

A large, stylized sun graphic in shades of blue, positioned on the left side of the slide. It features a central circle with several pointed rays extending outwards, and a decorative, swirling line at the bottom left.

EA & SOA: Allies or Opponents?

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Service Orientation: A Business Approach

- Leveraging the resources of the organization in a flexible way
- It's not about connecting things, it's about enabling business processes & continual change
- The core business motivation is business agility
- It's not about technology, integration, or middleware



What is SOA?

- SOA is *architecture* – a set of best practices for the organization and use of IT, and the *discipline* to follow them
- Abstracts software functionality as loosely-coupled, Business *Services*
- Services can be composed into applications which implement *business processes* in a flexible way, without programming





What is Architecture?

The fundamental organization of a system embodied by its components, their relationships to each other and to the environment and the principles guiding its design and evolution. (IEEE P1471/D5.3)



Architecture is not About the Technology

Just as a building architect is more concerned with the space, not the walls, the IT architect is concerned with how people use the technology, not the technology itself





The Problems of IT *are* The Problems of Business





The Wrong Question!

SOA is great. How do I sell it to the business?

instead of...



Here are our problems. How best to solve them?



Many Perspectives on SOA



- All views relevant & important
- Service-Oriented Architects must have all perspectives

- SOA best practices are IT and business best practices
- Service Orientation is a business concept
- Over time, practice of Enterprise Architecture becoming Service-oriented



EA Challenges: The Role of the EA



- Easier to stay high level than do actual work!
- Drawing diagrams, doing presentations, and writing reports is much easier than actually going out and making real changes with real benefits



Enterprise Architecture Challenges

- Many organizations have a chasm between the traditional EA crowd and the SOA team
- EA has morphed from an approach for the betterment of corporate IT to a management practice, hence resistant to change
- The person that must understand & implement SOA should be the EA in charge

EA Challenges: The Risk of SOA

- Issue: “add-not-change” approach to architecture
- Adding applications, directories, and databases to an existing architecture is easy and risk-adverse
- Changing architectures around systemic notions such as SOA is difficult and risky
- Cultures often have “you fail, you're fired” approach, vs. “let’s try new things and seek improvement”





Questions to Ask Your EA

- ✓ Have you compared your current Enterprise Architecture with best practices in your industry?
- ✓ Does your current Enterprise Architecture accommodate business change at the speed required by management and the marketplace?
- ✓ Is integration a money sink for your IT organization, out of proportion to the value it provides?





The Real Challenge: People, Change and Fear

- People are inherently resistant to change
- People consider job security, authority and responsibility when asked to share
- Fear is the strongest emotion of all!



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Case Study: Novartis

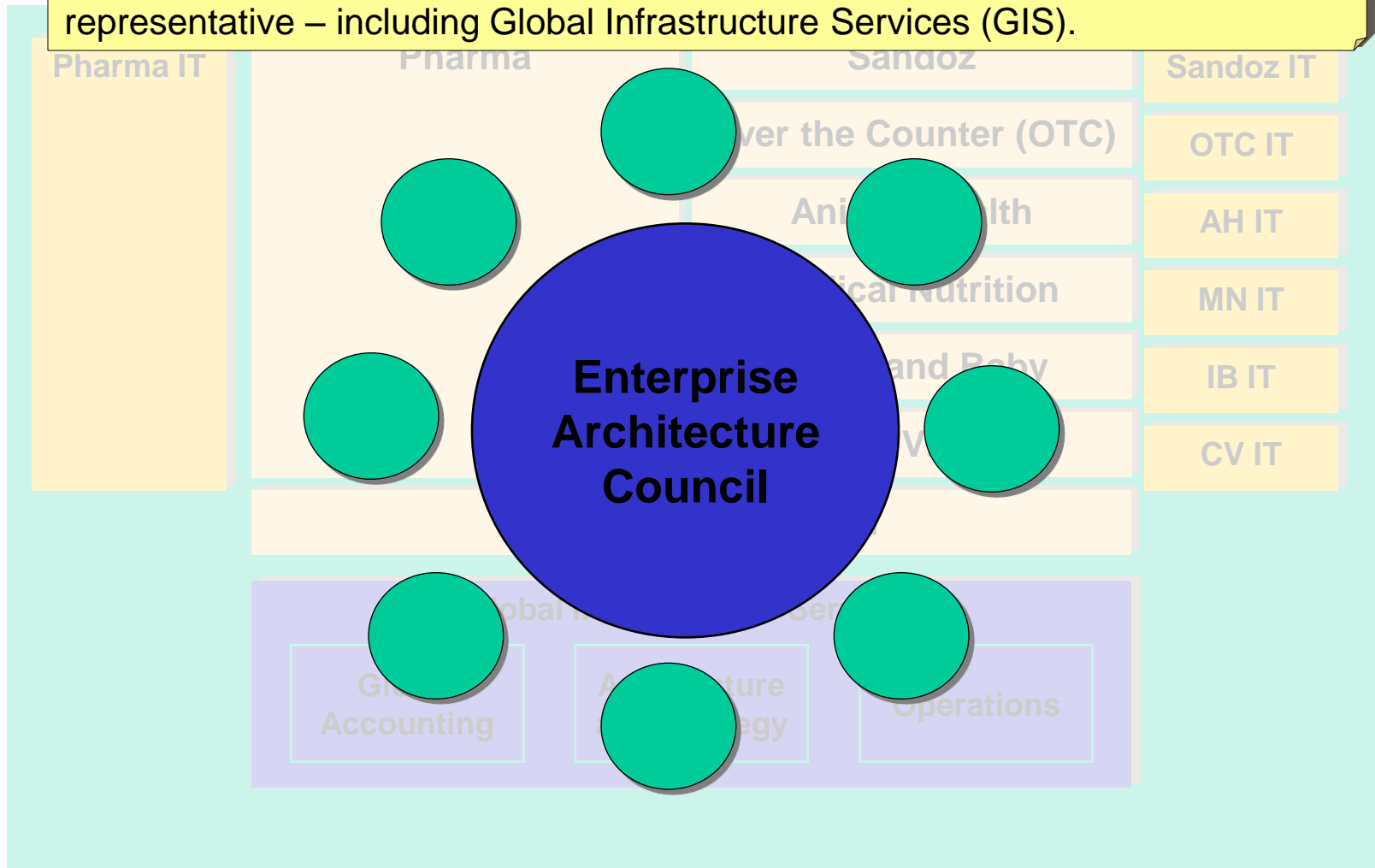
Presented at Practical SOA: Frankfurt, Jan. 15, 2008



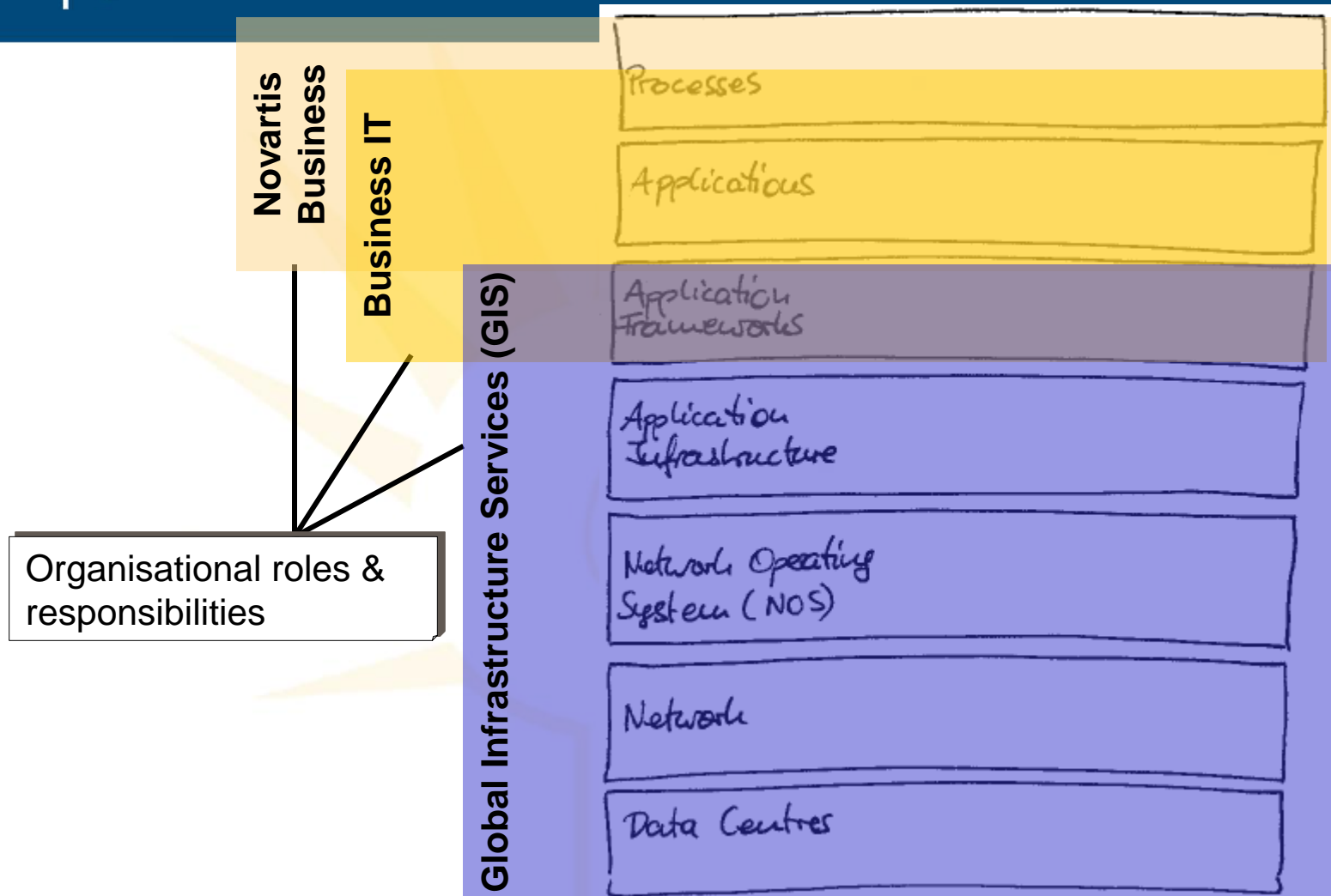
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Reining in Complexity: Novartis Enterprise Architecture Council

The Enterprise Architecture Council hosts a chair for each IT department's representative – including Global Infrastructure Services (GIS).

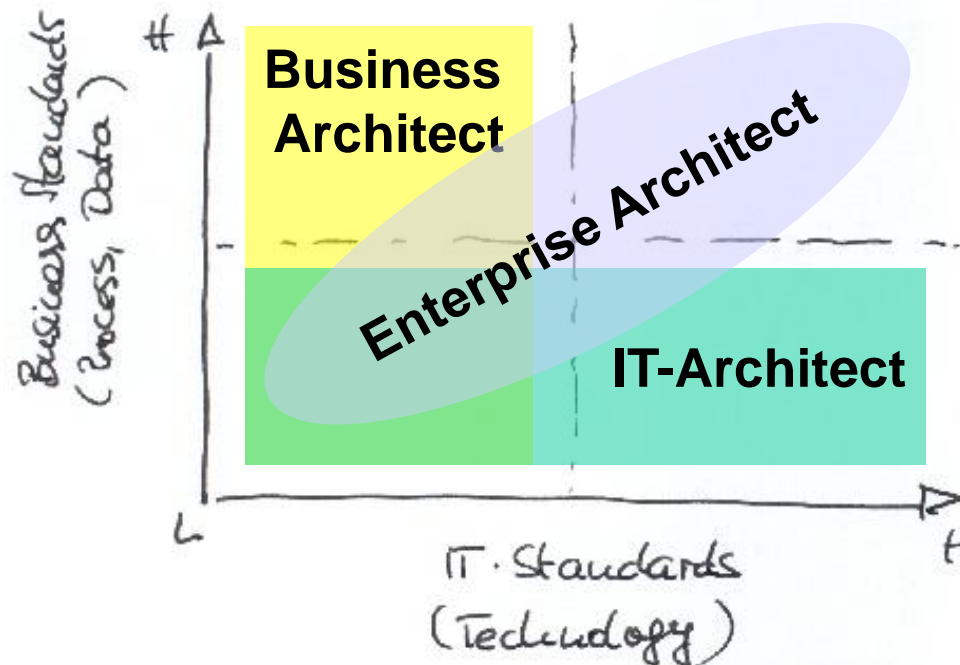


Enterprise Architecture Ownership



Further refining of roles

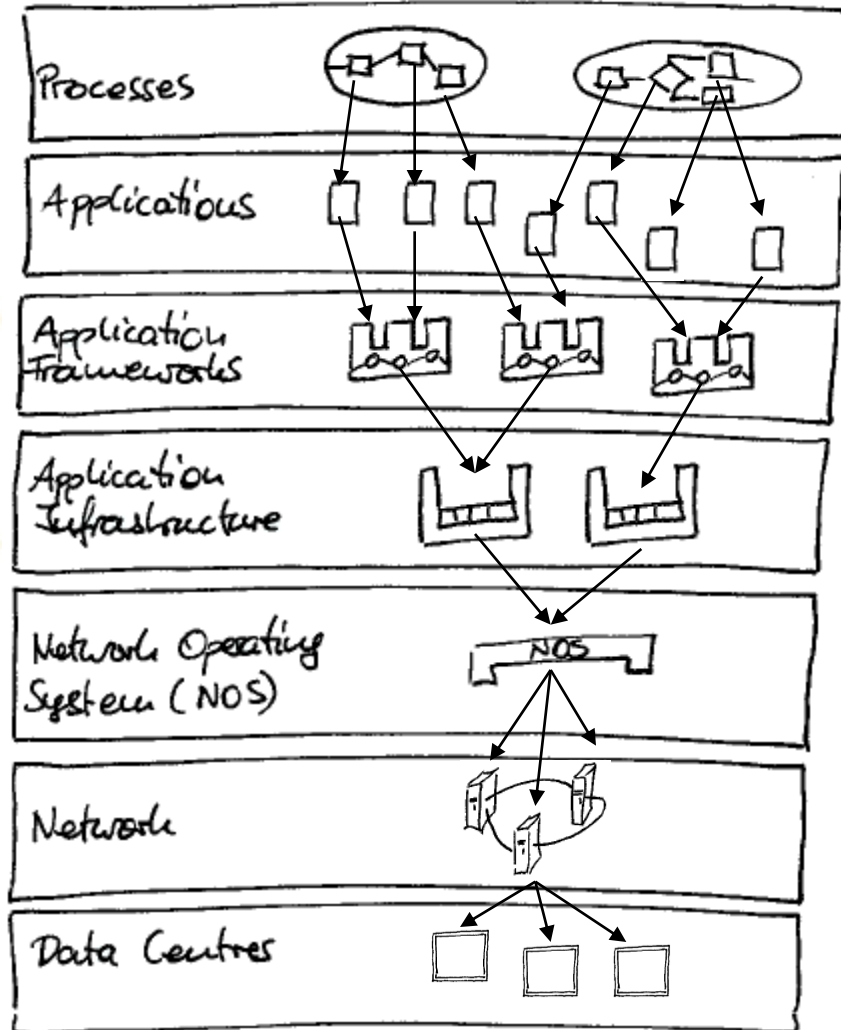
- Enterprise Architecture provides holistic view
- Business Architects have to drive Business Standards
- IT Architects have to drive IT-Standards
- EA Architects have to combine IT- and Business Standards





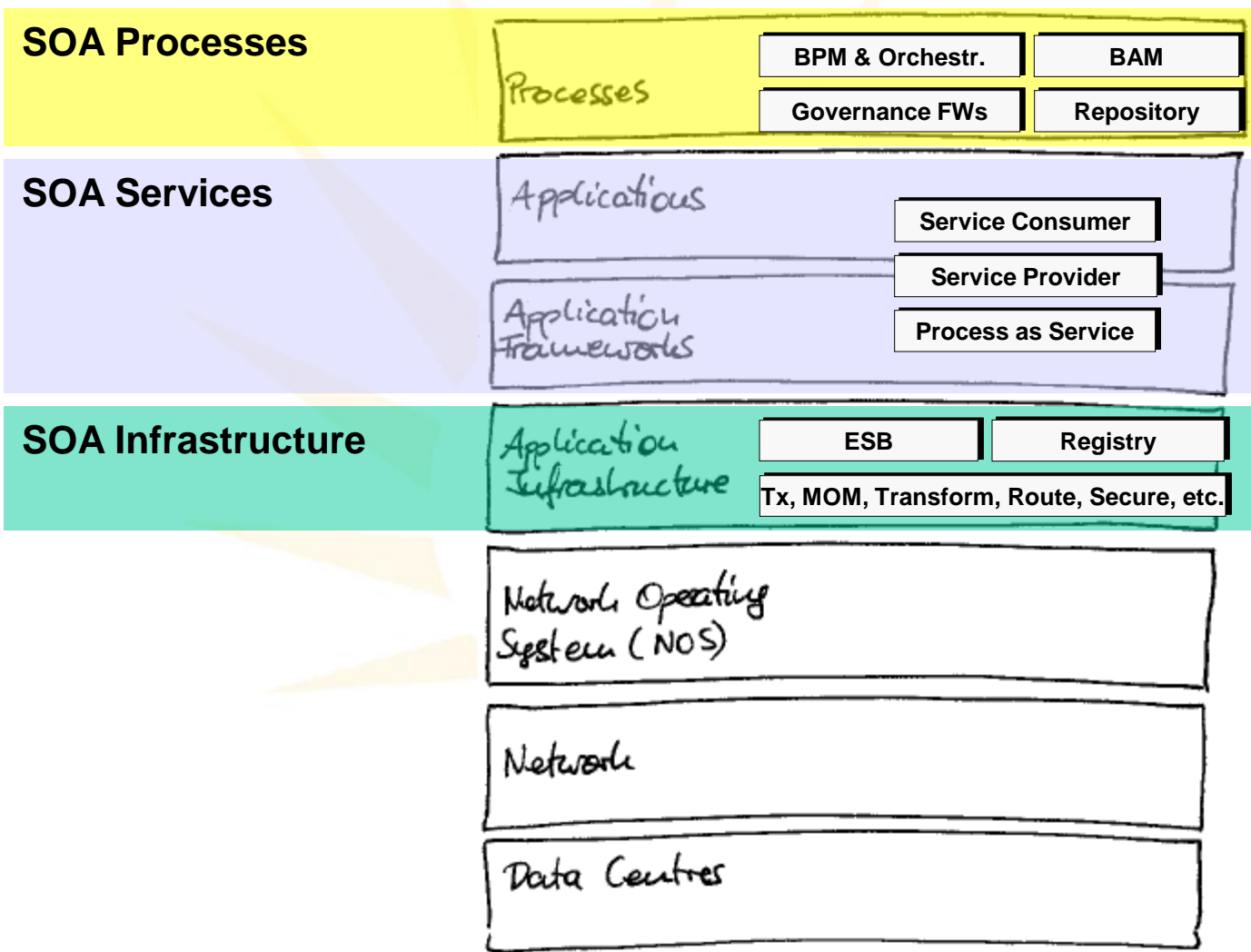
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A Top-down, Process-Driven EA Model @ Novartis





Applying SOA to the EA Model





ZapThink is an industry advisory & analysis firm focused exclusively on SOA, EA, and Enterprise 2.0.

Register for an upcoming *Licensed ZapThink Architect* course and obtain your LZA Credential!



Thank You!



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