What is a SOA Strategy

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Introduction

Bjoern Brauel
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SOA is going mainstream

**SOA Manifesto**

68%

Adoption

“SOA is inevitable”

Gartner

- App Integration
- Process Automation
- Web Apps
- Mash-ups
- Cloud
What the Analysts say

“Survey Results Show SOA Governance Improves SOA Benefit Realization”, Forrester Research, Inc. September 10, 2009

“Among those doing SOA governance, 74% are satisfied enough to expand their use of SOA...”


“All 12 practices correlate with higher SOA satisfaction”

Do SOA Governance. Then do more.
What is a SOA Strategy?

A SOA Strategy defines a blueprint for the enterprise on how to iteratively transform IT towards a set of aligned IT and Business goals.

A SOA Strategy complements an IT Strategy and focuses on optimizing the use of existing resources by applying architecture, methodology, process and governance principles across multiple projects.
A good SOA Strategy - no matter how small, large, short- or long-term - looks at all key areas!
What do we look at?

- Business Goals
- IT Vision and Objectives
- IT Constraints
- IT Culture
- Processes
- Technology and Architecture
- SOA Strategy

Where

- Value and Measurable KPI’s
- Transformation Roadmap
- Funding and Goals
- Organization and Change
- Governance
- Reference Architecture

How
Example on how to derive Value and KPI’s

Business Goals

- Reduce Total Cost of Ownership
- Improve Capability
- Improve Market Position
- Improve Business Processes

Measure

- Consolidation
- Modernization
- Integration
- Process Automation

Value

- Reduced Risk
- Reduced Operational Cost
- Increased Efficiency
- Decreased Maintenance
- Faster user-on/boarding
- Faster Time-To Market
- Increased Transparency
- Measurable Performance
- Maximized Automation
How do we measure?

**Metrics**

- Use of Technology
  - Decoupling
  - Heterogeneity
  - Complexity
- Application of Architecture
  - Practices
  - Methodology
  - Implementation
- State of Organization
  - Competencies
  - Structure
  - Functions
- Implementation of Processes
  - Requirements
  - Projects
  - Delivery
  - Maintenance

![Diagram showing metrics with axes for Technology, Architecture, Process, and Organization, marked with target maturity and current maturity](image-url)
Example Metrics (Architecture)
SOA Study by the European Business School (EBS)

**Study: State of Realization and Benefits of SOA**

- 60 SOA Experts reported on their experiences in SOA projects and initiatives
- Goals:
  - Evaluate differences between SOA vision and reality
  - Determine whether benefits are realized in SOA projects/initiatives
  - Understand most applicable areas for SOA

Source: Viering / Legner 2010, European Business School
SOA Study by the European Business School

Types of SOA Adopters

- **Successful SOA Adopters**
  - Significant SOA benefits realized in all categories and further increase expected in the future
  - Architecture model established, significant number of services realized (>100)

- **IT Focused Adopters**
  - SOA benefits partially realized in all categories, with only marginal increase expected in the future
  - Focus on service realization and software development

- **Ambitious SOA Adopters**
  - Few SOA benefits realized so far, but high benefits from SOA expected in the future
  - SOA implementation just started with plans to implement SOA company-wide

- **SOA Skeptics**
  - Little SOA benefits realized or expected
  - SOA projects with narrow focus or implementation only in particular departments

What is the difference between the TOP and the average performers?

- **Top Performers adopt a holistic SOA strategy**
- **Top Performers have defined an architecture model**
- **Top Performers implement SOA governance (processes, responsibilities, ...)**
- **Top Performers have established an enterprise service repository**

Source: Viering / Legner 2010, European Business School
How to adopt a SOA Strategy?

a) Through Excel and Outlook

b) Through SOA Governance
How to adopt a SOA strategy?

Implement Technology
- Orchestration
- Mediation
- Repository

Architecture
- Establish Blueprints
- Formalize and enforce Rules
- Define Metrics and Measure

Organization
- Establish CoE
- Drive Objectives through incentives and MBOs
- Involve People in governance
- Make their life easier

Processes
- Implement Processes
- Make Life-Cycle explicit and automate

Implement SOA Governance
SOA Adoption Accelerator

Benefits

Accelerate and ensure successful SOA initiatives by applying the know-how and experience gained from other leading customers and get an independent view on how to establish governance structures within a heterogeneous IT landscape.

Get started with SOA, Faster!

Approach

Review of Existing Program and Roadmap

- SOA Program Goals
- SOA Maturity
- SOA Discovery
- Organization
- Process
- Policies and Metrics

Common Templates for Models, Organization, Processes and Policies

SOA Adoption Roadmap Plan
Agenda

1. What is a SOA Strategy?
2. Why do we need a SOA Strategy?
3. How to adopt a SOA Strategy?
4. Brit Insurance SOA Adoption Plans
5. Questions and Answers
About Brit Insurance

Brit Insurance is an international general insurance and reinsurance group specialising in commercial insurance. We write a diverse portfolio of over 70 classes of insurance and reinsurance offering worldwide protection.

Neil Bayles
Enterprise Architecture Manager
Brit Insurance
Brit Insurance Application Landscape

Applications & Integrations

- About 120 Applications divided in 7 Domains
  - Global Markets & Reinsurance
  - Shared
  - UK
  - Finance
  - BI
  - External and B2B

- About 200 Integration points between Applications
  - Data
  - Batch
  - Service
  - Point to Point
SOA Strategy at Brit Insurance

**Business Goals**
- Support a diverse portfolio of over 70 classes of insurance and reinsurance business

**Supporting IT Goals**
- Rapid implementation of new requirements
- Integration between applications to leverage synergies in IT capabilities and to allow for faster implementation
- Use of “best match” technology and products

**Significant Event**
- Tactical evolution of applications and integrations leading to increased development and maintenance efforts and higher fault intolerance
The maturity of integration and SOA as well as the lack of governance leads to increased efforts and risk. Over time these will constrain the ability to evolve rapidly based on changed business demand.
SOA Adoption

Technology
The purpose of this module is to discover the current technical architecture
- Application landscape and service providers (general)
- Communication patterns
- Technology foundation
- Interface patterns
- Data patterns
- State and Transaction patterns

Architecture
The purpose of this module is to define a baseline model which will be used to map and categorize all assets to be used for the governance and life-cycle management
- Definition of all Asset-Types
- Mapping of Asset-Types to Architecture and Organization
- Identification of hot/weak spots within the SOA Model

Organization
The purpose of this module is to evaluate the organizational aspects of the Services Landscape
- Evaluate Roles and Responsibilities of Groups
- Evaluate Change-Management Processes Requirements
- Analyze soft factors

Processes
The purpose of this module is to analyze the current way of dealing with service design and service change-time, identify gaps and evaluate governance and processes
- Analyze current service design and change processes
- Analyze tools and techniques for the service development process
- Review current documentations, procedures and guidelines for service development
Crafting a transformation Roadmap

**Roadmap**

- Establish interim integration and service governance processes to stabilize and control tactical integration development
- Redesign of software delivery methodology and architecture review processes to embed SOA/Interim governance process
- Definition of integration architect role embedded within project management and delivery framework
- Definition of 3-5 year technology roadmap principles to include centralized management and execution of process and service integration and management platforms.
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4. Brit Insurance SOA Adoption Plans
5. Questions and Answers
Questions?
Thank You!