



# Personalised SOA Strategy Action Plan

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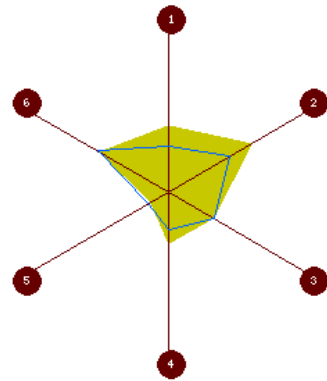
# Report overview

This report has been generated for you, based on the answers you supplied to our SOA Strategy Planning Tool. The report is in three sections. The first section provides an overview of your scores, and benchmarks your scores against the mean scores for respondents in your industry; respondents of your size; and respondents in your geography. The second section outlines a personalised action plan, which has been put together based on our analysis of your answers. The third section outlines some next steps that you might want to take.

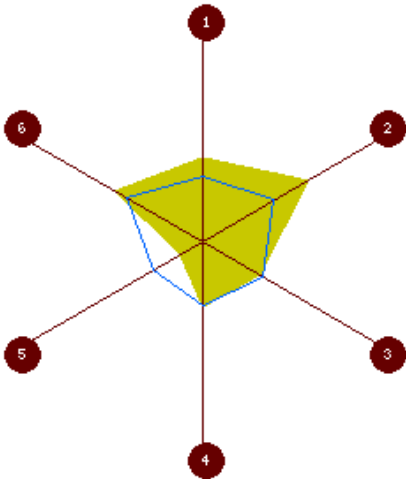
## Your scores:

Concepts	48%
Strategy	70%
Architecture	38%
Organisation and People	37%
Governance	15%
Technology and Infrastructure	57%

## Industry benchmark for Chemicals and petroleum *(green area is your result; blue line is benchmark)*



## Overall benchmark *(green area is your result; blue line is benchmark)*



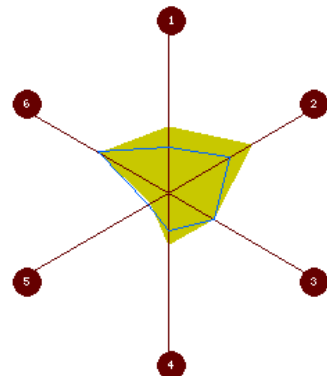
Key:

- 1 Concepts
- 2 Strategy
- 3 Architecture
- 4 Organisation and People
- 5 Governance
- 6 Technology and Infrastructure

## Size benchmark for Small (50-250 employees) *(green area is your result; blue line is benchmark)*

Sorry, you're the first person in this size of company to use the tool so we can't display a benchmark at this time. We will send you an email alert as soon as more customers of your size provide data. You can then generate a new report to see how you compare.

## Geography benchmark for Central, Eastern Europe (incl. Russia) *(green area is your result; blue line is benchmark)*



# Your personalised SOA action plan - summary

Below we present a list of actions, which are personalised for you based on your responses to the questions in the SOA strategy planning tool.

## Your top 10 actions:

- Get educated on the key SOA concepts.
- Understand and support the service lifecycle.
- Keep on top of infrastructure demand.
- Get to grips with service contracts.
- Get the right mix of people involved in governance.
- Encourage and promote reuse.
- Get a grip on change management.
- Provide automated support for your good governance intentions.
- Use governance structures to promote shared services investment.
- Review your technology investments to make sure they can meet your needs.

## Your other actions

*Make sure your SOA strategy is acted upon. Establish an enterprise architecture practice allied with your SOA initiative. Ensure your SOA transformation is reflected in your IT organisation. Reassess your understanding of business and IT strategies regularly. Review your architecture work regularly. Conduct a thorough review of your skill base. Conduct a thorough review of your development approaches and tools. Make sure your IT view of SOA is properly aligned with business goals and strategy. Broaden your thinking about the management of your SOA strategy going forward. Make sure your SOA program and enterprise architecture efforts are closely linked. Get your centre of excellence working on education. Get people educated on the best way to exploit your technology investments. Move beyond a development-centric SOA perspective with contracts. Make sure stakeholders understand the need to work together on funding.*

# Your personalised SOA action plan - detail

## 1. Get educated on the key SOA concepts.

Without a sound understanding of the core concepts that underpin an SOA initiative, it is unlikely that you will succeed in getting value from SOA. You must involve senior IT personnel, architects and relevant business stakeholders and sponsors in an education programme. You should exploit the expertise of established and specialist suppliers where you can: many of them have spent a lot of time and money in researching the best ways to educate people about the core elements and benefits of SOA.

*(Rationale: Low score in concepts dimension)*

## 2. Understand and support the service lifecycle.

Your approach to the management of your SOA initiative is a critical success factor. Even if your existing IT governance processes are well-developed, you must recognise that a service-oriented approach demands an evolution of those governance processes. In a SOA world governance has to encompass the full service lifecycle, from development through to operations, supported by specialised technologies to support each phase of the lifecycle. You should review your existing processes in the light of that requirement. You must also ensure that roles and responsibilities are defined for development, operations, architects and business personnel which are accountable for the definition and enforcement of management policies. These include policies which help to manage the quality of service design and implementation, the quality of service contract definition and the enforcement and monitoring of service contract fulfilment. Your processes should take account of development and operational metrics if your SOA initiative is to yield maximum benefit in areas such as business and IT service reuse. Flexibility and adaptability are widely recognised potential benefits of SOA, but in order to realise those benefits your SOA governance processes must take account of change and acknowledge that service provider and consumer requirements may change independently. Your architects have a pivotal role to play here to ensure that short term changes do not compromise longer-term objectives.

*(Rationale: Low score in governance dimension)*

## 3. Keep on top of infrastructure demand.

You have a very clear understanding of the technology infrastructure capabilities and characteristics required to support your SOA initiative. However, you should recognise that existing and future software projects will have existing preferred infrastructure components that they will look to exploit in their initiatives. You should therefore undertake an infrastructure audit to assess deviations from your ideal and define a transition plan. This also presents an ideal opportunity to identify opportunities to share infrastructure capabilities across projects.

*(Rationale: High score in technology and infrastructure dimension)*

#### **4. Get to grips with service contracts.**

Although you recognise that there are different types of service (business function services, infrastructure services and lifecycle services), you need to get to grips with the idea of using service contracts to document the quality-of-service expectations of service providers and consumers. These contracts are a means of communicating service expectations to those responsible for operating your IT infrastructure, so that they can be subsequently supported either indirectly (through existing manual processes) or ideally directly (through the automated/semi-automated use of infrastructure management policies).

*(Rationale: High score in concepts:service types subdimension, low score in concepts:contracts subdimension)*

#### **5. Get the right mix of people involved in governance.**

Your SOA governance process is likely to be ad-hoc, and the risk here is that any potential problems are not visible to or addressable by the relevant stakeholders. You should be defining explicit roles for development, operations and business personnel with associated responsibility and accountability for: ensuring the quality of service design and development; the definition of quality-of-service expectations and policies; the creation of a service hierarchy which reflects business processes. You should also be enforcing participation of those stakeholders, together with architects, to maintain oversight of multiple SOA projects.

*(Rationale: Low score in governance:process participation subdimension)*

#### **6. Encourage and promote reuse.**

You are unlikely to reap the rewards of service reuse between projects without a governance process which actively encourages reuse. Reuse doesn't happen by accident: it requires a degree of cultural change. As well as identifying potential opportunities for service reuse, in order to make reuse happen you will have to find ways of incentivising teams, and using metrics to monitor service reuse.

*(Rationale: Low score in governance:reuse promotion subdimension)*

#### **7. Get a grip on change management.**

Your SOA governance process is primarily focused on assuring the quality of service design and development work. This is not enough. You need to recognise that service providers and consumers may change independently; and so your SOA governance process must ensure that dependencies and the implications of changes are clearly understood by all relevant parties. Doing this will require participation of those responsible for infrastructure operation, because changes in quality-of-service characteristics of services will have implications for the underlying infrastructure. You should involve architects with responsibility across projects to avoid unintended consequences.

*(Rationale: Low score in governance:change management subdimension)*

## **8. Provide automated support for your good governance intentions.**

You have a sound approach to SOA governance, but to get the most out of your governance work you need to ensure that you have the infrastructure in place to effectively manage and exploit your investment in the definition of infrastructure services. You should make sure that your SOA projects are using a common service registry/repository which has the ability to manage a wide range of service metadata, including infrastructure policies which can be exploited through integration with operational service management and monitoring solutions.

*(Rationale: High score in governance:scope of process subdimension; low score in technology & infrastructure:components subdimension)*

## **9. Use governance structures to promote shared services investment.**

You clearly recognise the importance of a combined top-down and bottom-up approach to SOA and the resultant need for a service hierarchy, with coarse-grained business services aligned to business processes. However, it is unlikely that you will realise the benefits of that understanding without SOA governance processes and policies which encourage investment in shared services from relevant business and IT stakeholders. You should be engaging with business stakeholders to explain the benefits of a shared service approach, from a consistency, compliance, agility as well as investment perspective, and encourage their participation in the governance process.

*(Rationale: Low score in governance:investment processes subdimension; high score in concepts:service granularity & hierarchy subdimension)*

## **10. Review your technology investments to make sure they can meet your needs.**

You understand that there is a clear distinction between service and integration domains, and have a sound understanding of the breadth of requirements of an effective service infrastructure solution. However, this is not reflected in your current technology environment. You need to review your current service development, deployment and management solutions to ensure that they reflect the service infrastructure requirements which you clearly have a good grasp of.

*(Rationale: High score in technology & infrastructure:joined-up infrastructure subdimension; low score in technology & infrastructure:components subdimension)*

## **11. Make sure your SOA strategy is acted upon.**

You appear to have put a very sound strategic foundation for your SOA initiative in place. To pursue that strategy effectively, you must ensure that your scores in the other dimensions illustrate that the theory is being put into practice.

*(Rationale: High score in strategy dimension)*

## **12. Establish an enterprise architecture practice allied with your SOA initiative.**

An effective enterprise architecture practice is a critical contributor to your SOA initiative. Enterprise architecture should define the processes and policies required to effectively describe the current (as is) and future (to be) IT architecture in a way which brings IT and business closer together, and it should also manage the transition from the as is to to be architecture. A SOA initiative given its scope and ambition, has to be a joint business and IT initiative, which considers and interweaves with a comprehensive enterprise architecture process. If you're going to achieve long-term results with SOA, you should not consider your initiative as an isolated effort, for example as an application integration effort.

*(Rationale: Low score in architecture dimension)*

### **13. Ensure your SOA transformation is reflected in your IT organisation.**

Even if your organisation is efficient, you must recognise that a service-oriented approach demands an evolution in thinking when it comes to the delivery shared services and the establishment and maintenance of strong relationships between business and IT. It also requires new skills and competencies, for example in areas such as service lifecycle management; the alignment of the software development organisation and its processes with the SOA initiative to exploit the benefits of reuse and loose coupling; and a re-orientation of the operational management organisation towards a focus on services rather than technologies.

*(Rationale: Low score in organisation & people dimension)*

### **14. Reassess your understanding of business and IT strategies regularly.**

Business and IT strategies are not static. You need to define a governance process which includes periodic and regular reassessments of your business and IT SOA strategies as well as the key metrics you are using to measure and demonstrate the value of SOA in supporting the objectives of your organisation's business strategy.

*(Rationale: Low score in strategy:strategy governance subdimension)*

### **15. Review your architecture work regularly.**

Architecture is an iterative process, requiring periodic reassessment of the alignment of its guidance with business strategies and IT capabilities. Your approach to the management of your architecture process is a critical success factor of your SOA initiative, and you should therefore review your existing governance processes in the light of that requirement. You should also ensure that the roles and responsibilities of your enterprise architecture team are clearly defined. Your processes should take account of the metrics required to measure and monitor relevance and adherence to the architecture programme. Your architects have a pivotal role to play here to ensure that short term changes do not compromise longer-term objectives.

*(Rationale: Low score in architecture:architecture governance subdimension)*

### **16. Conduct a thorough review of your skill base.**

You should recognise that your SOA initiative will demand new IT and business skills to maximise the likely returns. For example, software developers will have to adopt a more iterative, integrated lifecycle approach to the design and development of services, rather than a more traditional waterfall methodology. Business and IT personnel will have to come to a common understanding of business and IT domains to enable effective collaboration and so training and knowledge transfer will be required to provide that understanding.

*(Rationale: Low score in organisation & people:skills subdimension)*

### **17. Conduct a thorough review of your development approaches and tools.**

A SOA approach requires new development models, tools and methodologies. Software developers will have to adopt a more iterative, integrated lifecycle approach to the design and development of services, rather than a more traditional waterfall methodology. You should therefore audit your existing development capabilities to assess skills, tools, methodologies and define how they should be adapted for SOA.

*(Rationale: Low score in organisation & people:development subdimension)*

### **18. Make sure your IT view of SOA is properly aligned with business goals and strategy.**

Although you have a sound understanding of the benefits of your SOA initiative, there is a risk that this understanding is not well aligned with business goals and strategy. You should therefore define a governance process to periodically reassess your business and IT SOA strategies and revisit your SOA work in the light of these. This process should also ensure that your business and IT goals and strategies are discussed with the relevant stakeholders and communicated and explained throughout the organisation.

*(Rationale: High score in strategy:IT SOA strategy subdimension; low score in strategy:strategy governance subdimension)*

### **19. Broaden your thinking about the management of your SOA strategy going forward.**

You have an excellent grasp of the key requirements for effective management of your SOA initiative. However, you should develop a similar understanding of the governance requirements of your SOA strategy to ensure that the SOA initiative is understood by all stakeholders and that it is aligned to the overall business and IT strategies.

*(Rationale: Low score in strategy:strategy governance subdimension; high score in governance:scope of process subdimension)*

### **20. Make sure your SOA program and enterprise architecture efforts are closely linked.**

You have an excellent grasp of the key requirements for effective management of your SOA initiative. However, your SOA initiative should be interlocked with a comprehensive enterprise architecture programme, and you must therefore ensure that the enterprise architecture process and participants work alongside your SOA governance process.

*(Rationale: Low score in architecture:architecture governance subdimension; high score in governance:scope of process subdimension)*

### **21. Get your centre of excellence working on education.**

You have successfully established a SOA centre of excellence, but it appears that your IT organisation's overall level of SOA capability and understanding could be better. You should ensure that one of its primary objectives is to evangelise the benefits of your SOA initiative and to educate key stakeholders through a combination of knowledge transfer and a more formalised education programme.

*(Rationale: High score in organisation:centre of excellence subdimension; low score in organisation:skills subdimension)*

### **22. Get people educated on the best way to exploit your technology investments.**

Although you have a sound understanding of the infrastructure required to support your SOA initiative, your IT organisation needs to be trained to understand those infrastructure requirements and effectively exploit infrastructure capabilities. You should look to your SOA centre of excellence to take the lead in educating and supporting your SOA project teams in this regard.

*(Rationale: Low score in organisation & people:skills subdimension; high score in technology & infrastructure:components subdimension)*

### **23. Move beyond a development-centric SOA perspective with contracts.**

You are approaching your SOA initiative from a development and integration perspective, with a focus on the functional aspects of business function services. To get real long-term value from your SOA initiative you must broaden your thinking to encompass non-functional issues associated with service delivery, and also other kinds of services that can be delivered - particularly, infrastructure services. You must also engage in a dialogue with IT operations and business personnel to ensure that the expectations of the business and the capabilities of the infrastructure are understood and documented using the notion of service contracts.

*(Rationale: Low score in concepts:contracts subdimension)*

### **24. Make sure stakeholders understand the need to work together on funding.**

Without consistent understanding of funding issues by all business and IT stakeholders, it is going to be difficult to demonstrate the value of your SOA initiative. Moreover it is going to be difficult to secure resources and commitment in the medium term (past the first project or two). Although within the IT organisation you might be able to reduce the cost and time-to-delivery of projects, the overall level of flexibility you will be able to bring to business initiatives will be limited. If you are to succeed in the longer term, you need to work with business and IT stakeholders to persuade them to work together to create an agreed and shared funding model for your SOA initiative.

*(Rationale: Low score on funding question in governance:investment processes subdimension)*



## Next steps

Getting real long-term value out of a SOA initiative requires you to look at SOA from multiple angles. Success isn't just a matter of technical skill: it also depends on the way you're organised, the way you make investments and manage change, and the way business and IT teams interact.

Now you've completed the self-assessment at [www.itstrategyplans.com/soa](http://www.itstrategyplans.com/soa), you need to consider the action recommendations in this report carefully. You might not be able to address every action right now, so start with the top actions we have highlighted for you.

If you would like to work through the action points in this report in more detail and feel you might benefit from working directly with us to make changes and improvements, please email us at [info@itstrategyplans.com](mailto:info@itstrategyplans.com), or alternatively call MWD on +44 (0) 1223 690674. If you're in France and/or would prefer to speak to someone in French, please call JEMM Research on +33 1 39 16 48 81.

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