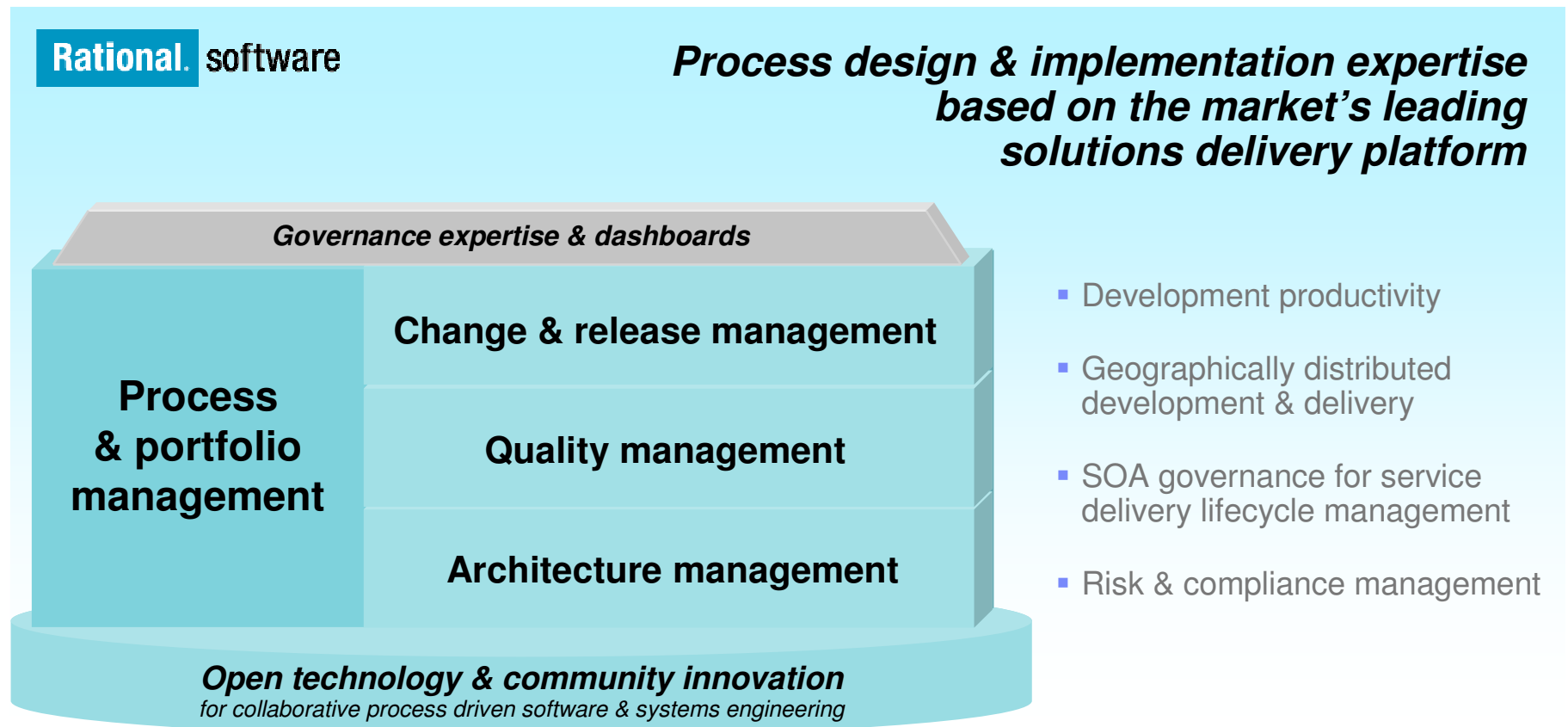


Thank you

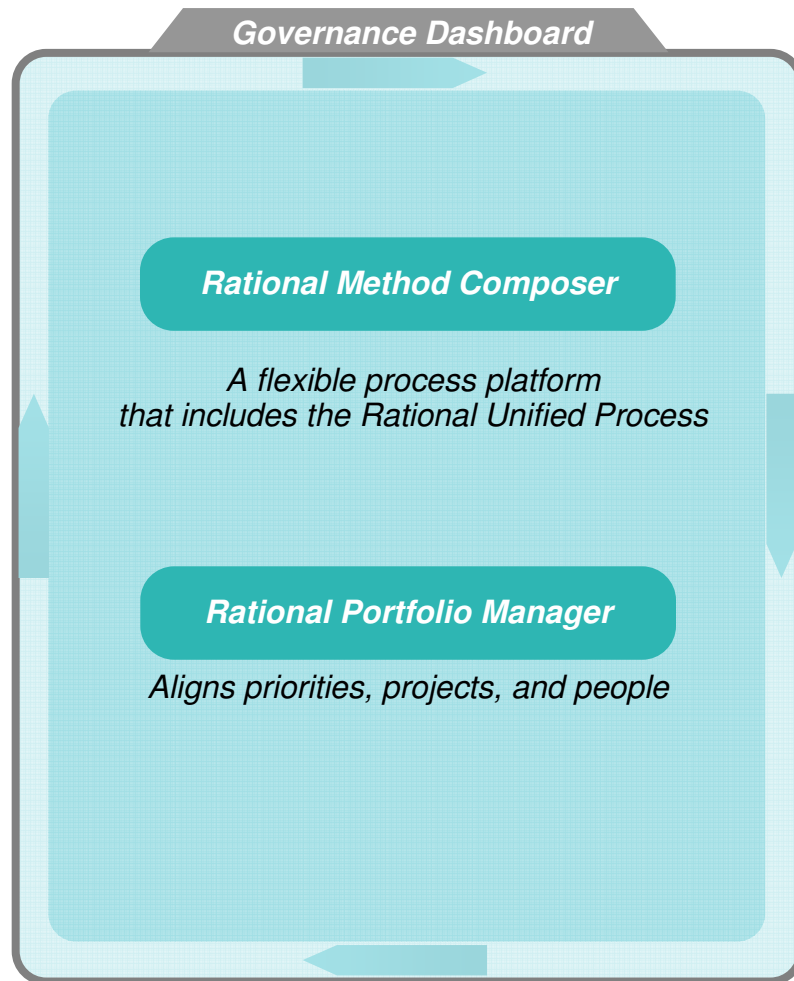
Additional information to follow

# IBM Rational Software Delivery Platform

## *What we offer*



# Process and portfolio management

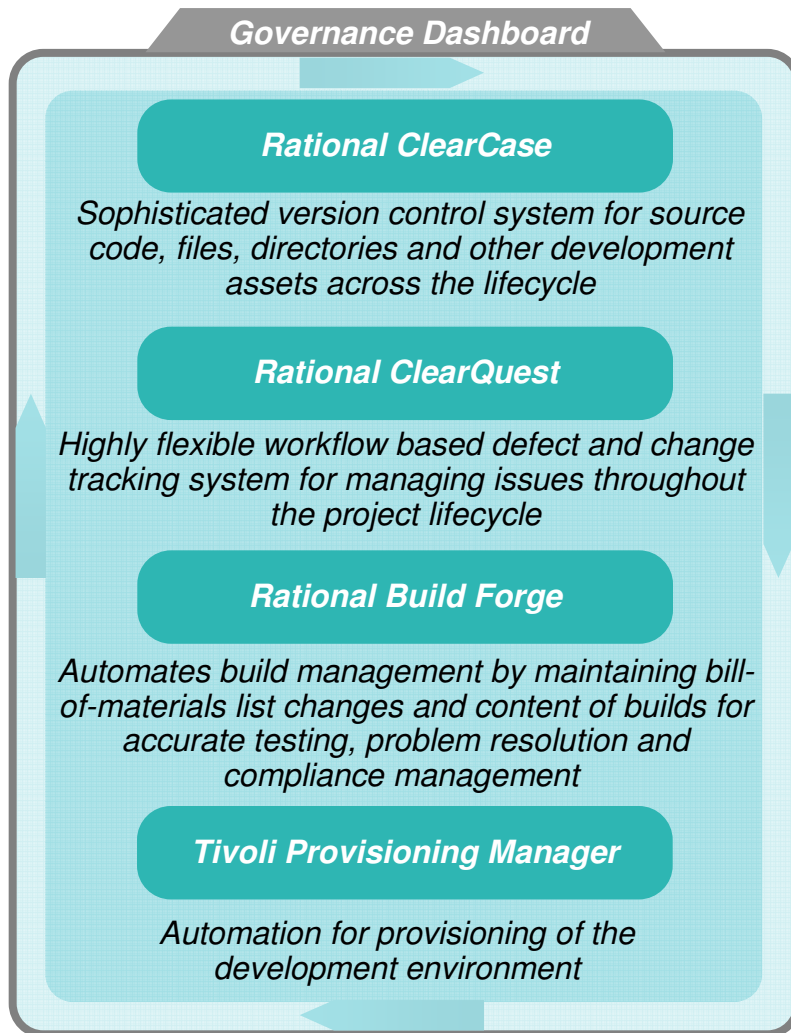
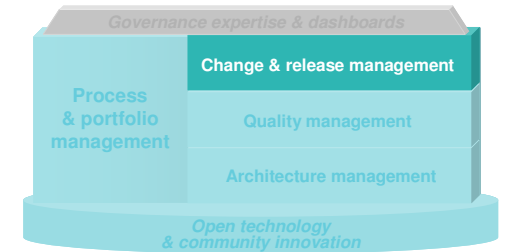


## ***Aligning business goals, best practices, and projects for improved productivity and predictability***

- ✓ Manage enterprise value
  - Align business and IT
  - Balance risk and return
  - Provide visibility, clarity and accountability
- ✓ Monitor progress and streamline decision making
  - Leverage resources anywhere
  - Standardized, proven processes
  - Increase project success
- ✓ Control risk and change
  - Continuously measure to reduce risk
  - Enable lifecycle change management
  - Meet compliance needs



# Change and release management

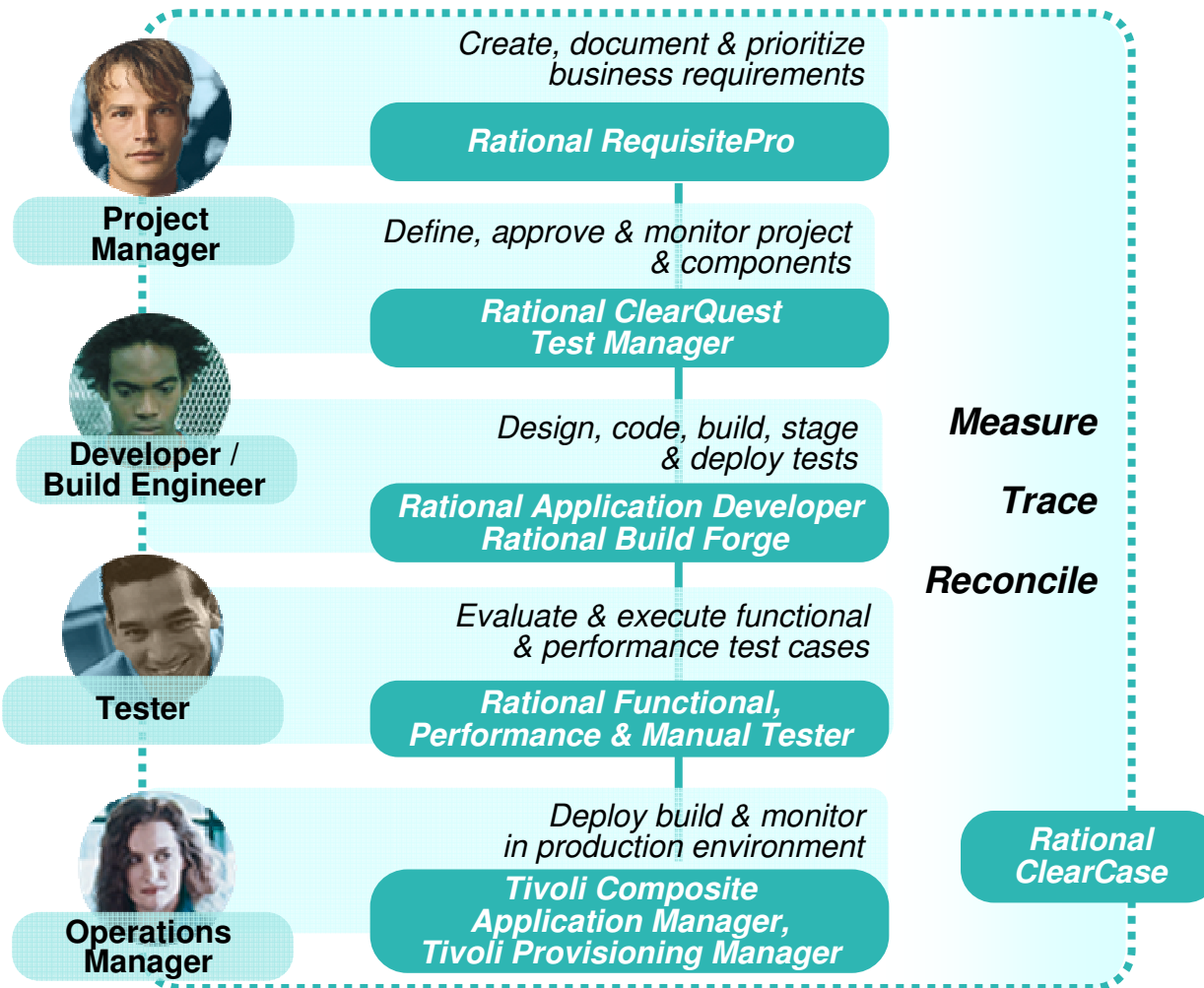


## **Improving effectiveness with process automation, build management, reporting, and traceability**

- ✓ Accelerate software delivery for business agility
  - Projects delivered on schedule
  - Teams are connected and more efficient / productive
  - Faster response to business and customer needs
- ✓ Reduce cost with efficient teams and better quality
  - Scalability, standards and automation create significant efficiencies
  - Seamless communication and coordination of global teams
  - Better controls and rapid feedback improve quality throughout the process
- ✓ Effectively govern development and reduce risk
  - Compliance management “baked in” to everyday work
  - Consistently, enforced processes
  - Audit trails throughout the lifecycle
  - Make better decisions. faster



# Quality management

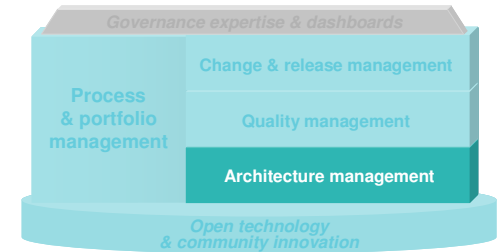


## Govern quality across the delivery lifecycle

- ✓ Align teams to work efficiently across the quality management lifecycle process
- ✓ Proactive response to quality issues earlier in the lifecycle
- ✓ Collaborative process automation & enforcement (e.g., outsourced testing)
- ✓ Extensible framework ensures performance, function, and scale of software including testing software for packaged applications

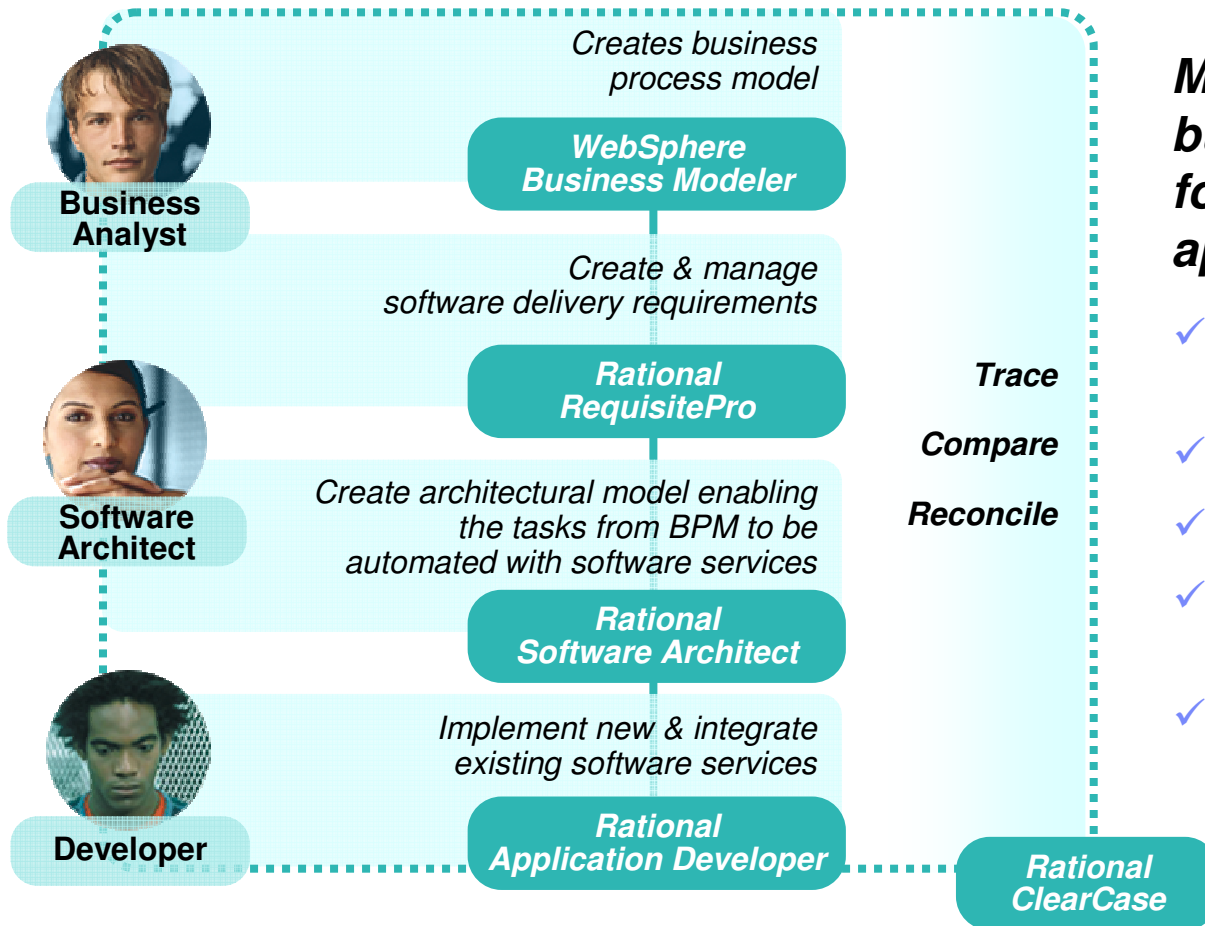


# Architecture management



**Models, designs, and rapidly builds resilient architectures for SOA, systems, and applications**

- ✓ Linkage of BPM & service implementation
- ✓ Processes, patterns & profiles
- ✓ Architecture to code transform
- ✓ Architectural evolution & reconciliation
- ✓ SOA governance framework automation and tracking



# Teams and functions are organizationally distributed

## *The new norm*

### ■ Realities

- ▶ Rapid pace of change – new business models, competitive pressures
- ▶ Costs to “keep lights on” constrains new investment opportunities
- ▶ Constant organizational flux (acquisitions, sourcing, etc)
- ▶ Emergence of extended communities of expertise and open source



### ■ Goal: Drive value & reduce cost

- ▶ Work aligned to markets & customers
- ▶ Cost-effective sourcing
- ▶ Leverage talent & communities
- ▶ Increase flexibility & responsiveness

