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
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
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!
Case Study: Novartis

Presented at Practical SOA: Frankfurt, Jan. 15, 2008
The Enterprise Architecture Council hosts a chair for each IT department's representative – including Global Infrastructure Services (GIS).
Enterprise Architecture Ownership

Organisational roles & responsibilities

Novartis Business

Business IT

Global Infrastructure Services (GIS)

Processes

Applications

Application Frameworks

Application Infrastructure

Network Operating System (NOS)

Network

Data Centres
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
A Top-down, Process-Driven EA Model @ Novartis
### SOA Processes

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<thead>
<tr>
<th>Processes</th>
<th>BPM &amp; Orchestr.</th>
<th>BAM</th>
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<tbody>
<tr>
<td>Governance FWs</td>
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<td>Repository</td>
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### SOA Services

<table>
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<tr>
<th>Applications</th>
<th>Service Consumer</th>
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<tr>
<td>Application Frameworks</td>
<td>Service Provider</td>
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<td>Process as Service</td>
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### SOA Infrastructure

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<th>Application Infrastructure</th>
<th>ESB</th>
<th>Registry</th>
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- Network Operating System (NOS)
- Network
- Data Centres
Thank You!

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!

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