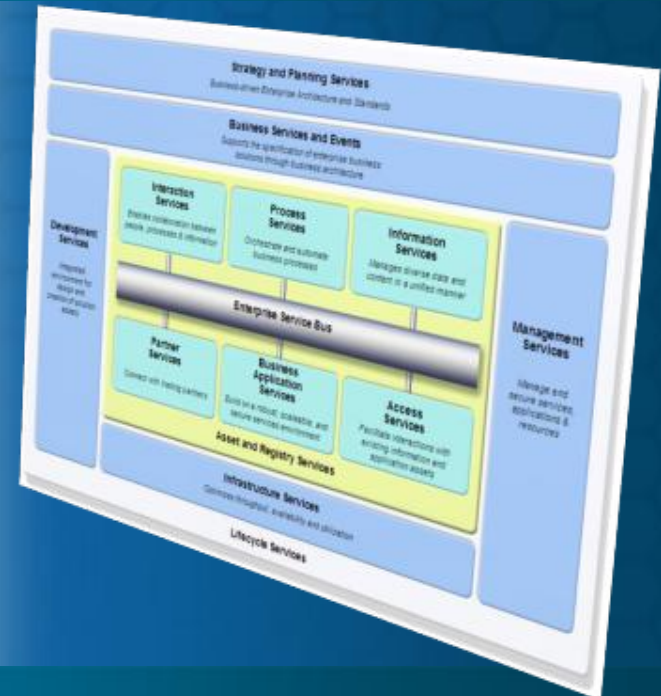




*Keynote:*  
**Driving the Value of SOA  
in an Enterprise**

**Alan Brown**  
**IBM Distinguished Engineer**  
**Rational CTO for Europe**



# Service-Oriented Architecture in the Enterprise

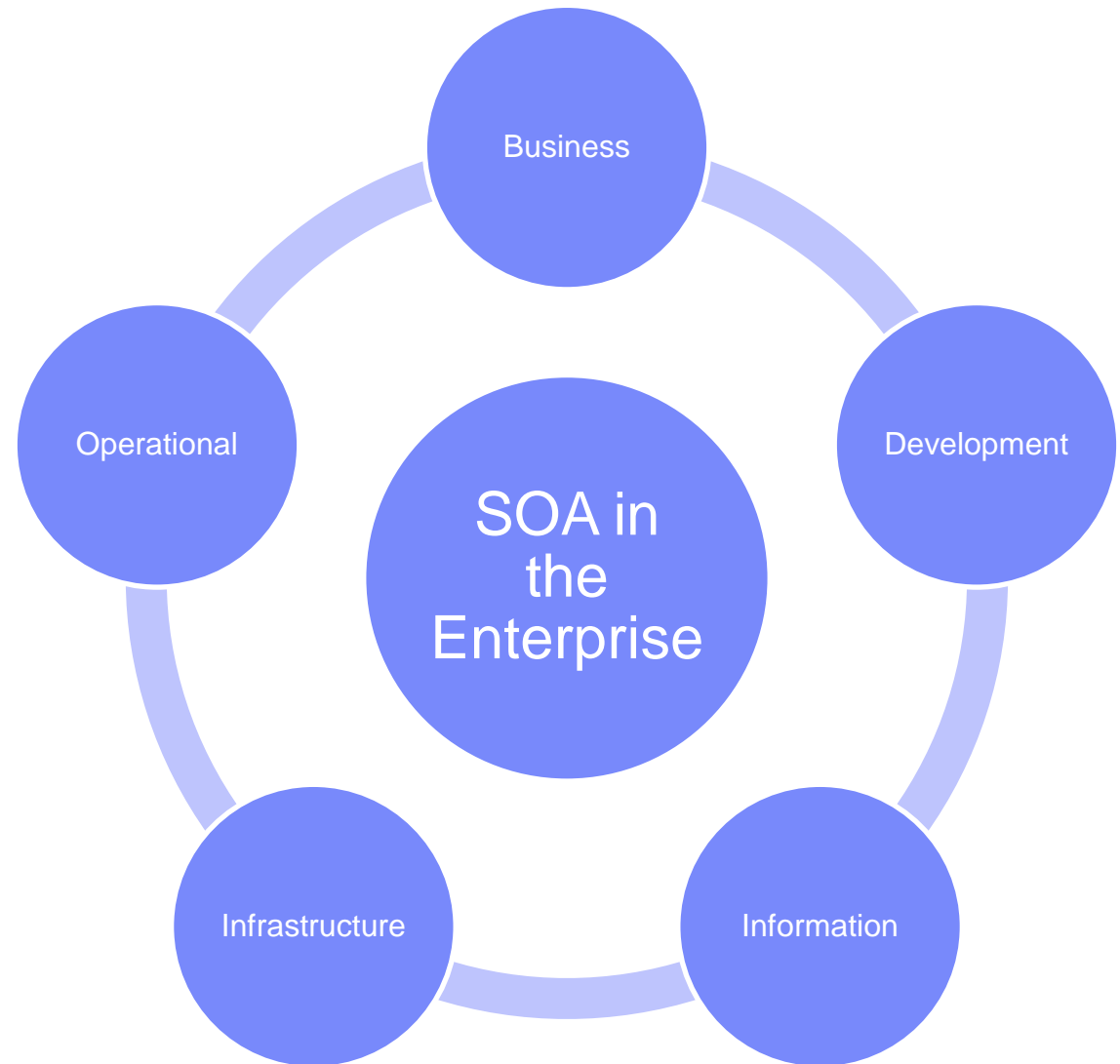
## As Architects, how do we

...realize working smarter in a Smarter Planet?

...leverage service-orientation to become cost effective and agile?

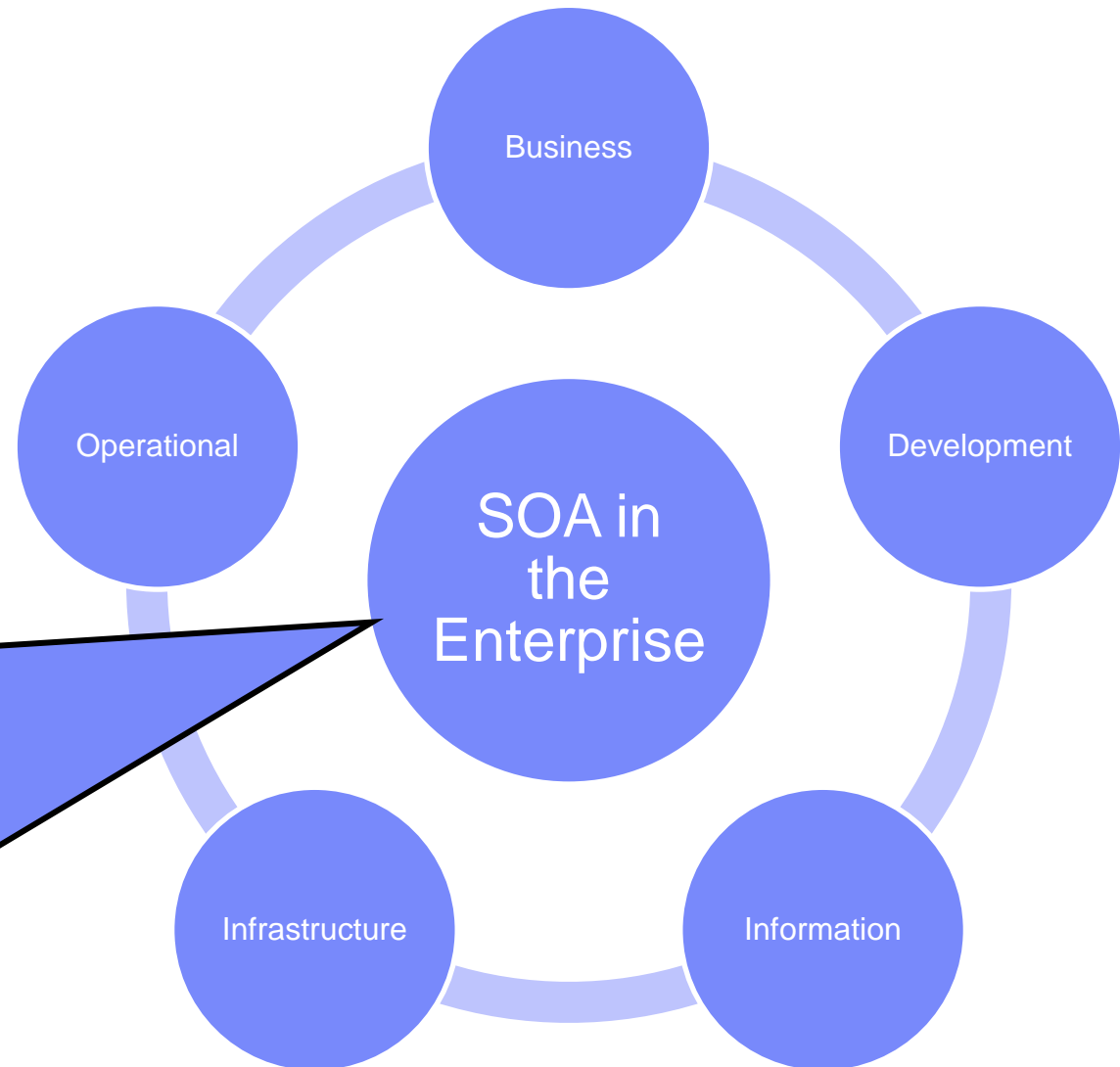
...ensure that we are moving beyond silos, and becoming connected across business and IT?

...see beyond SOA as just development? Just infrastructure? Just information?



# Keynote: Driving the Value of SOA in an Enterprise

1. Business and IT alignment powered by SOA
2. SOA entry points
3. The road to SOA maturity
4. SOA in the Enterprise
5. Real World Examples
6. What is on the horizon?



# Agenda

- Business and IT alignment powered by SOA
- The road to SOA maturity
- SOA entry points
- SOA in the Enterprise
- Real World Examples
- What is on the horizon?

I have had some success with my SOA pilot projects...

... now how do I tighten the link to the business portfolio?

... and maximize return on my SOA investment?



# SOA and Austin Energy

austinenergy.com

## SOA App Quickly Boosts Storm Response

First app in Austin Energy SOA project processes 20,000 customer calls a day

Heather Havenstein [Today's Top Stories](#) » or [Other Development Stories](#) »

June 26, 2006 (Computerworld) was needed to test the first, new (SOA).

At 9 p.m. the next day, Carvallo 52,000 customers without elec production.

AE Call, which links the Austin

### Web Services News:

SOA project gets mother of all stress tests

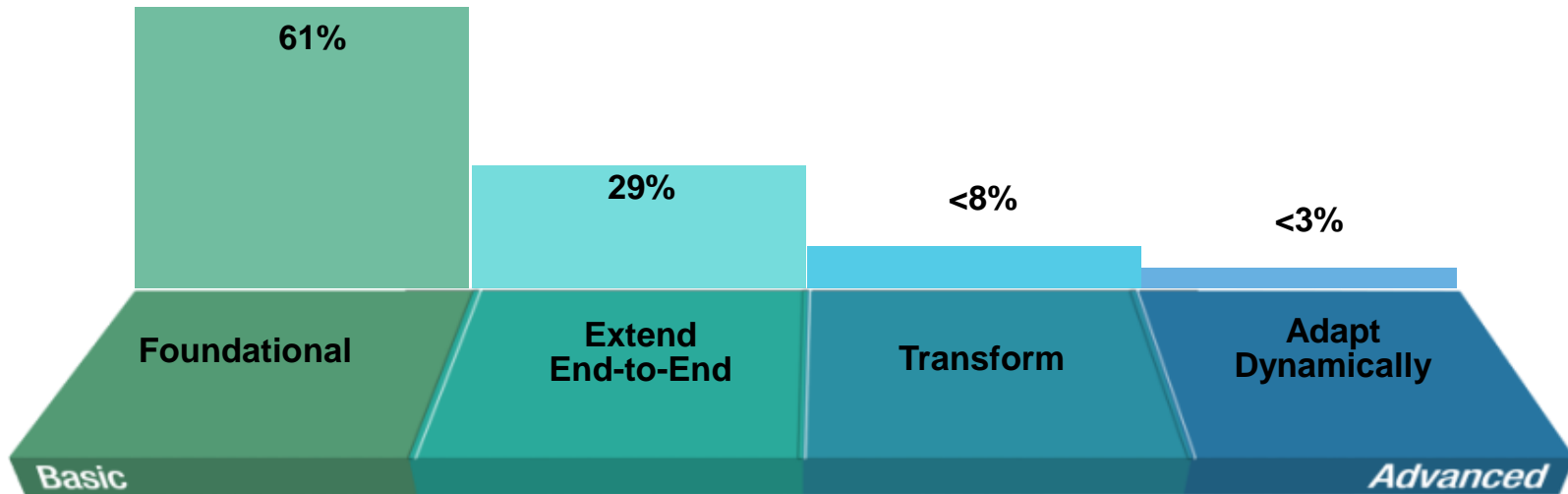
By Rich Seeley, News Writer

“The end goal is to have an integrated enterprise with SOA in the middle of it,” Carvallo said. “We have been mapping out since last summer the key processes – 70-plus processes – that we want to bring into the SOA (environment) and help rationalize the infrastructure behind it.”

“This one is business-driven,” Carvallo said. “This time around, when the business process is at the heart of the integration, **change management happens much easier** because the business user wants it to happen.”

# Austin Energy is an Example of SOA Biz/IT Collaboration ...yet historically SOA has often been IT driven

## % of SOA Customers by Approach



Belief within the IT community that SOA is inevitable

Focused on integration and reuse of existing assets, often IT driven

Source: IBM 2007 Customer Analysis

# Business planning, change and transformation

## Business Drivers

### Efficiency

#### Strategic Response

##### Reduce costs – fast

- ✓ Enable technology consolidation based on business needs
- ✓ Visualize and plan technology reuse with business based SOA/BPM portfolio planning

### Resilience and Agility

##### Management and consolidation of resources (Mergers, acquisitions and divestitures)

- ✓ Review/optimization of processes, applications and technology to proactively respond to M&A with agile and flexible applications, services and infrastructure that aligns with business goals and initiatives
- ✓ Identification of services, databases and applications to remove redundancies and leverage existing investments based on business utilization and goals

### Regulation

##### Efficiently implement market and regulatory-driven change

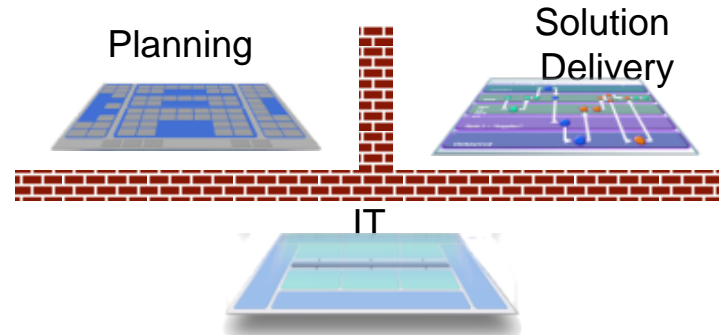
- ✓ Work to eliminate burden on people, processes and bottom line
- ✓ Superior Risk Management strategy that can deal with existing and anticipated regulations

### Innovation

##### Differentiate to improve margins

- ✓ Deliver customer satisfaction with applications and services
- ✓ Clearly visualize and roadmap infrastructure alignment to business strategies and goals
- ✓ Reduce change risk by understanding impact across all enterprise assets

# “The great divide” between business and IT



## Business

“I can’t tell if my day-to-day operations support my business strategy”

“It takes me too long to get the right information at the right time to optimize my decision making”

“It takes too long, and costs too much to respond to changes in my market”

**Traceability**

**Visibility**

**Flexibility**

## IT

“I can’t get business people to articulate requirements I can execute”

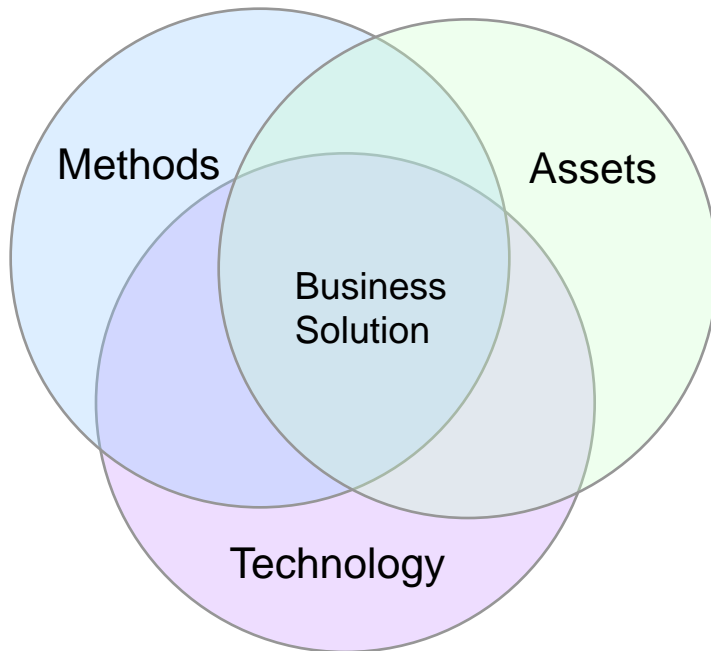
“How do I demonstrate the value of my IT project to the business?”

“By the time I deliver a solution, the business requirements have changed all over again”

“Every business unit thinks their requirements are unique”



The challenge is to ***align methods, assets and technology*** in order to deliver business solutions on an integrated platform



- **Business Solutions**
- Delivering tangible business value
- Aligning strategic planning and solution delivery
- Enabling business users to consume and control business content
- Collaborating across Line of Business and IT
- Following common “building codes”

***Business and IT convergence is one step beyond alignment***

# Agenda

- Business and IT alignment power
- SOA entry points
- The road to SOA maturity
- SOA in the Enterprise
- Real World Examples
- What is on the horizon?

How do I get started?

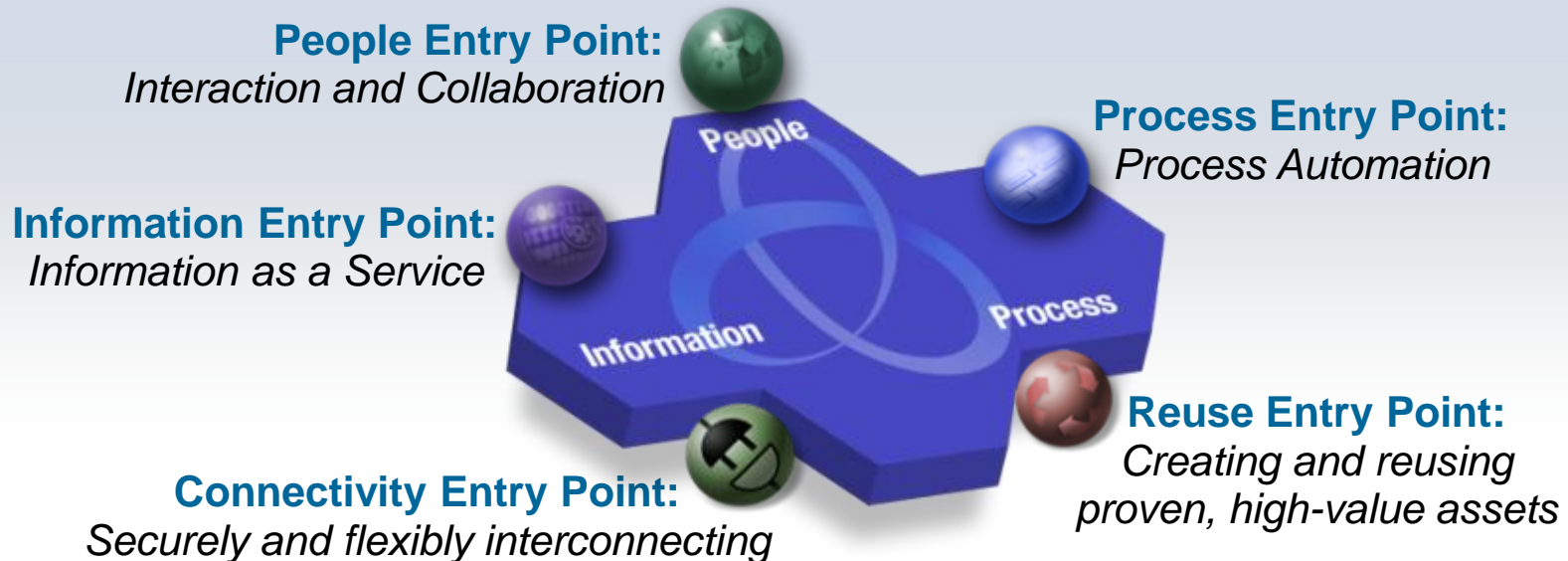


... and then what?

# Leverage SOA Experience and Best Practices

## *The SOA Entry Points*

- *When selecting SOA projects, focus on solving **specific business problems** as part of an evolving enterprise architecture*
- *IBM has a variety of assets and best practices around the SOA entry points, based on our **extensive experience with customers***



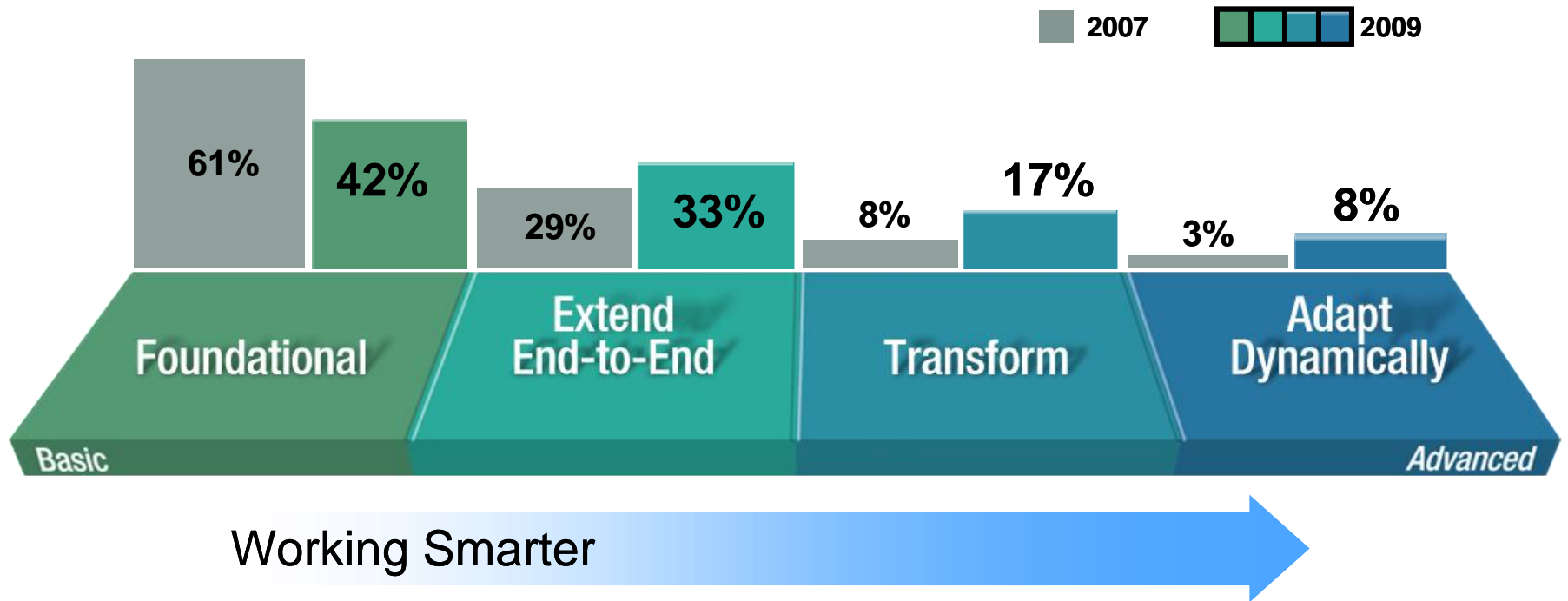
# Agenda

- Business and IT alignment powered by SOA
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# The Smart SOA Continuum – Enabling Business Agility

% of SOA Customers by Approach



Source: IBM 2009 Customer Analysis

# Create a Business/IT roadmap that matches vision and objectives



## Portfolio Strategy, Analysis & Planning

- Document current architecture
- Blueprint target architecture
- Define requirements collaboratively
- Create roadmap and manage change

Methodology, tools and best practices to leverage architecture

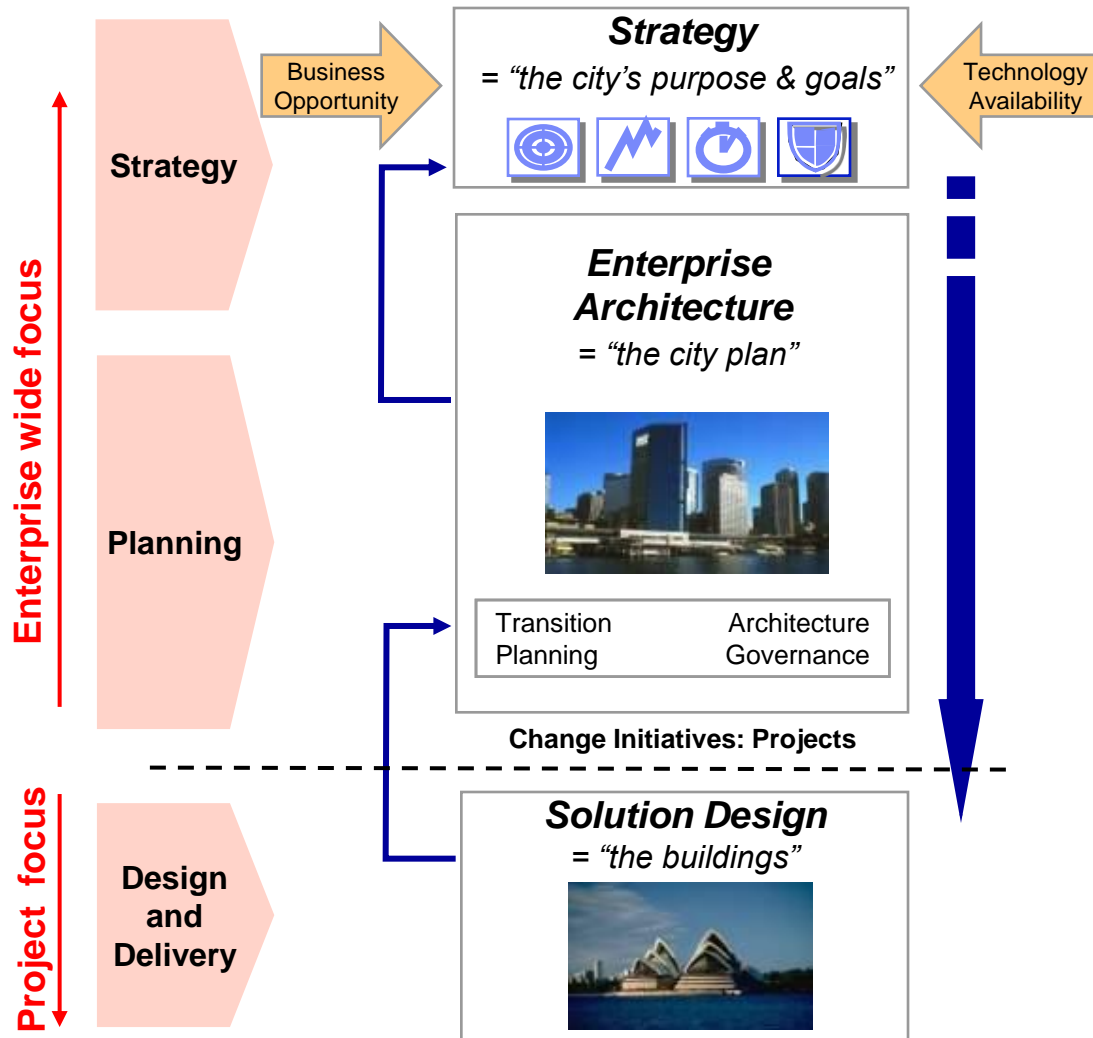
## Information Agenda

- Plan for a single view of information
- Turn information into a trusted asset

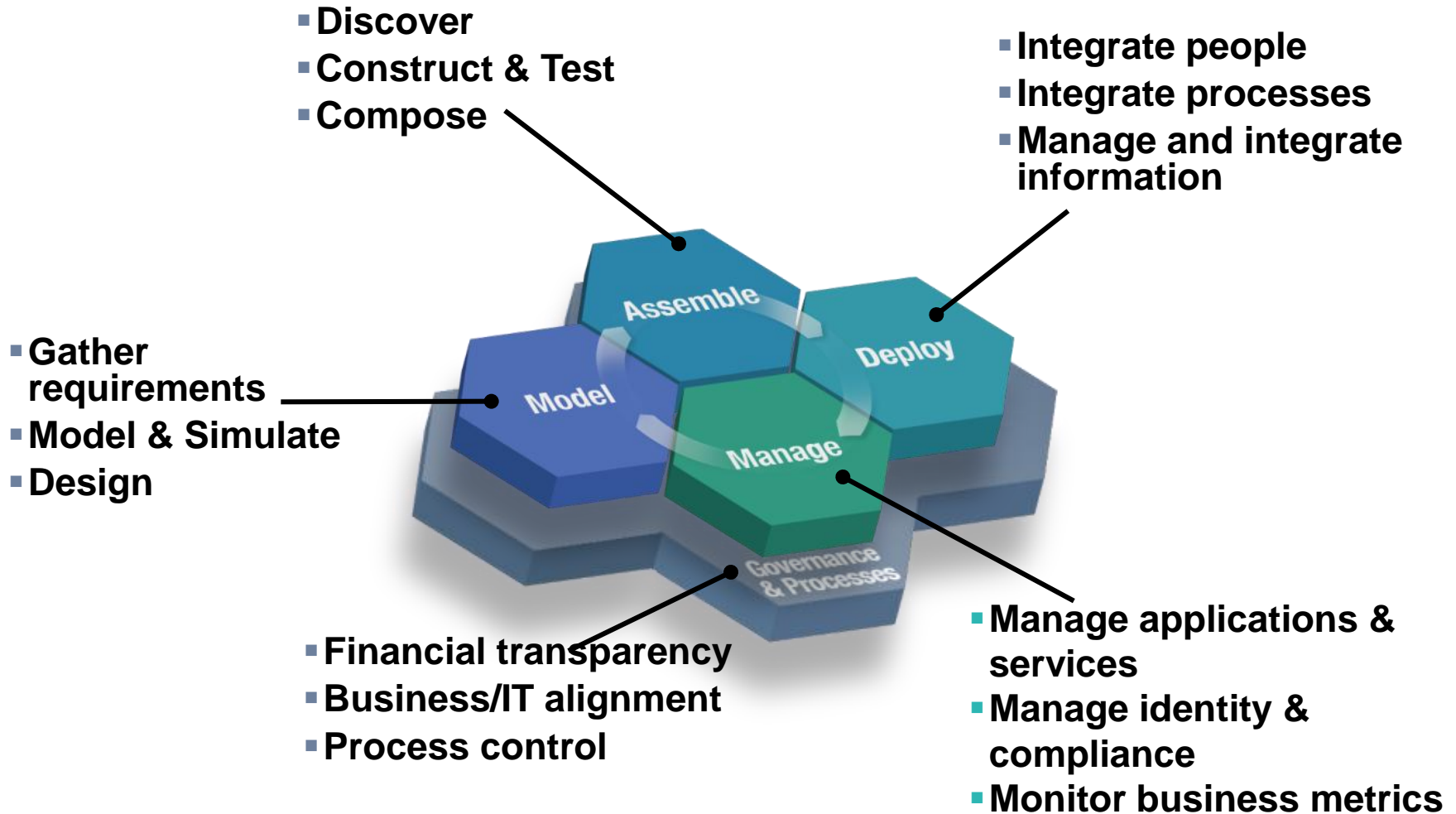
Methodology, tools and best practices to leverage information

Business-IT  
collaboration &  
insight to make  
the right  
investments

# Hierarchical View of The Enterprise - Directing Change toward Strategic Goals

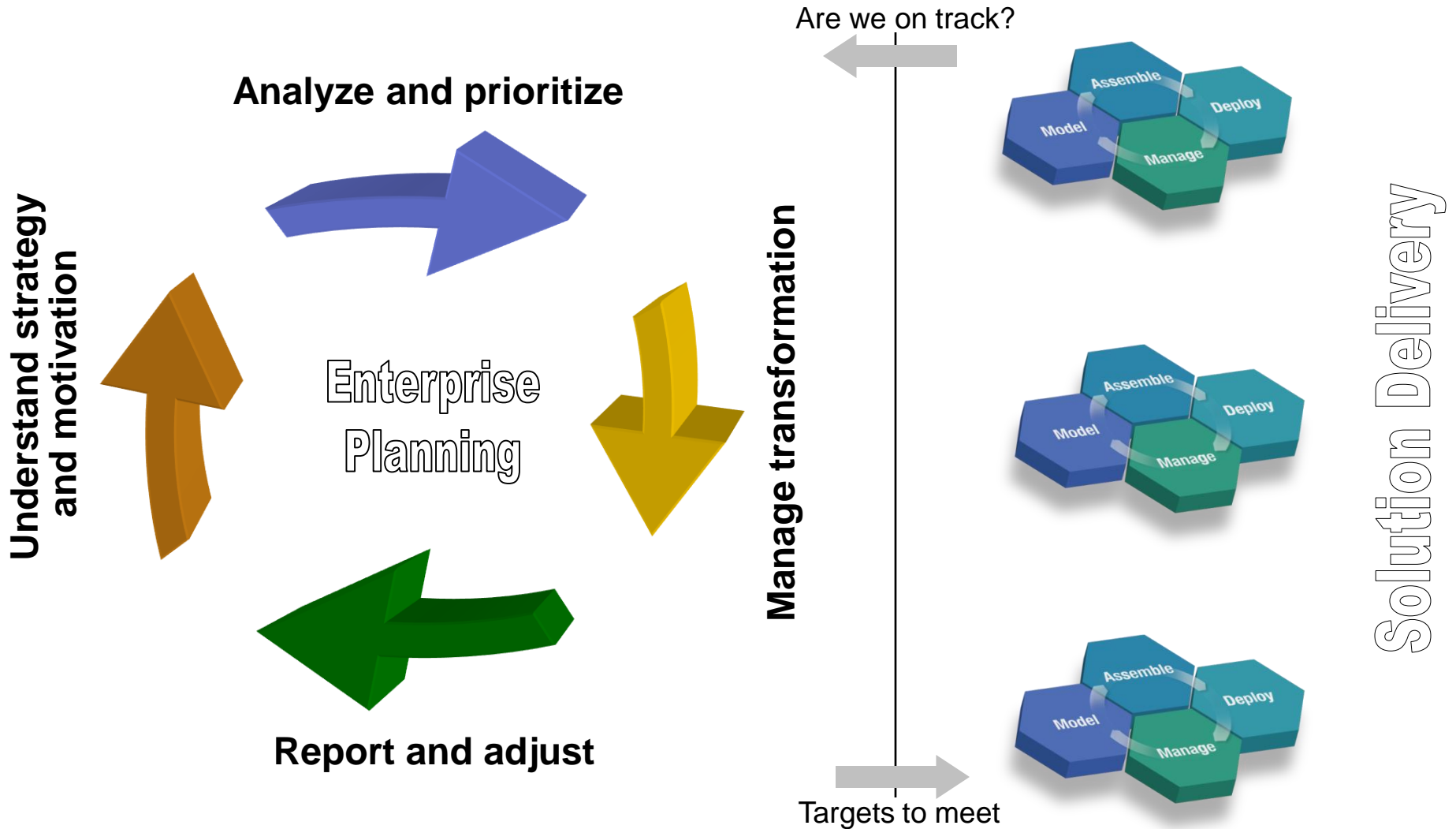


# SOA Solution Delivery Lifecycle





# Harnessing Change - Separate Enterprise Planning concerns from Solution Delivery concerns

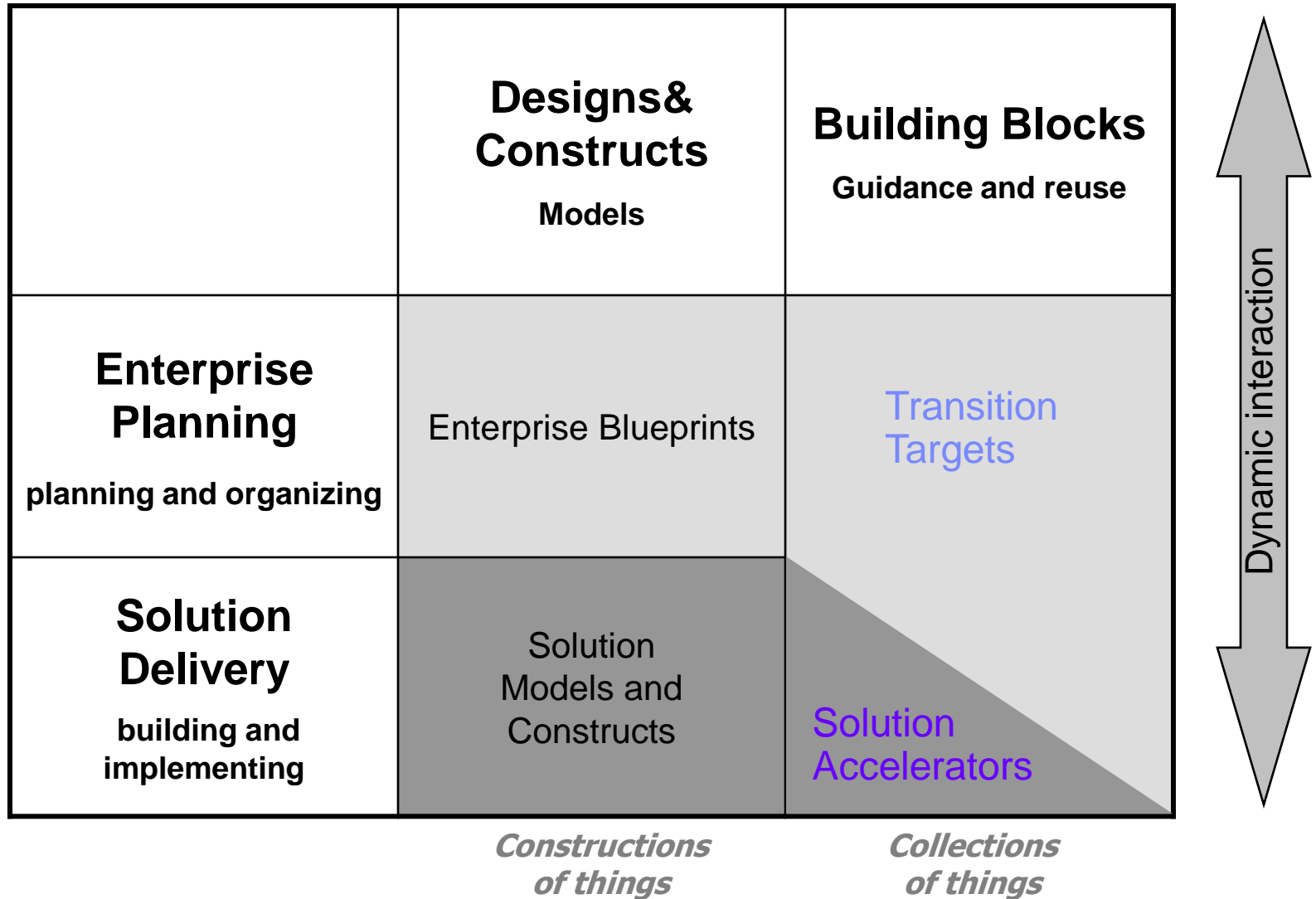


# Agenda

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# Dynamic, viable interaction between planning and delivery



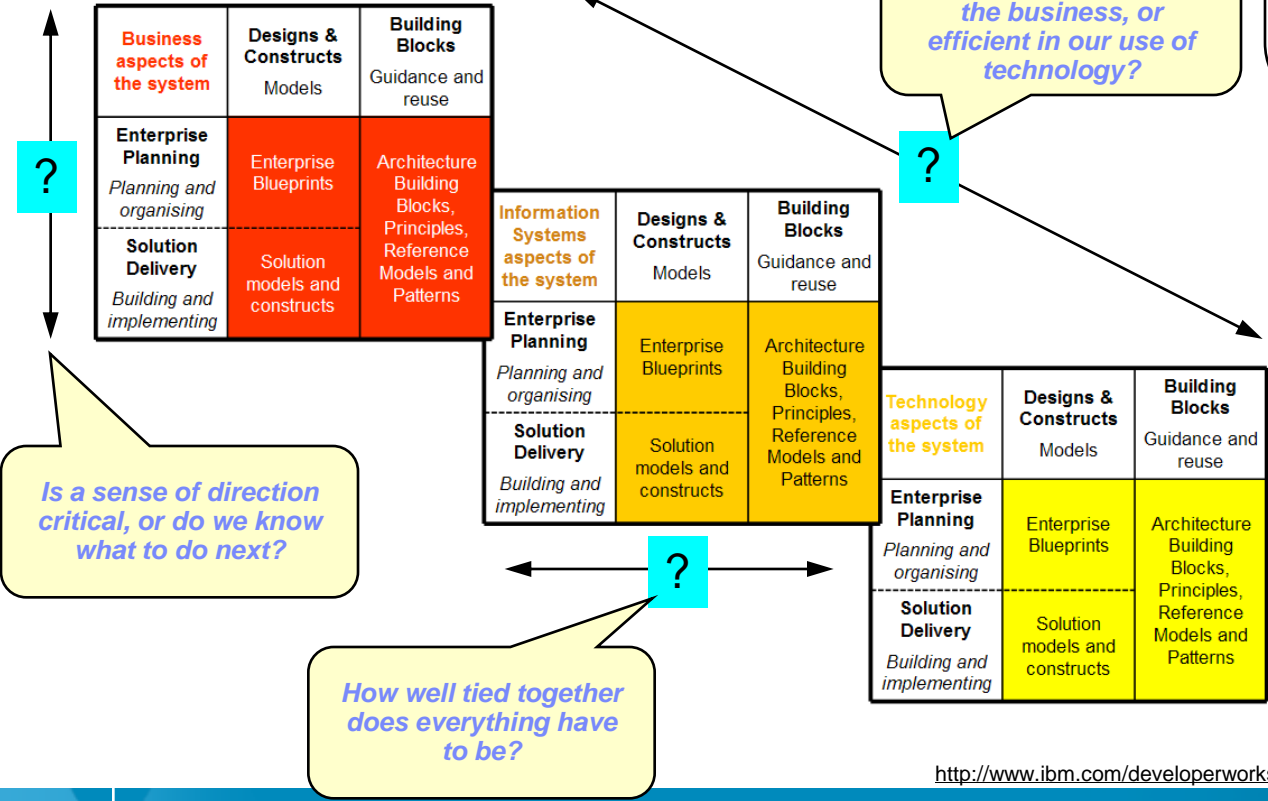
# There is no one “perfect approach” – it all depends

(although a sense of the end goal is always useful!)

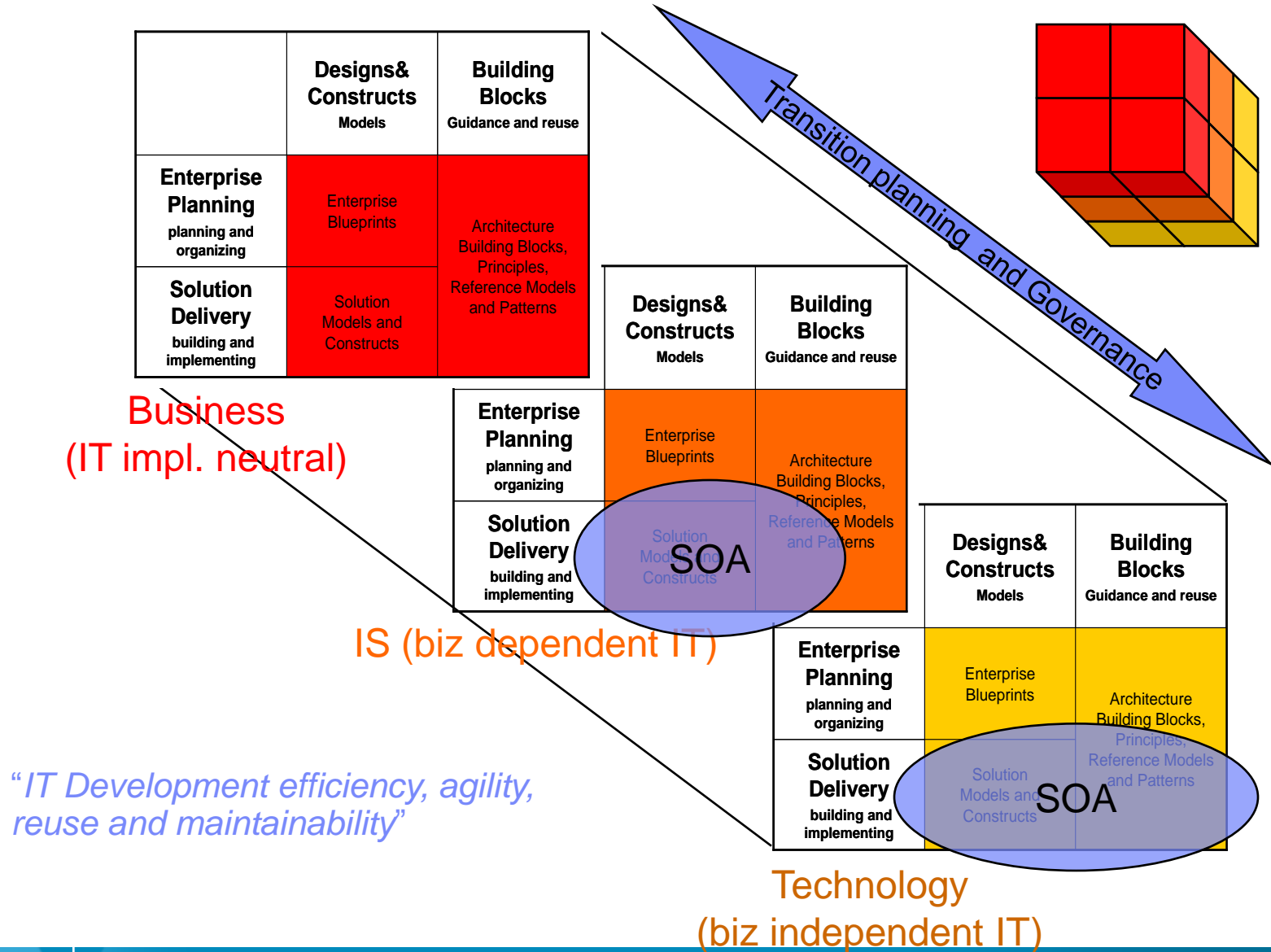
- Detailed discussions are presented in the recent whitepaper “Leveraging SOA, BPM and EA for Strategic Business and IT Alignment”

*“The alignment of business and IT, in order to support business agility and transformation, is one of the most important topics on today’s enterprise agenda. The compelling promise of each discipline of SOA, Business Process Management (BPM) and Enterprise Architecture (EA) individually is the facilitation and acceleration of that alignment. However studies and experience suggest that even greater value can be gained through the architectural convergence of these three”*

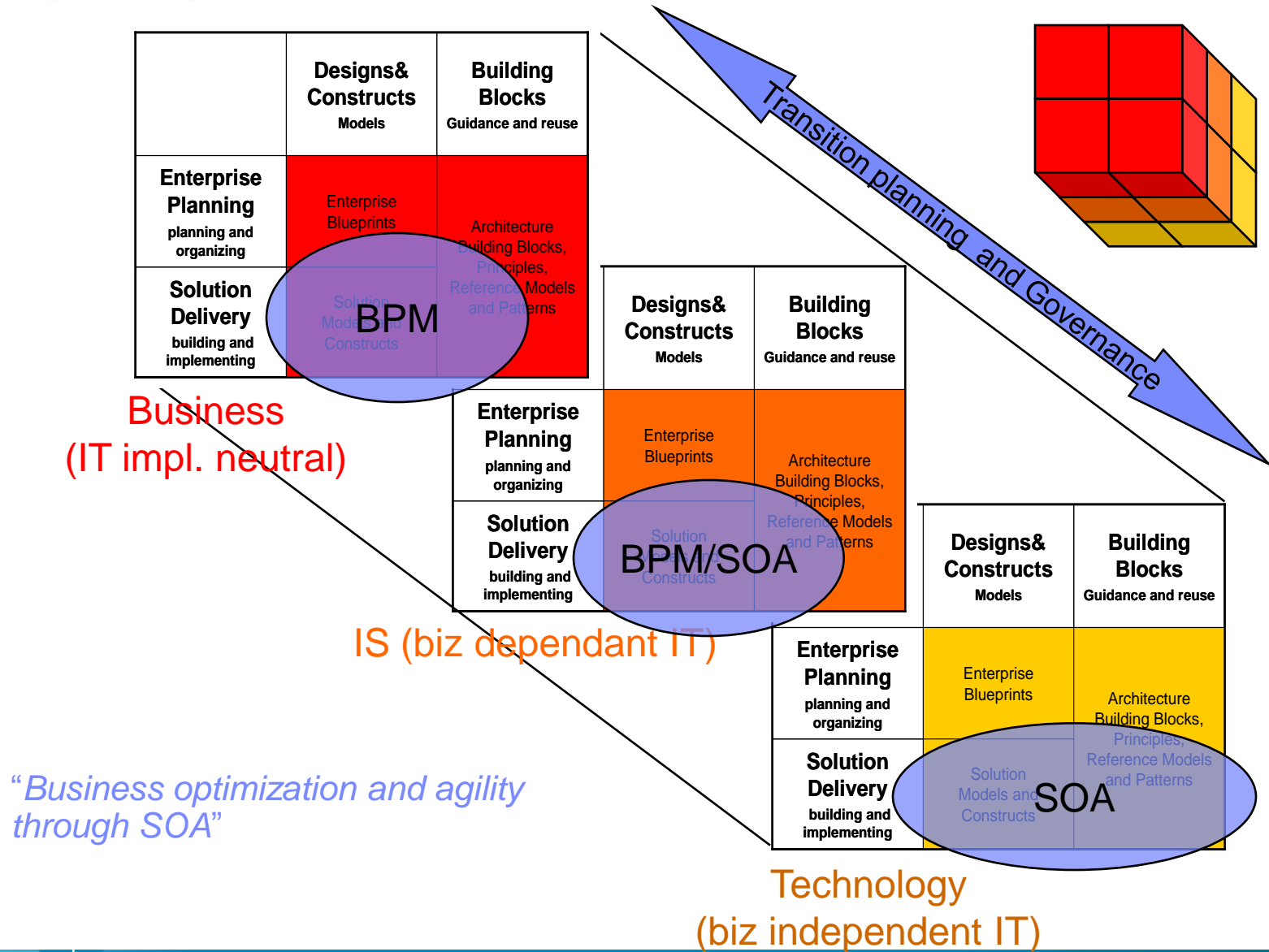
*Do we need to be more effective in supporting the business, or efficient in our use of technology?*



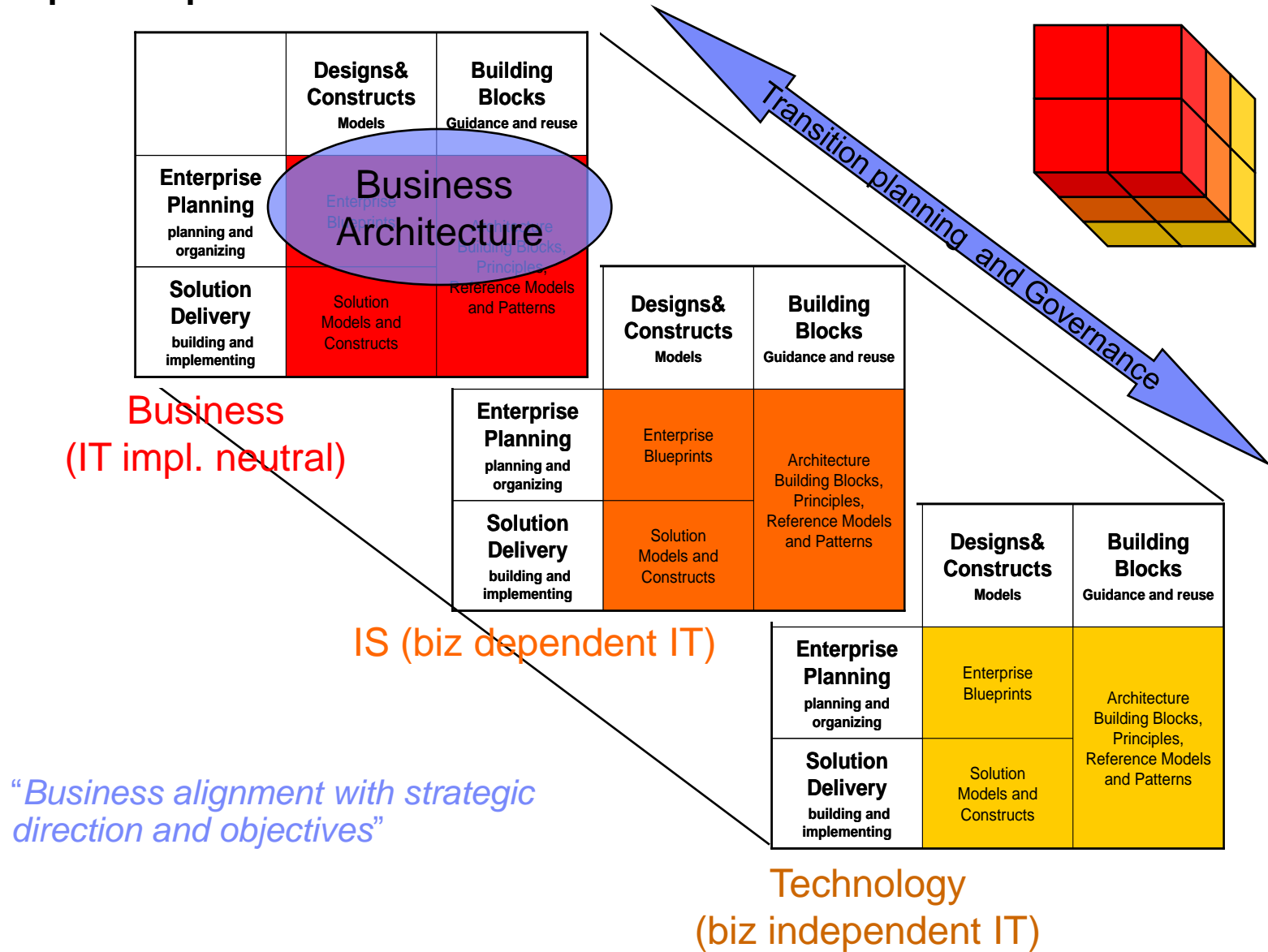
# Adoption pattern: SOA IT Solution Platform



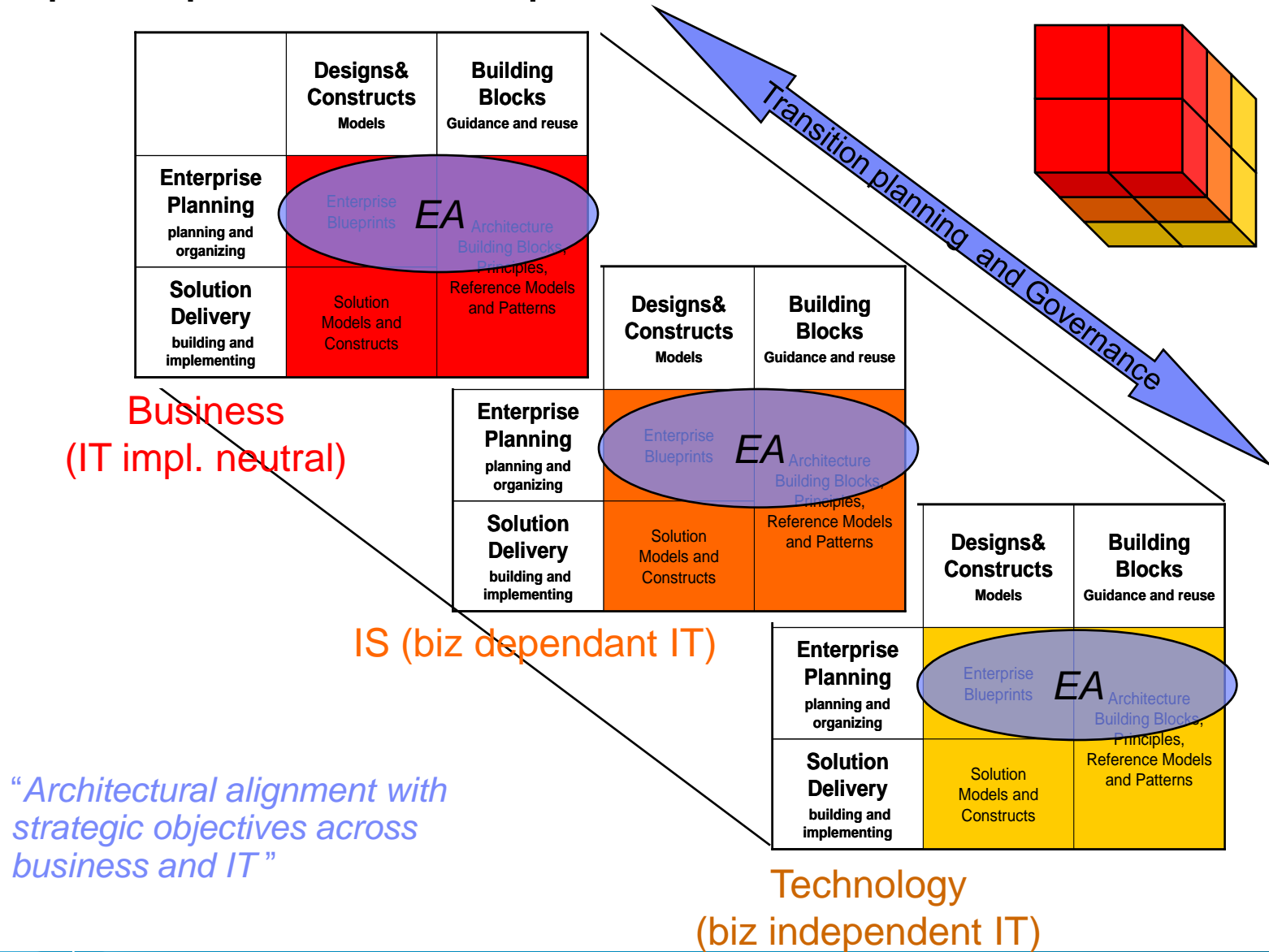
# Adoption pattern: SOA based BPM



# Adoption pattern: Business Architecture

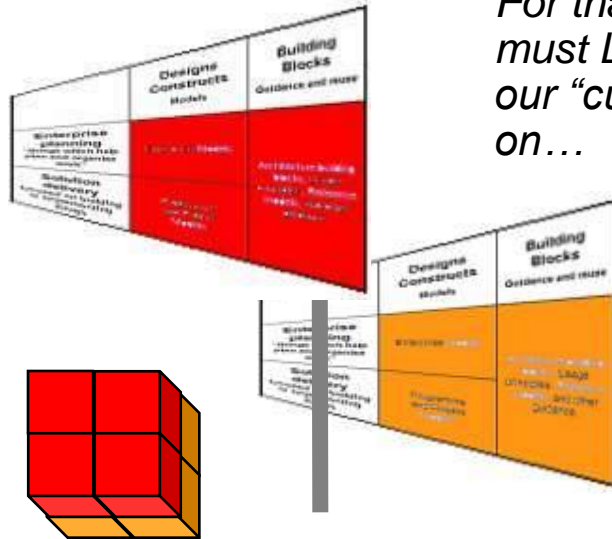
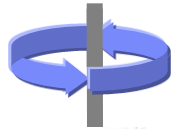


# Adoption pattern: Enterprise Architecture



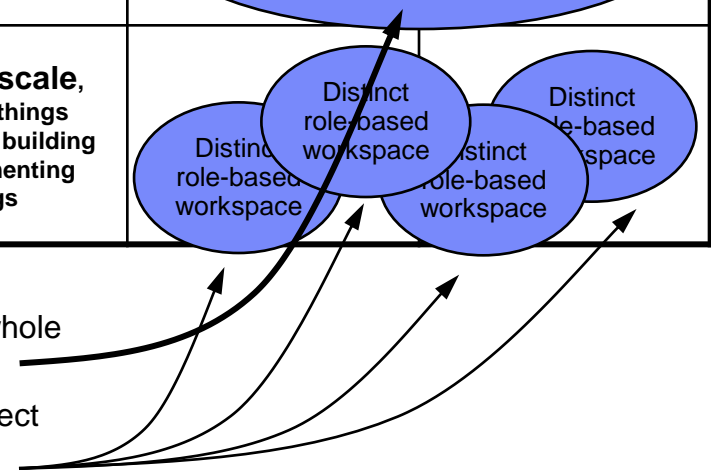


What areas must our various roles cover? Where are the areas of cohesion, and what's the coupling and handoffs between these roles?



For that we must Look at our "cube" end on...

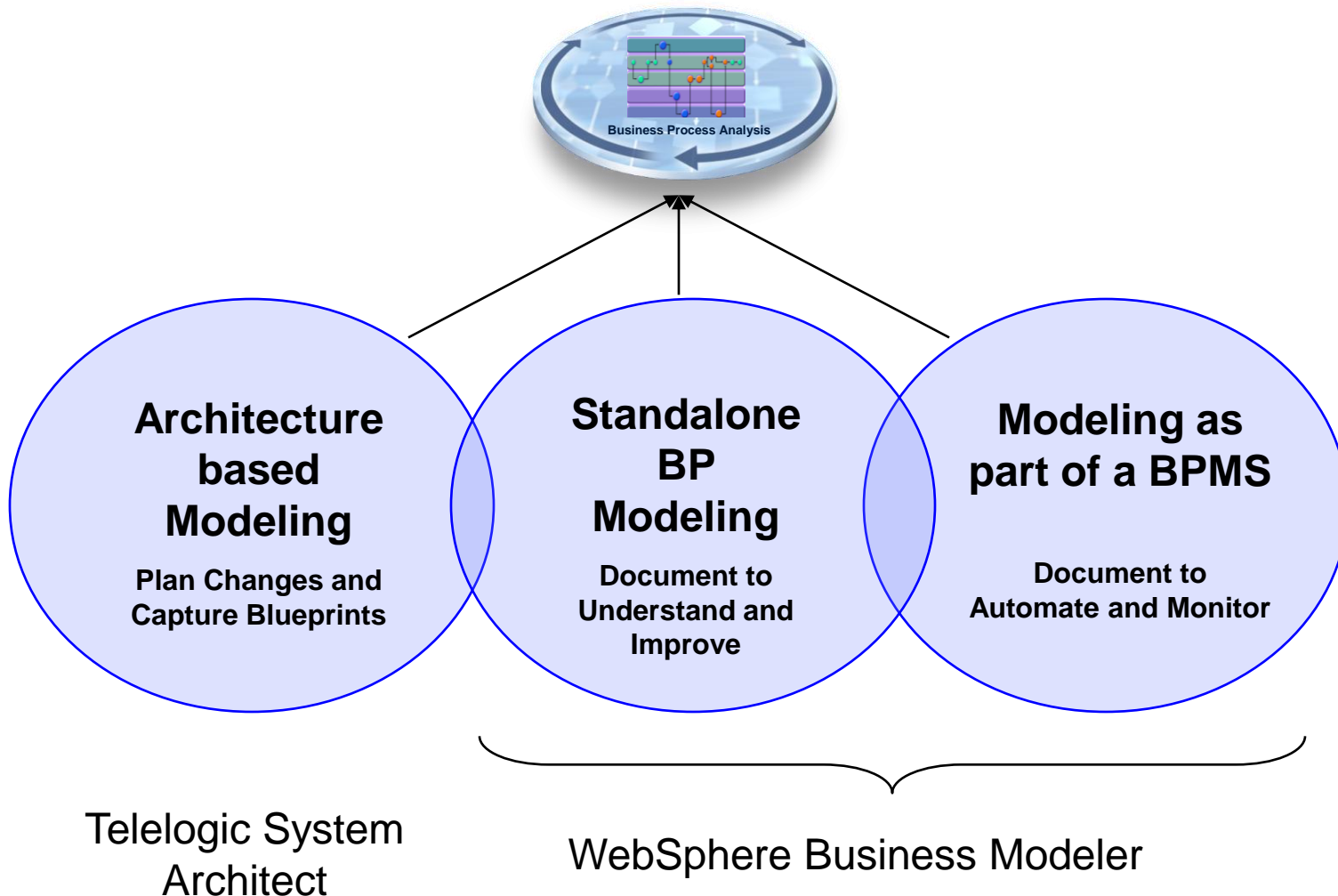
The System	Business Domain (constructs & building blocks)	IT Domain (constructs & building blocks)
Enterprise scale, or "things which help plan and organise work"		
Project scale, or those things focused on building or implementing things		



Critically, there are usually **few** architects concerned with enterprise scale planning, compared to the **many** different people involved in solution delivery

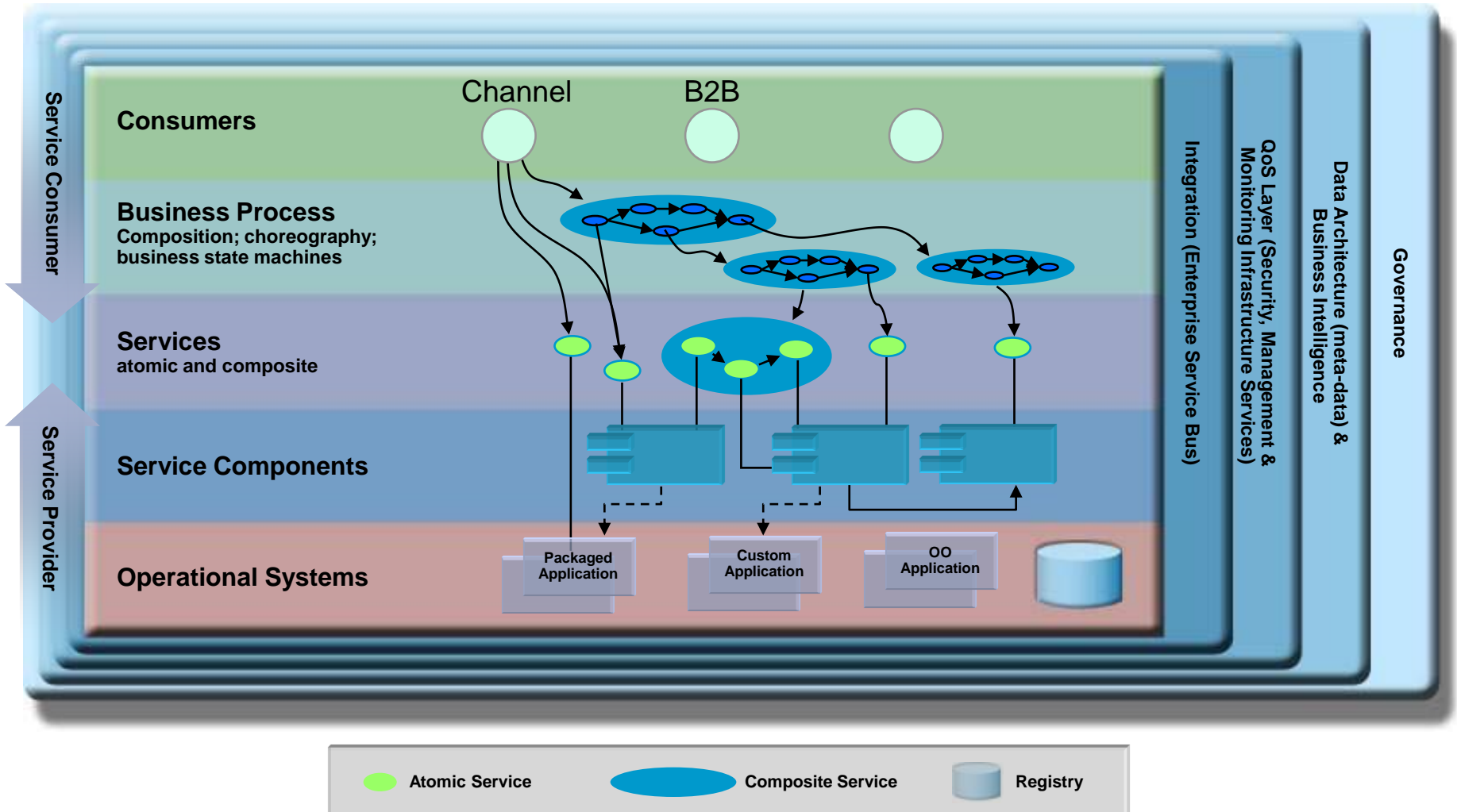
- The few need to maintain a holistic, higher level view of the whole system (the enterprise), across all domains (business and IT)
- The many will tend to specialise in areas focused on one aspect of the solution, whether this be business, business-IT, or IT

# Example: Role and Purpose Based Tooling Support



# Filling out (some of) the blanks

## *Leveraging the SOA Reference Architecture*



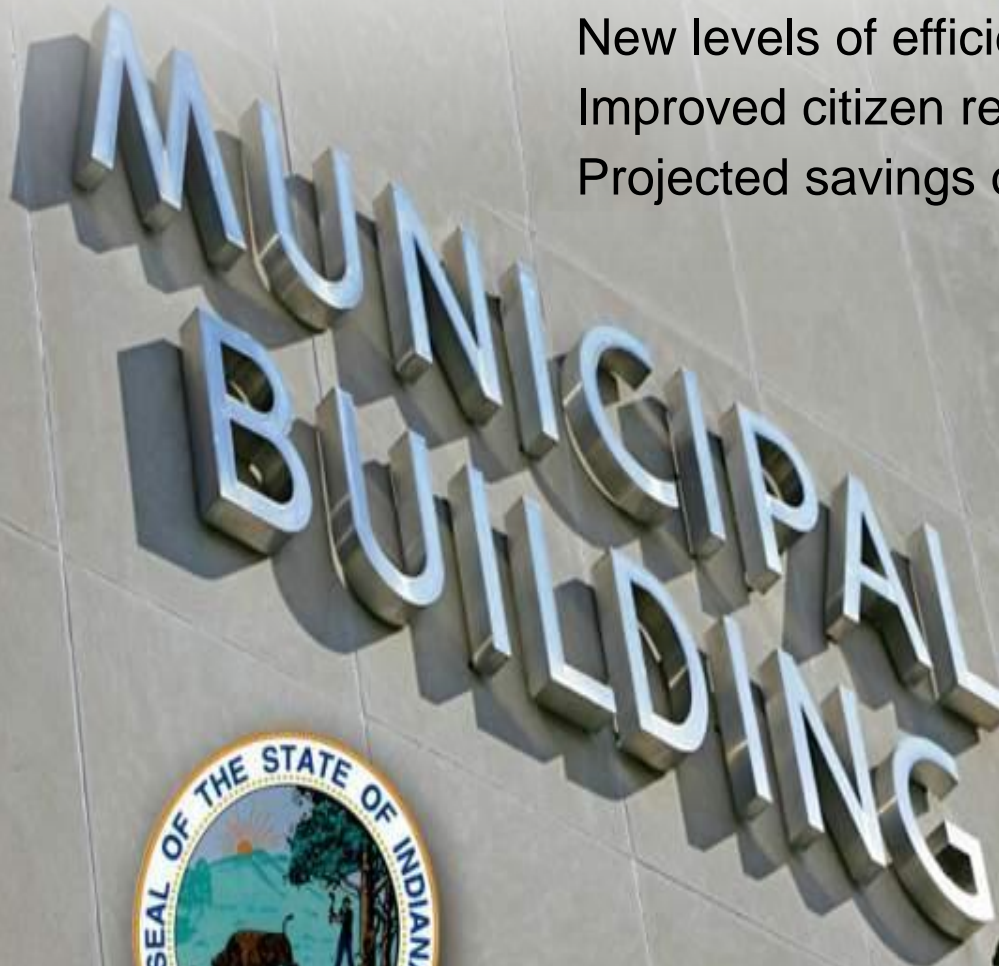
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# Providing Smarter Social Services

New levels of efficiency  
Improved citizen relationships  
Projected savings of \$380 Million



# Developing Smarter Freight Operations

Significantly lower operational costs

50% faster partner integration

30% lower application development costs

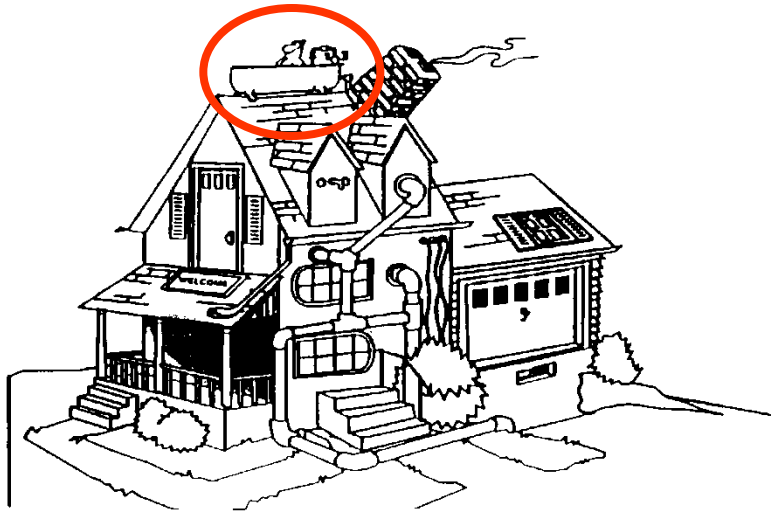


# Agenda

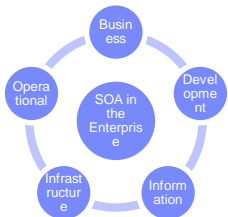
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# Without the power of architecture, even with the best of intentions, we are more likely to descend into chaos...



*... and even if an individual house is well architected, if each house is different (e.g. different electricity voltage, water pressure) then the city will not work...*



*... plus, if the purpose of the building is not clear...*





धन्यवाद

Hindi

多謝

Traditional Chinese

Teşekkür ederim

Turkish

Спасибо

Russian

Gracias

Spanish

شكراً

Arabic

**Thank You**

English

Obrigado

Portuguese

Grazie

Italian

Danke

German

Merci

French

Multumesc

Romanian

多谢

Simplified Chinese

감사합니다

Korean

ありがとうございました

Japanese