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

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

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!
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?
Thank You
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