

The Forrester logo consists of the word "FORRESTER" in a white, serif, all-caps font. It is centered within a dark green oval. The oval is set against a dark blue background with subtle, lighter blue curved lines radiating from the left side.

**FORRESTER®**

A small version of the Forrester logo, featuring the word "FORRESTER" in white serif font inside a dark green oval, positioned in the top left corner of the slide.

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## **Business Solution Delivery And The Future Of IT**

**Randy Heffner**  
Vice President  
Forrester Research

April 28, 2006

## Major source of business pain: IT responsiveness

- Business is facing:
  - » Global business models and competition
  - » Rapid innovation and fast-changing industries
  - » Regulatory compliance challenges
  - » Increasing cost pressure
- IT's response:
  - » Slow delivery times
  - » High maintenance costs
  - » Brittle solutions

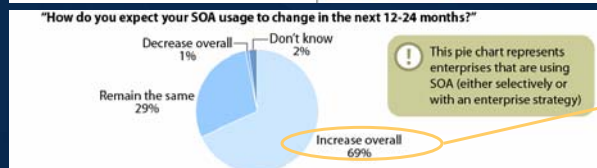
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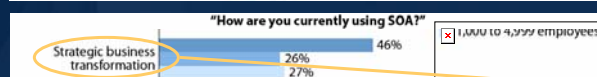
## But SOA is the answer, right?



*The majority are using SOA*



*They are quite happy and doing more SOA*



*They look for it to have a big impact*

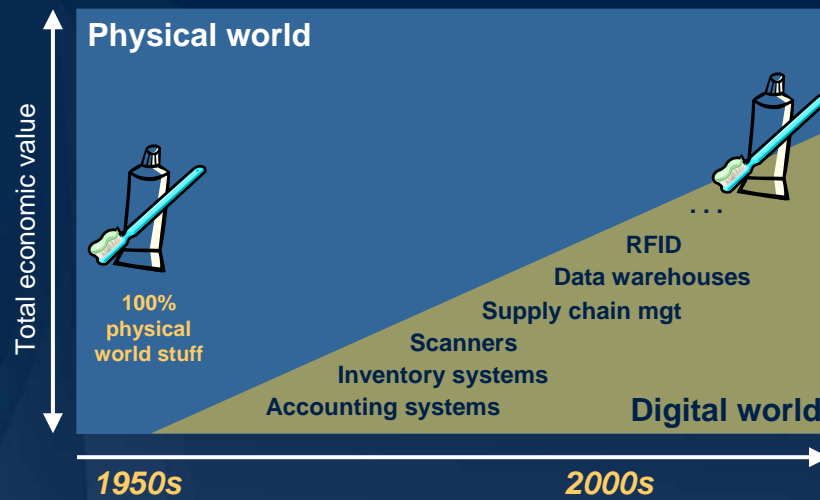
\*Base: 65 North American and European software and services decision-makers  
 \*Base: 93 North American and European software and services decision-makers  
 \*Base: 94 North American and European software and services decision-makers (multiple responses accepted)

Source: Forrester's Business Technographics® November 2005 North American And European Enterprise Software And Services Survey

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## Shift to digital: How much IT is in your toothpaste?



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## Digital technology covers the business landscape

~~Business depends on technology~~

President & CEO

Business is embodied in technology



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10 stories, built 1884–85, Chicago  
**Home Insurance Company Building**

Source: Encyclopædia Britannica  
<http://www.britannica.com/eb/article-9043525>

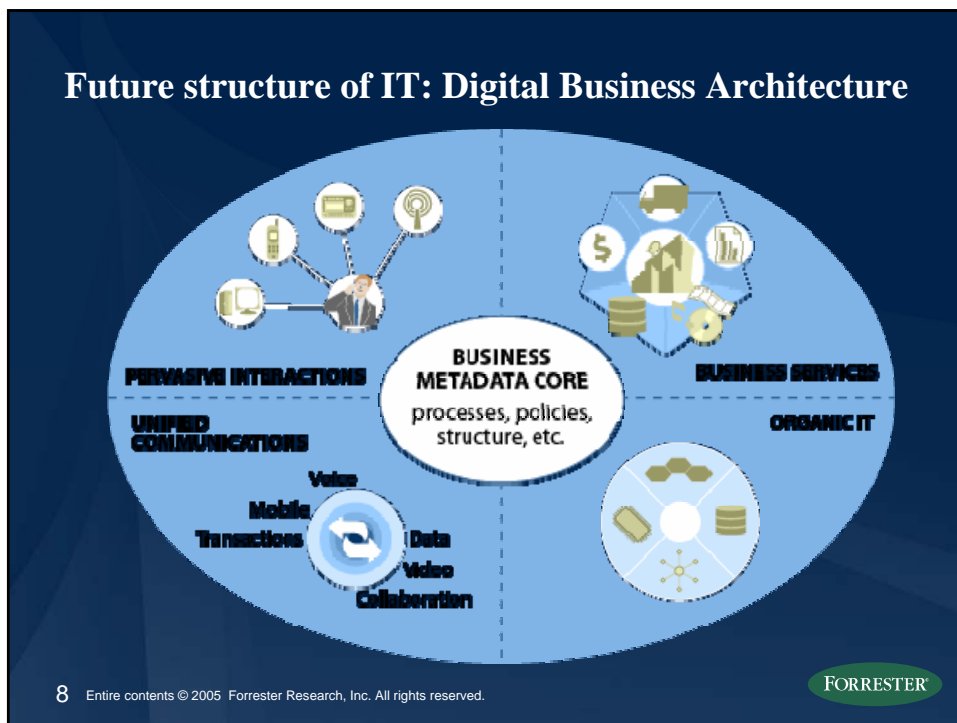


16 stories, built 1889–91, Chicago  
**Monadnock Building (north half)**

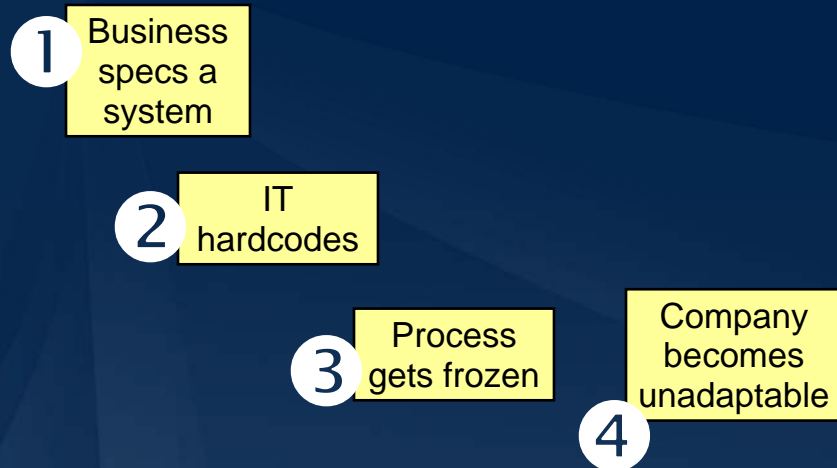
Source: Wikipedia  
[http://en.wikipedia.org/wiki/Monadnock\\_Building](http://en.wikipedia.org/wiki/Monadnock_Building)

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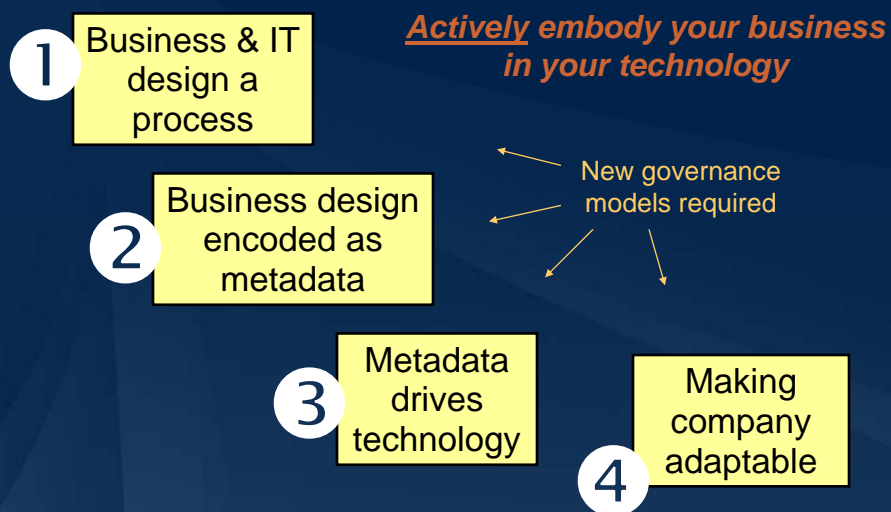
## Traditional solution delivery = frozen processes



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## Digital business delivery = flexibility for change



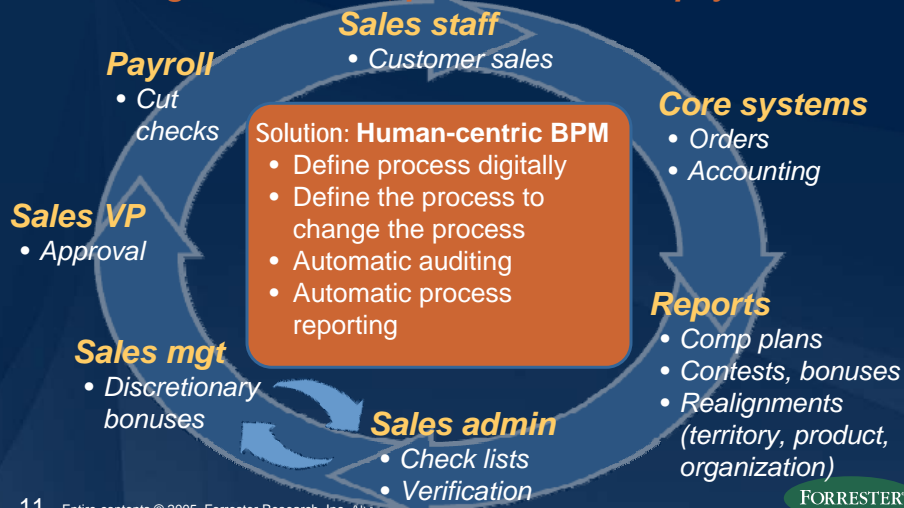
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## Case study: Solve a business process problem

**Broken process: Sales compensation**

**Process goal: Accurate, predictable sales payroll**



## Your digital business as components with interfaces

**Governance shift: Business portfolio management**

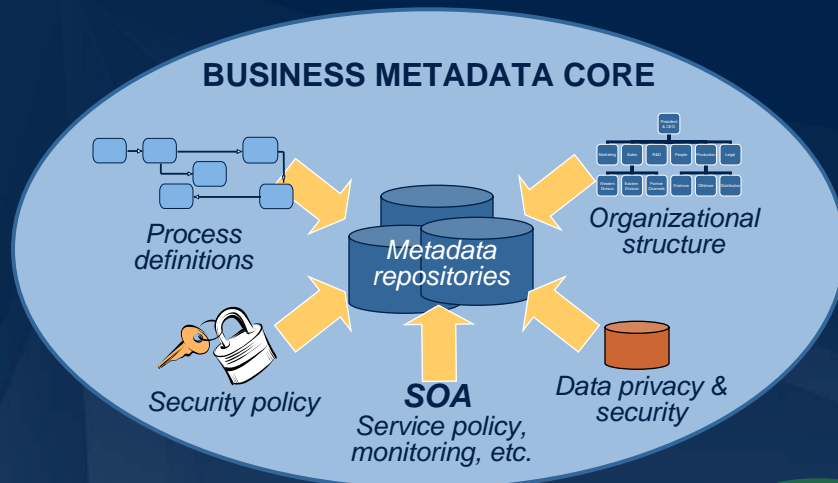
**Digital Business components**

**Digital Business interfaces**



## Business Metadata Core: Architectural center

*Governance shift: Metadata-centered development*

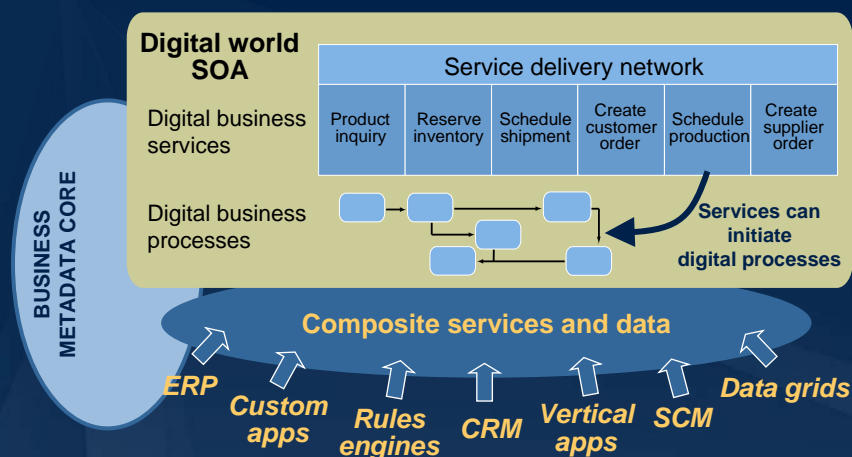


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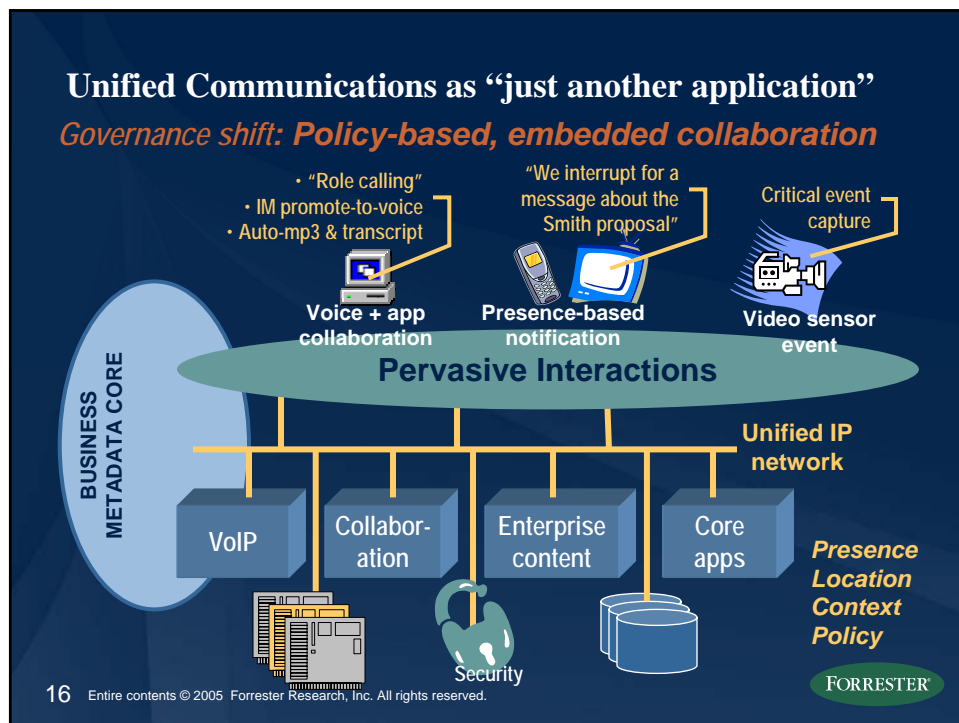
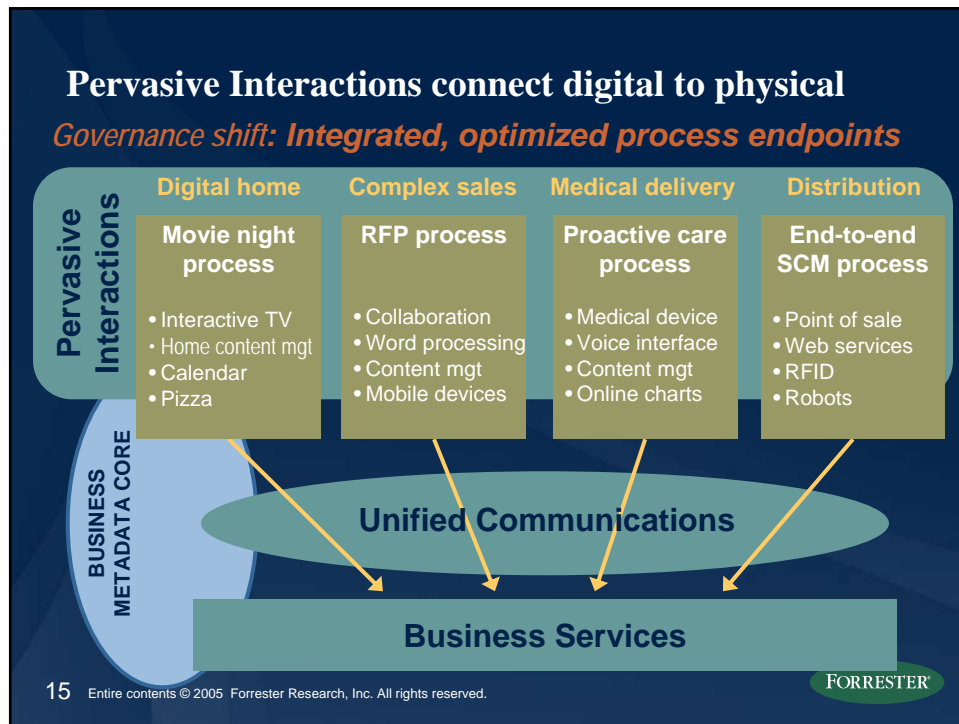
## Business Services = your business in the digital world

*Governance shift: Create digital business capabilities*

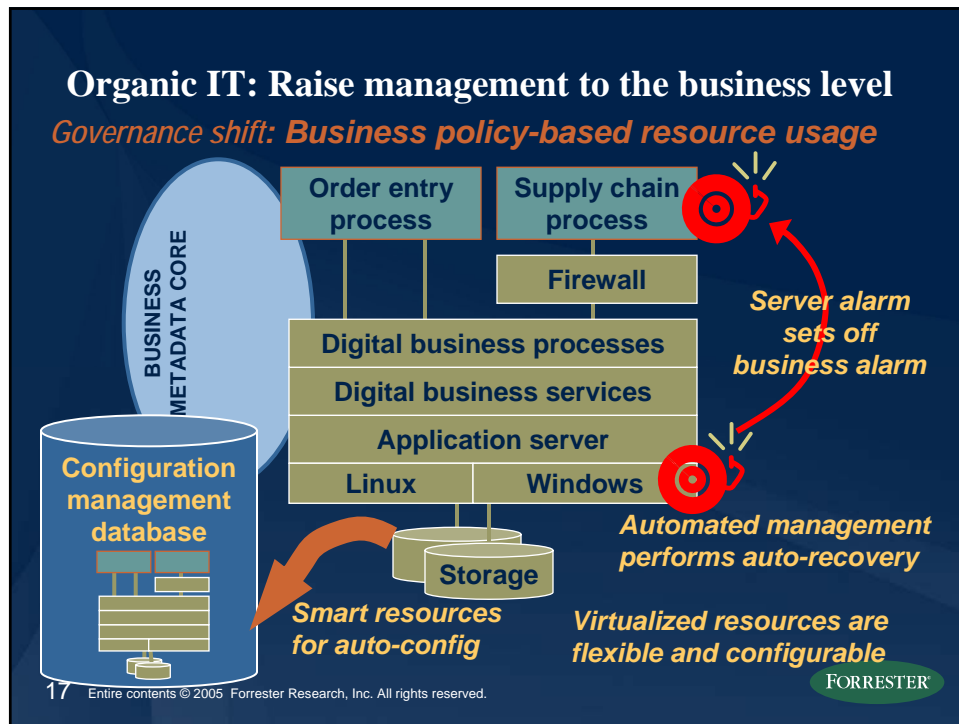


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### What do you do about Digital Business Architecture?

STOP	START
STOP writing requirements documents for IT.	START joint business-IT analysis of business problems.
STOP delivering applications for targeted functions.	START building process-ready digital business capabilities.
STOP designing user interface screens.	START optimizing business process endpoints.
STOP using architecture merely for cost-saving standardization.	START using architecture for strategic business flexibility.
STOP treating business and IT as two different worlds.	START cross-boundary process governance, including IT.

## Related Forrester reports

- “Digital Business Architecture: Harnessing IT For Business Flexibility” November 7, 2005, Best Practices
- “Survey Data Says: The Time For SOA Is Now” April 14, 2006, Trends
- “Digital Business Architecture: IT Foundation For Business Flexibility” November 7, 2005, Forrester Big Idea
- “How Composite Apps Will Change Enterprise Application Development” July 20, 2005 Trends
- “Market Update: SLM/BSM Technologies” November 9, 2004, Market Overview
- “The Big Strategic Impact Of Organic Business And Service-Oriented Architecture” June 18, 2004, Trends
- “Organic IT 2004: Cut IT Costs, Speed Up Business” May 18, 2004, Trends
- “Unified Synchronized Communications Arrives” February 24, 2004, Trends

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## Thank you

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## Supplementary material

### The mental model shifts of Digital Business Architecture

Overall	<b>From:</b> First design your business, then design systems to support it	<b>To:</b> Concurrently design your business and the systems that embody it
Business applications	<b>From:</b> Write application code to serve dedicated business functions	<b>To:</b> Create digital business capabilities ready to deliver in a digital world
User interfaces & sensors	<b>From:</b> Design a user interface for a business function	<b>To:</b> Optimize physical world process endpoints as you connect your digital business to users & devices
Communications & collaboration	<b>From:</b> Find the right network on which to deliver a message	<b>To:</b> Do multi-channel, cross-channel collaboration on a unified network
IT infrastructure	<b>From:</b> Install my application on a server	<b>To:</b> Allocate resources to my business process