



## Workshop on SOA Strategy

### Focus on Business and Mission Priorities

#### What constitutes success for SOA implementation?

#### How is return on investment measured?

#### How can you realize savings from business agility realized through SOA implementation?



Many organizations expect that service-oriented architecture (SOA) will provide agility, adaptability, legacy leverage, and integration with business partners. They might be convinced that reliance on standards or the choice of technology is the key to realizing those benefits.

But standards, while important, are insufficient; and successful SOA implementations are about more than technology. To gain the benefit of SOA, an organization needs to align its strategy for SOA implementation with its business or mission goals.

Even more, high-level mission and business goals need to dictate the focus of the strategy for SOA implementation.

Some examples of business goals are

- reduce time-to-market for applications
- increase information available to customers
- integrate business partners
- decrease development cost by increasing reuse
- reduce maintenance costs
- improve customer service
- improve internal processes

#### How Business Goals Inform SOA Strategies

Strategic alignment focuses SOA decision-making on mission and business priorities rather than the availability of vendor products or preferences of individuals down the chain of command.

Different high-level goals can lead to different SOA strategies, as shown in the following examples:

- An organization can pursue a goal to increase information available to

business customers by implementing a strategy to use intuitive web portals and create services related to customer information.

- Integrating new partners will focus on a flexible SOA infrastructure, a very well-described service repository, and clear guidelines for composition.
- To improve internal processes, an organization can identify key processes, focus on eliminating redundancy, assure consistency between processes, and create services that access legacy applications.

#### Elements of Successful SOA Strategies

The wrong strategy can result in an expensive collection of random services that are never used. A successful SOA strategy includes the following:

- evidence of fulfillment of critical business goals
- alignment with organizational enterprise architecture and current and future Information Technology (IT) infrastructure
- realistic choices of technologies and infrastructures
- realistic and gradual adoption strategy
- effective SOA governance structure
- priorities for implementation
- reuse strategy across internal and external organizations

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### The SEI's SOA Strategy Workshop

The SEI offers a workshop for participants to explore the linking of their organization's business goals with SOA strategies and identify potential pilot projects.

As a result of this workshop, an organization develops a plan to identify its SOA priorities and implement a set of concrete tasks regarding such issues as

- critical business goals
- relevant business processes to support goals (new processes as well as processes that need to be changed)
- legacy assets
- technology base
- human resource base
- business case
- complementary strategic effects

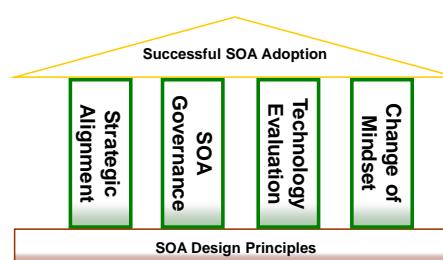
Participants also learn why it is more prudent to begin an SOA implementation with a pilot project that will provide a proof of concept. Pilot projects, they discover, should focus on areas that demonstrate how this approach will work in the organization.

Gradual implementation can then lead to other projects that integrate a single organizational unit, to projects that integrate multiple business units, and later to large-scale efforts that provide a virtual enterprise where all applications are built based on services.<sup>1</sup>

The SOA Strategy workshop is designed to be delivered in any setting, including at your site. It is also a natural complement to

a workshop that the SEI offers on SOA Governance.

### Strategic Alignment, One of the SEI's Four Pillars of SOA-Based Systems Development



In addition to strategic alignment, the pillars are

- SOA governance, the set of policies, rules, and enforcement mechanisms for developing, using, and evolving SOA assets and for analysis of their business value
- contextual validation of technology claims in using, for example, the T-Check<sup>SM</sup> method
- change of mindset to understand how service-oriented systems development is different from traditional systems development

### Migrating Legacy Systems to an SOA Environment?

- a comprehensive eLearning course entitled Migrating Legacy Systems to SOA Environments
- a two-day SOA Migration, Adoption, and Reuse Technique (SMART) Training course
- an application of SMART, which helps an organization
  - determine whether to migrate legacy systems to SOA environments
  - decide which services it makes sense to develop

- assess the changes needed in the legacy system to accomplish the migration
- evaluate migration strategies

- SEI Certification of SOA-SMART Team Leads who can conduct SEI-Authorized SMART workshops on behalf of SEI Partner organizations

### For More Information about SEI Workshops for SOA

SOA Strategy:  
[www.sei.cmu.edu/training/s13.cfm](http://www.sei.cmu.edu/training/s13.cfm)

SOA Governance:  
[www.sei.cmu.edu/training/s14.cfm](http://www.sei.cmu.edu/training/s14.cfm)

### For More Information on SOA Courses

[www.sei.cmu.edu/go/soaofferings/](http://www.sei.cmu.edu/go/soaofferings/)

### For General Information about the SEI

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<sup>1</sup> Schulte, R. "Meeting the Challenges of SOA Adoption." *SOA in Action Virtual Conference*. November 2006.

<sup>SM</sup> T-Check is a service mark of Carnegie Mellon University.