Challenges in Governance for SOA Adoption

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Agenda

- SOA is different
- A typical half-way SOA adoption context
- Status check at the half-way mark
- Mitigating governance challenges – some pointers
- Relevance and Future Research

SOA is different and hence needs a different governance

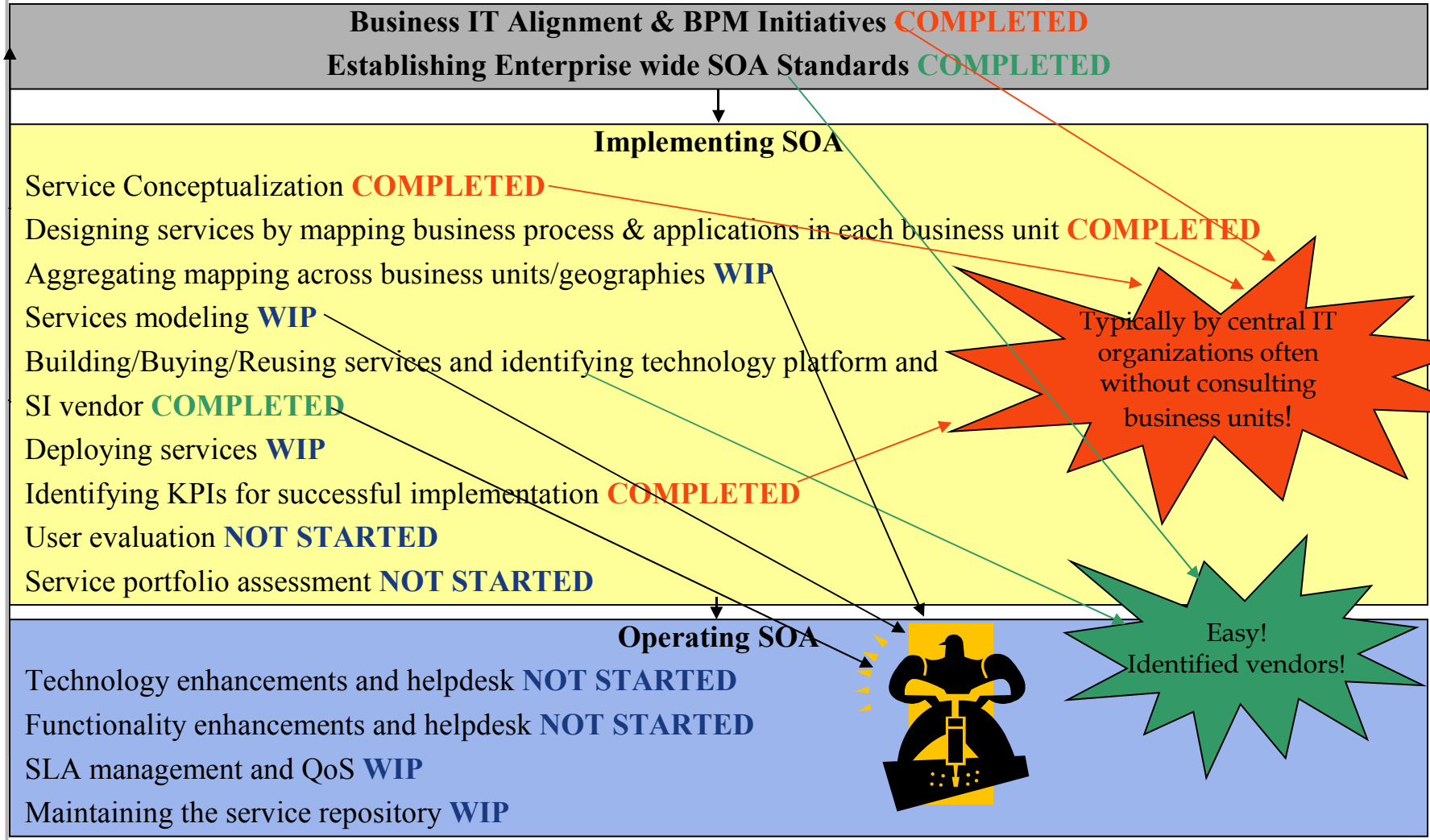|	*Traditional IT Applications*	*SOA*
Ownership and Funding	Typically one business function/unit	Multiple business functions/units
Business Requirements	From the business function/unit	Aggregation of requirements from multiple business functions/units
Delivery	IT group in business function/unit, Central IT function, Third party vendor	Central IT function, Third party vendor
SLAs	Owner function/unit and Central IT function	Owner business functions/units and Central IT function

Let us consider a typical half-way adoption context

- Central IT organization has obtained a mandate and is in the half-way mark of SOA adoption

- Assumed that there was buy-in from business units when the SOA program started
    - Is SOA sold as a "Silver bullet" to business units?
    - Why are there "trivial" disagreements between business units now?

- Look for "best practices" to aggregate services across different business units

- Look to ensure good user acceptance

"Had a relatively easy time early on in choosing the technology platform but facing a crisis where we are not sure if the business units will agree to migrate to SOA!"
- *Summarizes the quandary most SOA program managers are mid-way through the adoption*

Typical half-way status of SOA adoption

Business IT Alignment & BPM Initiatives COMPLETED
Establishing Enterprise wide SOA Standards COMPLETED

Implementing SOA

Service Conceptualization **COMPLETED**

Designing services by mapping business process & applications in each business unit **COMPLETED**

Aggregating mapping across business units/geographies **WIP**

Services modeling **WIP**

Building/Buying/Reusing services and identifying technology platform and

SI vendor **COMPLETED**

Deploying services **WIP**

Identifying KPIs for successful implementation **COMPLETED**

User evaluation **NOT STARTED**

Service portfolio assessment **NOT STARTED**

Typically by central IT organizations often without consulting business units!

Easy! Identified vendors!

Operating SOA

Technology enhancements and helpdesk **NOT STARTED**

Functionality enhancements and helpdesk **NOT STARTED**

SLA management and QoS **WIP**

Maintaining the service repository **WIP**

The model of adoption based on a study of three SOA adoption programs in the financial services industry that are "mature" (>2 years)

Mitigating governance challenges – some pointers

- What is the kind of buy-in required at the beginning of the SOA program?
  - ? Business Unit Heads "agreed" to SOA in the first place since they thought it was an "IT rationalization" program!
  - ☺ Steering Committee (Heads of different business units and IT, and Program Manager SOA) and Operations Committee (Program Manager SOA, IT Managers Business Unit Managers) with well defined roles and objectives
- How do services get aggregated across multiple business units?
  - ☺ Central IT maps and aggregates services via. "bottom-up" approach all services
  - ☺ Operations Committee to do a "top-down" aggregation for a consistent model and that has better acceptance across business units
  - ? Not so "trivial" debates : "Data will be cached after the entire transaction with the client is closed." or "Data will be cached after every step in a transaction with a client."
- How does "to-be" services model get deployed with a good user acceptance?
  - ? Difficult that it happens "in due course when SOA is the only IT infra"
  - ☺ Refer to second bullet in aggregation
  - ? Influences business process and "the way we work"
  - ☺ Mandates from Steering Committee and active socialization by Operations Committee
- Chargeback for services is often in stealth mode and waiting to hit!

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Relevance and future research

- Increased activity in SOA adoption
  - Observations from the field!
  - IT's management style will change from anticipatory (trying to anticipate business strategy) to *architectural* (creating the appropriate enterprise, process, and information frameworks to enable flexibility in 2010) (Smith and McKeen, 2006)
- Deliberate organizational design actions in the form of mechanisms can enhance technology users' propensity to innovate in information technology (Nambisan et. al. 1999)
  - Customer Support Unit, User Group, User Lab, Relationship Manager are mechanisms that help make connection between new IT capabilities and current or potential business problems)
  - Can this study be contextualized and elaborated for SOA adoption?

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Thank You

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