Advancing SOA Goverance
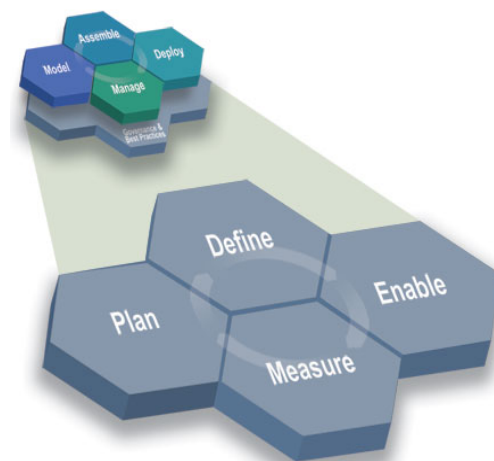
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What the Analysts Are Saying

"Half of all companies and 77% of large enterprises reported that they are or will be using SOA by the end of 2005. Why? Evidence is mounting that SOA provides real benefits for business integration and flexibility."

Real-World SOA: SOA Platform Case Studies, Forrester Research, Inc., *September 2005*

CIOs continue to struggle to align business and IT in meaningful, measurable ways. More effective IT governance processes and tools are becoming top priorities among business-savvy CIOs.

Five Ways the Rise of IT Governance Will Change How Enterprises Buy IT, Summit Strategies, December 2005

In 2006, lack of working governance mechanisms in midsize-to-large (greater than 50 services) post-pilot SOA projects will be the most common reason for project failure (0.8 probability).

Management Update: Predicts 2006: The Strategic Impact of SOA Broadens, Gartner, Inc., Jess Thompson, Yefim V. Natis, Massimo Pezzini, Paolo Malinverno, November 23, 2005

With the widespread adoption of SOA, the challenges associated with SOA projects are emerging. SOA governance isn't optional — it's imperative. Without it, return on investment will be low and every SOA project out of pilot phase will be at risk.

Service-Oriented Architecture Craves Governance, Gartner, Inc., Paolo Malinverno, January 20, 2006

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What is Governance?

Establishing chains of responsibility, authority and communication to **empower** people (decision rights)

Establishing measurement, policy and control mechanisms to **enable** people to carry out their roles and responsibilities

What is Management?

Governance determines **who is responsible** for making the decisions; Management is the process of **making and implementing** the decisions

What is IT Governance?

Establishing decision making rights associated with IT

Establishing mechanisms and policies used to measure and control the way IT decisions are made and carried out
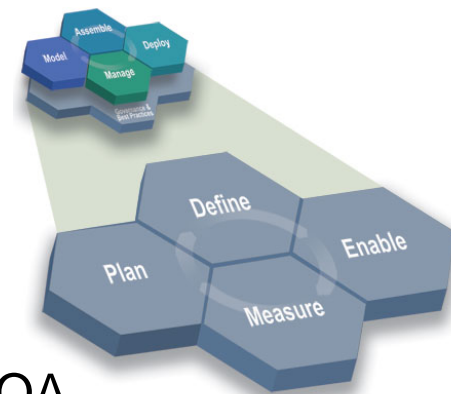
What is SOA Governance?

Extension of IT governance focused on the **lifecycle of services** to ensure the business value of SOA

SOA Governance is a catalyst for improving overall IT governance

General Assertions

- **Governance is not Management**
  - Separate but related disciplines
  - Both need to be done well to maximize the benefits of SOA
    - Good SOA Governance increases SOA success by accelerating the alignment between Business needs and IT

- **SOA Governance is not completely brand new**
  - It is a specialized form of IT Governance
  - Governance *of* Service-Orientation & Governance *using* Service-Orientation

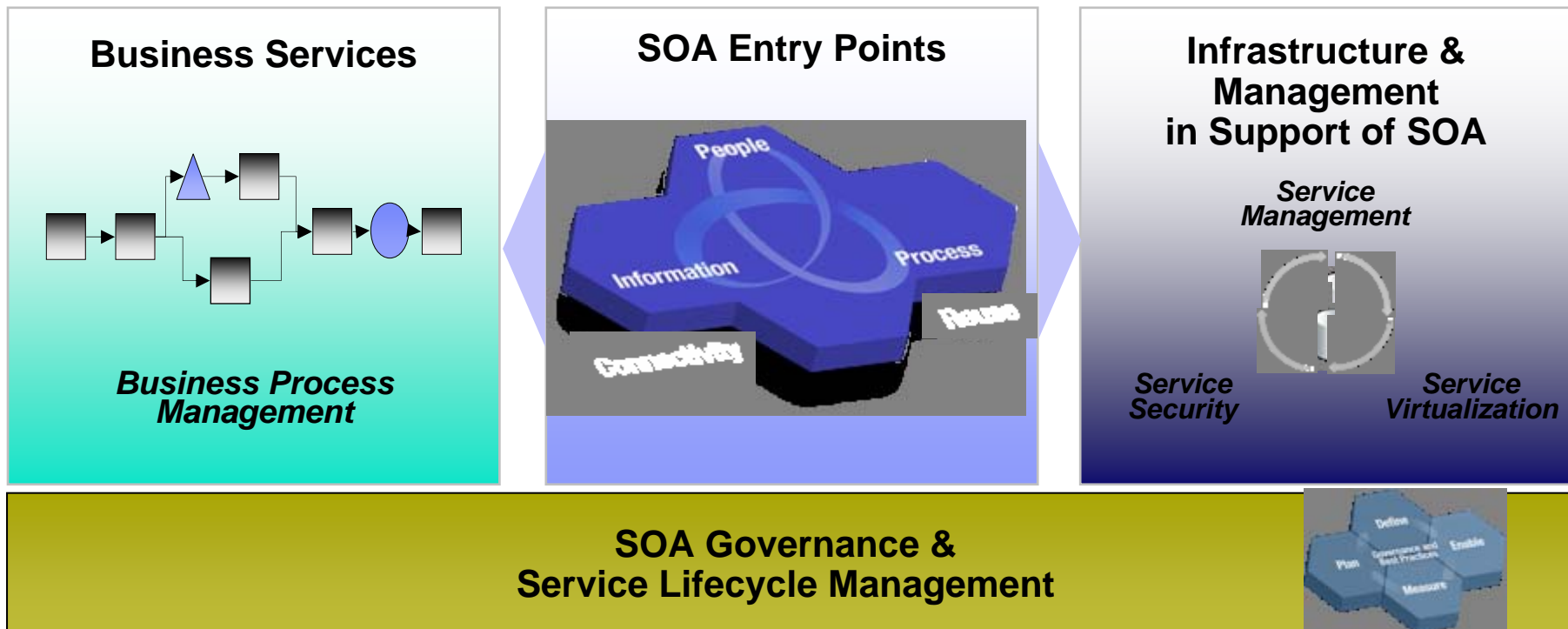- **No silver bullet**
  - No one size fits all solution exists

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Why SOA Governance matters

- **Realize business benefits of SOA**
  - Business process flexibility
  - Improved time to market

- **Mitigate business risk and regain control**
  - Maintaining quality of service
  - Ensuring consistency of service

- **Improved team effectiveness**
  - Measuring the right things
  - Communicating clearly between business and IT

SOA Governance empowers teams to innovate

ON DEMAND BUSINESS

SOA Governance and Service Lifecycle Management

Business Services

Business Process Management

SOA Entry Points

People · Process · Information · Connectivity · Reuse

Infrastructure & Management in Support of SOA

Service Management

Service Security

Service Virtualization

SOA Governance & Service Lifecycle Management

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SOA Governance Lifecycle

Establish the Governance Need

Define the Governance Approach

Monitor and Manage the Governance Processes

Deploy the Governance Model Incrementally

SOA Governance Lifecycle

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
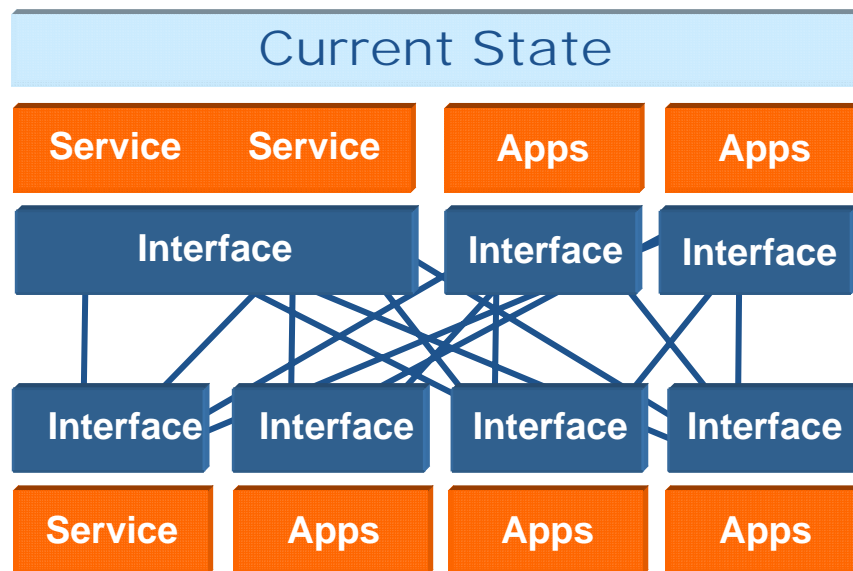- Educate and deploy on expected behaviors and practices
- Deploy policies

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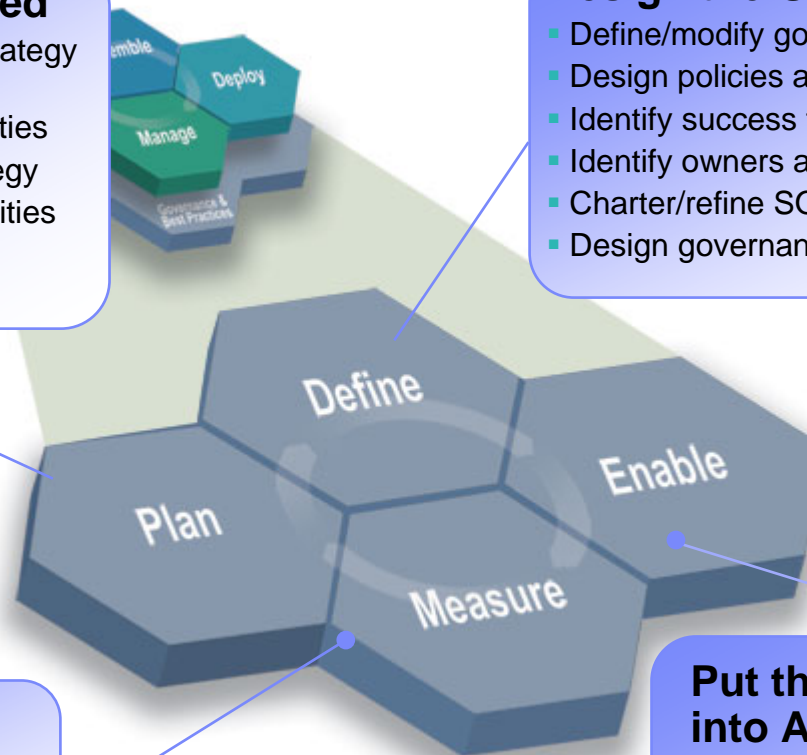
Case Study
Enabling Business Agility Through SOA Governance

Challenges

- Complex environment

- Disparate sets of applications and data

- High costs for new project delivery and Legacy Transformation

- Legacy Systems leading to low level of flexibility and agility

- The past organized the business and applications to think & act 'siloed'

Current State

Service	Service		Apps	Apps
Interface		Interface	Interface	

Interface	Interface	Interface	Interface
Service	Apps	Apps	Apps

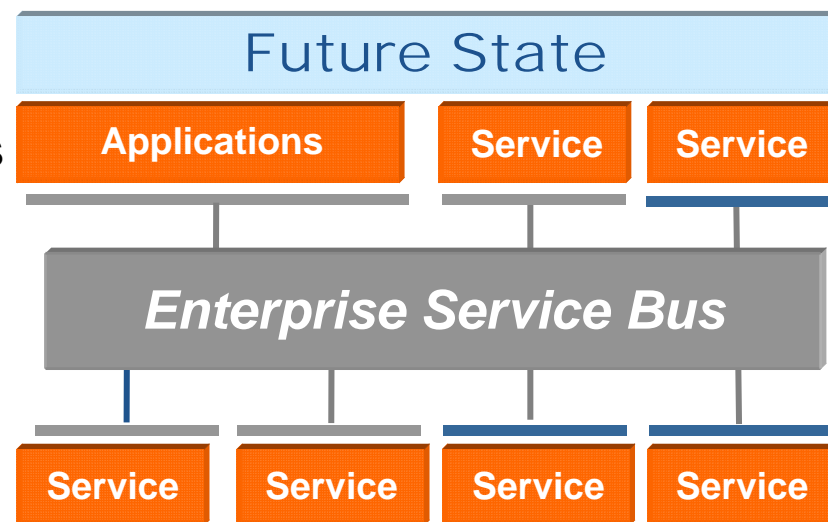# Entry Points into SOA - Governed Services on the ESB

Business says:

- "We need to increase customer satisfaction and decrease operation cycle time."

- "We need flexible systems to meet changing business needs quickly."

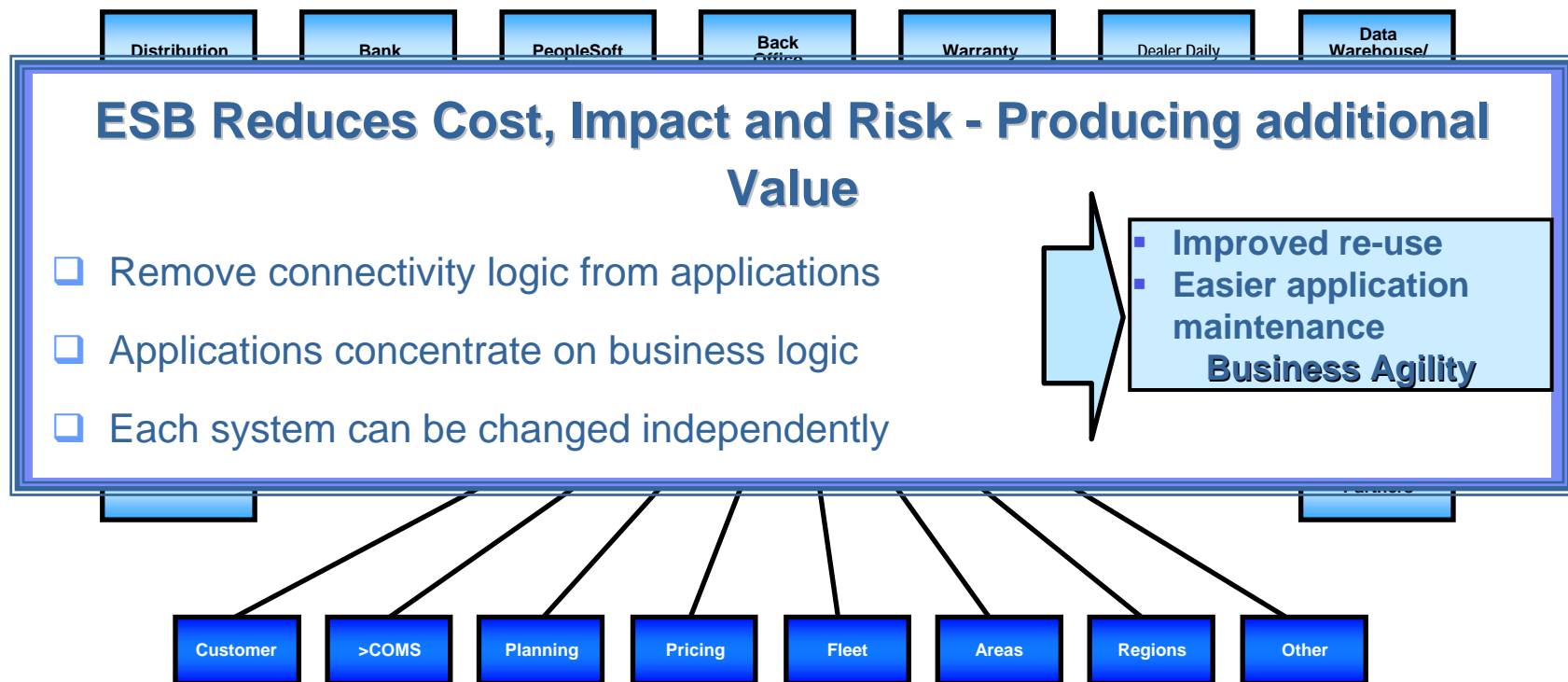*SOA on your terms and our expertise*

Case Study
Results So Far

- **Improving customer satisfaction (sales and delivery to support cycle)**
  - reducing customer data duplication and providing near real time access to vehicle information

- **Increasing agility through a governance focus**
  - driving shared infrastructure and services across the organization
  - ease of partner integration (e.g. Dealer access to vehicle or customer information)

Future State

Applications	Service	Service

Enterprise Service Bus

Service	Service	Service	Service

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Case Study
Implementing ESB Technology to Drive Business Value

Distribution | Bank | PeopleSoft | Back Office | Warranty | Dealer Daily | Data Warehouse/

ESB Reduces Cost, Impact and Risk - Producing additional Value

- Remove connectivity logic from applications

- Applications concentrate on business logic

- Each system can be changed independently

- Improved re-use
- Easier application maintenance
  Business Agility

Customer | >COMS | Planning | Pricing | Fleet | Areas | Regions | Other

Case Study
ESB Architectural View

TMS ESB Stack

WebSphere Message Broker (WMB)

Routing, Event, Transformation, & Mediation Services

WebSphere Message Queue (MQ)

Messaging Services

One Logical ESB
- Mainframe
- UNIX

High Availability on UNIX

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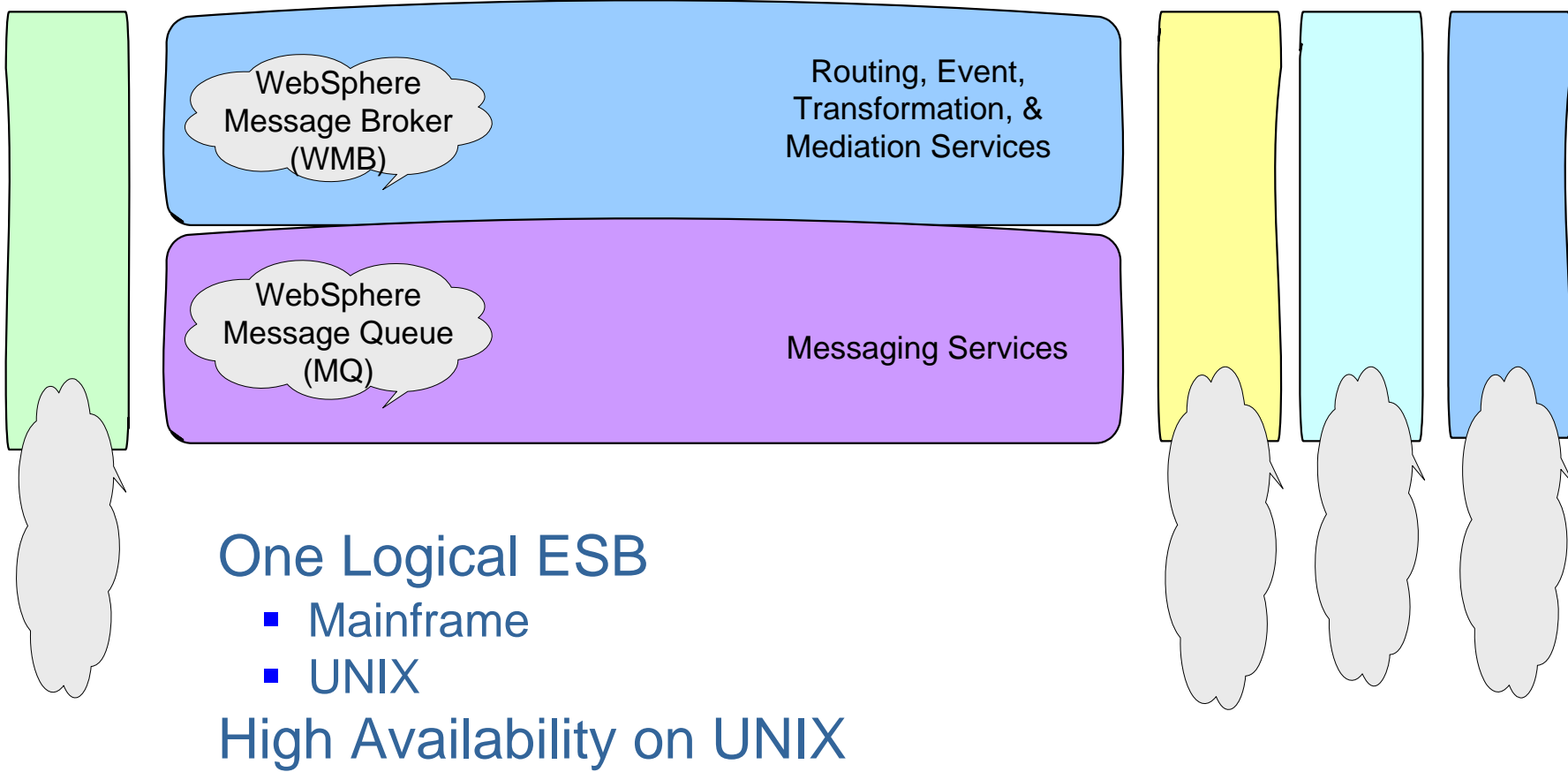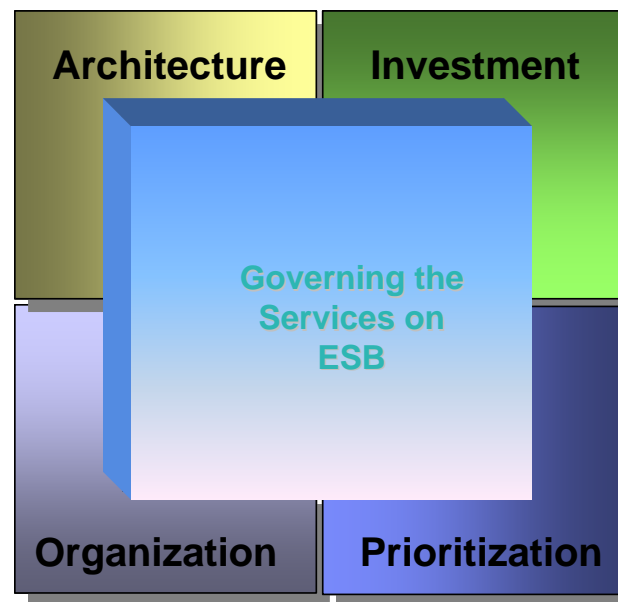
Center of Excellence Organization Model
Proven Model for Governance and Management

Established an SOA Center of Excellence (ICE) to foster Governance around the ESB and any Services deployed in it's infrastructure. Emphasis is placed on organizational change management to adopt this new rigor and "Enterprise Thinking".

- **Expected Results**

  - Decreased maintenance expense: smaller application and data portfolio

  - Quicker response to changing requirements: flexible connectivity and reusable services

  - Smoother growth: scaleable, reliable infrastructure

Components of the Governance Model

Architecture	Investment
Organization	Prioritization

Governing the Services on ESB

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SOA Governance Pre-Requisites

- Engagement and Active Participation from Business Stakeholders

- Alignment of the SOA Value Proposition with Business Goals and Objectives

- Commitment to and Realization that Governance is Essential to Realizing the SOA's Value

- Defined, Communicated and Accepted SOA Vision

- Existing IT Governance and Decision Making Framework (Highly Desirable)

- Support and Commitment from Executive Management

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