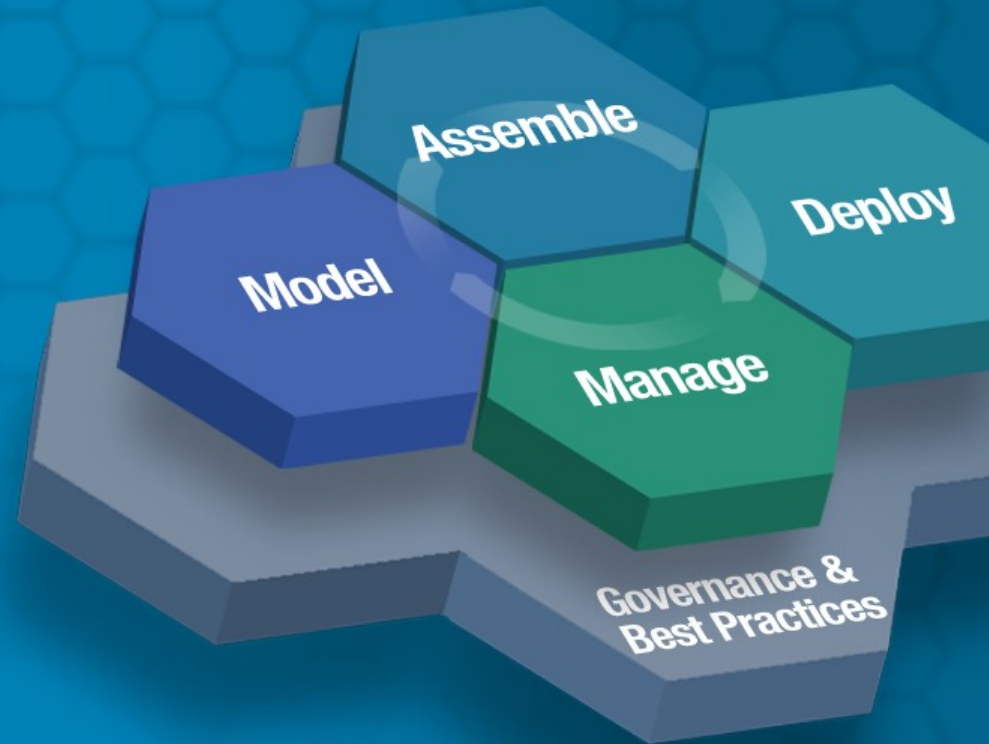
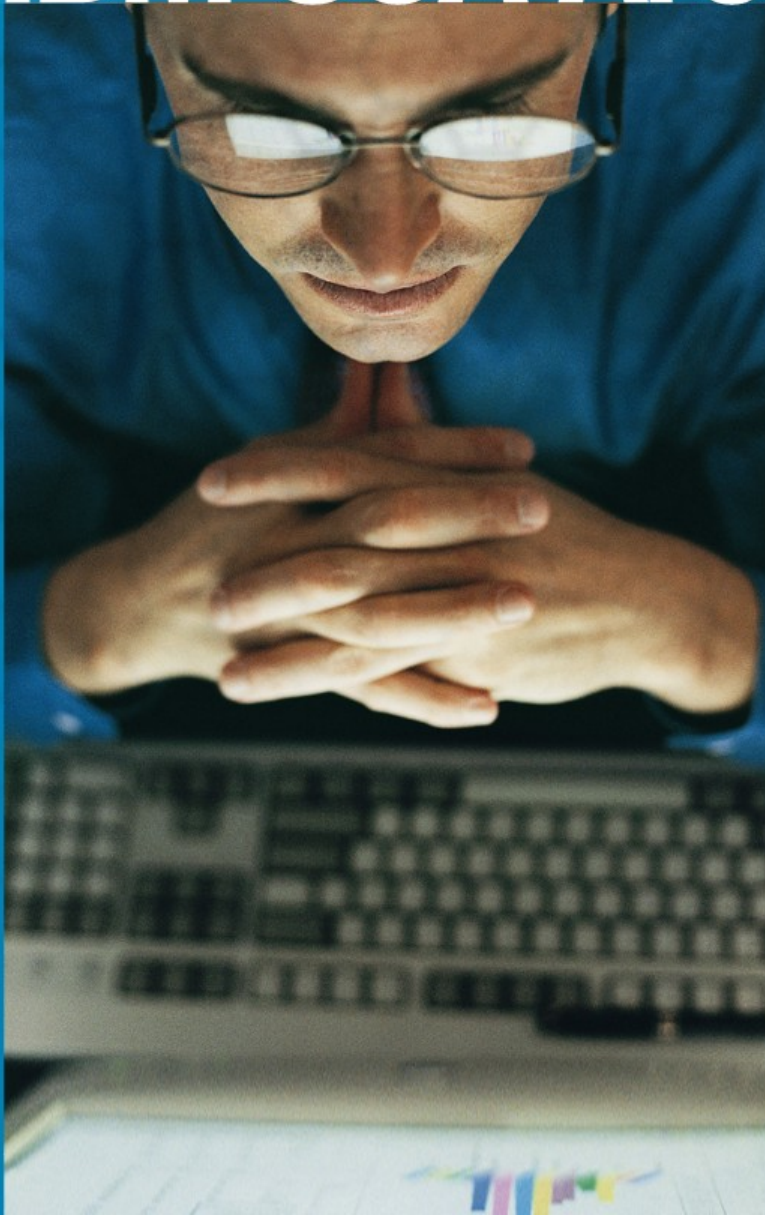


# IBM SOA Architect Summit

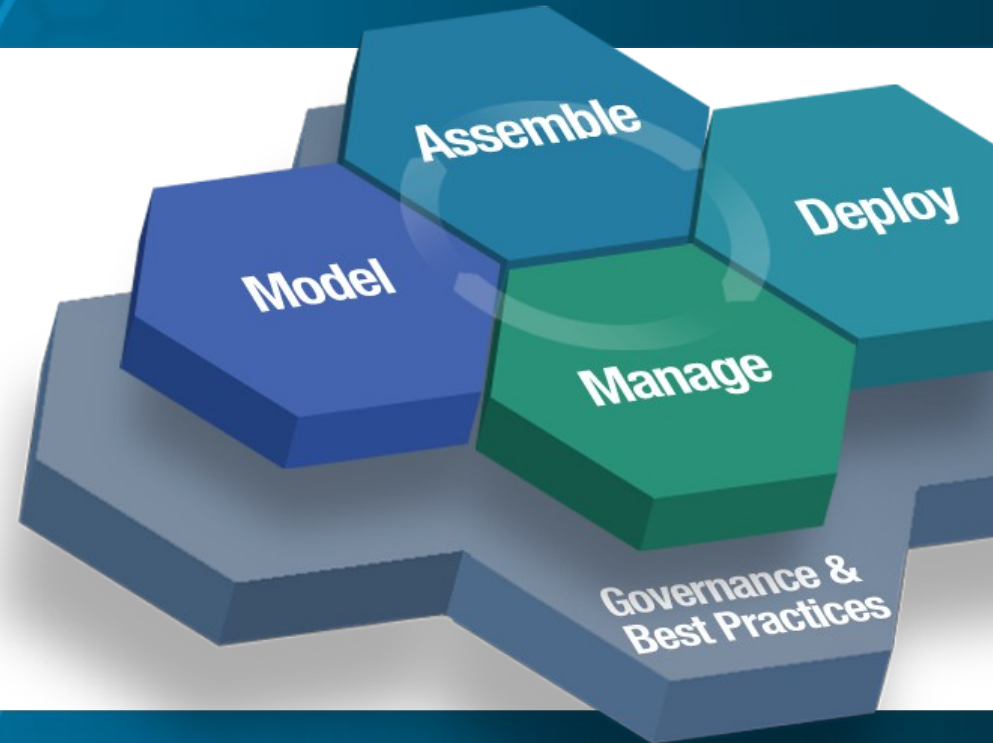


SOA on your terms and our expertise



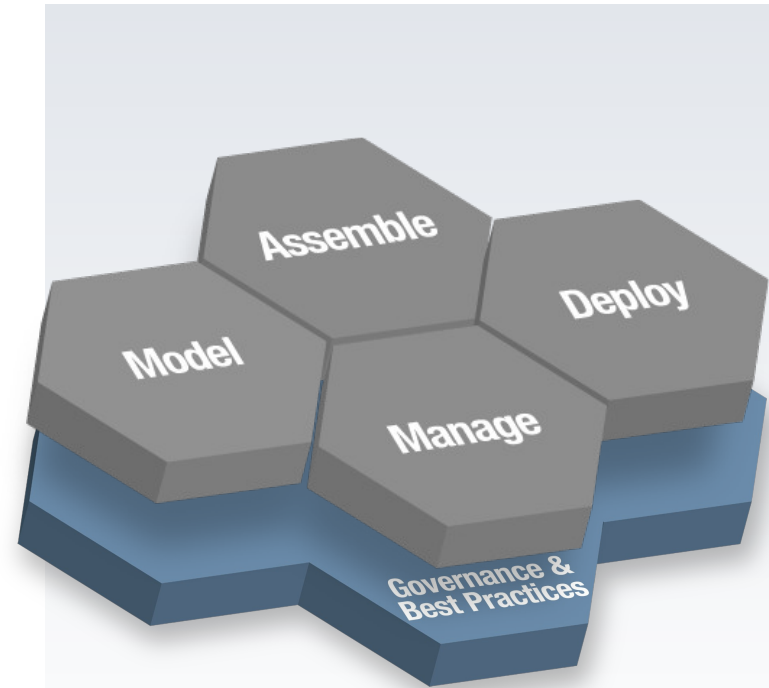
# SOA Governance

A Presentation for the  
Enterprise Architect



# Agenda

- SOA Governance – the Enterprise Architecture Perspective
- SOA Governance Lifecycle
- SOA Governance Challenges and Capabilities to Address Challenges



# What is ...

## IT Governance?

Establishing decision making rights associated with IT

Establishing mechanisms and policies used to measure and control the way IT decisions are made and carried out



## SOA Governance?

Extension of IT Governance focused on the **lifecycle of services** to ensure the business value of SOA

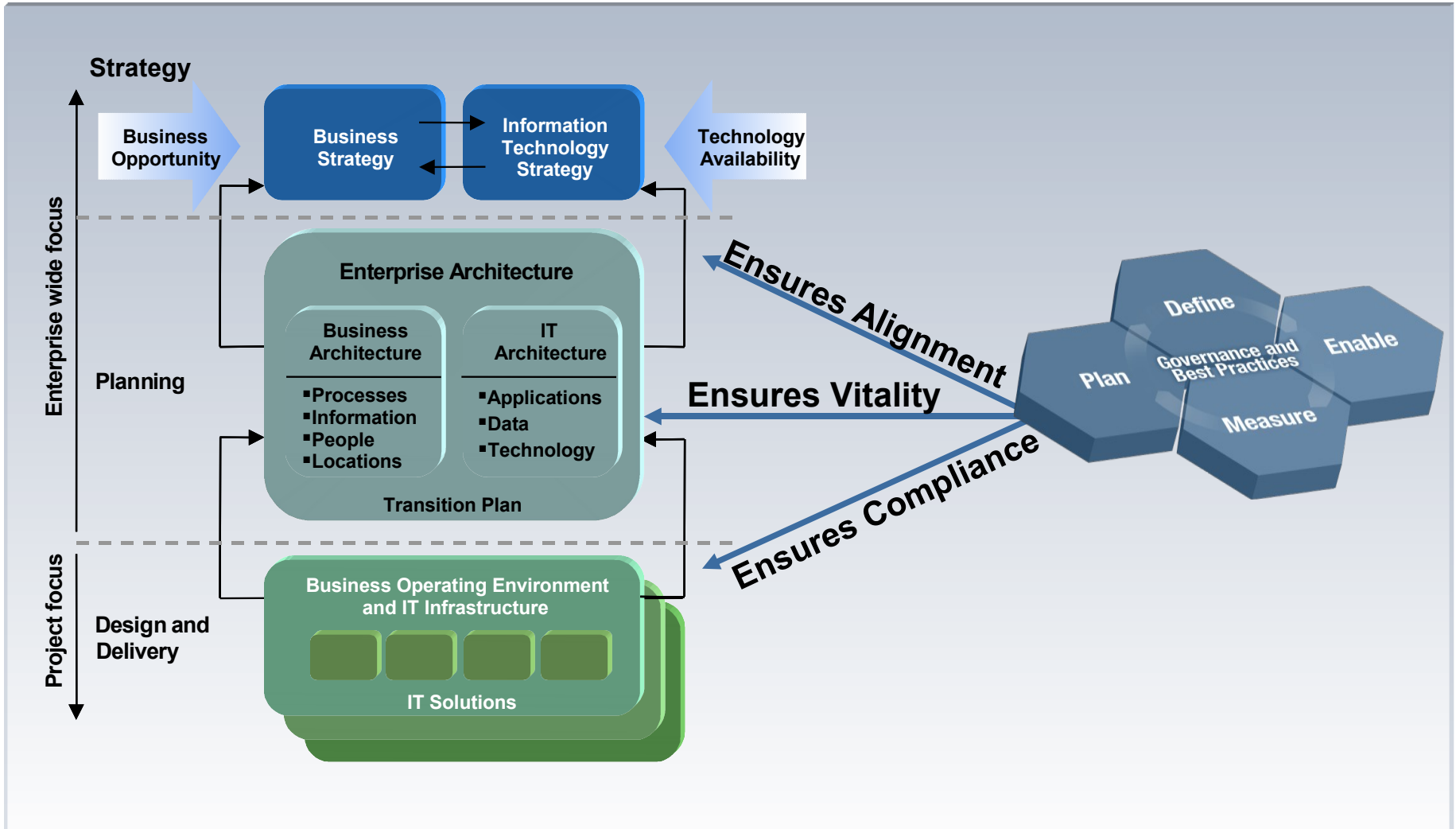
***SOA Governance is a catalyst for improving overall IT Governance***

# Why SOA Governance Matters

- Realize business benefits of SOA
  - Business process flexibility
  - Improved time to market
- Mitigate business risk and regain control
  - Maintaining quality of service
  - Ensuring consistency of service
- Improved team effectiveness
  - Measuring the right things
  - Communicating clearly between business and IT

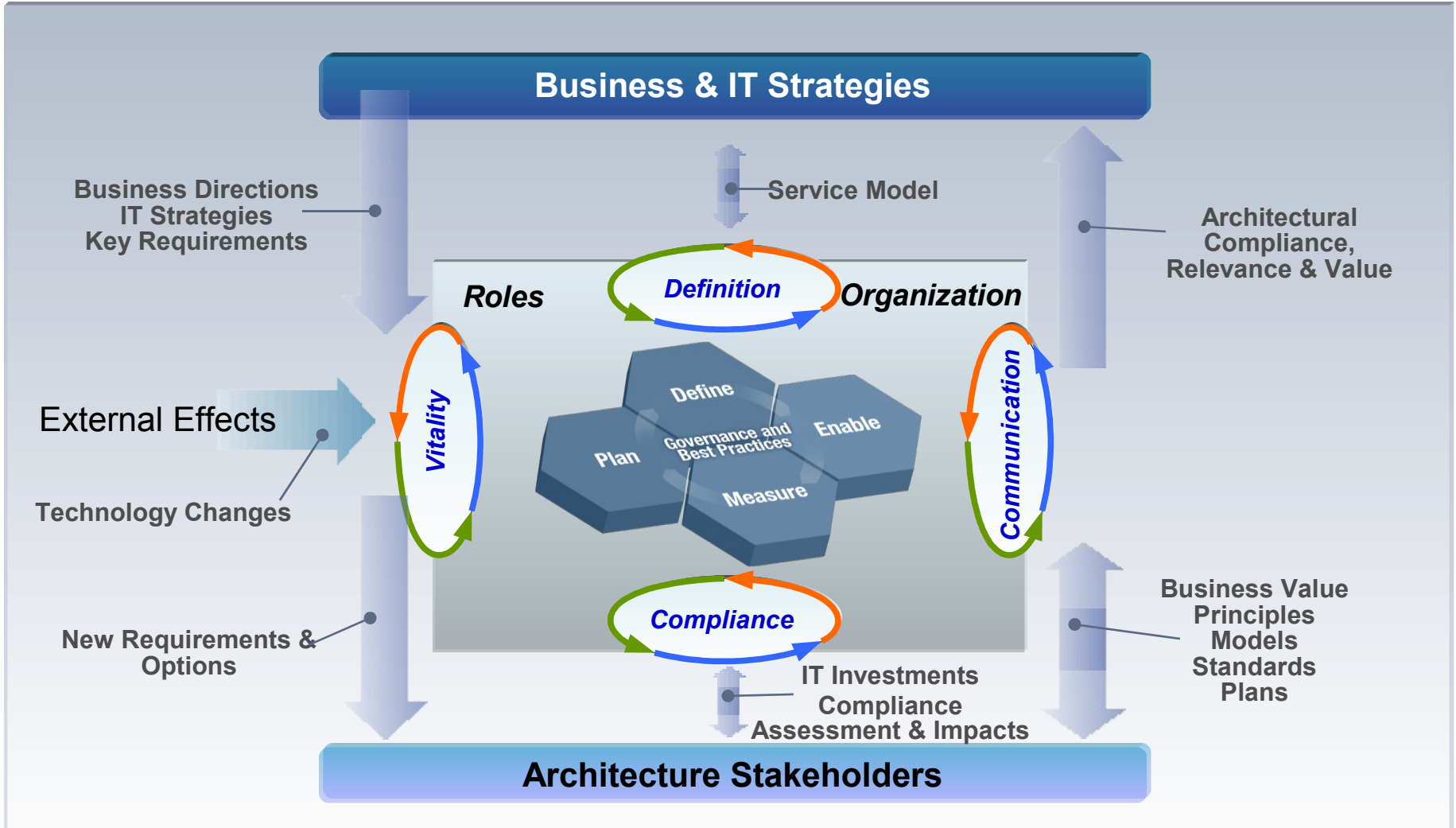


# Enterprise Architecture and SOA Governance



# SOA Governance Considerations

## Processes, Roles and Organization



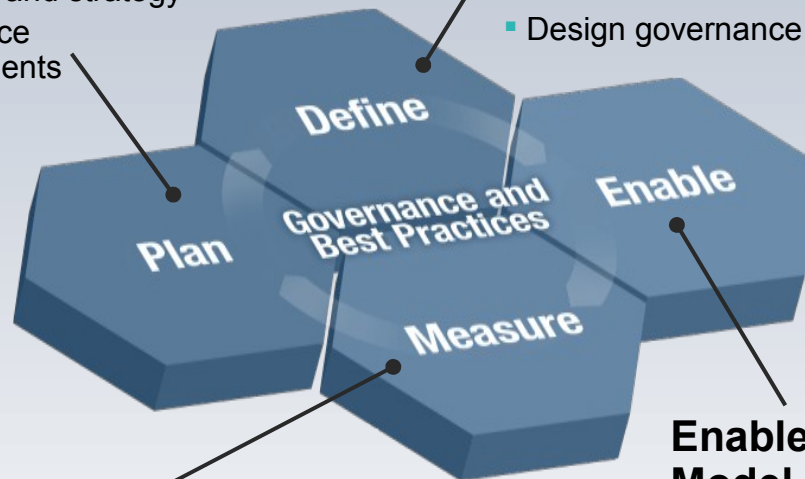
# SOA Governance Lifecycle

## Plan the Governance Need

- Document and validate business strategy for SOA and IT
- Assess current IT and SOA capabilities
- Define/Refine SOA vision and strategy
- Review current Governance capabilities and arrangements
- Layout governance plan

## Define the Governance Approach

- Define/modify governance processes
- Design policies and enforcement mechanisms
- Identify success factors, metrics
- Identify owners and funding model
- Charter/refine SOA Center of Excellence
- Design governance IT infrastructure



## Monitor and Manage the Governance Processes

- Monitor compliance with policies
- Monitor compliance with governance arrangements
- Monitor IT effectiveness metrics

## Enable the Governance Model Incrementally

- Deploy governance mechanisms
- Deploy governance IT infrastructure
- Educate and deploy on expected behaviors and practices
- Deploy policies



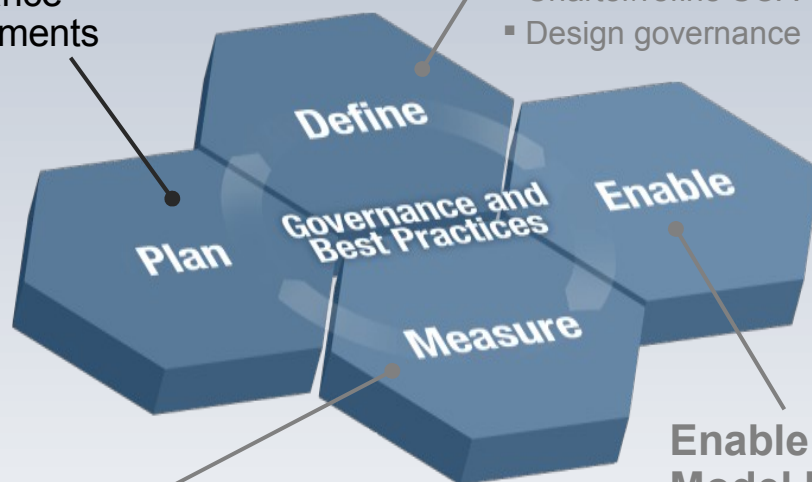
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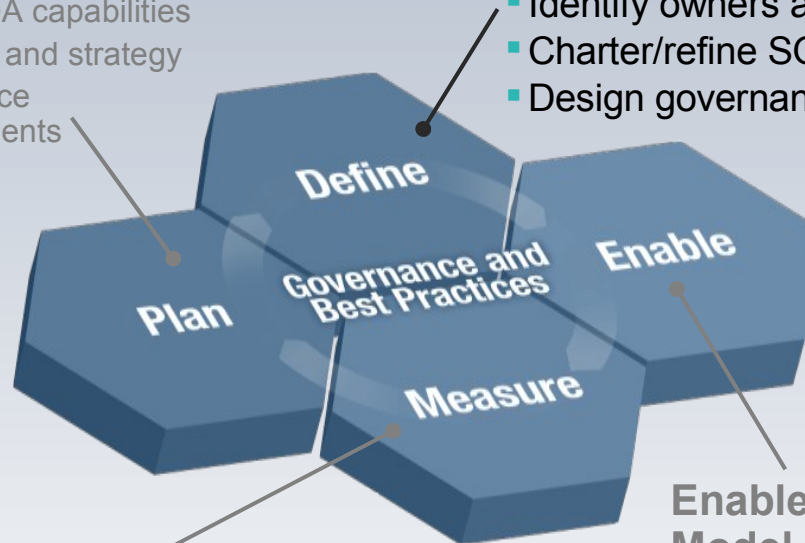
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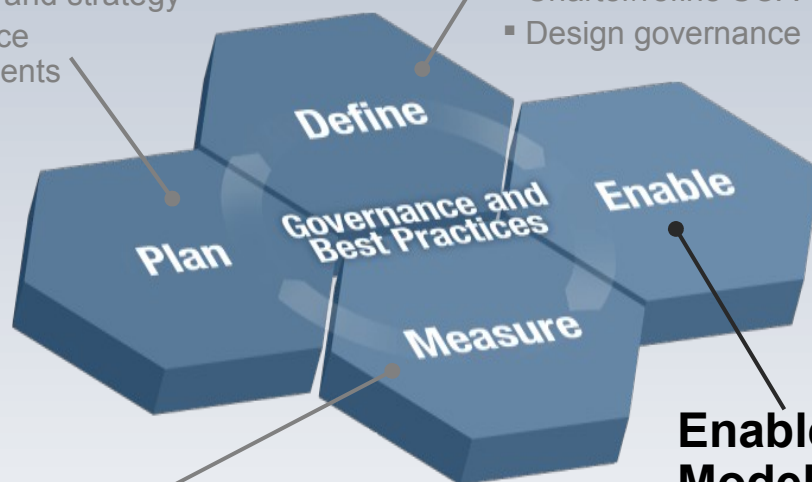
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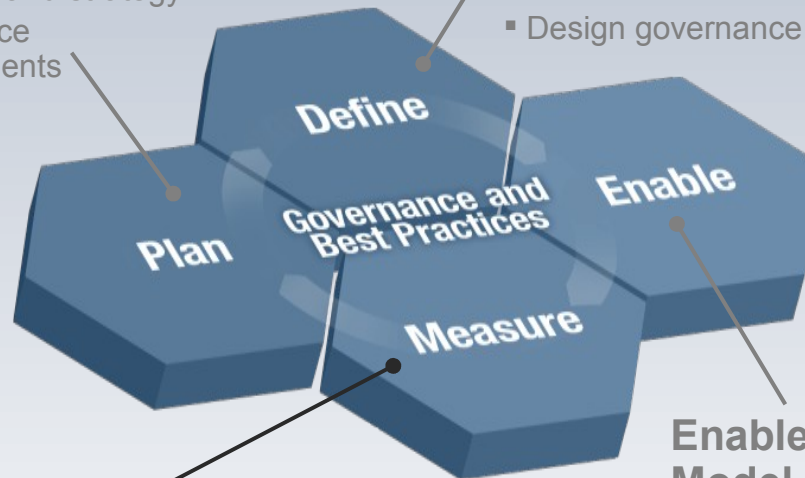
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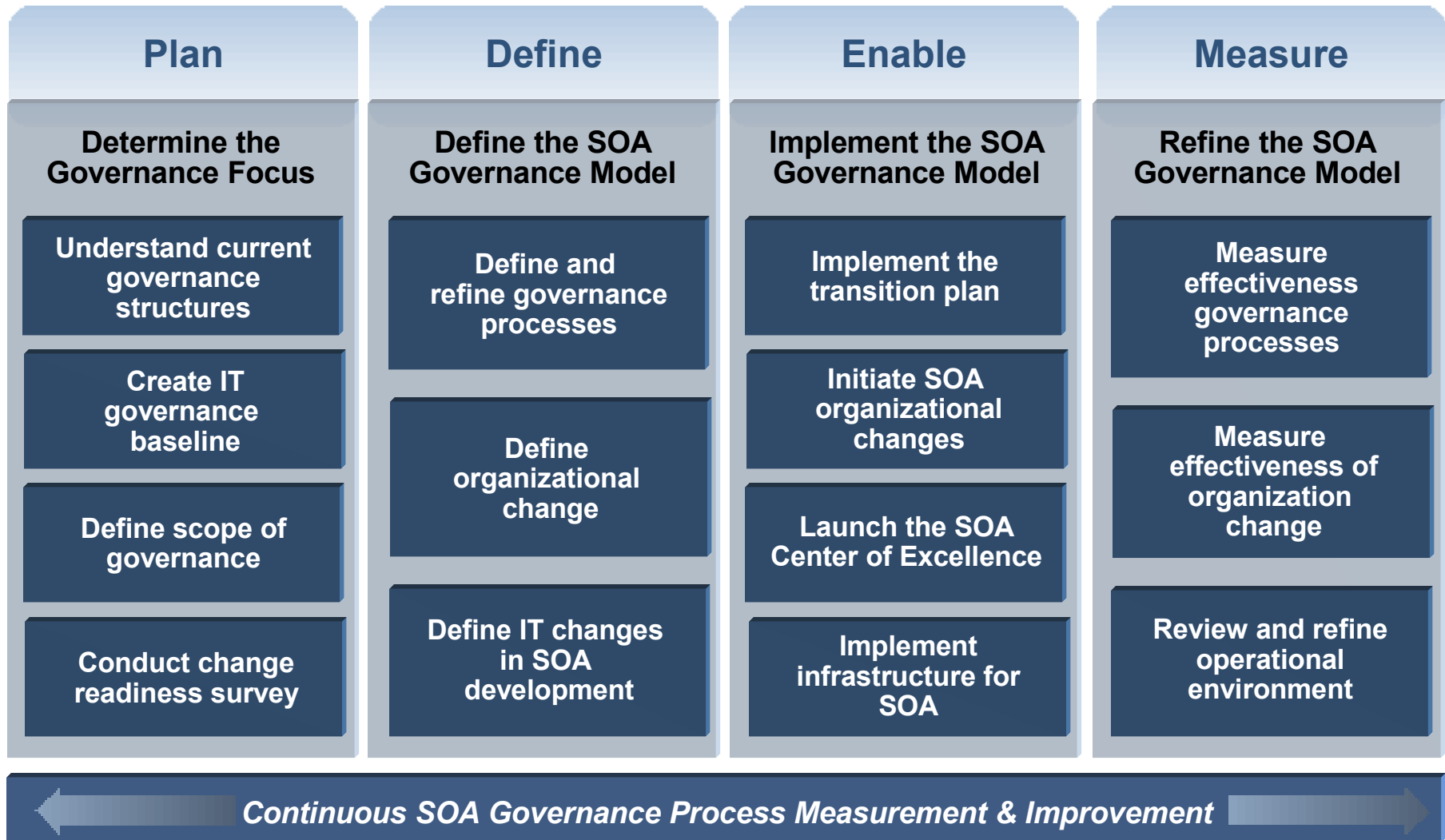
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# SOA Governance & Management Method

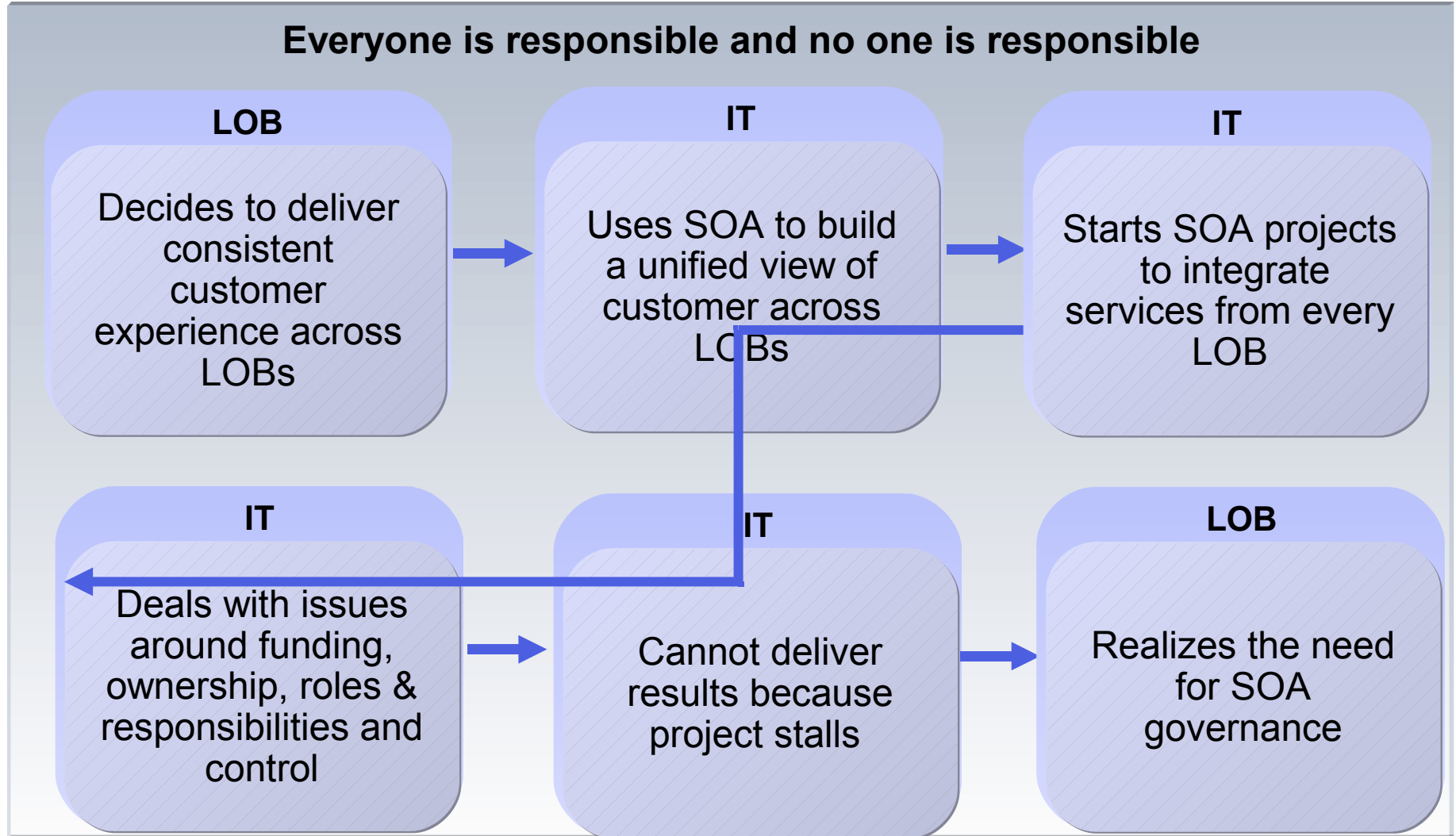


# SOA Governance Challenges

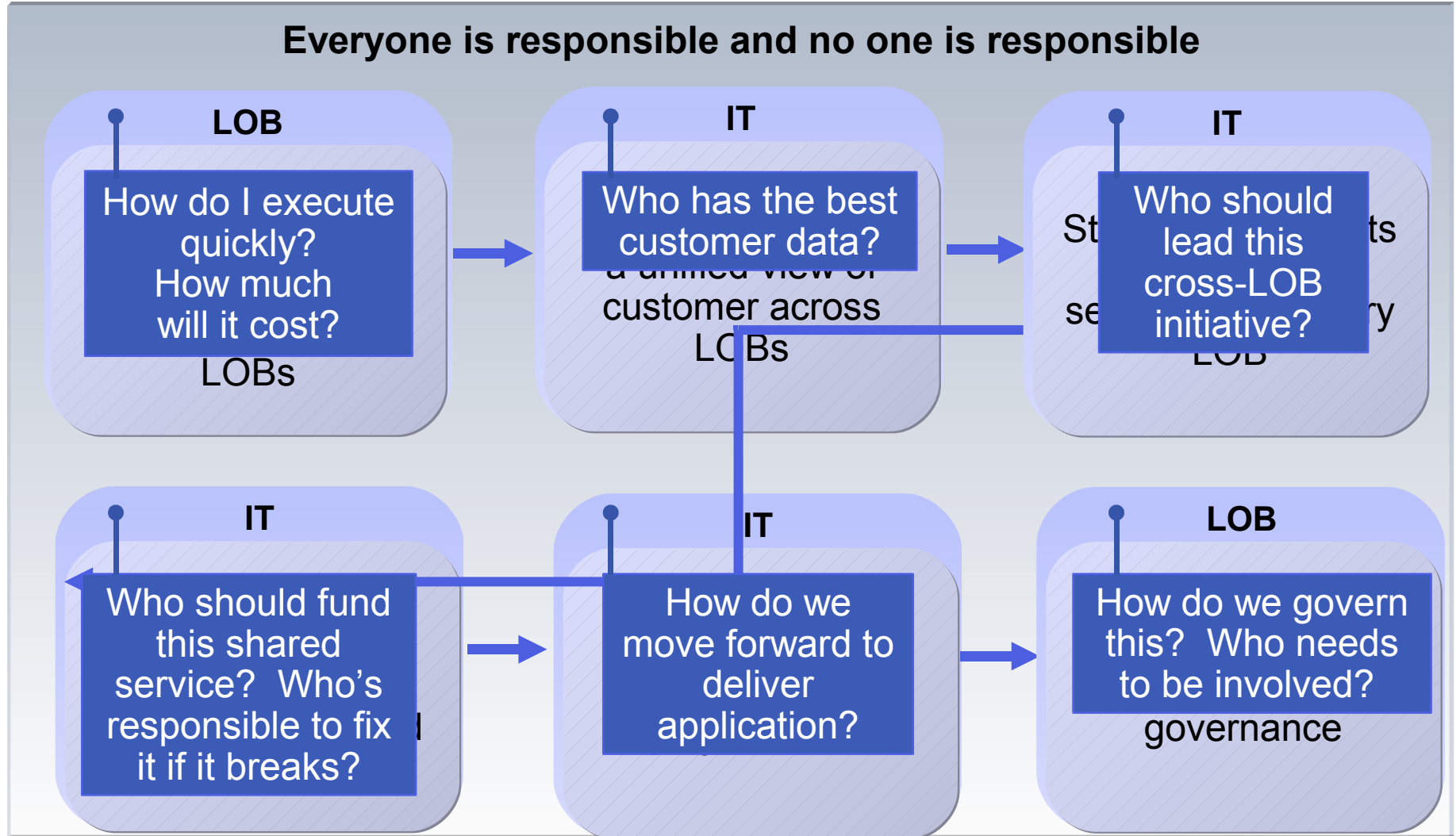
- Establishing decision rights
- Defining high value business services
- Managing the lifecycle of assets
- Measuring effectiveness



# Challenge: Establishing Decision Rights



# Challenge: Establishing Decision Rights

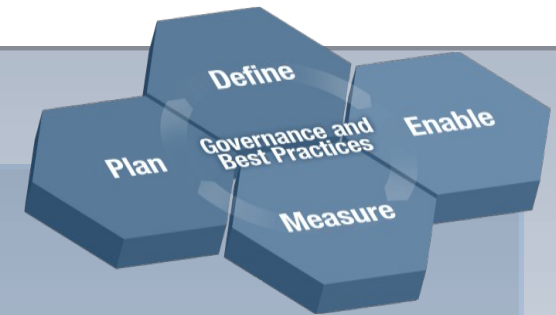




# Challenge: Establishing Decision Rights

## SOA Governance Challenges

- Funding & ownership of shared services
- Executive commitment to governance
- Organizational design

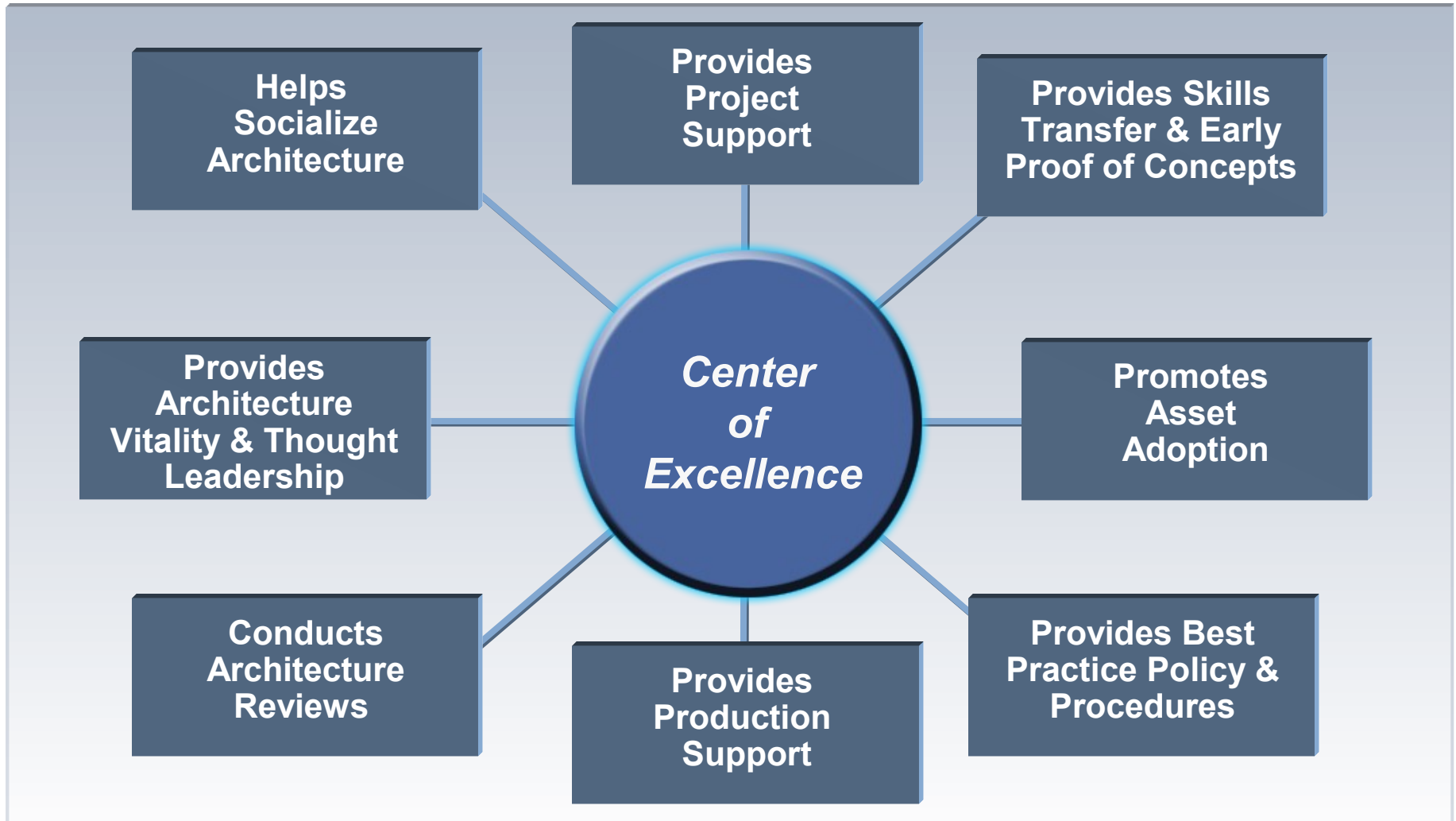


## Capabilities Needed

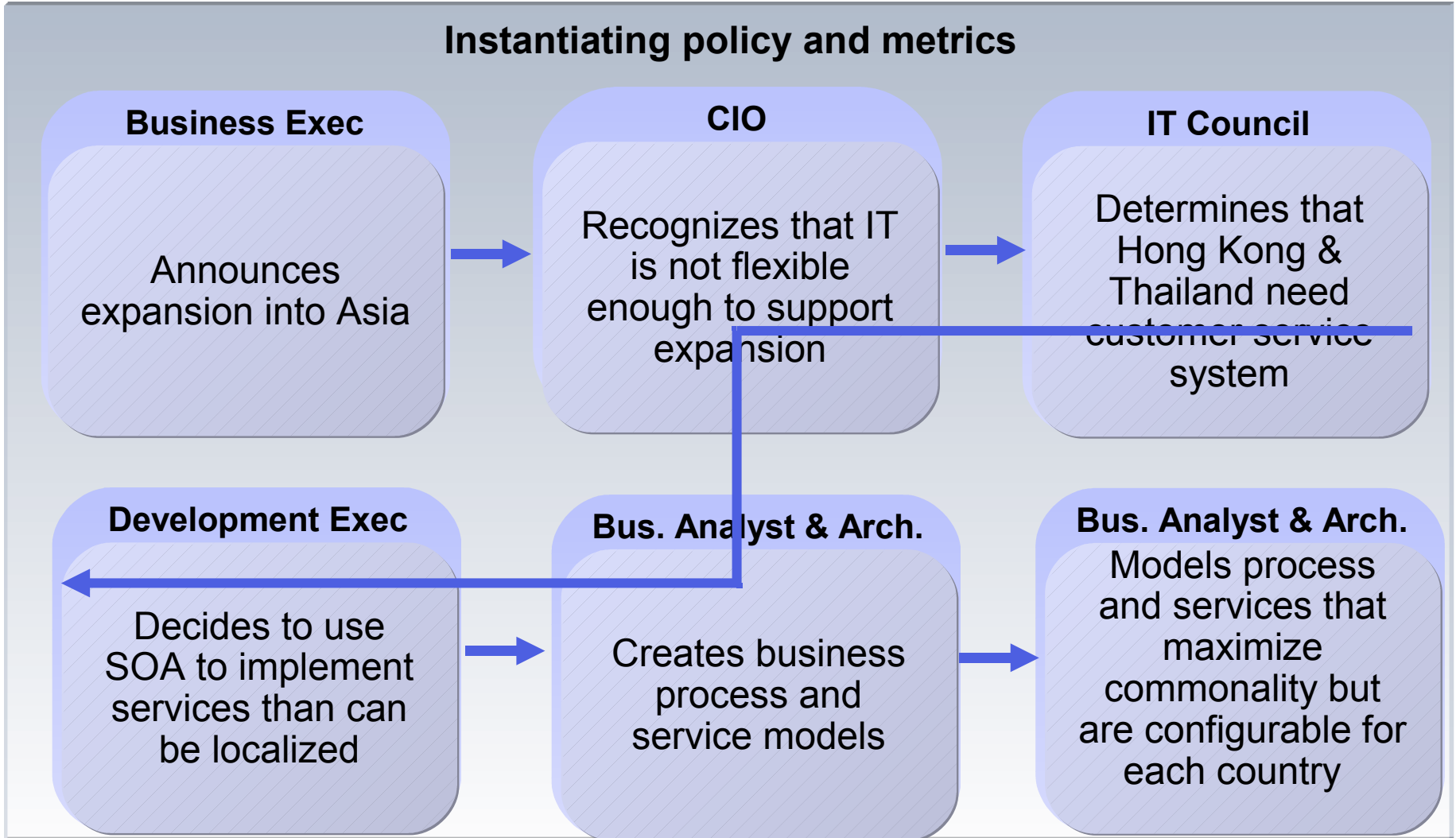
- Service portfolio planning
- Organizational design
- Governance process for SOA

# SOA Center of Excellence (COE)

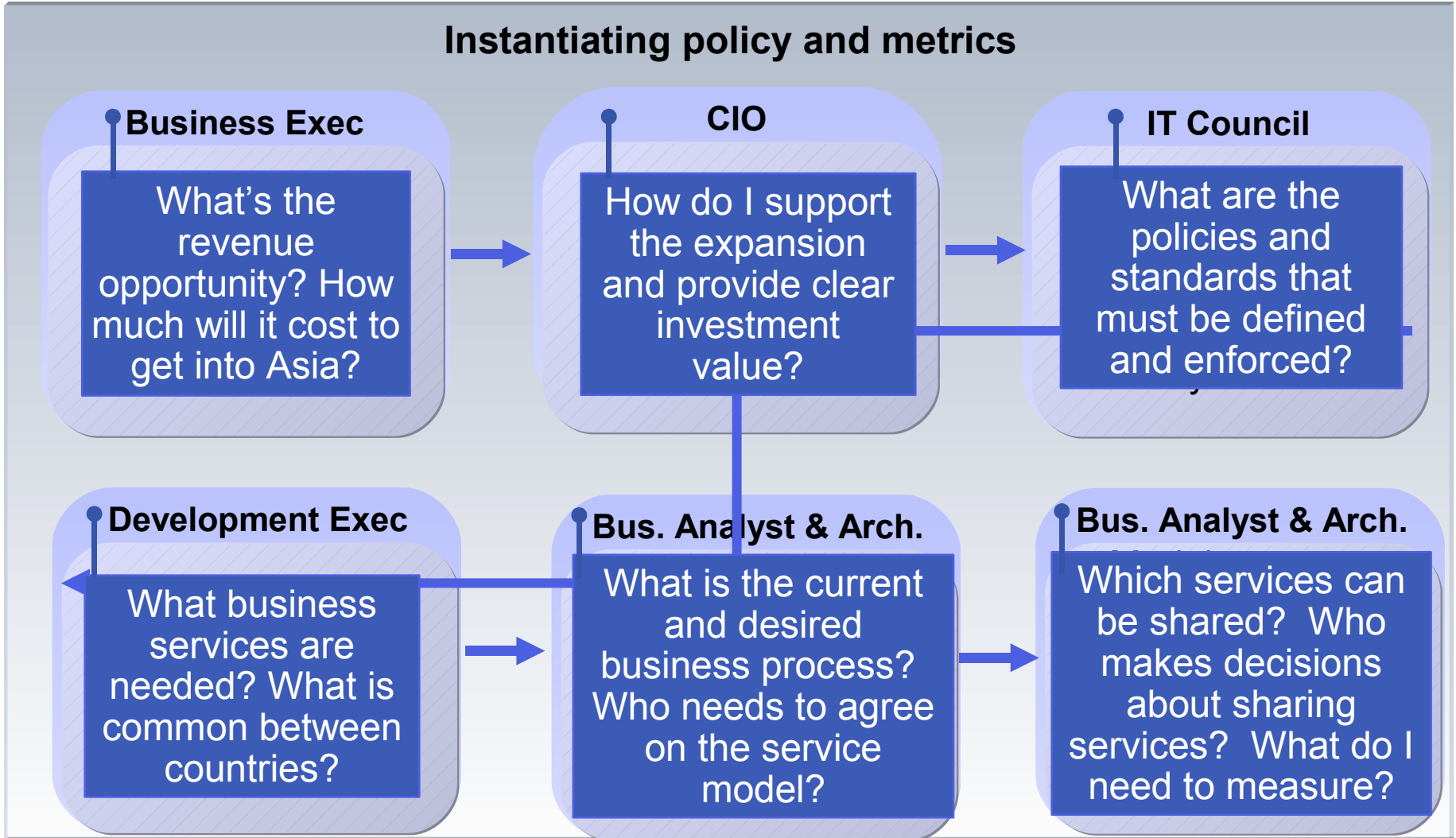
*A Proven Organizational Model for Governance and Management*



# Challenge: Defining High Value Business Services



# Challenge: Defining High Value Business Services



# Challenge: Defining High Value Business Services

## SOA Governance Challenges

- Decision rights and governance process for shared services
- Communicating and enforcing standards, platforms and policies
- Identifying and implementing shareable services



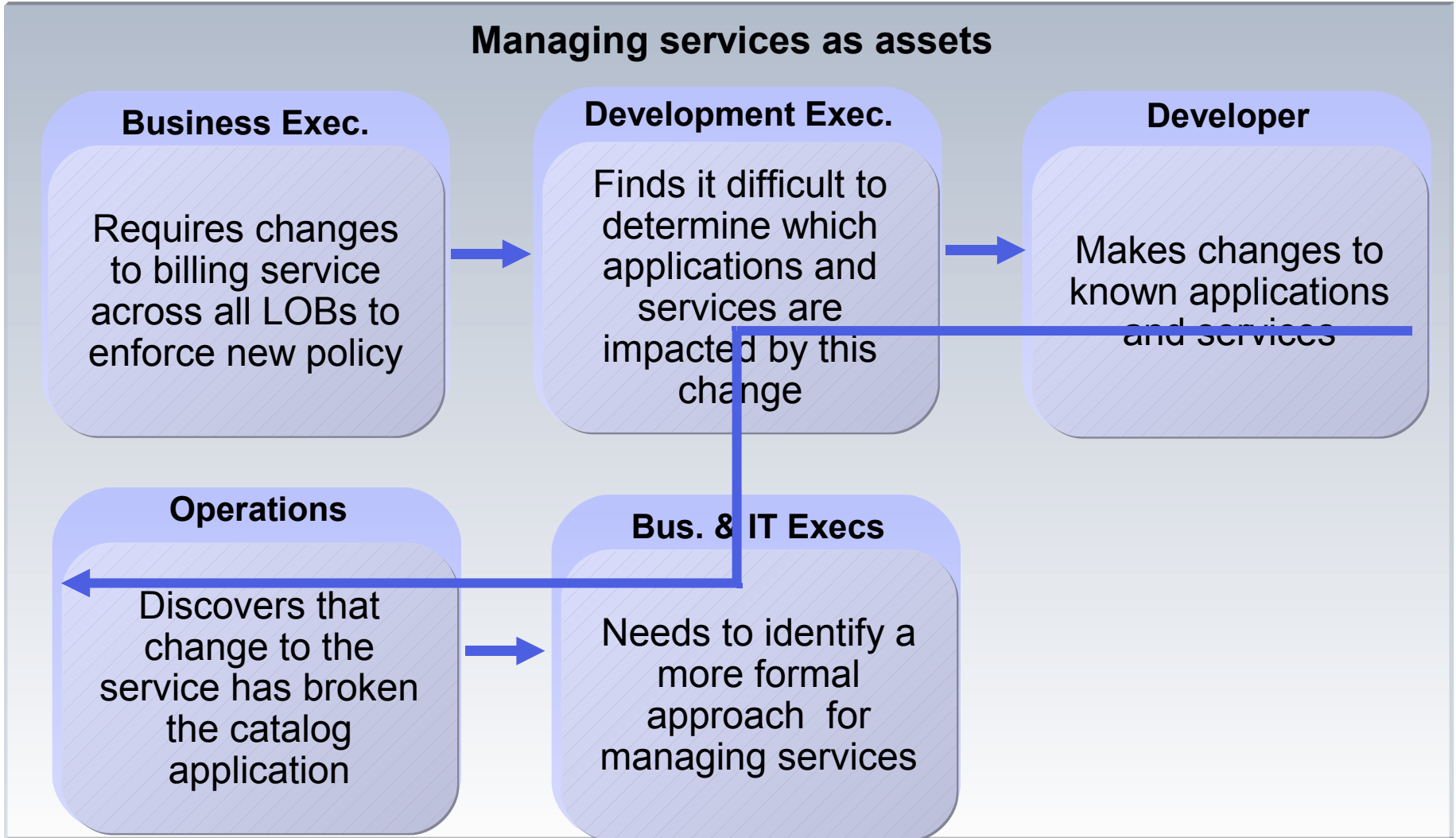
## Capabilities Needed

- Governance process for SOA
- Method for defining business processes, services and metrics
- Enterprise view of services & data
- Best practices for identifying and defining shared services

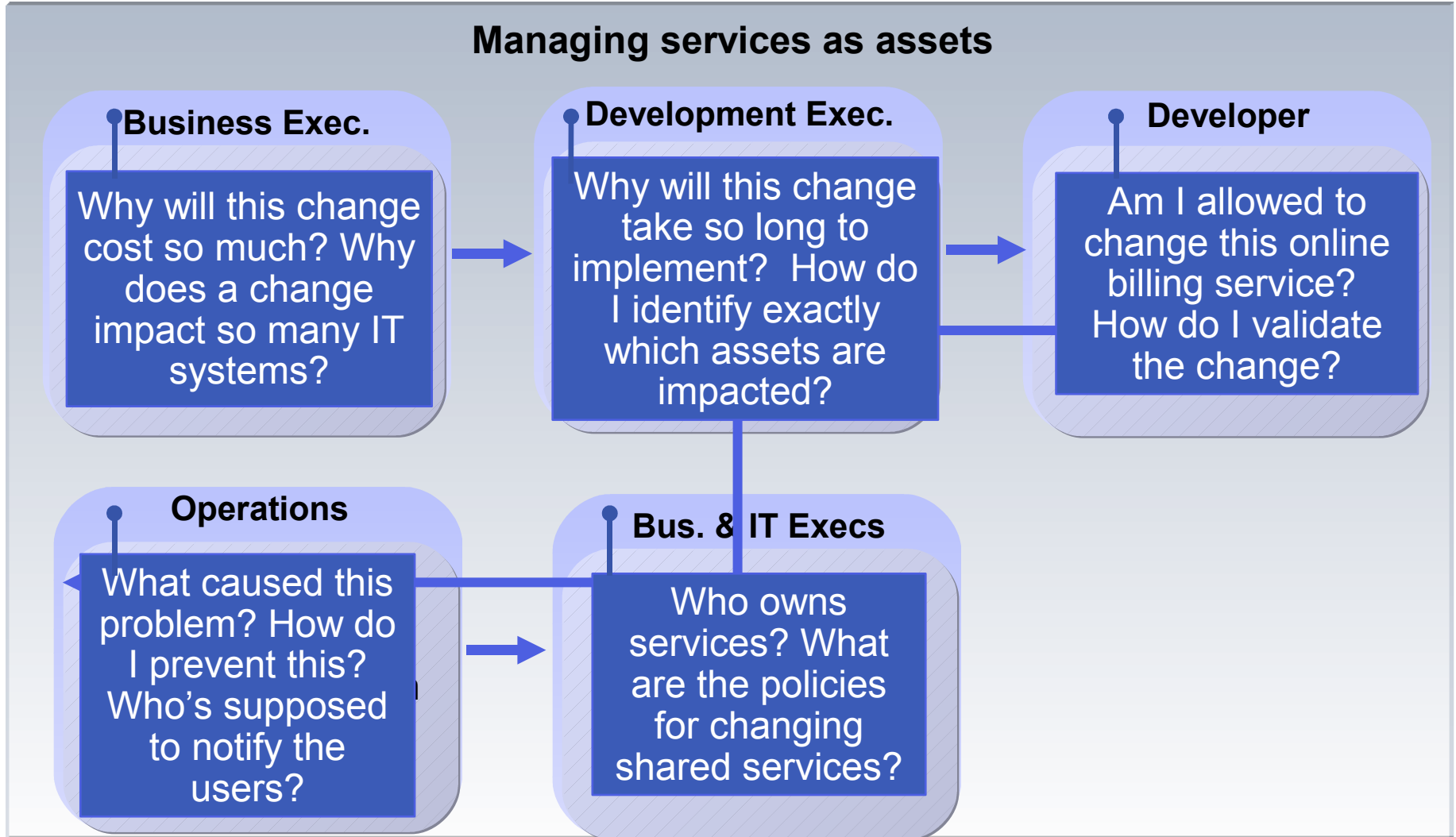
# Service Identification, Definition and Ownership

- Perform service modeling to identify high value business services and specify services
- Classify services into logical domains and assign owners to each domain, to simplify the management and implementation of an SOA
  - Business Service Domains – services which provide business value, e.g., request for information, and contain business logic
  - Infrastructure Service Domains – services which provide indirect business value and do not contain business logic, e.g., authenticate user
- Domain owners monitor, define, and authorize changes to existing services and decide when a new service in their domain is required

# Challenge: Managing the Lifecycle of Assets



# Challenge: Managing the Lifecycle of Assets

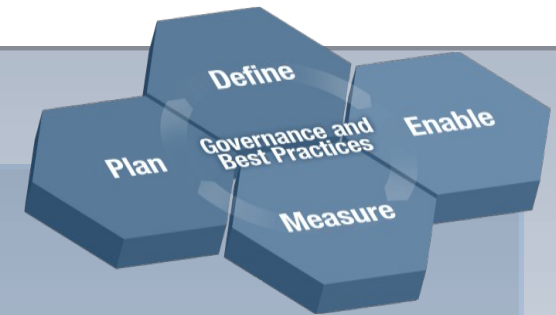




# Challenge: Managing the Lifecycle of Assets

## SOA Governance Challenges

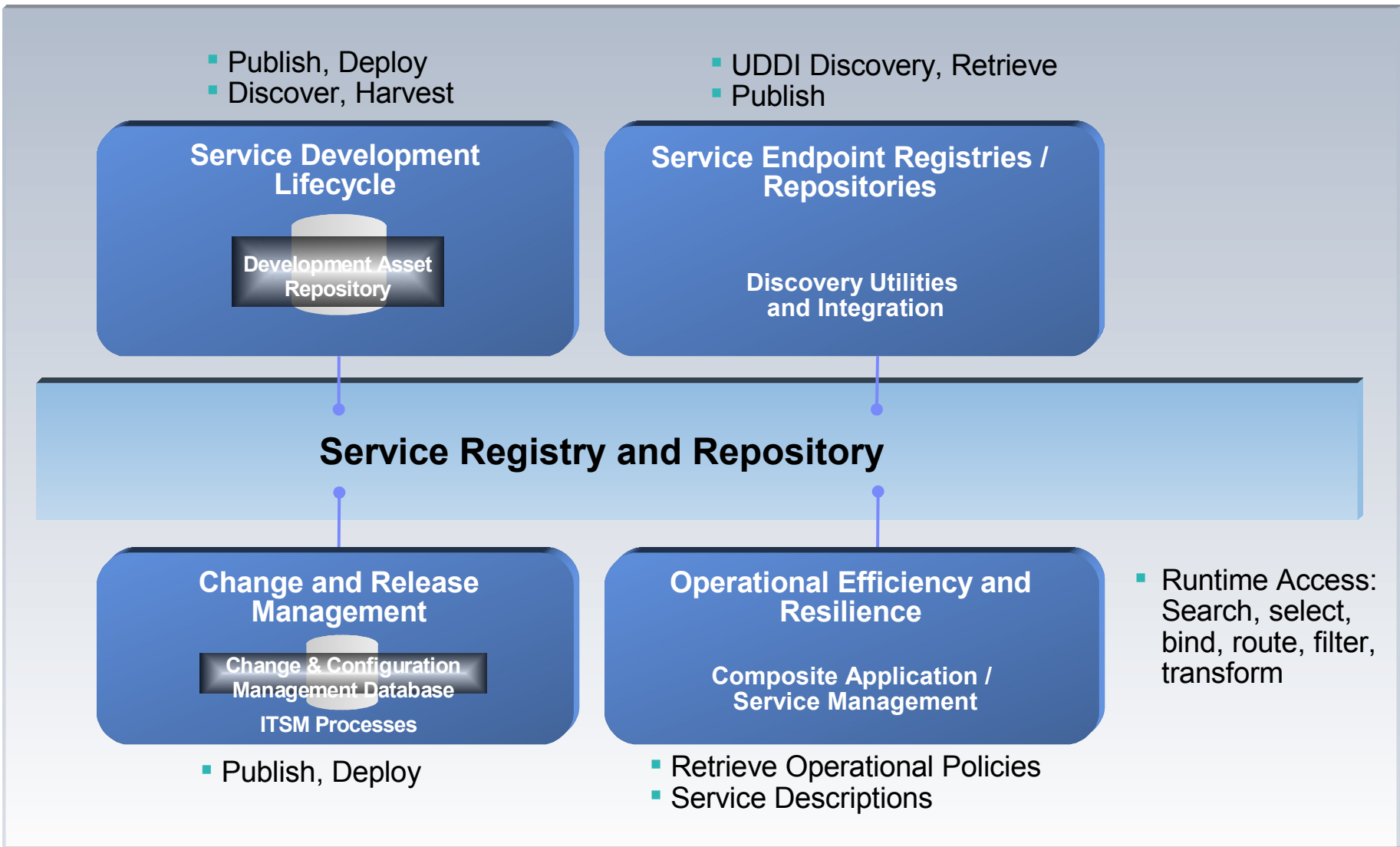
- Eliminate and prevent unnecessary service proliferation
- Change management for shared services
  - Security & authentication
  - Decision rights & process



## Capabilities Needed

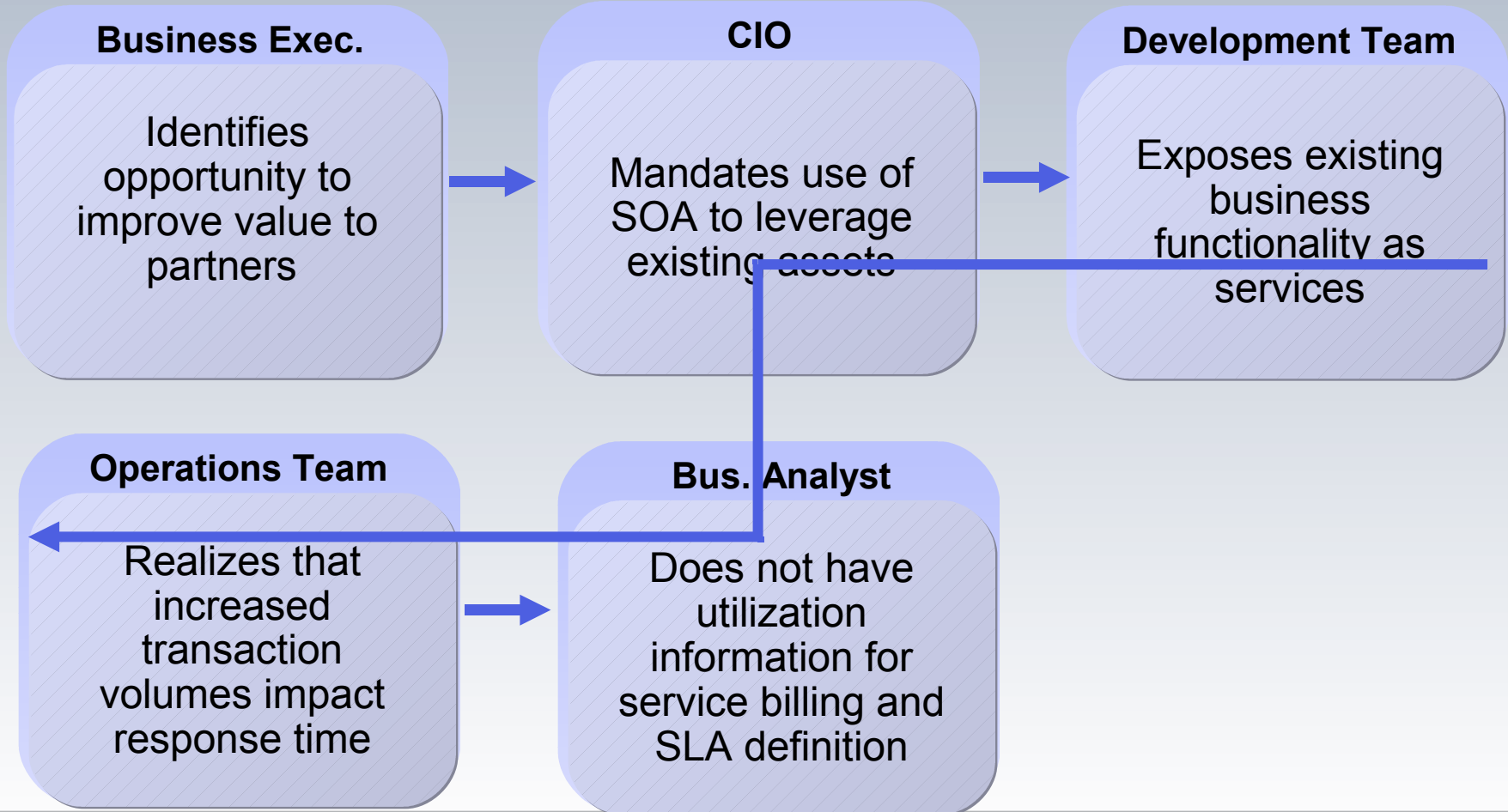
- Governance process for SOA
- Change management
- Policies for publishing, using and retiring services
- Infrastructure to help organize and discover services assets, govern access and monitor service vitality

# Tools to Manage Assets and Govern Access



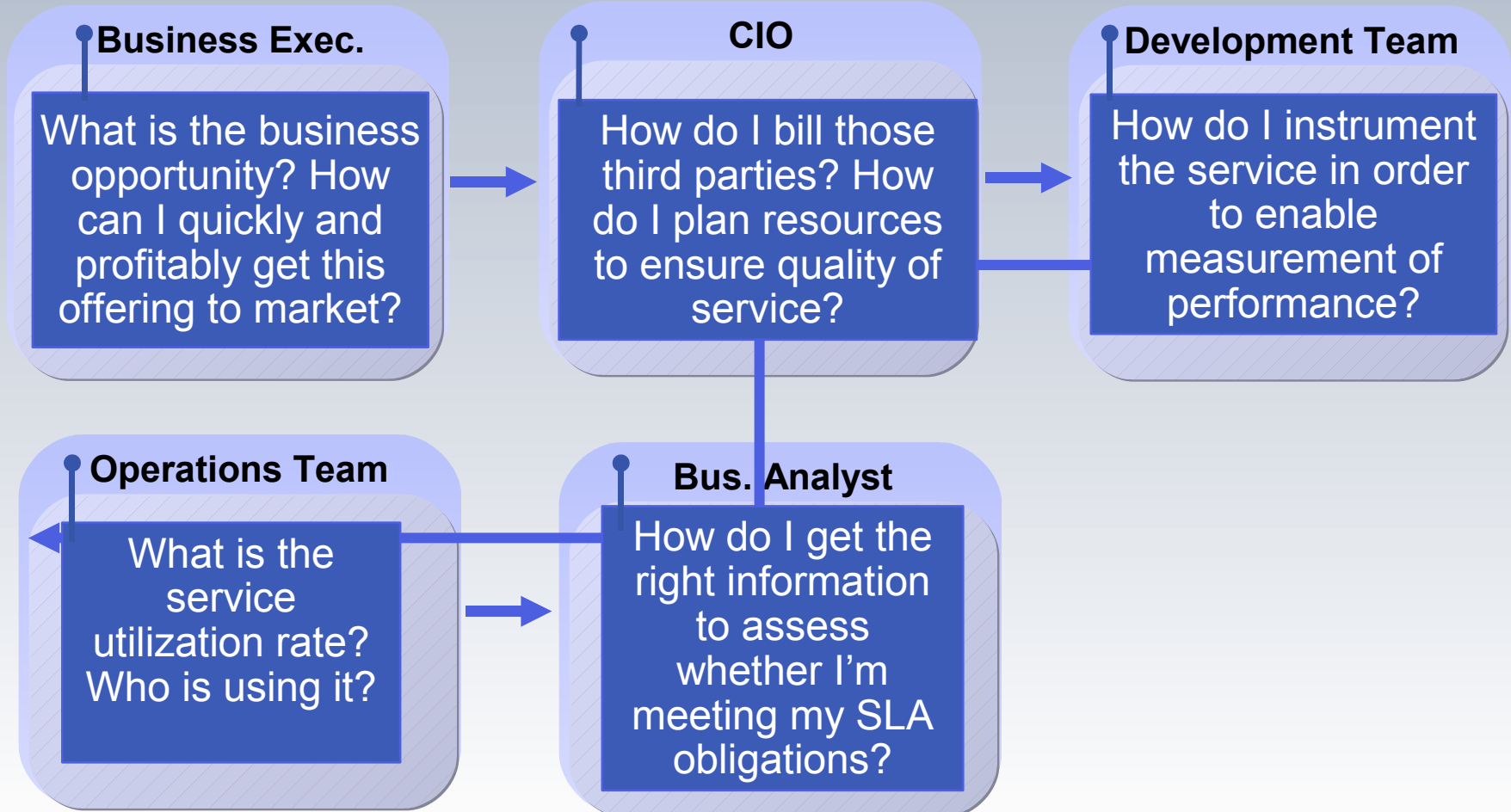
# Challenge: Measuring Effectiveness

## Measuring performance and adjusting



# Challenge: Measuring Effectiveness

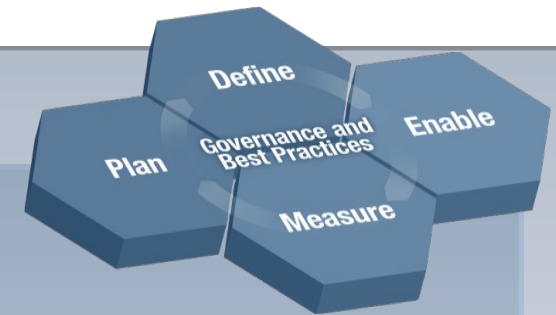
## Measuring performance and adjusting



# Challenge: Measuring Effectiveness

## SOA Governance Challenges

- Measuring service utilization and cost
- Measuring project cost
- Measuring business benefit
- Access and visibility to information
- Decision rights and governance process

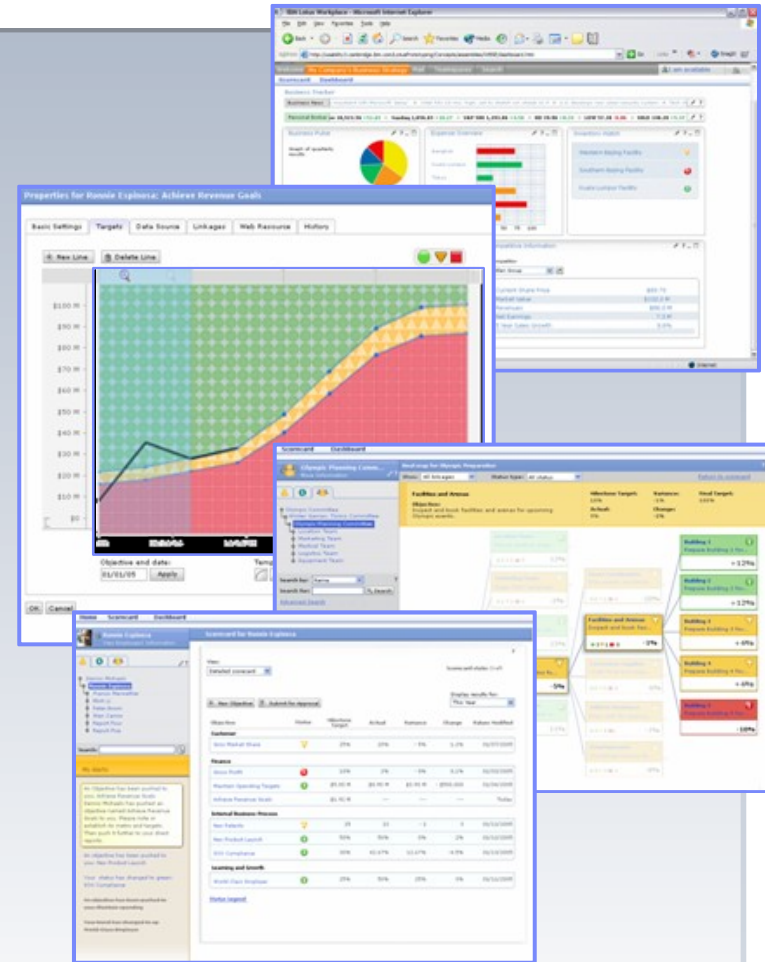


## Capabilities Needed

- Governance process for SOA
- Visibility to usage and project information
- Business and IT dashboards

# Execution of Business Strategy Related to IT Goals

- Link IT objectives with concrete business objectives
- Manage interactions, metrics, and dependencies in real time
- Rapidly resolve existing and projected gaps in plans
- Quickly push, reach agreement, and implement modified objectives through a dynamic change management system
- Correct objective shortfalls through collaborative services
- Provide consolidated views for each role



# Guidelines in Making SOA Decisions

## *Strategic*

- Business agility for competitive advantage is the fundamental business requirement – and is enabled by SOA
- The most important and far-reaching SOA Governance best practice is for the CIO to report to the CEO
- Successful enterprises consistently demonstrate a willingness to sacrifice function to sustain architectural integrity
- Behaviors, not strategies, create value
- Without an IT investment approval process within an enterprise-wide IT governance plan, IT investments invariably build toward localized rather than enterprise goals
- If a peer relationship between IT and the business units cannot be forged, SOA will not be successful

# Guidelines in Making SOA Decisions

## *Tactical*

- Governance is not management. Governance determines who makes the decisions. Management is the process of making and implementing the decisions
- Within a business process, each interaction with an IT asset is a potential service
- A service that mirrors (and executes) a business process, can be used to allocate IT costs and provide IT justification by correlating costs with business process results
- A company's SOA gives IT a definitive way to prove business value through business results measurements
- Competitive business agility is achieved when a change in business process no longer requires a change to application programming logic
- In an agile business, incremental business services – mirroring business process steps – become IT's core deliverable
- Business-savvy IT architects are the bridge between IT and the company's business units



# How IBM Enables SOA Governance

- Methods, process, tools and technology for:
  - Defining/refining governance approach
  - Identifying high value business services and instantiating policy and standards
  - Managing the lifecycle of services and other assets
  - Gaining visibility to performance against goals
- Services and expertise to assist across the entire service lifecycle



धन्यवाद

Hindi

多謝

Traditional Chinese

ขอบพระคุณ

Thai

Спасибо

Russian

Gracias

Spanish

شكراً

Arabic

**Thank You**

Obrigado

Brazilian Portuguese

Grazie

Italian

Danke

German

Merci

French

நன்றி

Tamil

多谢

Simplified Chinese

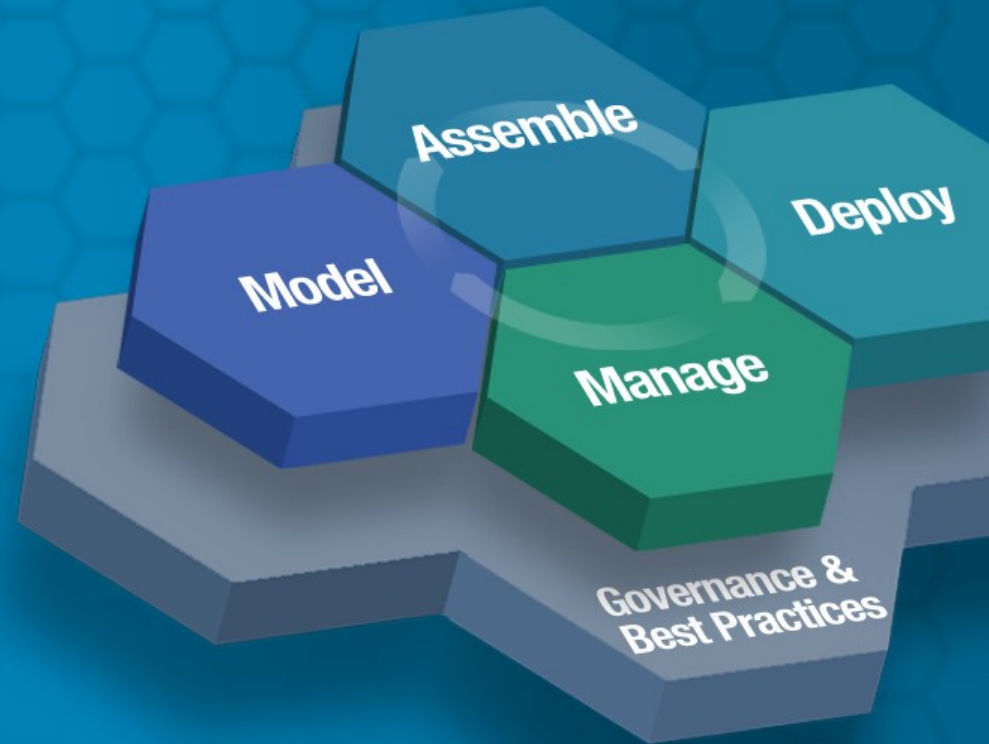
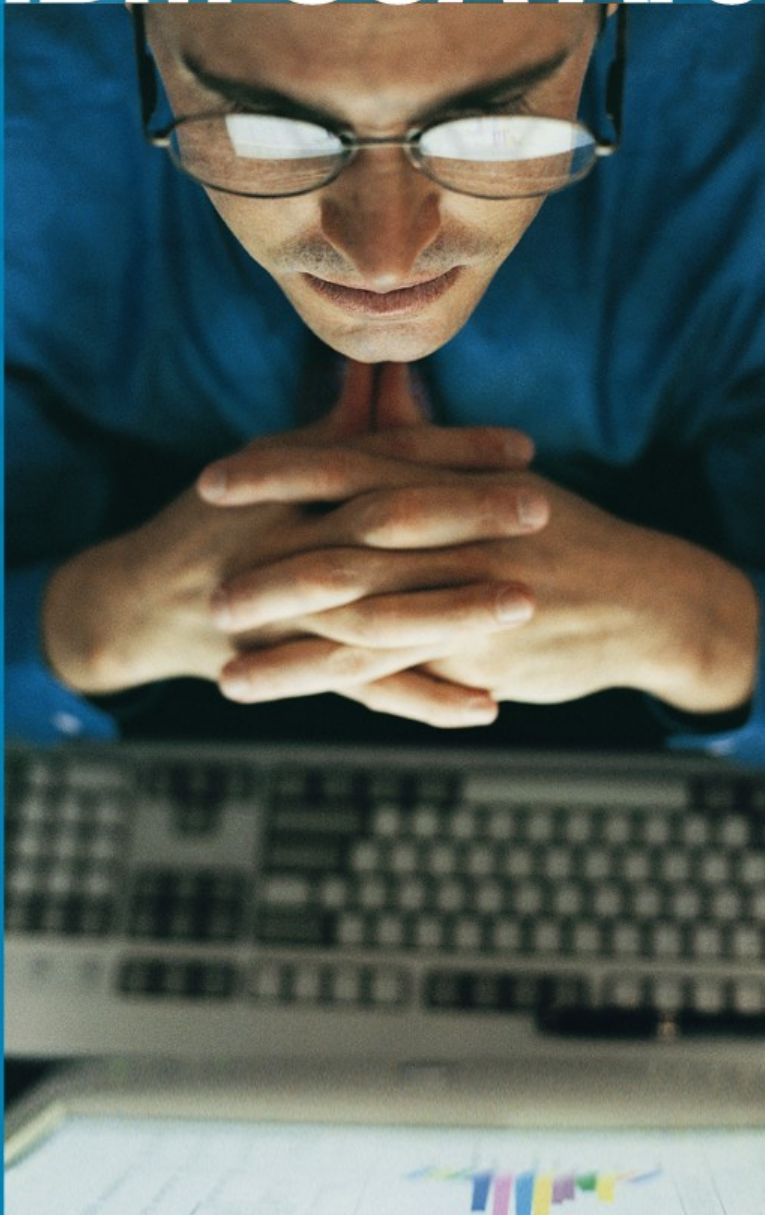
감사합니다

Korean

ありがとうございました

Japanese

# IBM SOA Architect Summit



SOA on your terms and our expertise