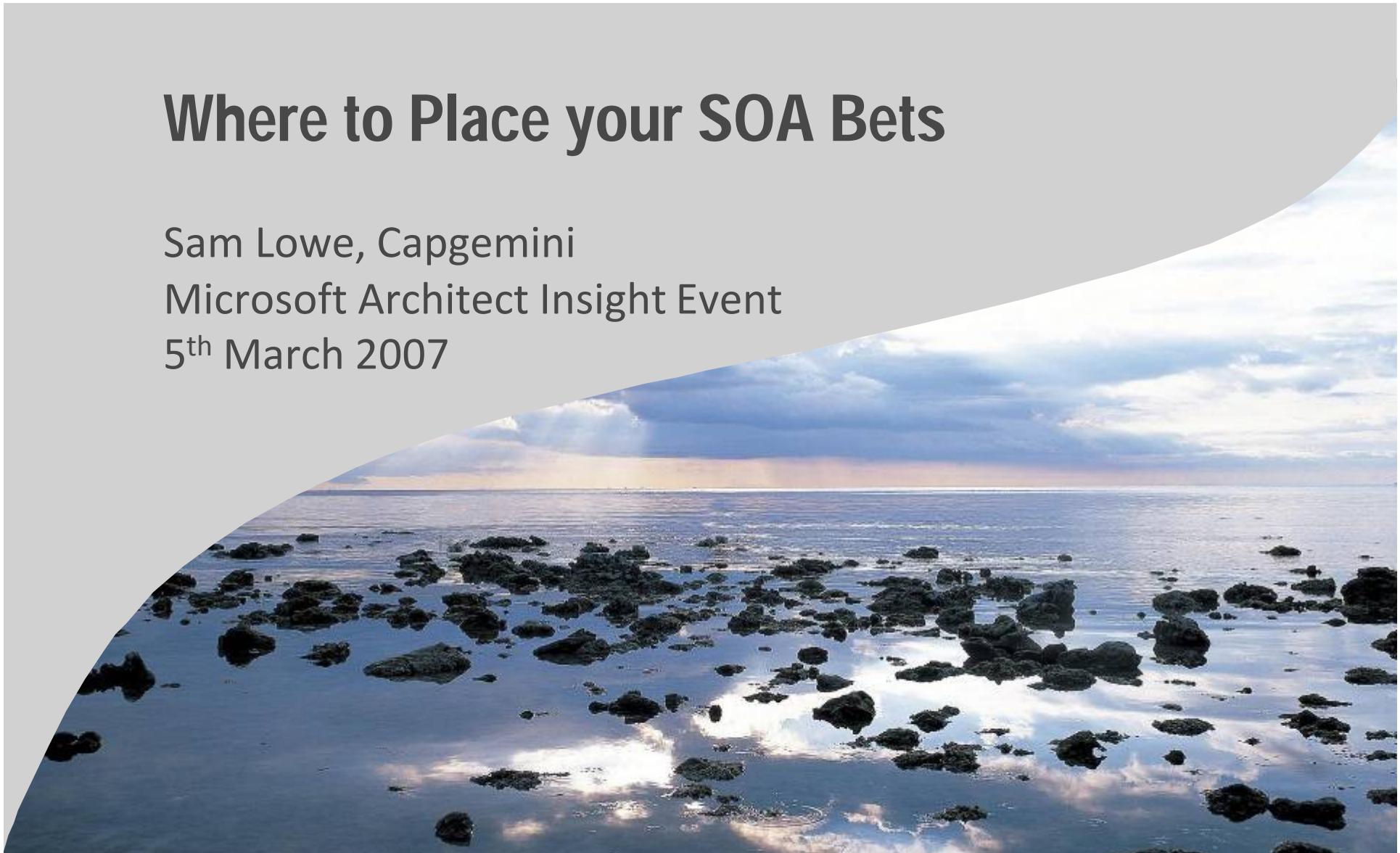


Where to Place your SOA Bets

Sam Lowe, Capgemini
Microsoft Architect Insight Event
5th March 2007



Why 'SOA Bets'?

- The definitions of SOA differ, and the stakeholders are unclear
- The 'roadmaps' out there are technology-centric
- An SOA initiative has to be a change programme,
- Do you really want to try SOA without knowing what it takes to be successful?

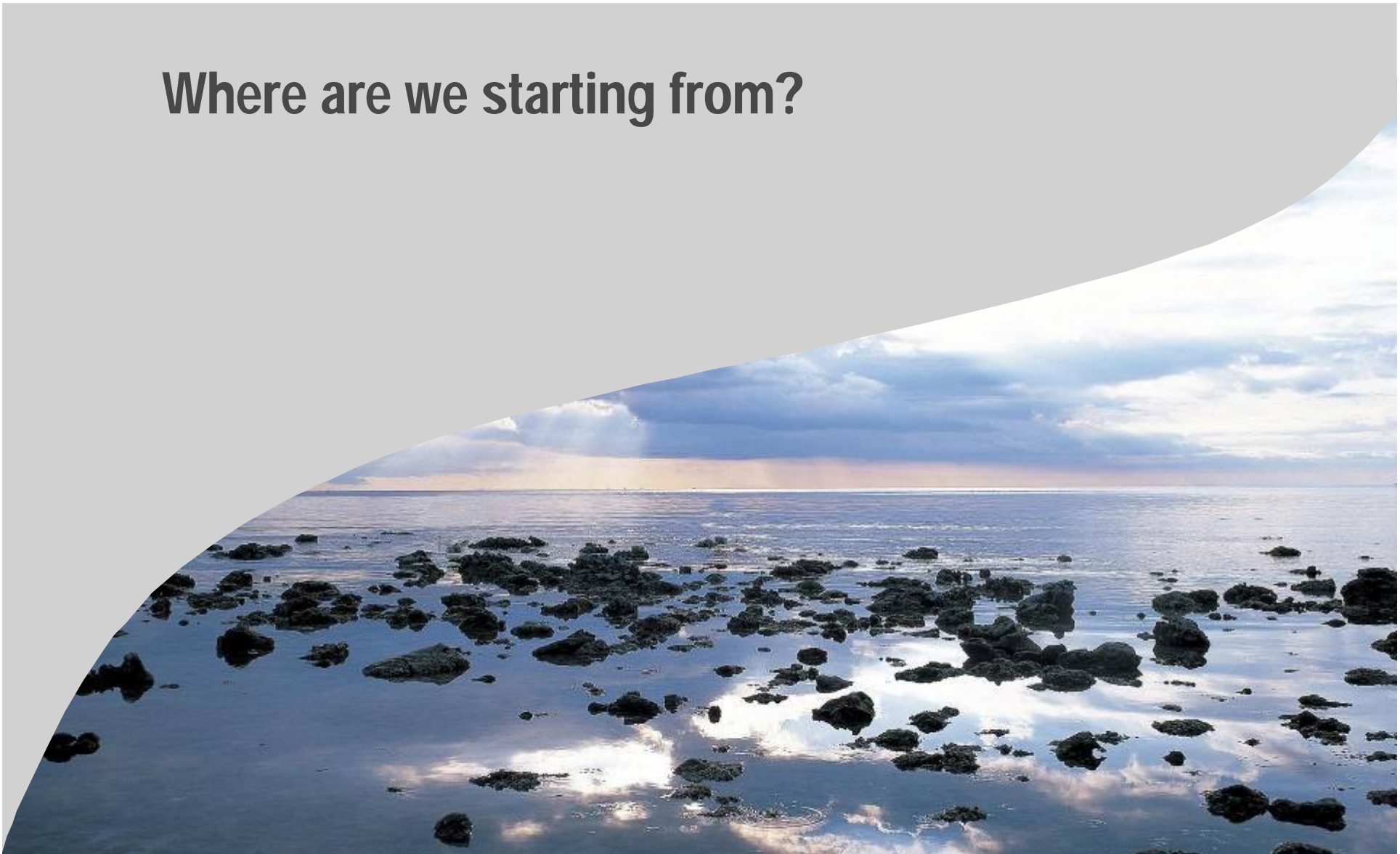
How to prove the value of SOA rather than risking its credibility, and that of architecture?

How do we make planning and executing SOA more than a gamble?

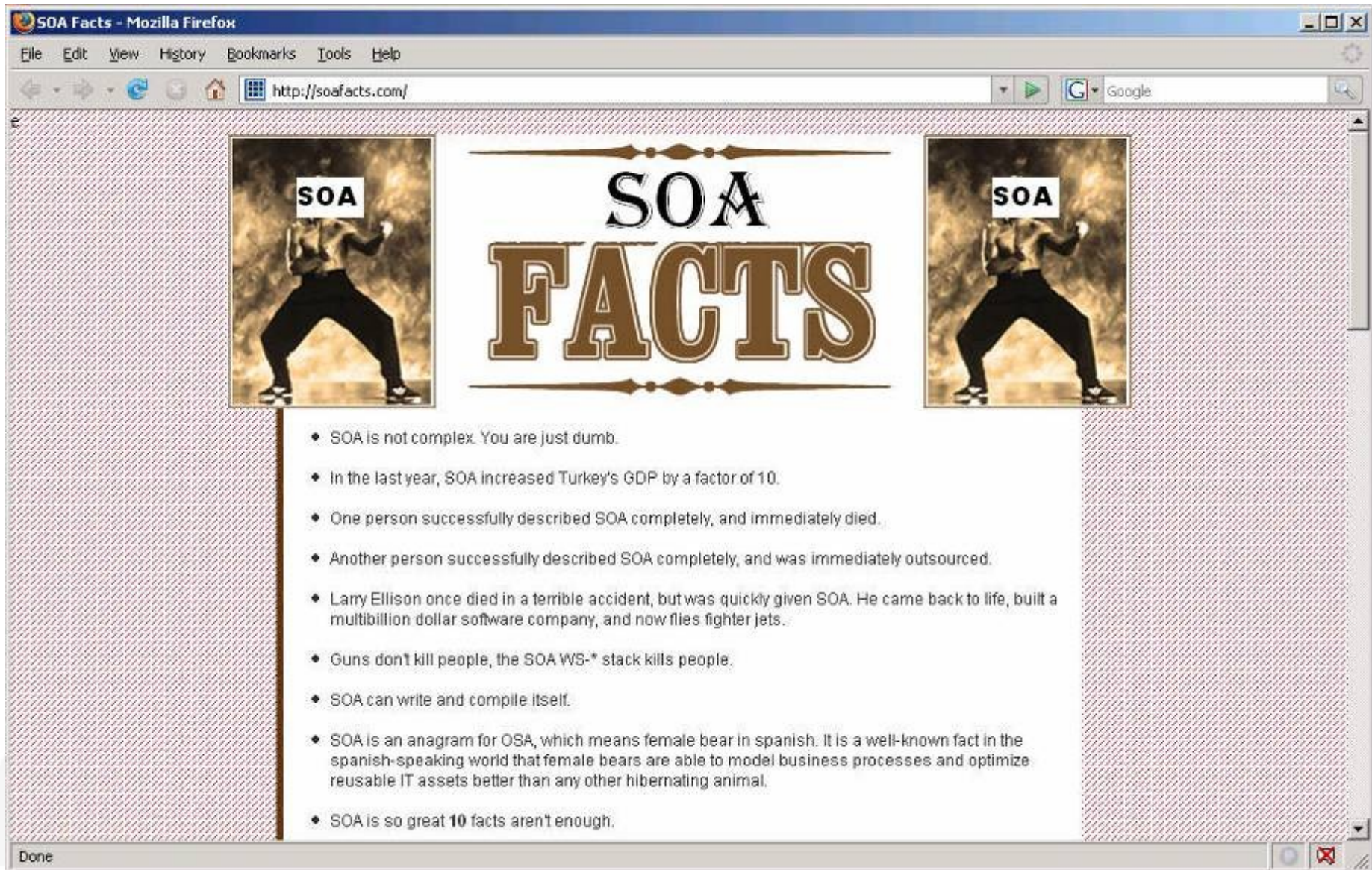
Key Questions to Ask Are

- What are the key work-streams required and the key stakeholders involved?
- When should organisations use SOA explicitly, when implicitly, and when not at all?
- What are the signs and methods that organisations can use to look for the quick wins, and strategic moves in SOA initiatives?

Where are we starting from?

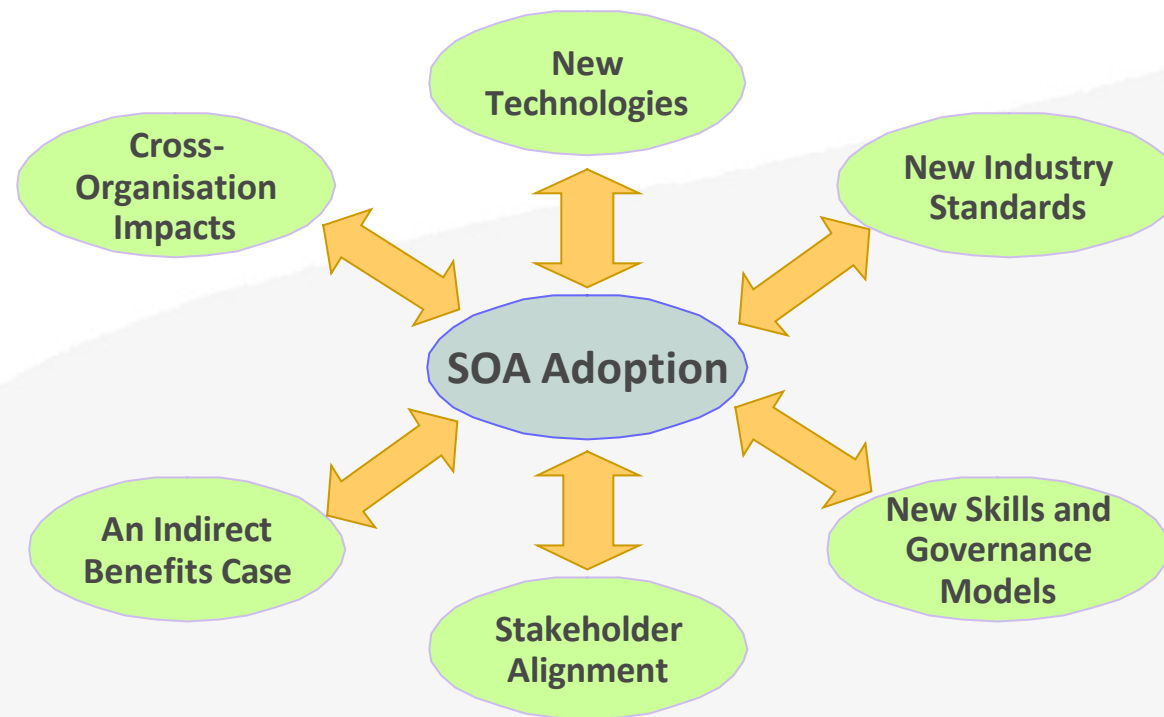


<http://soafacts.com/>



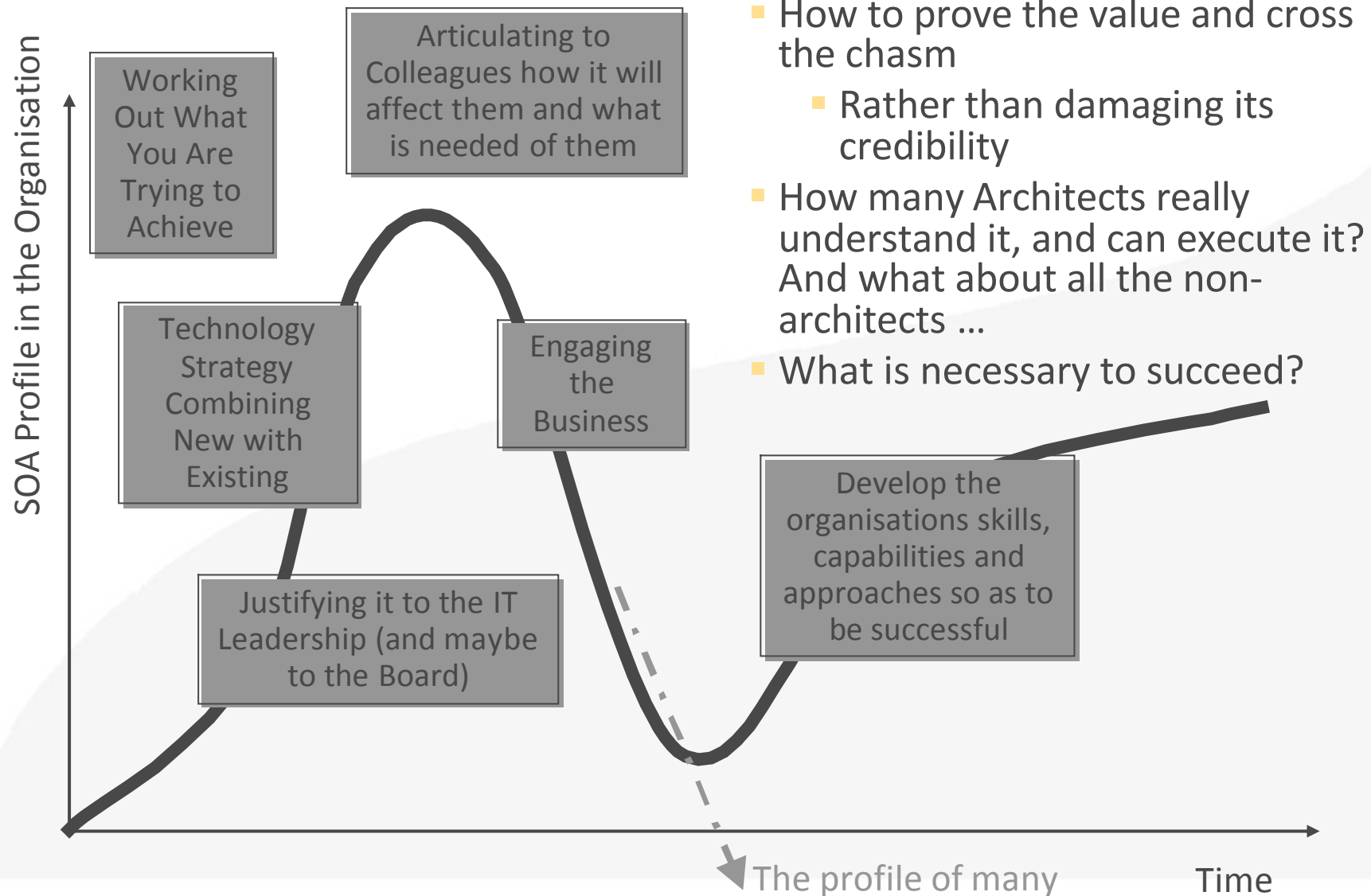
SOA is difficult, & the implications are not well understood

- Effective adoption of SOA operates across business & IT
- Effective adoption of SOA affects every traditional area of IT operations
- To be successful, this needs to be a multi-disciplinary initiative that brings together many diverse stakeholders.

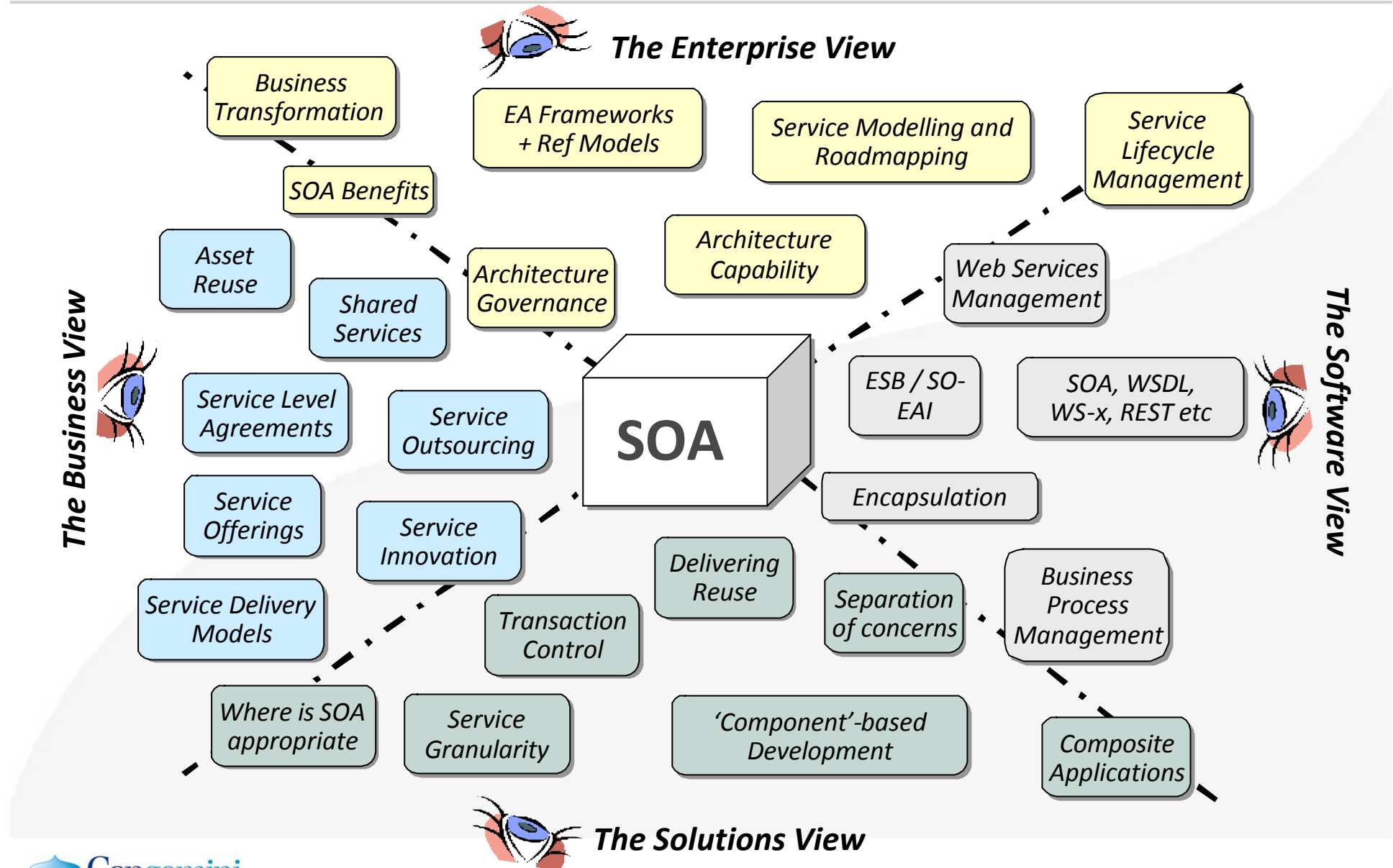


Developing new infrastructures, solutions, organisational capabilities and governance

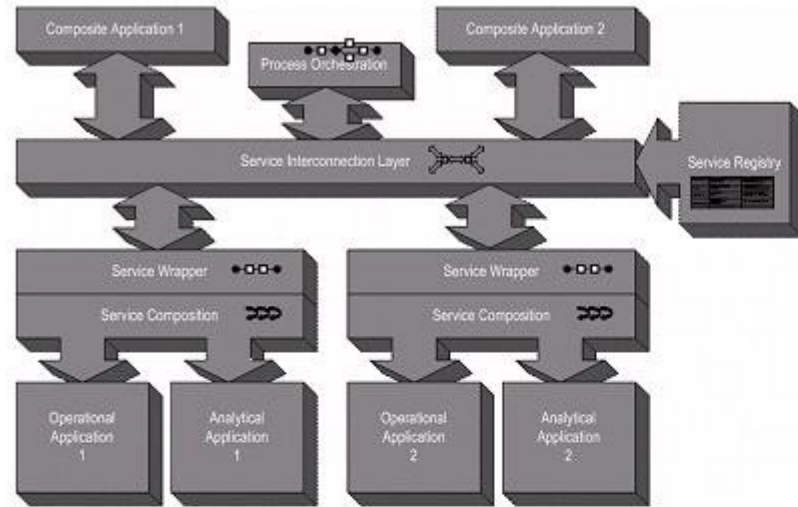
The Challenge: Crossing the chasm (without disappearing down it)



The definition of SOA seems to vary based on the audience



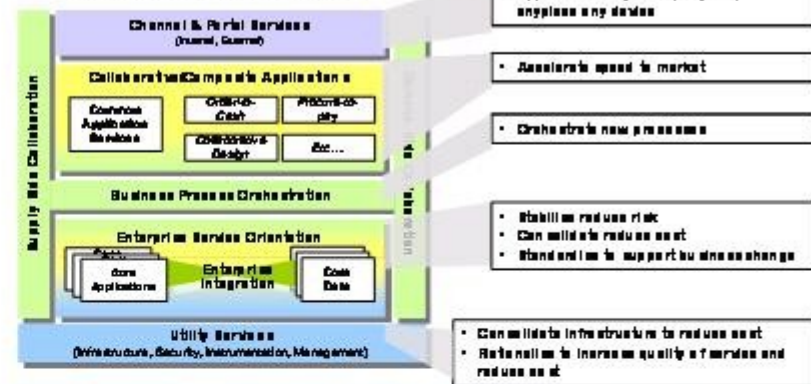
Software View



Solution View

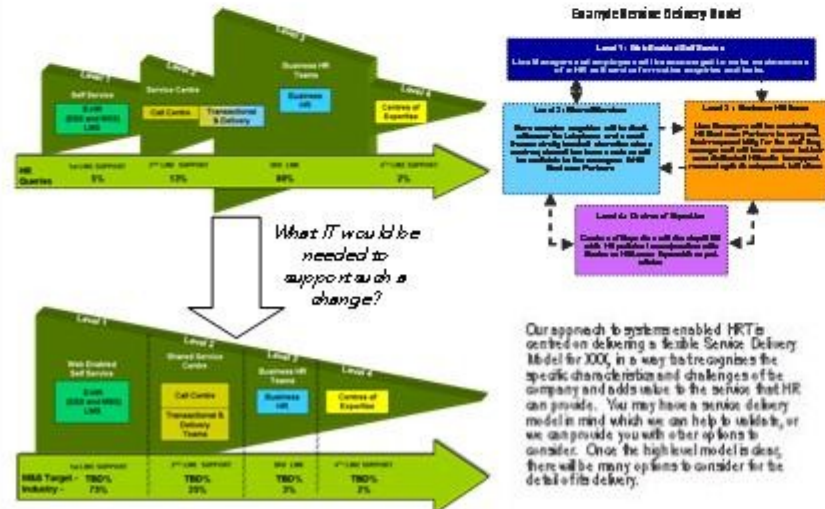
Build on legacy, streamlining and improving it
Go to new SaaS to generate value with new services

Services Architecture Framework

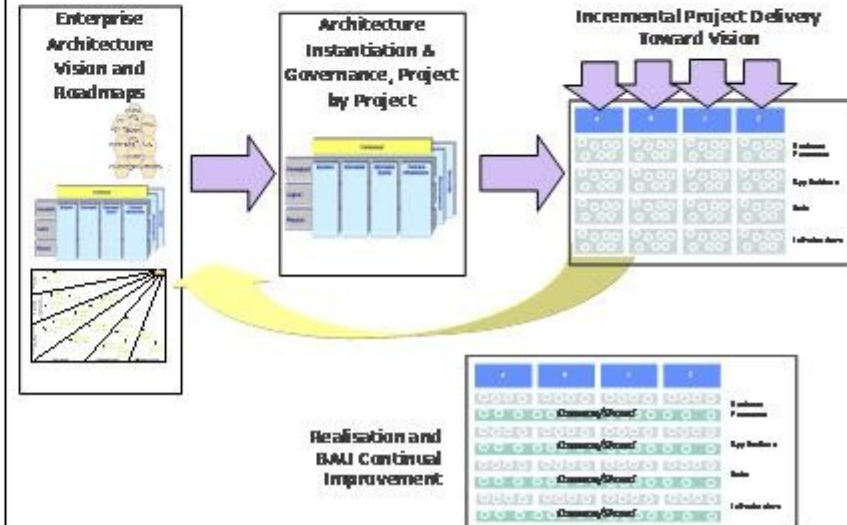


Reduce TCO and Increase ROI Increase business efficiency through Cost-Efficient Agile IT

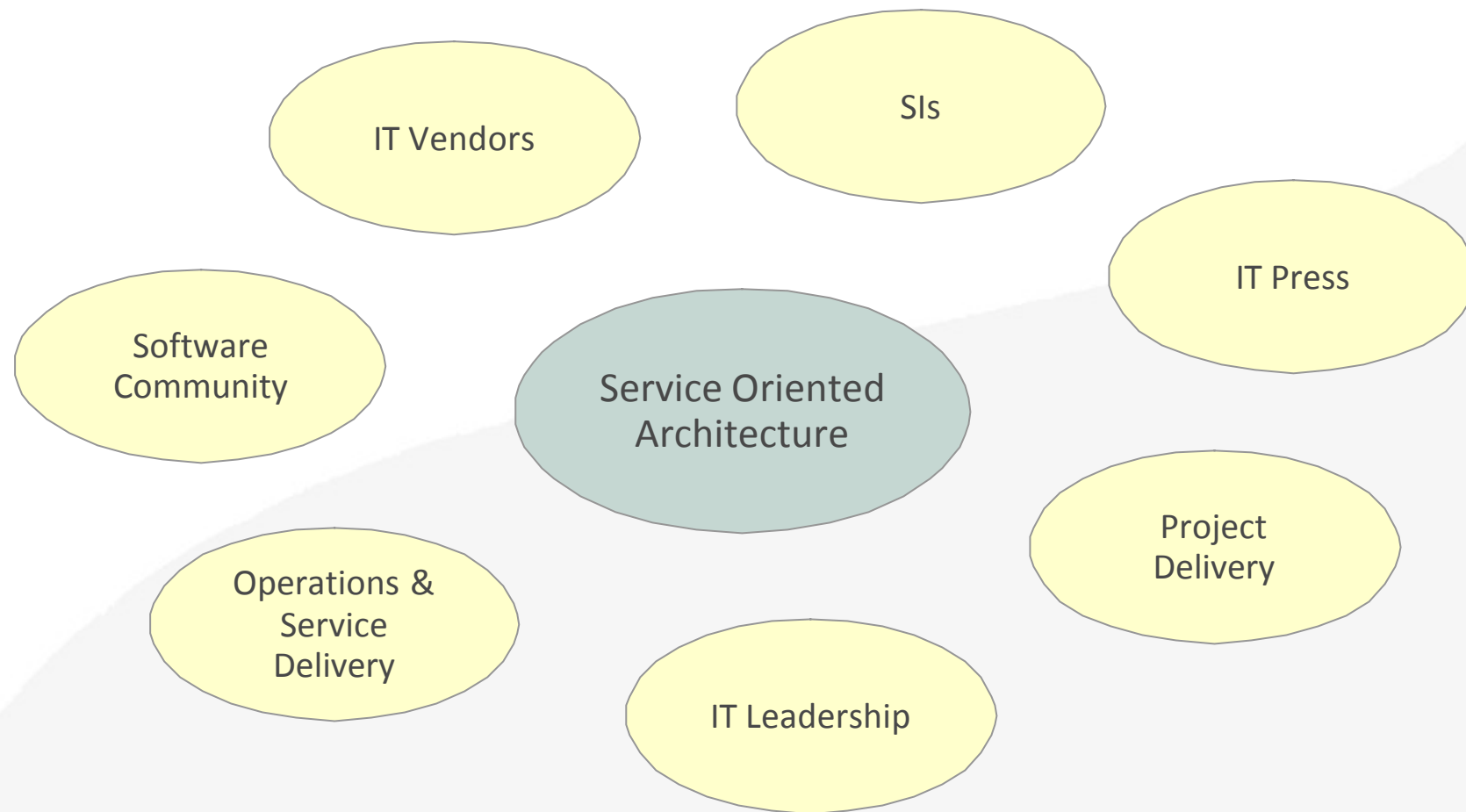
Business View



Enterprise View

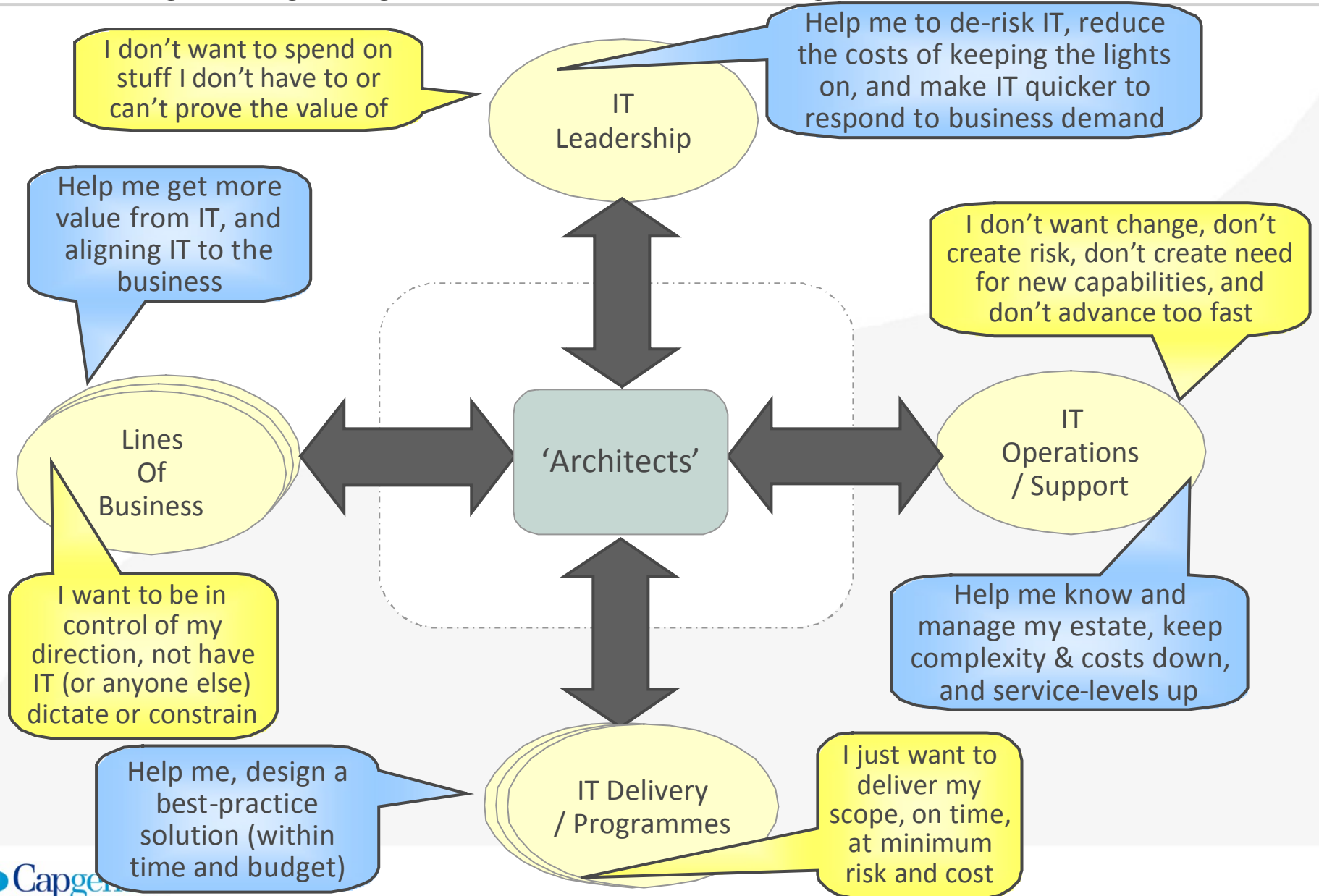


Never before have so many 'non-architects' been talking about architecture

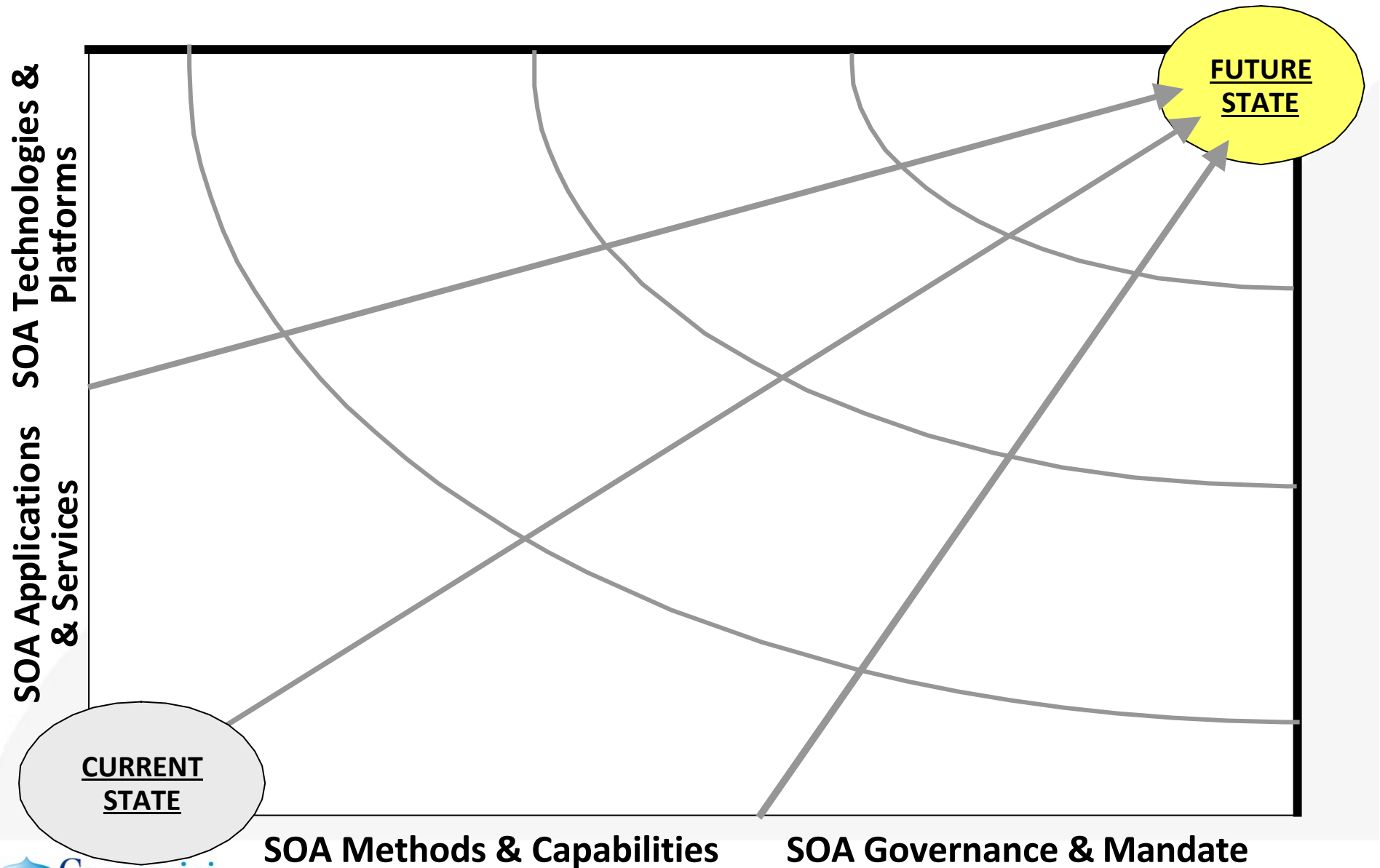


But it Means Something Slightly Different to Everybody...

Internally, everybody has a view of what they want from architecture

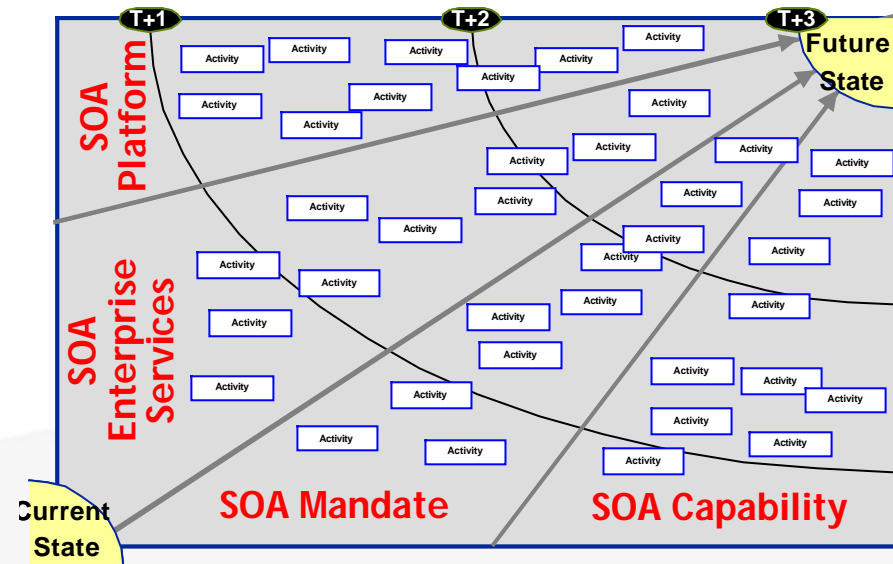


What are the workstreams in an SOA initiative?



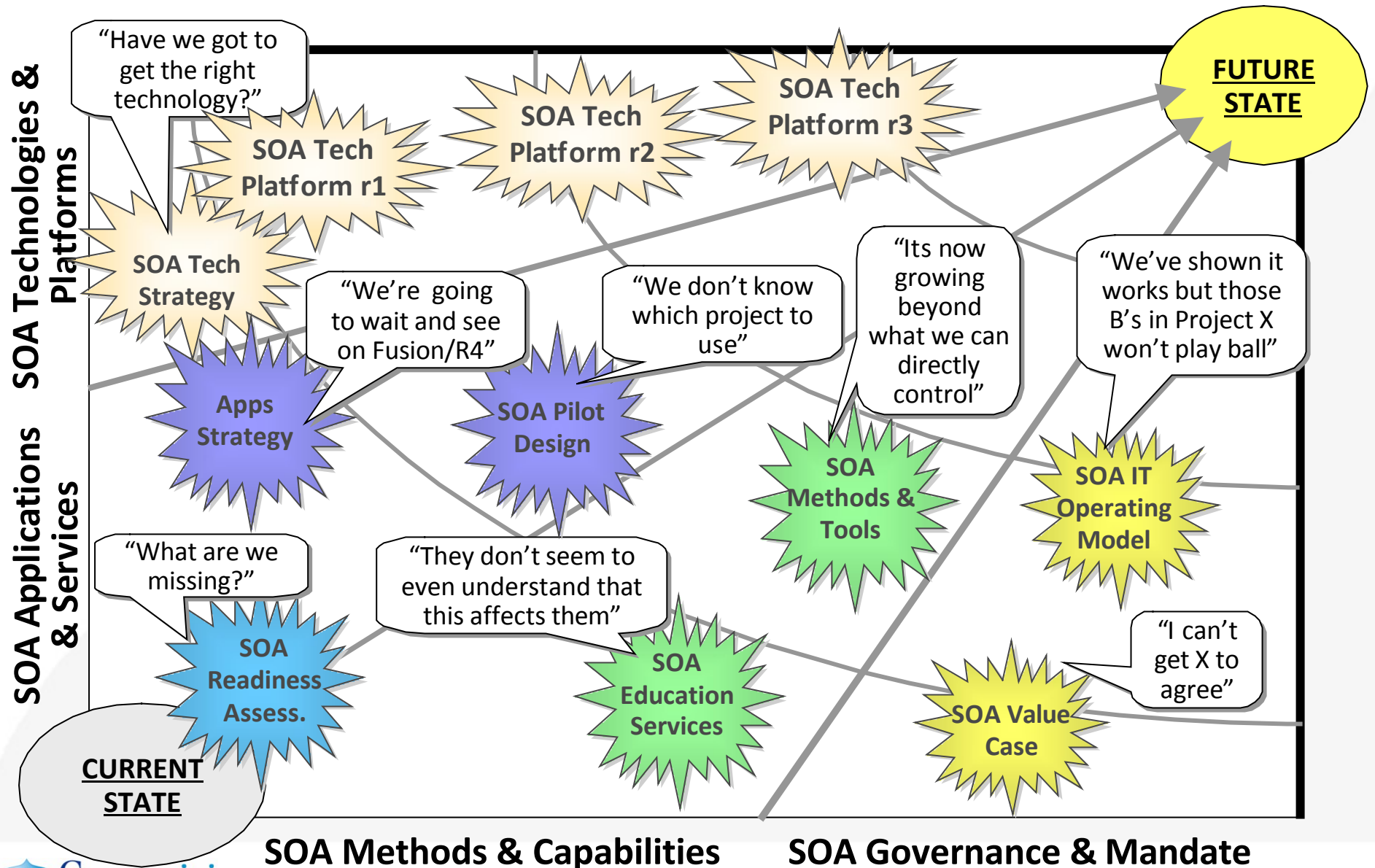
We Need to Be Thinking About More Than Architecture Alone

- 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

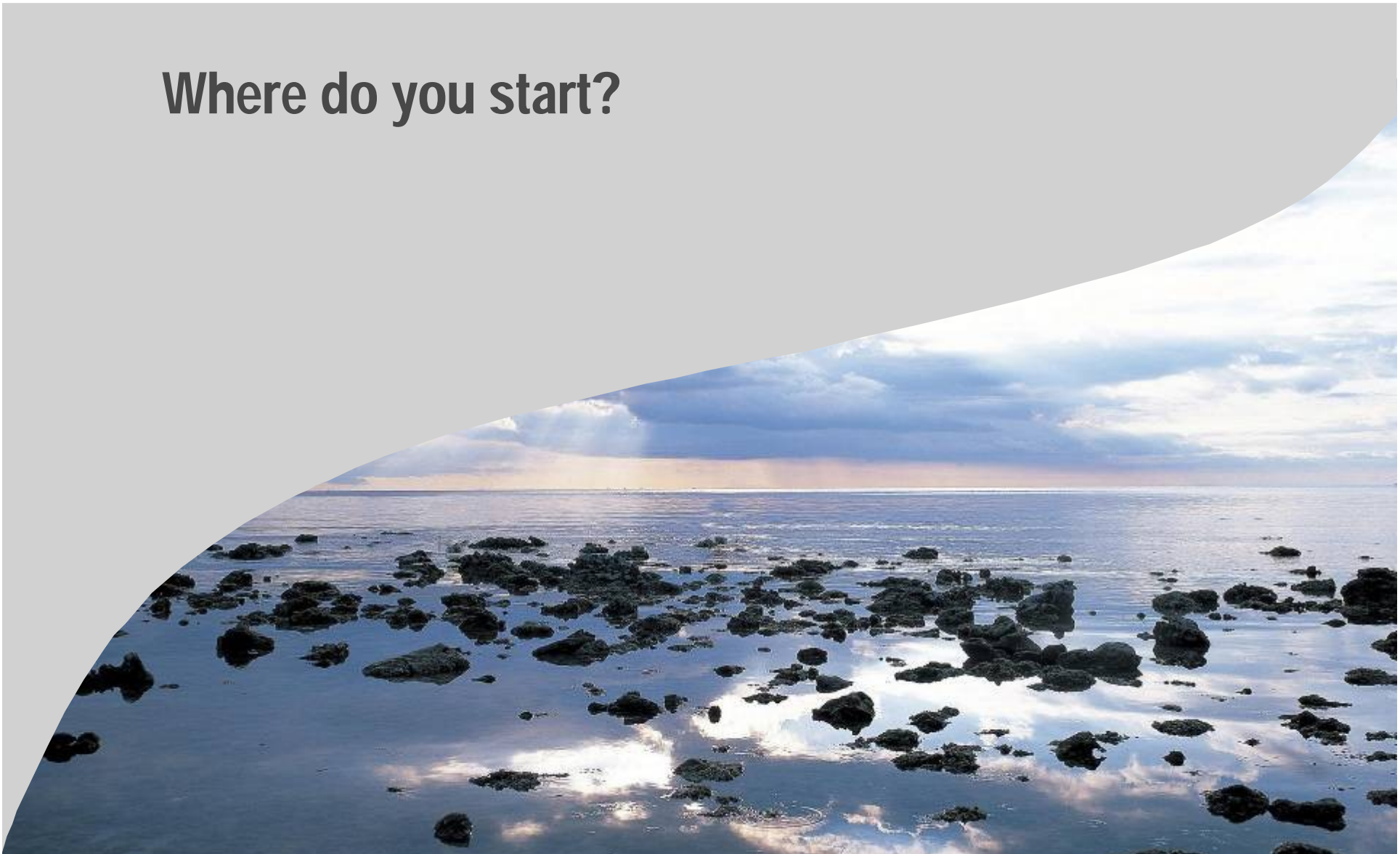


- Architecture not products
- Route map – driven & aligned to business need
- Governance to steer the realisation
- Measurement/reporting on the journey
- Adjust as needs and technology change

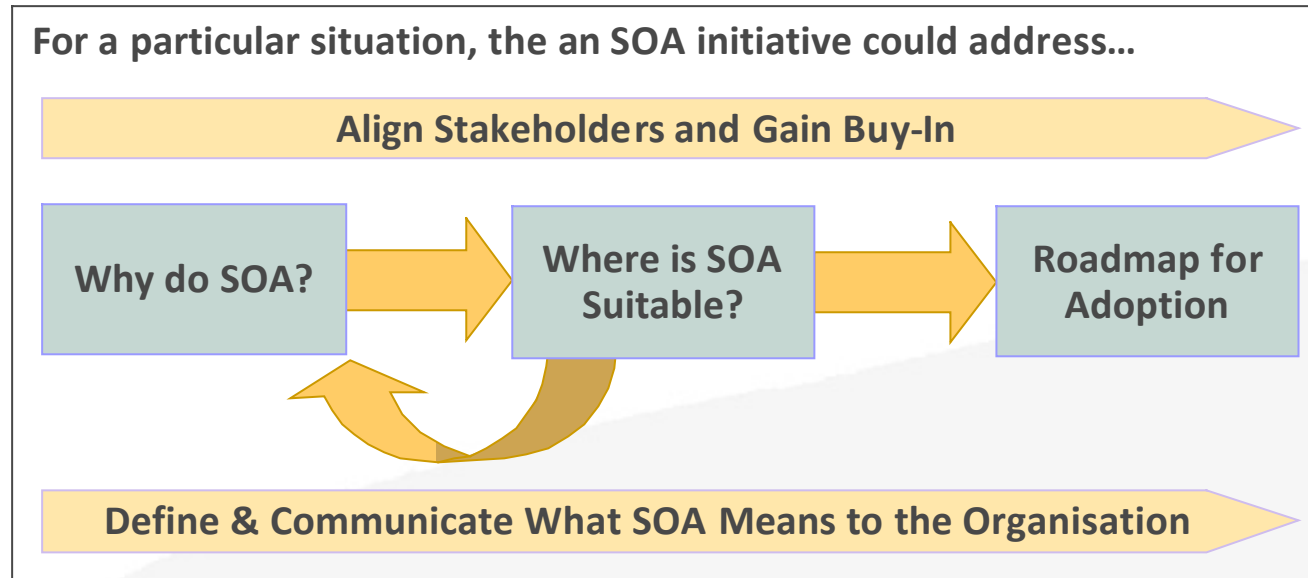
What are some of the typical issues on the transformation?



Where do you start?



Building a case: Why is should your organisation be looking at SOA



- Driven by business issues and priorities rather than technology
- Inclusive of the necessary wide range of stakeholders across the organisation
- Pragmatic and focused on achievable benefits, mostly phased & incremental
- Structured to generate business momentum for SOA initiatives
- **A change programme** to affect the standard way that IT operates

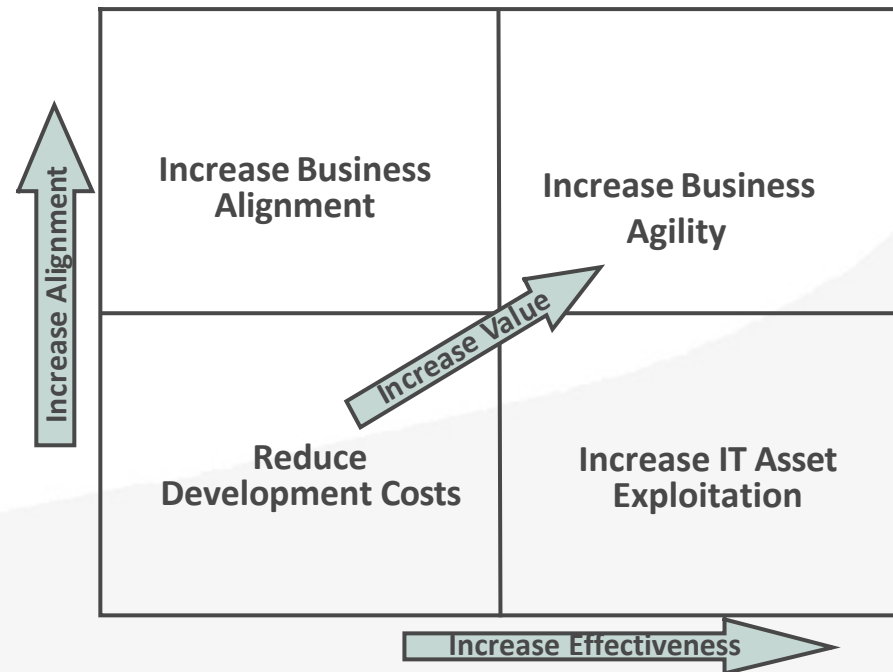
What are the Value Propositions?

The 1st degree drivers of SOA are:

- Reduce cost of new solutions
- Improve asset utilisation
- And reduce solution lead-time
 - Some refer to the combination as increasing business agility?

But, the implicit drivers are:

- To increase IT's alignment to the business, and its effectiveness at collaborating with the business
 - Both communities can 'get' the concept of a service
- Translating between business & IT views at every turn is slow, awkward and error-prone



- Many considering SOA have never done any architecture above project-level before
 - Apart from possibly some common infrastructure planning
- For them, the main benefits are those of architecture itself rather than SOA
 - SOA is not always the right answer for every requirement

Where should you use SOA: Is there only one way?

<i>Native Service Oriented Architecture</i>	<i>Service Wrapped Architecture</i>
<ul style="list-style-type: none"> • In a native SOA, architectural services are defined as a blueprint for how IT systems are implemented. IT systems implemented within this architecture truly encapsulate capability within the service boundary, allowing flexible implementation against a well defined service contract. • This approach is most effective in aligning IT systems to business definitions of IT, but is highly invasive to legacy systems and COTS standard configurations 	<ul style="list-style-type: none"> • In a service wrapped architecture, a set of defined architectural services are implemented through exposed interfaces. Although interfaces are service-based, the internal functionality of each application is not aligned to services & internal communication may not respect service encapsulation. • This approach is most effective in re-purposing legacy applications towards an SOA model. Within this model, services are not truly encapsulated, resulting in constraints around portfolio and service management
<i>Non-Invasive Architecture</i>	<i>No Architecture</i>
<ul style="list-style-type: none"> • In a non-invasive architecture, architectural services are defined based on the functional capabilities of the systems in place. The architecture is used primarily to drive communication, decision making & re-use. It does not closely influence implementation approach • This approach allows some benefits of architecture without impacting existing or packaged systems 	<ul style="list-style-type: none"> • The use of architecture can be avoided for tactical systems, systems with no re-use potential or very small systems • Where architecture is not used, the overheads of architectural discipline can be avoided, streamlining and accelerating project delivery.

So ... Where do Service Oriented Architecture?

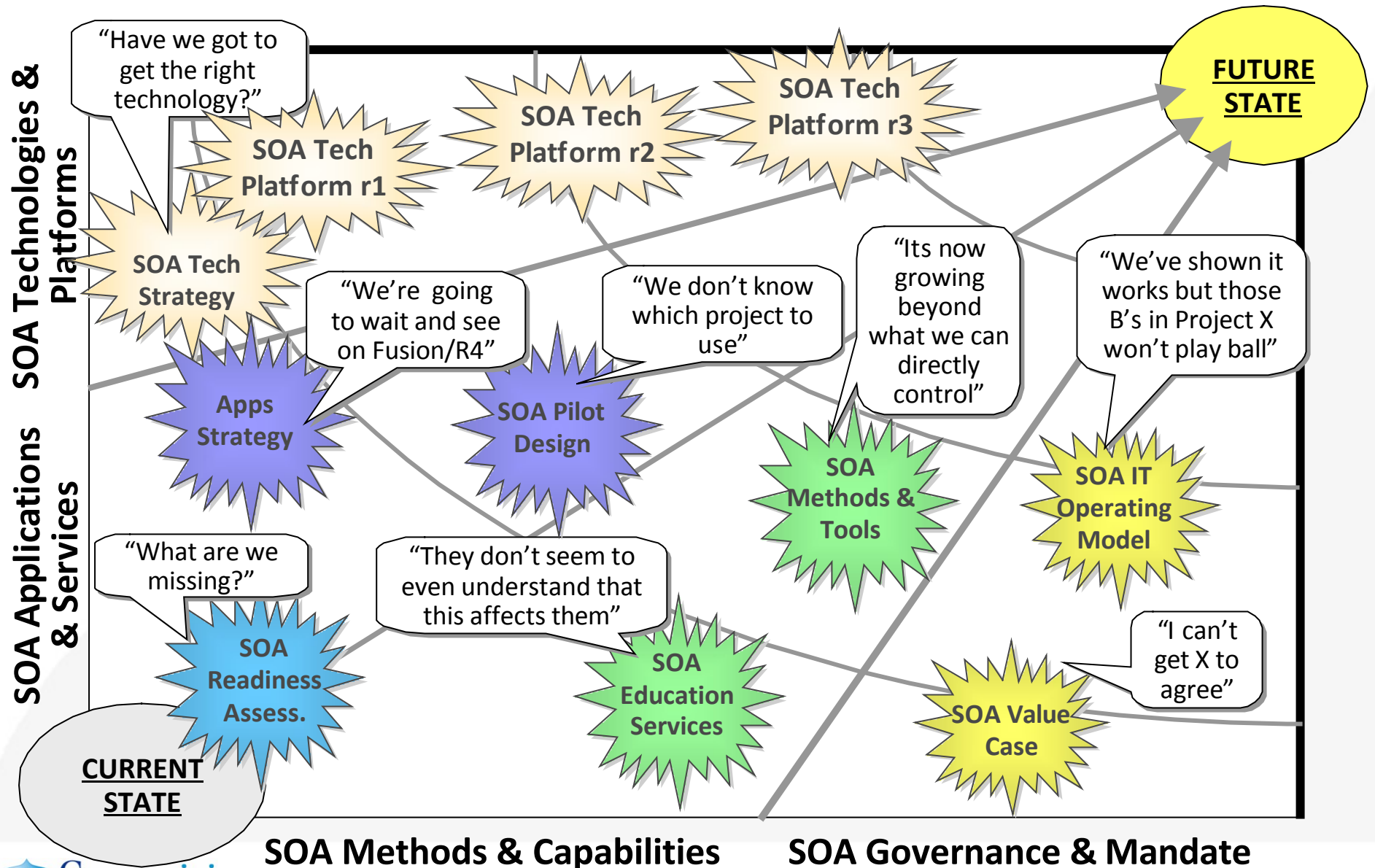
<div> <div>Native SOA</div> <div>Service Wrap</div> <div>Non-Invasive</div> <div>No Architecture</div> </div>	High cost, high business differentiation	Low cost, high business differentiation	High cost, low business differentiation	Low cost, low business differentiation
Core enabling/back-office, infrequently changing	<i>SOA wrap legacy apps to unlock value</i>	<i>SOA wrap legacy apps to unlock value</i>	<i>Use non-invasive architecture to consolidate. Outsource IM/AM</i>	<i>Use non-invasive architecture to consolidate. Outsource IM/AM</i>
Internal, transactional, periodically changing	<i>Focus for mature native-SOA</i>	<i>Focus for SOA pilots</i>	<i>Use non-invasive architecture to consolidate. Outsource IM/AM</i>	<i>No architecture</i>
Market-facing, transactional, constantly changing	<i>Focus for mature native-SOA</i>	<i>Focus for SOA pilots</i>	<i>Use SOA to facilitate service outsourcing / BPO</i>	<i>No architecture</i>

- Areas of high business differentiation are naturally aligned to SOA solutions
- Large, high cost system areas are naturally aligned to architectural approaches
- The more frequently an organizations systems need to change, the more deeply they should be aligned with a services model

A Change Programme for SOA



Execution of a transformation roadmap has CSFs & stakeholders

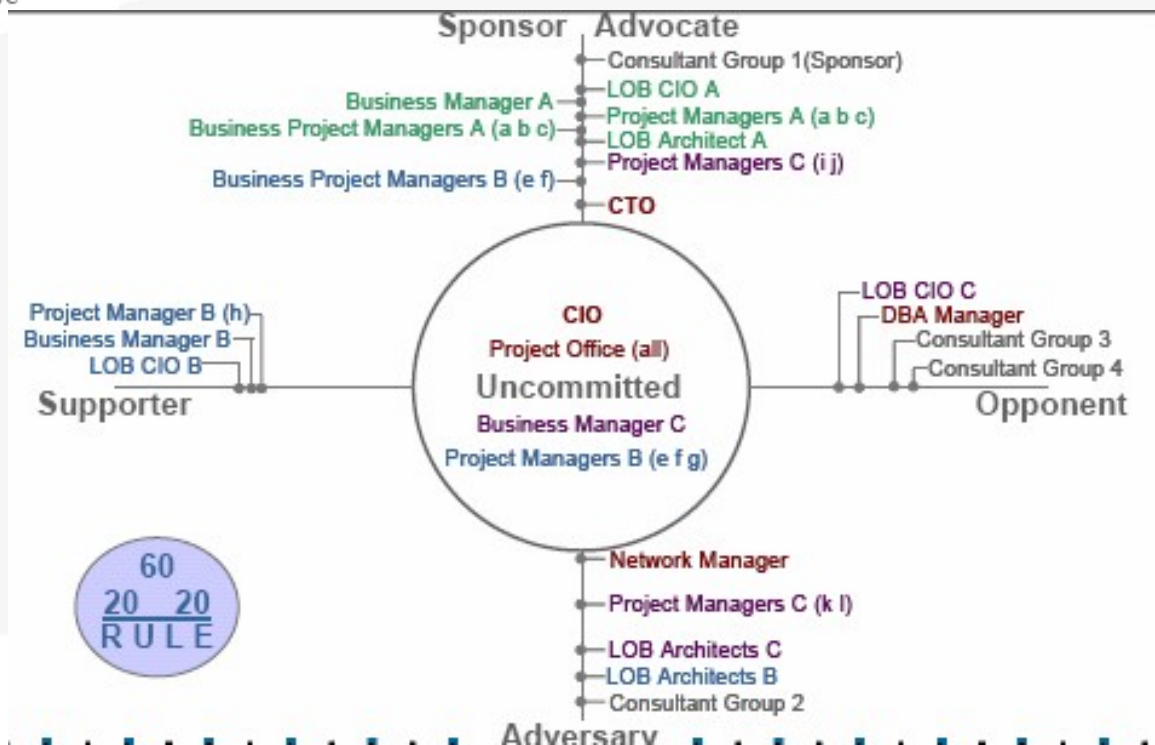


Understanding your Stakeholders – Jeff Scott's Mapping Technique

<i>Support</i>	<i>Driver</i>	<i>Action</i>
Sponsor	Your initiative is critical to their success	Proactively promotes your initiative
Advocate	Your initiative is an enabler to their success	Selectively promotes your initiative
Supporter	Believes in your initiative but is unaffected by it	Reactively promotes your initiative
Uncommitted	Doesn't understand your initiative	Non-committal
Opponent	Does not believe in your initiative but is unaffected by it	Reactively unsupportive of your initiative
Adversary	Your initiative negatively affects their success	Proactively unsupportive of your initiative

- An Example stakeholder mapping technique applied to architecture is that of Logical Leap's Jeff Scott

- His method graduates all stakeholders onto six dimensions, as a basis for understanding
 - Who can be influenced and who can't
 - And what the value system of those who can't is



Understand their concerns and values – how would it effect them?

IT Leadership



Business Relationship Managers



Business Change Participation

Relevance to As-Is

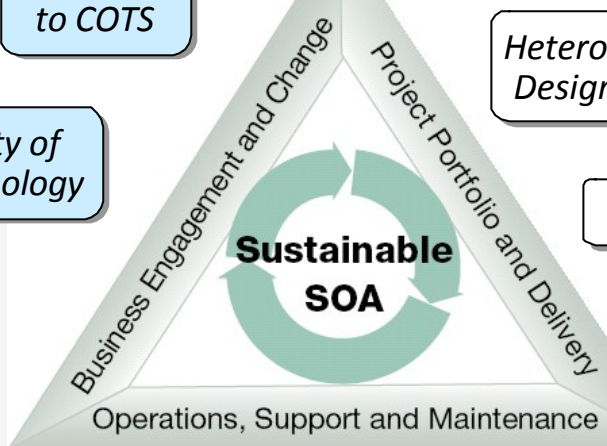
Value-Focus

Business-change programme

Service Delivery Models

Relevance to COTS

Clarity of Terminology



Conflicts with Project Remit

Effect on Delivery Methods

Heterogeneous Design Teams

Unproven Technologies

Cross-project dependencies

Mixed Design Guidance

Service Version Management

Project & Delivery Managers



Service Delivery

New AM and IM skills needed

Performance overheads

Relationship to existing systems and technologies

Error diagnosis with decoupled systems

Sizing Implications of Decoupling

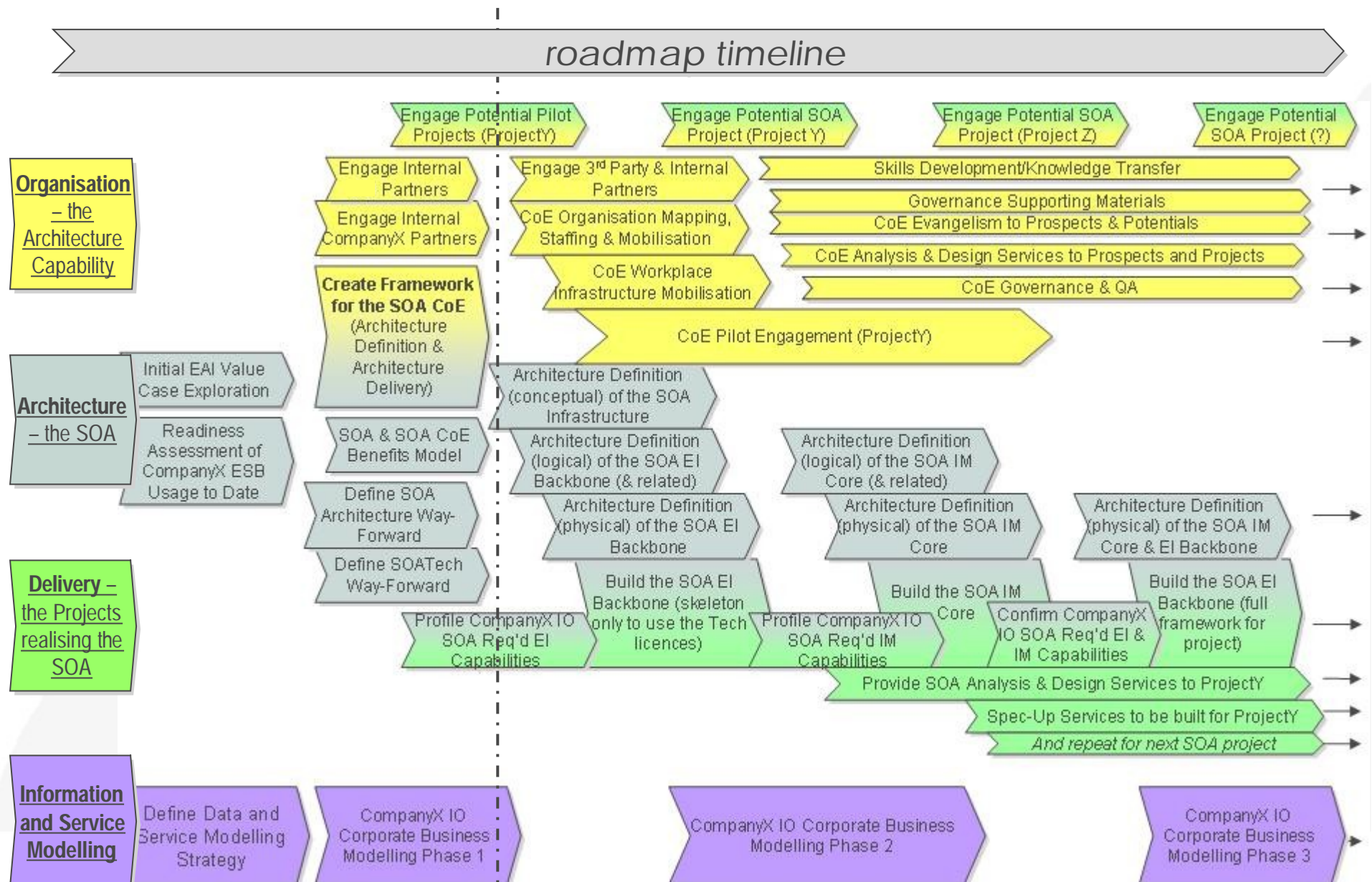
Support & Operations Managers



Pick the battles carefully for quick wins and early success

	<div> <div>Native SOA</div> <div>Non-Invasive</div> <div>Service Wrap</div> <div>No Architecture</div> </div>	High cost, high business differentiation	Low cost, high business differentiation	High cost, low business differentiation	Low cost, low business differentiation
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Manage the roadmap like it were a programme plan



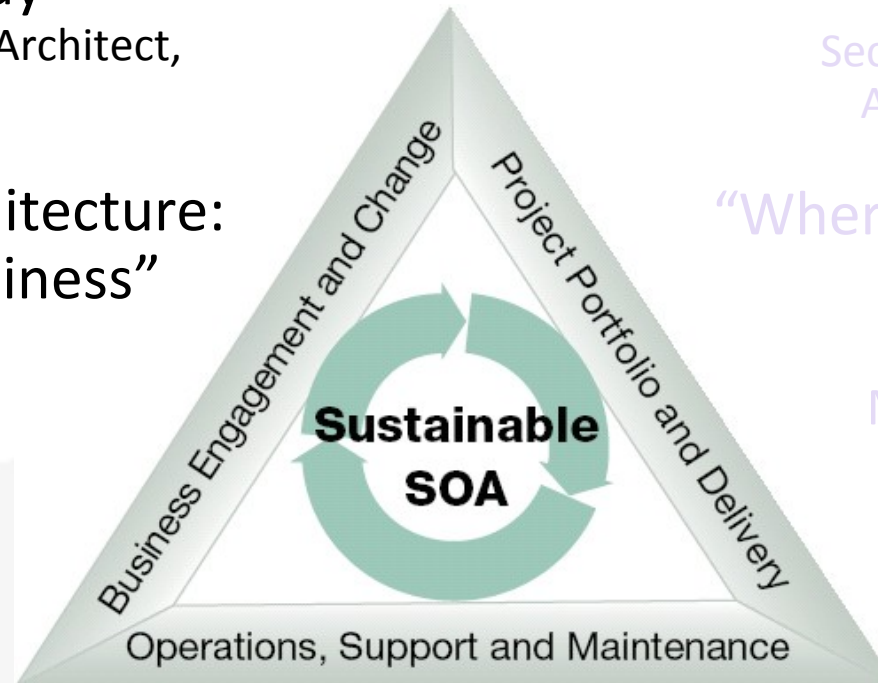
Other enterprise track presentations that maybe of interest

Andrew Macaulay

Managing Enterprise Architect,
Capgemini

“Enterprise Architecture:
Where’s the Business”

Tuesday 6th March
9:00am



Sam Lowe

Sector Chief Enterprise
Architect, Capgemini

“Where to Place your
SOA bets”

Monday 5th March
11:15am

Steve G Jones

Head of SOA, Global Outsourcing, Capgemini

“SOA in Support & Maintenance”

Monday 5th March, 3:55pm

Thank-you

sam.lowe@capgemini.com

