IBM

SOA enabled business process transformation: achieving sustainable agility for the globally integrated enterprise.

Business process transformation

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Introduction

Today's global business environment is characterized by fierce competition and marketplace uncertainty. Companies are finding themselves vying for consumers who are increasingly in control of what, how and where they buy. Unprecedented merger and acquisition activity and industry convergence are widening individual portfolios while decreasing opportunities for differentiation. To be sure, globalization is shrinking the world and flattening the playing field for business.

In this globally interconnected world, business takes on vastly different proportions. Instead of just doing business in other nations, forward-thinking companies are forming collaborative partnerships with providers in those nations to market and acquire products and services that extend their business value and competitive edge. These companies are seeing beyond traditional business boundaries and are tapping into applications, infrastructures and personnel, irrespective of where they reside, to lower their costs and maximize their profit and the quality of service they provide. They are literally transforming the way they do business and altering longstanding business models in order to differentiate the business in the face of an increasing array of competitors. Such is the nature of the globally integrated enterprise.

But taking full advantage of these global resources and becoming a globally integrated enterprise requires a heightened level of business flexibility. After all, meshing newly acquired business capabilities and technologies with legacy applications and information sources is no simple task. The underlying IT infrastructure must be flexible enough to accommodate the change to new business models. Information and work that are already being shared internally across multiple business units must now be shared externally with global

SOA takes on a whole new meaning in a world where market dynamics are constantly changing and business transactions are crisscrossing company firewalls and geographic boundaries.

partners, across new countries and continents. Continuous alignment between the business and IT is critical, and business processes provide the fundamental link. Business processes must be agile enough to adapt with ease to evolving requirements in order for the business to jump on the latest market opportunities and stave off competitors.

Service oriented architecture (SOA) is helping companies achieve the business agility needed to effectively compete in a globalized world. CIOs have long understood the connection between SOA and business agility. But in a world where market dynamics are constantly changing and business transactions are crisscrossing company firewalls and geographic boundaries, business agility takes on a whole new meaning—and so does SOA. Today's SOA must have the requisite levels of scalability, reliability and security to support global business in this intensely unpredictable landscape. It must have the inherent flexibility to continue facilitating reuse and driving value over the long term, as business needs mature and expand. CIOs who can provide the guidance and strategic roadmap for such an enterprise environment are in the best position to provide the uncompromising business agility deemed vital for the globally integrated enterprise.

The growing relevance of SOA
Today's top companies are defined by operational and organizational agility. Instead of being stymied by rapid technological advances and a dynamic global marketplace, they are invigorated by it. Undaunted by global boundaries, they are taking on new business partners wherever they reside in order to improve production quality and cost, fill gaps in their current portfolio and enter new markets. They are leveraging worldwide talent networks to focus on what they do best and what differentiates them.

Globally integrated enterprises possess a willingness to move business functions to their best location in order to drive the greatest return for the business.

Today, a single business process is likely to span company walls and continents in support of diverse business partners and customers around the world.

Globally integrated enterprises operate in this fashion. They have broken down their entire operation into discrete business processes in order to identify their greatest efficiencies and profit centers. They understand that in a globally networked world, it's possible to move business functions to their best location, exploit those functions that drive the greatest return and shed those that don't. Having this flexible approach to doing business enables companies to respond with speed to a changing and increasingly uncertain market. These companies can readily adjust their business partners and sourcing strategies as market shifts occur. They can aggressively pursue new business opportunities and mitigate competitive threats because they possess the sustainable business agility to deal with whatever comes.

Service oriented architecture is an essential platform for achieving sustainable business agility. That's because SOA, like the globally integrated enterprise, enables companies to focus on what differentiates them. It decomposes the business into functional components, called services, that can be quickly and economically strung together and reused in meaningful combinations to meet evolving business needs. In this way, SOA drives new efficiencies, enables collaboration within and across company lines, and increases access to the information buried within each business process.

SOA recognizes that business processes no longer exist in monolithic, vertical silos in support of individual business units. Today, a single business process has to be able to support multiple lines of business, multiple communication channels (portal, B2B, IVR, others) and multiple types of users, and it has to horizontally span company walls—and continents—in support of diverse business partners and customers around the world. It has to be changeable to satisfy changing market demands.

SOA enables companies to extend and enhance their legacy IT systems and investments.

Some SOA implementations are too short-sighted to accommodate the transformative demands of the globally integrated enterprise.

Moreover, the way people think about applications is changing. In fact, the entire concept is changing. Whereas in the past, applications were typically purchased from packaged application vendors or developed in-house, the trend now is toward composite applications that piece together services from various packaged, homegrown and third-party sources to create a business solution. In essence, components of current applications are being used to create the new applications of the future.

Because SOA frees businesses from the constraints of rigid, single-use applications hard-wired to fragmented IT infrastructures, it creates a more flexible business environment. Companies that have adopted SOA can repurpose, reassemble and scale services on demand in order to create new business processes and applications in response to a changing world. They can take advantage of their legacy application investments in new ways, but they can also take advantage of their partner's investments. Companies no longer have the appetite for expensive and time consuming "rip and replace" projects, and SOA enables them to extend and enhance existing IT systems and investments.

Further, using Web 2.0 capabilities, individual users can create customized "situational" applications to accommodate the specific needs of a small number of people. This is enabling companies to take advantage of many of the same backend services that are already being used in IT-driven composite applications.

SOA aligns technology more closely with business goals, allowing companies to move in ways that open up new markets and opportunities and transform the business. For example, it becomes easier to compete in crossover industries, the way many insurance and financial services companies do. It also becomes easier to compete in different channels, as many in-store retailers do by using Amazon.com to sell their products online.

There is real value in SOA regardless of where in the SOA continuum a company chooses to engage, but early investments— and the ability to build on them— is still critical.

But not all SOA implementations can accommodate the transformative demands of the globally integrated enterprise. Some are incorrectly executed, but others are too short-sighted to serve as a long-term architecture. They are just not designed with the long-range business context or robust plan of action to support the globally distributed business environment and the higher level multi-partner transactions that characterize the globally integrated enterprise.

Taking a forward-thinking approach to SOA implementation
The more companies look to reach out to global partners and customers, the more CIOs will be tasked with supplying the SOA technologies and environment to enable those interactions. Certainly a CIO's SOA roadmap should include provisions for the future, based on the company's business vision, strategy and priorities, but that doesn't mean a company's first SOA projects have to be complex. The fact is there is real value in SOA regardless of where in the SOA continuum a company chooses to engage (Figure 1). Even at foundational levels, organizations can improve their time to market for new applications and develop new partner relationships while they lay the groundwork for broader SOA initiatives.

A Smart SOA™ approach recognizes that as business needs evolve and a company's SOA initiatives mature and expand, it can become more difficult to maintain the same high degree of scalability, reliability and security. That makes those early SOA investments—and the ability to build on them— critical. Initial SOA installations should be supported by enterprise-class technologies and proven techniques that enable a smooth transition to more advanced SOA deployments—without the need to rip and replace. The same is true of packaged software, which needs to be compatible with tomorrow's priorities as well as today's. Service-enabling software, for example, should

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be capable of being expanded and reused for more complex business pro-
cesses without reinvestment. Proprietary vendor packages that don't facilitate
integration across heterogeneous IT systems are likely to provide limited
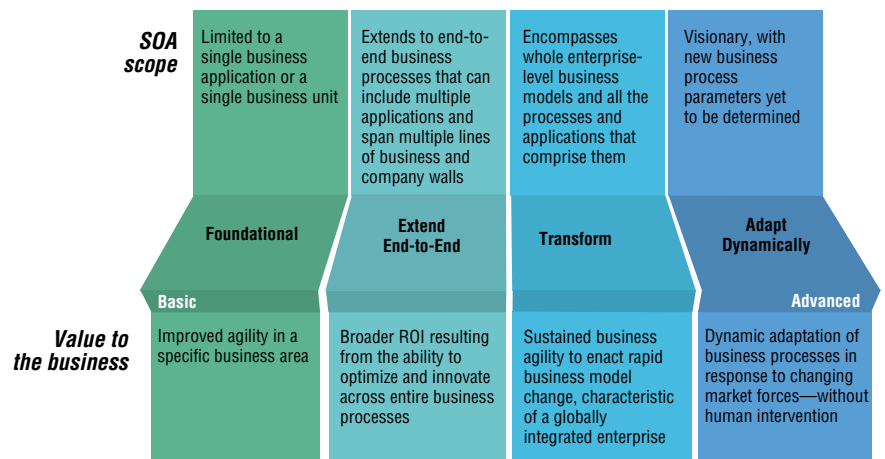functionality and room to grow.

SOA scope	Limited to a single business application or a single business unit	Extends to end-to-end business processes that can include multiple applications and span multiple lines of business and company walls	Encompasses whole enterprise-level business models and all the processes and applications that comprise them	Visionary, with new business process parameters yet to be determined
	Foundational	**Extend End-to-End**	**Transform**	**Adapt Dynamically**
	Basic			**Advanced**
Value to the business	Improved agility in a specific business area	Broader ROI resulting from the ability to optimize and innovate across entire business processes	Sustained business agility to enact rapid business model change, characteristic of a globally integrated enterprise	Dynamic adaptation of business processes in response to changing market forces—without human intervention

Figure 1: A Smart SOA™ approach enables companies to derive value across the continuum.

*A holistic assessment of the
business and the fundamental
assets that drive the business can
help companies to identify potential
entry points for SOA.*

So-called "easy" pathways for getting started with SOA should not be shortcuts
that underestimate or, worse yet, do not factor in what's going to be necessary
in the long run. A Smart SOA™ strategy requires a holistic assessment of the
business and the fundamental assets—the people, processes and information—
that drive the business. Working in cooperation the business units, IT and
SOA architects need to assess attributes like employee productivity, opera-
tional efficiency and the company's ability to innovate and collaborate. They
need to examine the complexity of current processes and whether those pro-
cesses offer suitable response to changing market conditions. They also need
to look at the consistency and availability of information, and current barriers
to information sharing.

A forward-thinking approach to SOA does not assume the same entry point will work for every business; rather, it supports a range of options for getting started with SOA.

CIOs are well-positioned to size up the cultural and architectural readiness of the organization and identify incremental SOA projects that will deliver acceptable returns while satisfying short- and long-term objectives.

All of these attributes should be assessed at current and desired levels to identify troublesome gaps—and potential entry points—for SOA. For example, specific siloed applications could be preventing customers, employees and partners from working together efficiently or at all. Inconsistent data definitions and lack of governance could be limiting the accessibility of key information. Connectivity and reuse, which lay the foundation for enterprisewide integration, can also pose challenges for IT and should be viewed as potential entry points. The bottom line is that every business is different, and a forward-thinking approach to SOA does not assume the same entry point will work for all of them. It supports a range of options for beginning the SOA journey.

CIOs who understand the needs of the globally integrated enterprise and the company's vision for the future will be better able to develop an SOA enabled pathway for getting there. They are well-positioned to size up the cultural and architectural readiness of the organization and identify incremental SOA projects that will satisfy short- and long-term business needs and provide a high-level return. Implemented incrementally, SOA can be used to solve business problems, such as process duplication that exists across legacy applications and business units. Once in place, these incremental fixes provide the basis for more flexible business processes and IT architecture.

Furthermore, taking an incremental rather than an all-at-once approach to SOA implementation can aid in developing the business case for SOA. SOA-driven improvements in flexibility and responsiveness drive productivity gains that are harder to quantify than cost savings. A focus on deriving gradual business value through incremental deployments can help calibrate expectations and speed justification for SOA.

> **SOA-powered BPM can make a difference**
>
> *Dissatisfied with the number of premiums written by its local independent agents, a major insurance carrier decided the problem was with its current quotation process. The carrier simply couldn't get quotes back to local agents quickly enough and was losing business to faster competitors. Using BPM enabled by SOA, the carrier was able to create a new "quick-quote" process by linking and optimizing elements of its existing business processes and integrating customized third-party software for the process elements that were missing.*
>
> *The new quick quote process enabled the carrier to offer its agents quotes on demand through a personalized Web page. In a matter of months, the carrier was supporting thousands of agents. Not only were they were seeing 16 times their previous quote volume, the number of premiums written increased by 4 percent.*

Empowering the business to innovate and change

Business processes are the heart of every business operation, and business process management (BPM) enables a company to harness the full potential of its enterprise business processes to meet its evolving business goals. BPM provides the software and business expertise to model, simulate, deploy, change, monitor and optimize business processes over their lifecycle. It increases visibility into business processes and enables companies to transform those processes to achieve desired results. By deconstructing end-to-end business processes into their component parts, SOA makes BPM more flexible and responsive. SOA makes it easier to adapt business processes so they are continuously aligned to changing business needs and the underlying IT infrastructure.

BPM enabled by SOA facilitates business model change and innovation, and the alignment of business and IT. It demands that business and IT work together to build and change business processes. Process components can be snapped together and new processes introduced quickly and easily. Process modeling and simulation software can be used to forecast the business impact of process changes and optimize processes before the changes are ever put into production.

When SOA underlies BPM, business processes can be built and changed dynamically. Disparate information can be pulled together in real-time using customizable dashboards and scorecards, and then acted upon. More advanced BPM solutions enable companies to automate their business process changes in response to user-driven policy changes and sense-and-respond capabilities. For example, simple changes to policies, like call system response time for a gold-level customer, can automatically be funneled up to affected

Process integrity at work in a globally integrated supply chain

In the world of high fashion, retailers want to be able to react quickly to changing style trends. As a result, they've put increasing pressure on their distributors to make the ordering process more flexible and provide real-time access to inventory, availability, pricing and delivery information. With hundreds of suppliers and retailers around the world, big distributors must be able to collaborate seamlessly across multiple ad hoc supply chains to provide retailers with the desired level of service.

Instituting process integrity enables distributors to synchronize their order fulfillment processes with those of the globally distributed supply chain. It ensures that information flows accurately from supplier to retailer and that transactions are integrated reliably end to end. Distributors can provide the latest information any time its retailers want to see it. Retailers can access complete order pricing, based on company-specific payment terms, credit history, special promotions and volume discounts.

business processes. Processes and events can be monitored and responded to in real time using deep analytics and insights. Automation such as this empowers the business to accelerate optimization and innovation of critical end-to-end processes. Moreover, the understanding and insight gained from monitoring business processes can be used to make better and more timely business decisions.

When business processes are more flexible, changes can be enacted more fluidly, without tedious coding delays or IT intervention. Companies can lower their operating costs, speed processing and time to market, and optimize customer relationships. They can revolutionize current processes and turn processes that were once expense burdens into high-value savings opportunities and customer loyalty builders.

The importance of process integrity

It's commonplace across industries today to find business processes that touch a broad range of homegrown and commercial applications, both inside and outside company firewalls, while also leveraging customized services from third-party providers. Consider the sophisticated claims processing operations used in the insurance industry or the loan origination processes used by the banking industry. Many different and often geographically-distributed applications and systems are involved at each step of these end-to-end business processes.

Understandably, maintaining integrity across highly distributed, enterprise-caliber processes like these is critical. If these processes aren't executed reliably, companies can be exposed to costly financial and regulatory risks.

Maintaining integrity across highly distributed, multi-application, multi-partner processes can be difficult, but it is critical to ensure processes are executed reliably and securely, without incident.

Synchronization among the component applications of a business process, along with the information that flows across those applications and the users that interact with them, must be seamless in order to ensure the integrity of the process.

However, maintaining the integrity of multi-partner, multi-application processes can be difficult. First, the scale and automation associated with multi-dimensional processes demands greater capacity and security without sacrificing availability or reliability. Second, if one of the component applications (or steps) in the process fails due to an error or outage, other applications need to be aware of it and be able to compensate automatically by rolling back or undoing each of the previous steps to assure that faulty results are not delivered. Think about the consequences for a bank if its ATMs were to dispense customers' cash but be unable to debit the customers' accounts due to an internal system failure. Scenarios like this leave little doubt that synchronization among the component applications of a business process, along with the information that flows across those applications and the users that interact with them, must be seamless in order to ensure the integrity of that process.

For companies striving to become globally integrated enterprises, business process integrity—regardless of process complexity—is essential. A Smart SOA™ strategy ensures that the integrity of a company's business processes doesn't waver. It has incorporated the software and tools to oversee the reliability, quality and security of the information, transactions and user interactions occurring in the SOA environment:

- *Data and information traversing business processes is trusted, complete and accessible at all stages of the process, irrespective of the platforms and systems on which they are stored*
- *Transactions run according to schedule, and restarts and recoveries are automatically initiated whenever necessary*
- *Users interacting with these transactions are provided with appropriate and protected access to information and content.*

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*Establishing an SOA governance
framework helps to ensure that
cultural and organizational issues
will be dealt with effectively and
associated risks mitigated.*

*Ideally, SOA governance should
be incorporated into the corporate
governance framework for the
enterprise architecture to assure
continuous alignment between IT
efforts and business priorities.*

Establishing SOA governance early

Moving to SOA can be a major organizational and cultural change, increasing
teaming requirements not just for business and IT, but for business units and
business partners as well. CIOs need to do what they can to mitigate the risks.
That includes taking the lead and conveying that SOA is an enterprisewide—
not a divisional, business unit—initiative. Establishing an SOA governance
framework is the best way to do this. It should be introduced early in the
SOA journey to secure ample coordination and collaboration for initial SOA
activities and to increase the consistency and interoperability of the services
deployed. Implementing SOA governance up front helps companies avoid
seemingly small problems that can escalate as SOA is rolled out across the
enterprise. Ideally, SOA governance should be incorporated into the gov-
ernance framework for a company's enterprise architecture to assure the
continuous alignment between IT efforts and business priorities.

A good governance model identifies the controls and organizational roles
needed to manage SOA initiatives and the underlying corporate roadmap. It
establishes steering committees and review counsels to:

- *Oversee architectural and investment decisions, work through cross-
  functional and enterprise-level integration issues, and ensure that decisions
  are made for the greater good of the organization*
- *Facilitate compliance with approved SOA policies, standards and procedures
  associated with service design, deployment and maintenance*
- *Ensure the highest levels of integrity for mission-critical processes*
- *Support the free flow of information among all stakeholders to ensure that
  the SOA architecture evolves in lockstep with business objectives, even as
  those objectives change.*

CIOs who can forge a strong partnership between their company's application development teams and SOA leaders can lay the groundwork for organizational unity.

SOA is best thought of as a journey whose projects build on one another and provide exponentially greater value to the business.

Organizational unity provides the necessary underpinning for good governance. To derive maximum business value, SOA needs to be embedded into the community and culture of the organization. It should be embraced from the top down through the enterprise architecture and from the bottom up through a company's application development teams. CIOs can help facilitate organizational unity by forging a strong partnership between the company's development teams and its SOA leaders. Doing so ensures the availability of skills and training needed to accelerate SOA adoption and pervasiveness across the enterprise.

Three case studies in SOA enabled business transformation

Companies that have implemented SOA understand that SOA isn't an isolated event. Rather it's a journey whose projects build on one another and provide exponentially greater value to the business. Each addition brings IT closer to the business and enables once siloed legacy systems to be integrated into the larger value chain.

Beginning the SOA journey

Like lots of other companies contemplating SOA, in 2002 IBM was under pressure to control costs while enhancing the performance and reducing the redundancy of its legacy business applications—fertile ground for a first venture into SOA. IBM's Customer Order Analysis and Tracking System (COATS), a 25-year-old batch application originally designed for a single IBM manufacturing plant, grew into a colossal system handling order fulfillment for more than 20 plants worldwide.

With the IBM COATS architecture too costly and disruptive to replace, an incremental migration to SOA proved the most effective way to proceed.

Today, COATS synchronizes IBM's order fulfillment processes across the enterprise and enables needed process and workflow changes to be implemented quickly and dynamically.

COATS needed to keep pace with the changes in IBM's business, but its rigid legacy architecture was difficult to modify. Extensive recoding and multiple database updates were necessary to support frequent order changes and functional developments, not to mention new business initiatives and product launches. Transaction processing bottlenecks and conflicting data delayed shipments and limited IBM's ability to be responsive to customers and business partners.

With COATS deemed too costly and disruptive to replace, IBM decided on an incremental migration to SOA. Legacy business processes and data were componentized and decoupled from the enabling IT infrastructure. This enabled IT processes to be better aligned with business intent and existing assets to be identified for reuse. The IBM team used a structured, repeatable method for identifying service elements that would most benefit from the transition to SOA and for developing the specifications to transform them. This methodology (now formalized in IBM's Service Oriented Modeling and Architecture, or SOMA) allowed the team to create a flexible architecture for COATS without having to rewrite the trusted legacy system.

Today, customer orders flow through a sequence of business services before they are converted to bills of materials and forwarded to the manufacturing plants. Business rules are externalized to facilitate business process changes. The rules governing workflow, for example, can be quickly adjusted and implemented across systems in real time. Transaction flows are tailored dynamically to accommodate the parameters of individual customer contracts and the specifications of individual customer orders.

With BPM monitoring the live performance of the COATS application, information is readily available for decision support and continuous process improvements.

COATS' SOA environment has increased IBM's flexibility to respond to changing business requirements, reduced development time for new COATS releases by 25 percent, reduced order transaction processing time from 4 minutes to 10 seconds and streamlined integration between IBM's systems, enabling real-time transactions that reduce discrepancies in delivery scheduling.

BPM software enables business analysts to monitor the live performance of the application by tracking key performance indicators (KPIs). The resulting information is used for decision support and continuous process improvements. Sense-and-respond performance metrics enable IBM to reallocate system resources whenever transaction volumes outpace system resources, without changing any of the underlying code.

COATS was just the beginning of IBM's SOA enabled business transformation. Its success has led to at least 15 major SOA initiatives, each encompassing multiple individual projects.

Driving flexible change management through SOA

For one global shipbuilder, staying innovative and being able to adapt to customers' unique and changing requirements during each vessel's two-year build phase has been vital to its success.

With a patchwork of legacy applications providing production status information, processing customer change requests was extremely difficult for one global shipbuilder.

While the firm's shipyard was a modern production facility with state-of-the-art technologies, its patchwork of IT applications made performing routine tasks unnecessarily complex. Employees had to access multiple systems in order to locate production status information before they could even start to process customers' change requests. Data was often duplicated, without a mechanism for ensuring consistency or information integrity. The complexity of the IT infrastructure made it difficult to decide if and when changes should be made and predict their downstream impact.

SOA integration allows the information from many different applications to be available to decision makers, facilitating changes without delaying production.

With up to one million parts and hundreds of processes all subject to change during the engineering and manufacturing phases, change management was critical. Information from all the different applications needed to be available to decision makers to facilitate changes without delaying production. Integrating the company's applications internally and across the external supply chain was a major goal, since 75 percent of projects were sourced externally.

For the shipbuilder, the impact of SOA-based integration on the business has been game-changing in many ways:

- *Increased productivity. Decision makers have access to all the relevant information needed to facilitate changes. SOA services automate work flows and provide a simpler user interface to applications and information. Users are no longer limited to working on changes only in their area of expertise, and this enables an efficient and logical division of work.*
- *Better visibility into the end-to-end process. At any time, management can identify a part's whereabouts, its development status and the machine that's making it. This enterprisewide view of production better enables managers to make appropriate changes in the manufacturing process.*
- *Increased process flexibility and scalability. Business processes can be changed dynamically to accommodate demanding build schedules, market changes and growing competition.*

By enabling one entrepreneurial company to fuse two existing services into a powerful new biometric offering, SOA is helping transform the way the world pays for goods and services.

Driving groundbreaking innovation through SOA

By providing a flexible business environment, SOA sows the seeds for innovation. For one entrepreneurial company, that meant the creation of a new biometric authentication capability that is transforming the way the world pays for goods and services. SOA enabled the company to fuse two existing

Together SOA and BPM enabled the company to integrate newly acquired systems with its legacy infrastructure, without sacrificing the availability, security and scalability that were essential to the company's growth.

Because SOA minimizes the need for integration with retailers' front-end systems, retailers have been quick to adopt the biometric payment alternative.

services—biometric recognition and electronic financial transactions—to generate the new biometric offering, which allows shoppers to pay for goods with a swipe of a finger in lieu of a credit or debit card. Tying payment to a person's fingerprint, which cannot be stolen, copied or forged, heightens identity theft protection for both merchants and consumers.

Clearly, the company understood the correlation between technology and business strategy. Following several corporate acquisitions, the company lacked the integrated environment and end-to-end business process management needed to fully leverage its new business and IT assets. Company leaders felt that SOA and BPM would enable them to integrate the diverse array of newly acquired systems and processes with the existing infrastructure, without sacrificing the availability, security or scalability levels that were essential to growth.

The move to SOA facilitated deployment of the biometric authentication capability because it accelerated the integration of the underlying authentication and back-end payment processing systems. It enabled the new biometric application to run on retailers' point-of-sale (POS) terminals, regardless of the payment processing platform they used. It also enabled retailers to leverage the biometric capability without recoding each POS terminal for the new application. After purchasing the finger sensor hardware, all they had to do was connect to the company's server and plug in the biometric reader.

Since deploying SOA, the company has seen significant cost savings and productivity improvements, including a 25 percent reduction in the cost of integrating acquired companies and a 30 percent increase in the productivity

SOA is empowering companies to make business model changes at the speed the business requires.

A company's SOA roadmap should be simple enough to deliver incremental returns yet robust enough to accommodate advanced enterprise-level requirements.

of its IT personnel. Moreover, because no additional integration is required on the front-end, SOA is speeding retailer adoption of the company's biometric and other innovative payment solutions.

Ease of integration will be key as the company takes the capability forward to new industries. SOA flexibility will enable the company to extend the reach of its innovations well beyond retail and open the door for monumental growth.

Conclusion

Now more than ever, companies are defining and differentiating themselves through their business processes. In the intensely competitive networked economy, business processes must be extremely agile, capable of being changed on demand in response to increasingly unpredictable market dynamics. Being able to tune, redesign and adapt existing processes to leverage the global marketplace in new and innovating ways distinguishes the globally integrated enterprise, and SOA is empowering companies to make these business model changes at the speed the business requires.

A Smart SOA™ strategy is essential to this business transformation, enabling companies to implement SOA in a way that best targets their immediate and long-term business needs and delivers incremental returns along the way. It is the basis for an SOA roadmap that is simple yet robust enough to accommodate advanced enterprise-level requirements.

The CIO's increasingly strategic role at the executive table and deep understanding of the enterprise architecture puts the CIO in an unparalleled position to maximize the organization's gain from SOA. Those that realize

Highlights

CIOs who can deliver an SOA strategy, which allows for a gradual evolution and includes a governance framework, process integrity and BPM, position their company for success as a globally integrated enterprise.

the greatest success will ensure the SOA strategy allows for a gradual evolution and includes the governance framework, process integrity provisions and business process management capabilities to enable their companies to carry out increasingly higher-order, multi-dimensional business processes. They will also see to it that the SOA strategy goes beyond what SOA can accomplish for the globally integrated enterprise today and includes a pathway for the dynamically adaptive business processes of the future.

For more information

For more information on SOA and the benefits for global business, please call your IBM representative or IBM Business Partner, or visit:

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