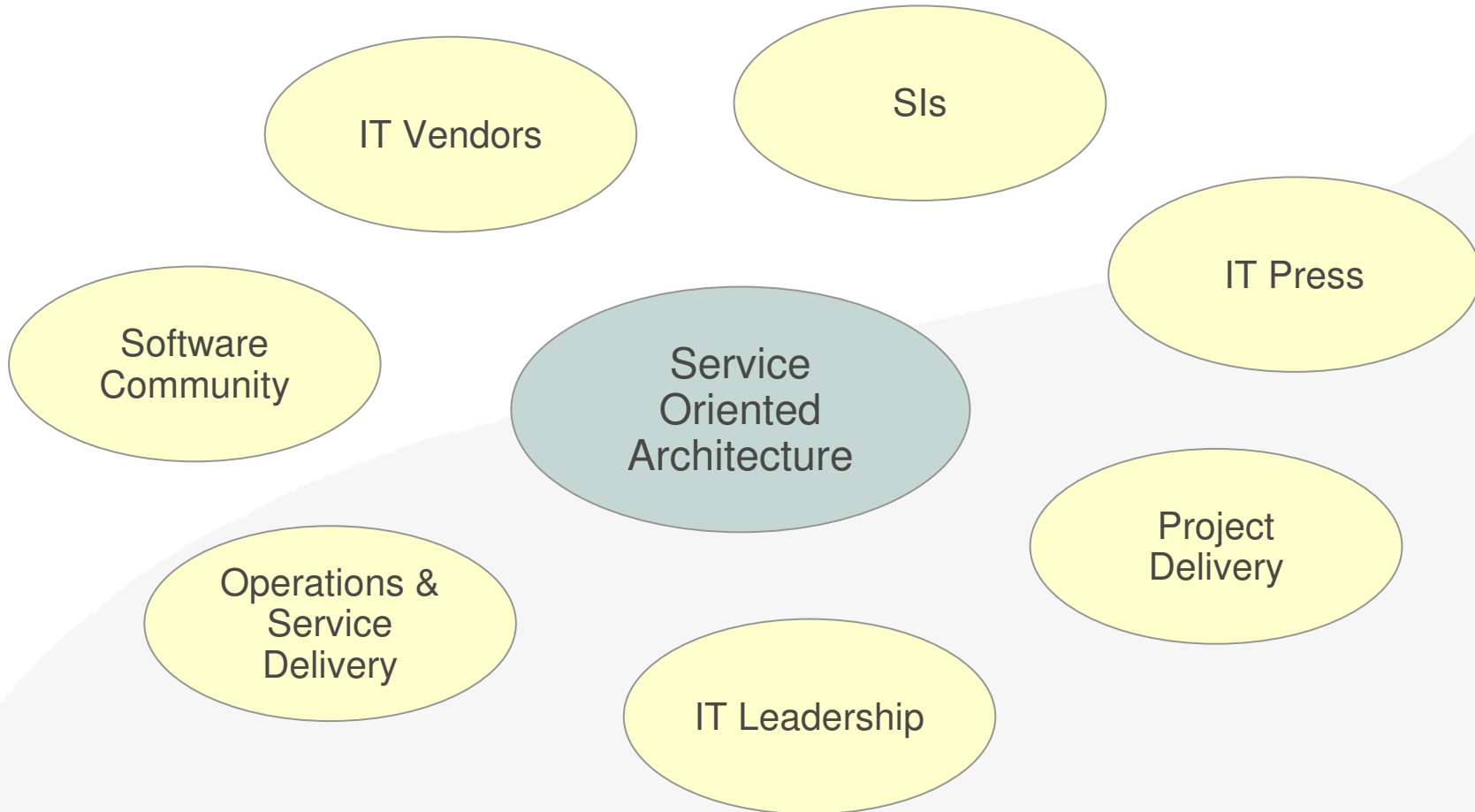# EA and SOA:
Deploying your SOA Resources

Sam Lowe, Capgemini
Open Group EA London Event
30th November 2006
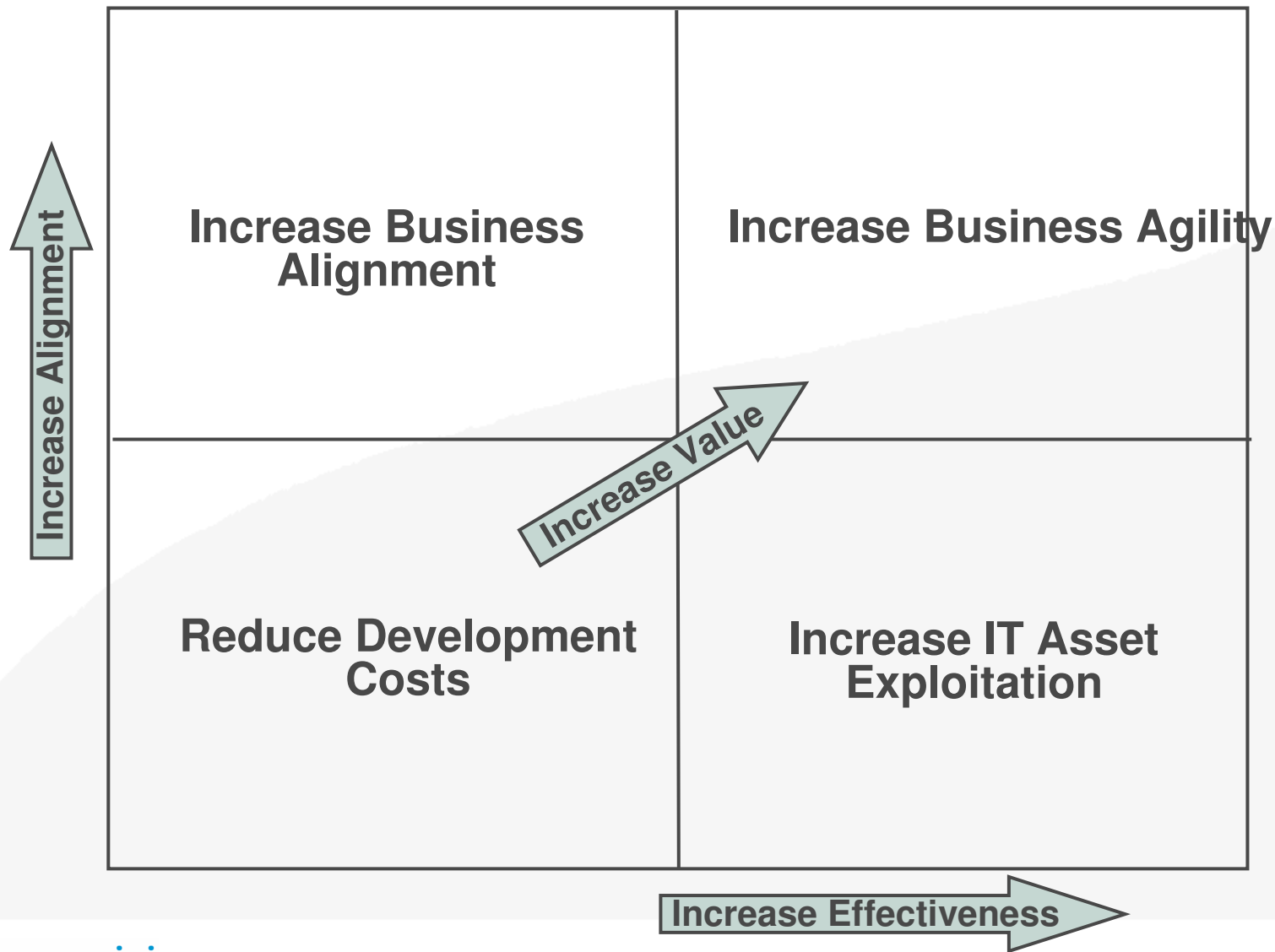
SOA has Got Everyone Talking About Architecture …
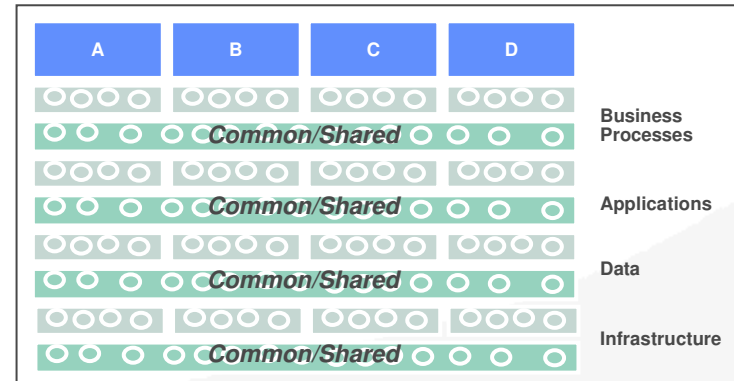

- IT Vendors
- SIs
- IT Press
- Software Community
- Service Oriented Architecture
- Operations & Service Delivery
- Project Delivery
- IT Leadership

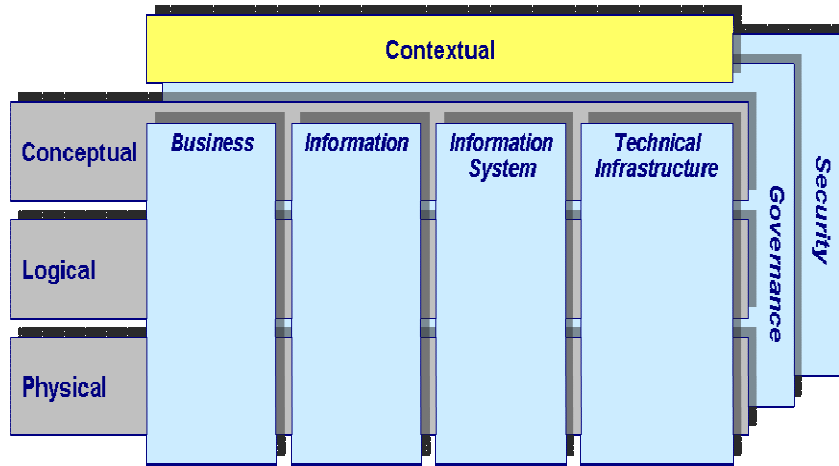**But it Means Something Slightly Different to Everybody…**

The Value Props of SOA are Really the Value Props of Architecture Itself

Increase Alignment ↑

Increase Business Alignment

Increase Business Agility

Increase Value ↗

Reduce Development Costs

Increase IT Asset Exploitation

Increase Effectiveness →

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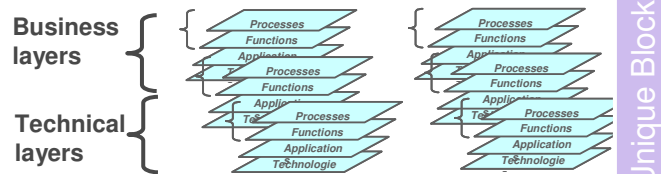# Some Enterprise Architects can be Rather Purist About SOA

- Some Enterprise Architects can feel that they've been managing service models all along in their frameworks

- Some Solution or Systems Architects can say that it's just separation of concerns – nothing new
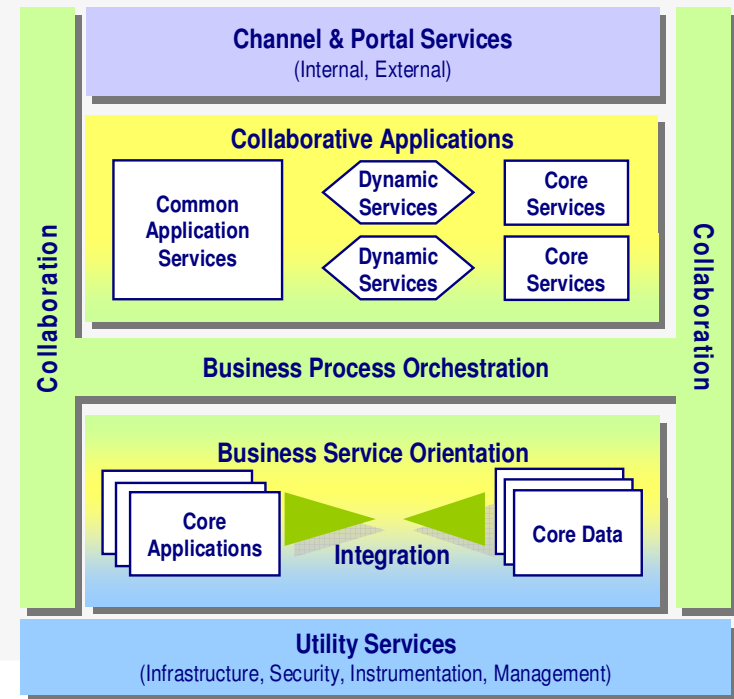
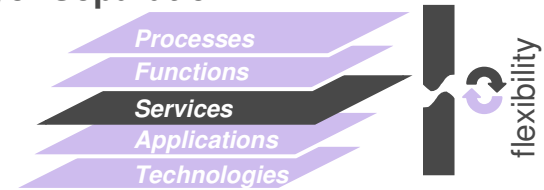# But the Really Interesting Change is Not the Architecture Change

By dividing the traditional applicative structure into services, SOA enables the separation of business and technical layers, but with a common language

Parallel architecture levels

Business layers

Technical layers

Processes
Functions
Application

Processes
Functions

Processes
Functions
Application
Technologie

Unique Block

- Parallel architecture levels: IS and IT systems are linked together

Layer Separation

Processes
Functions
Services
Applications
Technologies

flexibility

- Services provide a flexible interface between functional layers and applications

However, realising SOA's benefits requires a new mandate, methods, governance and engagement models (e.g. delivery, support, infrastructure planning, BRM etc)

Project-Originated Systems

Legacy   Logistics   ERP

PoS

SAP   Web

- Use of technologies and internally developed methods of process management
- Limited sharing of common resources
- 'Big Bang' approach on IS projects

Service-oriented architecture

SAP   POS   Legacy   Logistics   Web

Processes
Functions

Applications
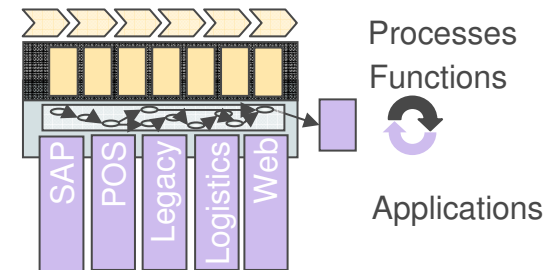
- Generalisation of process and data « Re-use »
- Process-focused IS enabling management of the steering process
- Continuous change approach on IS projects

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EA Can Now Take Advantage of the SOA Focus to Better 'Connect'

Phase / Stream	Market, account planning & Proposing	Vision & strategy	Transformation planning	Design	Build & implement	Run
Sales	1					
SO Architecture		3				
SO Enterprise		2				
SO application packages				5	7	9
SO application development				6	8	10
SO infrastructure						
Engagement management			4			
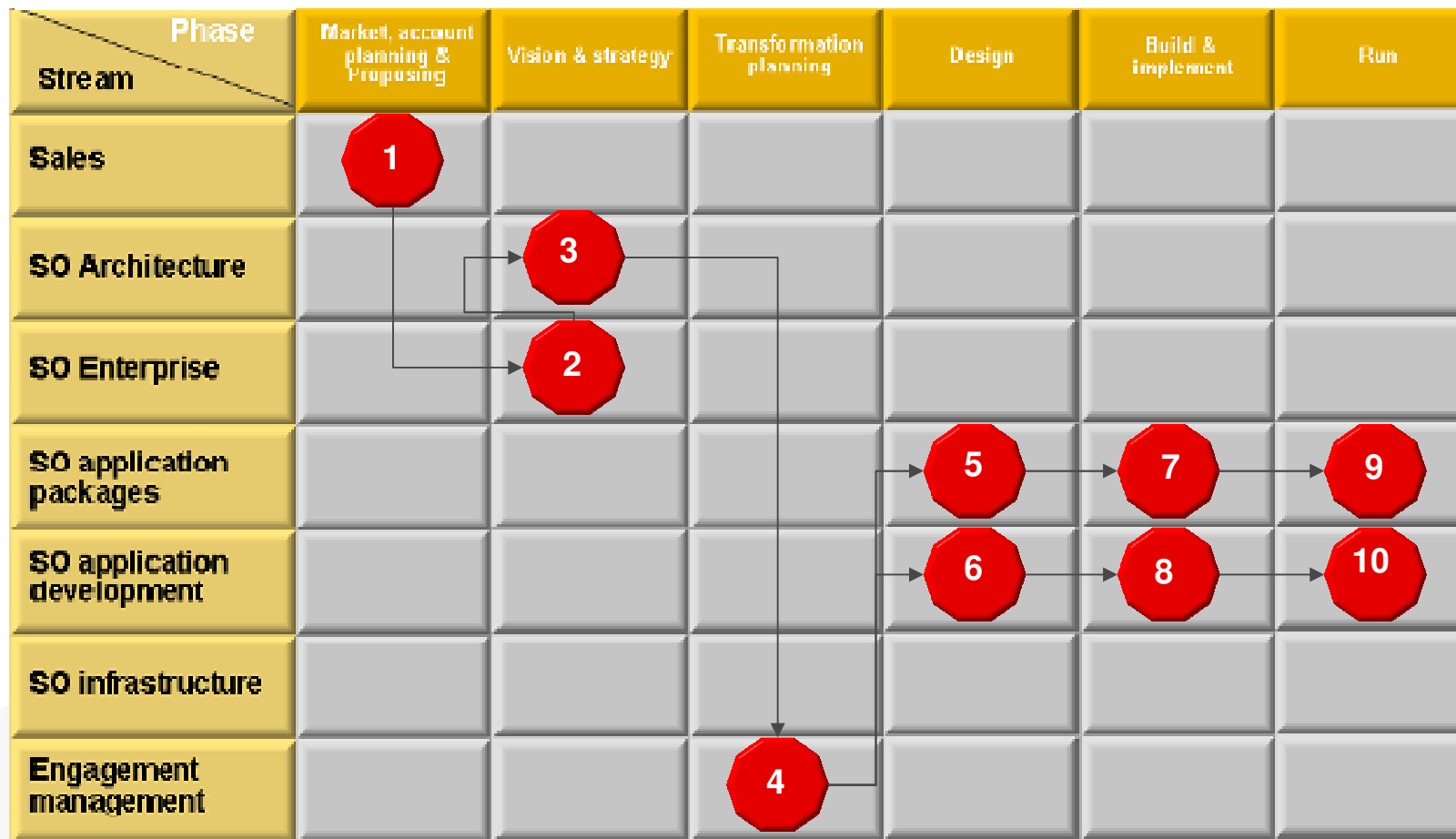
What are the 'Roadmaps' that SOA is Part Of?

We Now Have Another Approach to Manage in our Portfolios

Enterprise Architecture Vision and Roadmaps

Architecture Instantiation & Governance, Project by Project

Incremental Project Delivery Toward Vision

A	B	C	D	
				Business Processes
				Applications
				Data
				Infrastructure

Feedback and Refinement

Realisation and BAU Continual Improvement

A	B	C	D	
		Common/Shared		Business Processes
		Common/Shared		Applications
		Common/Shared		Data
		Common/Shared		Infrastructure

Managing a Portfolio of Explicit SOA, Implicit SOA, and No SOA.

Managing Change?

# Deploying SOA Resources: Who Other than EA Will Guide This?

One Short-Term Applications-Centric View of SOA approach by Capability

'Classic IT'

SOA Potential

Business Capabilities

Strategic Importance

Differentiator

Core Competency

Non-Essential

Build or buy in best of breed applications to perform the advanced IT functions required to remain competitive

Implement 'distinctive' services and solutions

Utilise 'services' provided by 3rd parties to quickly implement business solutions

Buy in industry standard enterprise applications to provide the basic IT infrastructure in support of your organisation

Simplify & rationalise. Enhance key strengths to become differentiators

Rationalise and/or cease these business activities & reduce IT complexity and costs

Look to divest, JV or create new service based offers

Weaker   Comparative   Stronger

Position relative to competition

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We Ought to Be Thinking About More Than Architecture Alone

- In addition to our traditional Architecture and Technology views
  - Which are just as important as ever
- We should be focusing on taking advantage of the architecture vogue to shape
- To Create the Appropriate Level of Architecture Capability in all parts of our Organisation
  - Including Business Engagement, Project Delivery, Service Delivery etc … (as well as the architecture teams themselves)
- To Obtain an Appropriate Architecture Mandate in our Organisation
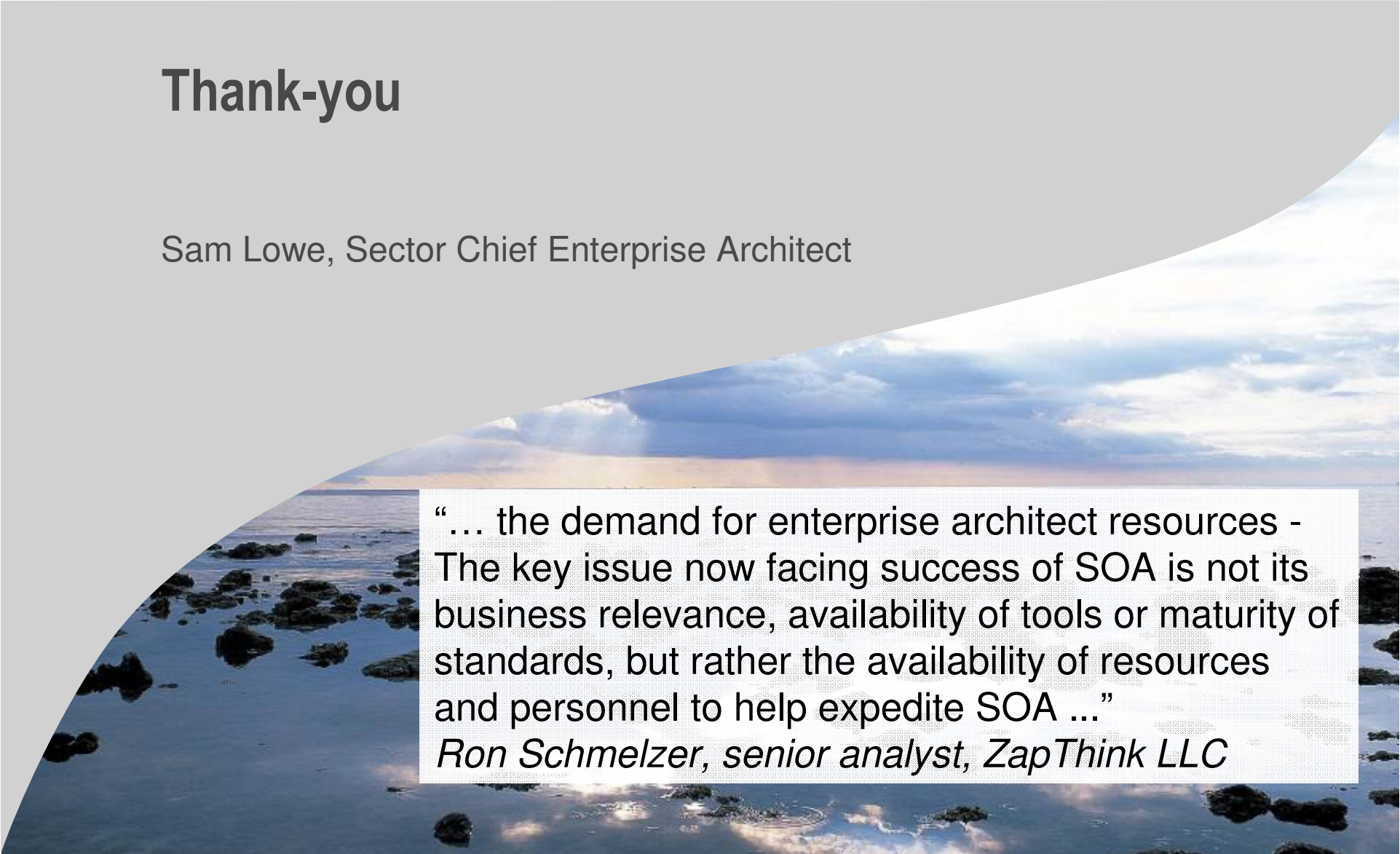 - Including buy-in, value proposition, governance up & down, investment etc
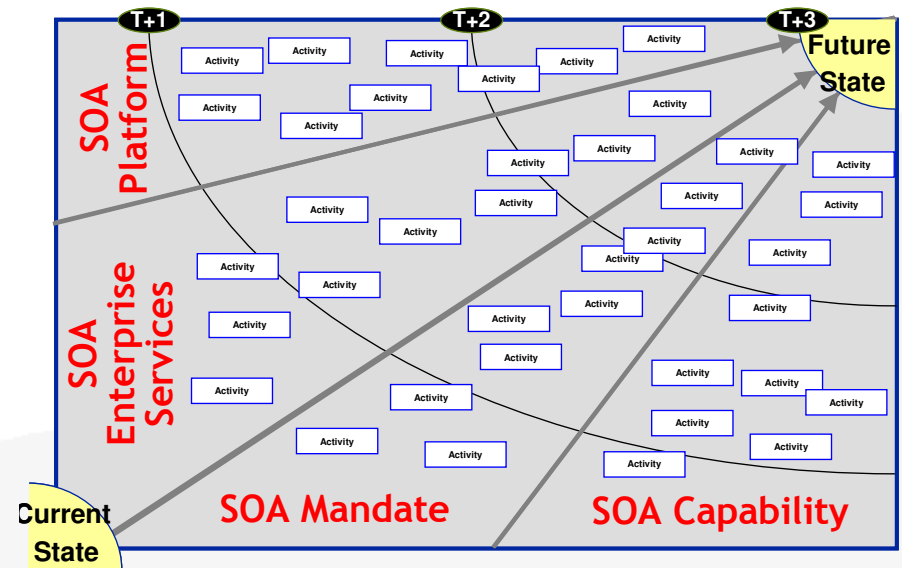
- Architecture not products
- Route map – driven & aligned to business need
- Governance to steer the realisation
- Measurement/reporting on the journey
- Adjust as needs and technology change

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In Summary: SOA is an important Step-Change for the EA Community

- There is huge hype about SOA, and it's easy to be cynical about it
  - But there is a great opportunity for us to take advantage of the change
  - And a significant risk to our reputation of not doing so

- It's not a new concept, but it does reflect a fundamental change in how IT vendors and service providers approach the delivery of technology
  - Architecture-influenced approaches being used by non-architects

- SOA is a technology driven view. Without a clear business context it merely represents the latest in software engineering discipline.

- A robust EA capability is required to ensure close alignment with the business agenda and the implementation of pragmatic, durable solutions
  - But it is an EA capability that is outcome-driven and close to its partners

- **SOA categorically requires EA, but EA's role and profile will need to adapt if it is to be able to play the critical role of bringing the threads together**

Thank-you

Sam Lowe, Sector Chief Enterprise Architect

"… the demand for enterprise architect resources - The key issue now facing success of SOA is not its business relevance, availability of tools or maturity of standards, but rather the availability of resources and personnel to help expedite SOA …"
Ron Schmelzer, senior analyst, ZapThink LLC

Abstract

- **<u>Placing your SOA Resources: How can EA bring the SOA threads together?</u>**

-

- SOA now has many non-architects talking about architecture, what does this mean for EA?

- How do the different views of SOA relate, and what are the actual typical value propositions?

- What are the approaches typically necessary to pull the threads together?