




Enterprise Thinking is a Services-Oriented World



EA Summit – May, 2005
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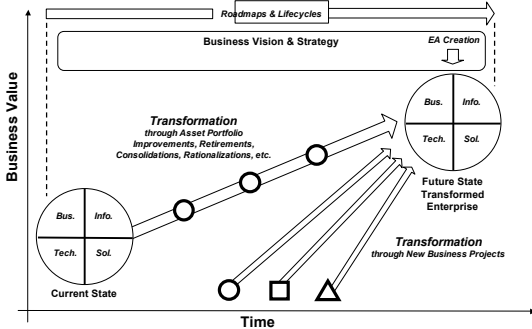
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Enterprise Thinking: Defining “Enterprise Architecture” 


- **Architecture = Design**
 - Equated to the role of a “building” architect
- **Proliferation of “architects” in IT (and even business)**
 - Technical, Network (etc.), Application, Solutions, Information (Data)
 - Business, Security, Process, etc.
 - Anyone who does design
- **“Enterprise” Architecture is the locus for “Enterprise” Thinking**
 - Applying design at the enterprise level
 - More accurate metaphor is “City or Urban Planning”

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Transformation through Enterprise Architecture 




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Enterprise Architecture: Goals and Approach 


- **Goal: Become extraordinary at guiding the enterprise in a cohesive direction**
- **A disciplined method for refreshing the process artifacts is required**
 - Current State repository – Enterprise Assets (holistic EA)
 - Strategic Alignment – vision, goals, strategies, objectives, etc.
 - Desired **principles** - define decision-making biases
 - Future State directions – Desired Asset snapshots, methods/approaches, etc.
 - Analyses
 - Transformation Plans & Project Recommendations
- **Governance**
- **Communications**

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An Overdue Perspective - The Movement to SOA 

- **Shift in orientation from system to process**
- **Recognition that system boundaries do not reflect process boundaries**
 - Need to integrate large segments of existing processes
 - Business to Business, Business to Consumer, etc.
- **XML, Web Services, EAI, standards create conditions for unprecedented levels of integration**
 - BUT don't lose sight of enterprise thinking - Focus must be on Business
- **Requires common middleware function based on standards**
- **Requires common metadata across the layers**
- **To Move to the ENTERPRISE LEVEL:**
 - Requires **Governance** and coordination through **Principles**
 - Requires **top-down, strategic decomposition**
 - Requires visibility to how the enterprise changes over time
 - Requires **Enterprise Architecture**


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SOA is Enterprise Architecture... 

“There is a common misconception that SOA governance is governance of an SOA, as though SOA were one more IT asset in need of governance in the organization. That belief, however, indicates a fundamental misunderstanding of the role of SOA. Fundamentally, **SOA is enterprise architecture** – when an enterprise adopts SOA, it should approach the organization of all of its IT assets from an SO perspective. As such, Service orientation provides a broad organizing principle for all aspects of IT in the company – including IT governance. That's why we say SOA governance is IT governance in the context of SOA, rather than governance of SOA.”


“SOA Governance: Reengineering IT Governance”, By [Jason Bloomberg](http://www.zaphink.com), 27 October 2004

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Role of Principles... 


- **Without Principles:**
 - Risk of creating overly complex systems
 - Risk of creating collections of services with:
 - Low Reusability
 - Poor Performance
 - Decreased Adaptability
- **Core set of Principles help designers understand priorities and constraints**
 - Enterprise Architecture Example Principles
 - Reduce Integration Complexity
 - Data is a Corporate Asset
 - Buy for Competitive Parity, Build for Competitive Advantage
 - Service Oriented Architecture Example Principles
 - All Architecture is meta-driven, policy-based
 - Build for interoperability
 - Design for reuse

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Top-Down Decomposition... 


- **Decompose the business value network view to identify critical processes**
 - Order to Cash
 - Ship Order
 - Pay Commission
 - Hire Employee
- **Opportunities identified frame future functional requirements**
 - These opportunities are classified into "Major Opportunities" that relate to business strategies
- **Processes are later mapped to existing applications plus needed capabilities to address improvement "themes"**
- **Who: Business Management and IT Relationship Managers**
 - Coordinated by Enterprise Architects
 - Participation by IT subject matter experts

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EA Management Concepts Applied to SOA 

- **Context of enterprise SOA goal is defined at enterprise level and approved by EA governance structure**
 - Enterprise Architects coordinate enterprise perspective
- **Future state architecture defined and approved**
 - Principles & Models needed for focus & consistency
 - Choose Standards, products, tools
 - Define Common Business Reference Objects – Basic Objects (Nouns) and Services (Verbs)
 - Establish Enterprise Information Architecture
 - Include definition of services scope, granularity, external vs. internal, granularity
- **SOA Directions and catalogs communicated**
- **EA Teams mentor and coach individual projects**
- **EA Governance works with EPMO and SDLC to ensure alignment with future state EA**

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Enterprise Thinking in a Services-Oriented World 

- **Identify SOA strategy, scope and framework using EA**
 - Apply enterprise thinking to the business
- **Integrate SOA Governance into EA Governance**
- **Let business benefits drive enterprise and externalized services**
- **Expose only that which is useful to be exposed**
 - Service granularity is an art – focus on enterprise level business services
- **Remember that all objects, relationships, assets, services, etc. roll up to the enterprise context**
 - Maintain a repository of these items and their relationships
 - Be prepared to model aspects for each unique audience

***SOA is a natural expression of the business -
Apply SOA to the enterprise using
EA concepts.***

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