



Five Simple Rules

Achieving Quality and Business Agility through SOA

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Searching for the universal agility Rule...

- There is no single rule that can be applied to all organizations seeking agility
- Different organizations have different goals
 - For-profit business
 - Non-profit hospital
 - Government agency
 - etc.
- However...a handful of rules, applied correctly, can significantly improve your chances of achieving agility



The Rules

- Align
- Rationalize your apps portfolio
- Don't forget about Legacy
- Arm yourself to embrace change
- Increment, increment, increment



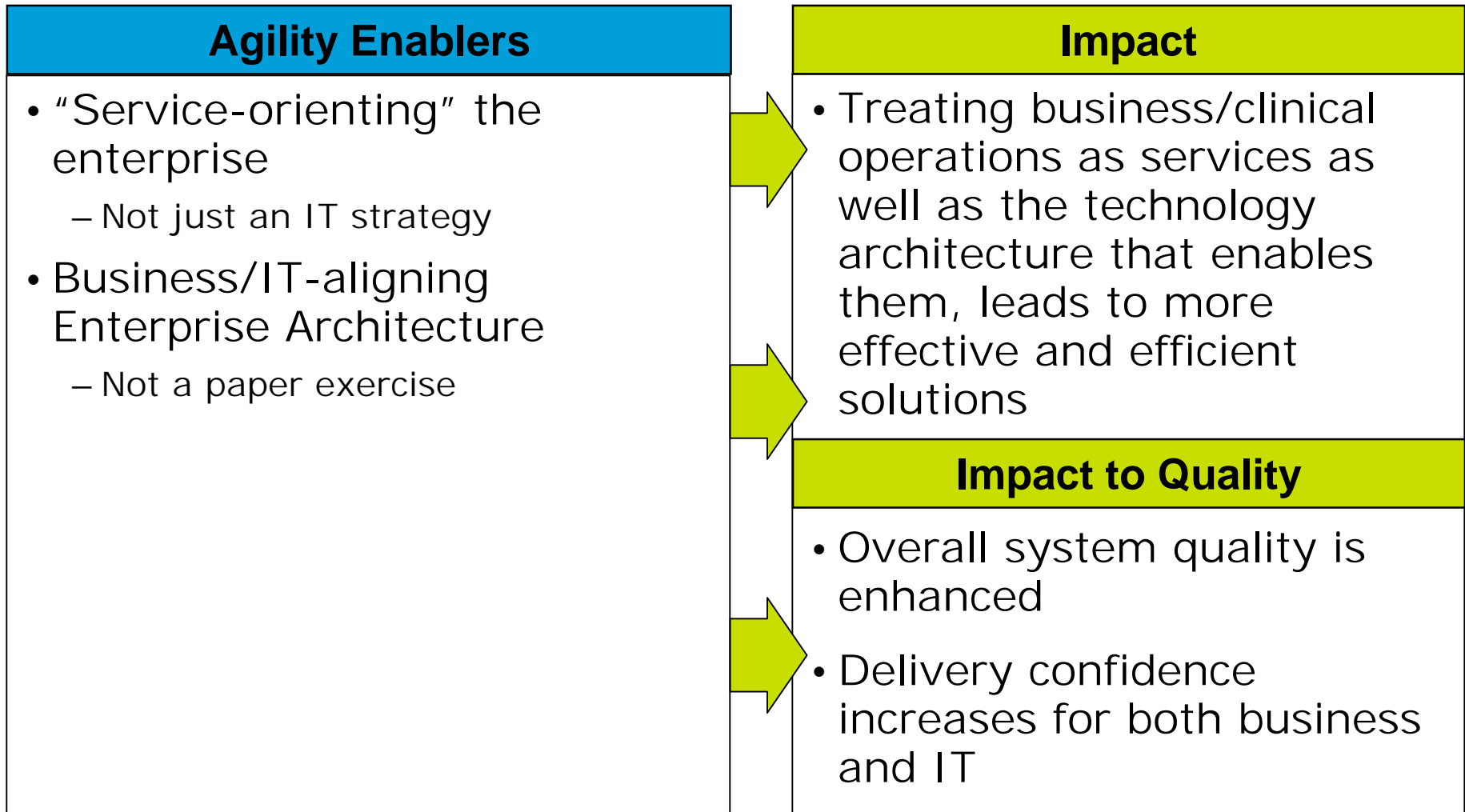
Align

The Challenges

- The quest for true Business/IT alignment
- “Better” IT solutions generally don’t increase business/IT alignment
- The potential fallacy of Enterprise Architecture
 - What Enterprise Architecture is supposed to do
 - Align the organization’s processes, information, and technology with the core goals and strategic direction of your business
 - What Enterprise Architecture unfortunately many times does
 - Generates paper



Align



Rationalizing Your Apps Portfolio

The Challenges

- How aligned are the applications to your clinical and business objectives?
- Recognizing gaps, overlaps, and obsolescence
- Is there value in my Legacy systems?



Rationalizing Your Apps Portfolio

Agility Enablers

- Asking (and answering) the hard questions
 - Which applications cost the most to maintain?
 - Which applications provide the most value to my business goals?
 - Which applications provide redundant functions?
 - Which applications are based on “at risk” technology?
- Applications cataloging/scoring

Impact

- Provide organizations with the business justification and due diligence needed to make good decisions about maintenance and enhancement management

Impact to Quality

- Reduced risk through the retirement of redundant apps/services
- Redirect of spend to critical applications/services

Don't Forget About Legacy

The Challenges

- It's Legacy, so that means it's old and bad, right?
- How to deal with co-existence
- Overcoming the desire to re-engineer
 - Wholesale replacement vs. enablement and participation

“Service-enabled is the reality of service-oriented architecture.”

– Gartner



Don't Forget About Legacy

Agility Enablers

- Service enablement as a strategy for extending the life of legacy applications allowing participation in evolving service-oriented environments
- A part of your "bottom-up" strategy of service selection

Impact

- Extracting the value inherent in legacy during the evolution to SOA is a key enabler for short- to medium-term success. Often, these legacy assets will exist in the organization a long time. Embracing them as part of the solution will greatly strengthen your agile expectations.

Impact to Quality

- Improved access to information at the point it is needed, presenting both legacy and new data

Arming Yourself to Embrace Change

The Challenges

- When will I see value in my SOA?
- Will my service-oriented environment be any better at reacting to change than my old environment?
- The problems with business process modeling



Arming Yourself to Embrace Change

Agility Enablers

- Executable business process models through BPM suites
- True re-use through composite applications, processes, and services (must embed within the culture)
- Emergence and acceptance of new development roles (e.g. "process developers")

Impact

- Faster turn on applications functionality
- More satisfied business, clinical end users
- Adaptability of applications and services

Impact to Quality

- Enhanced usability of systems/services
- Better linkage between true business/clinical processes and apps

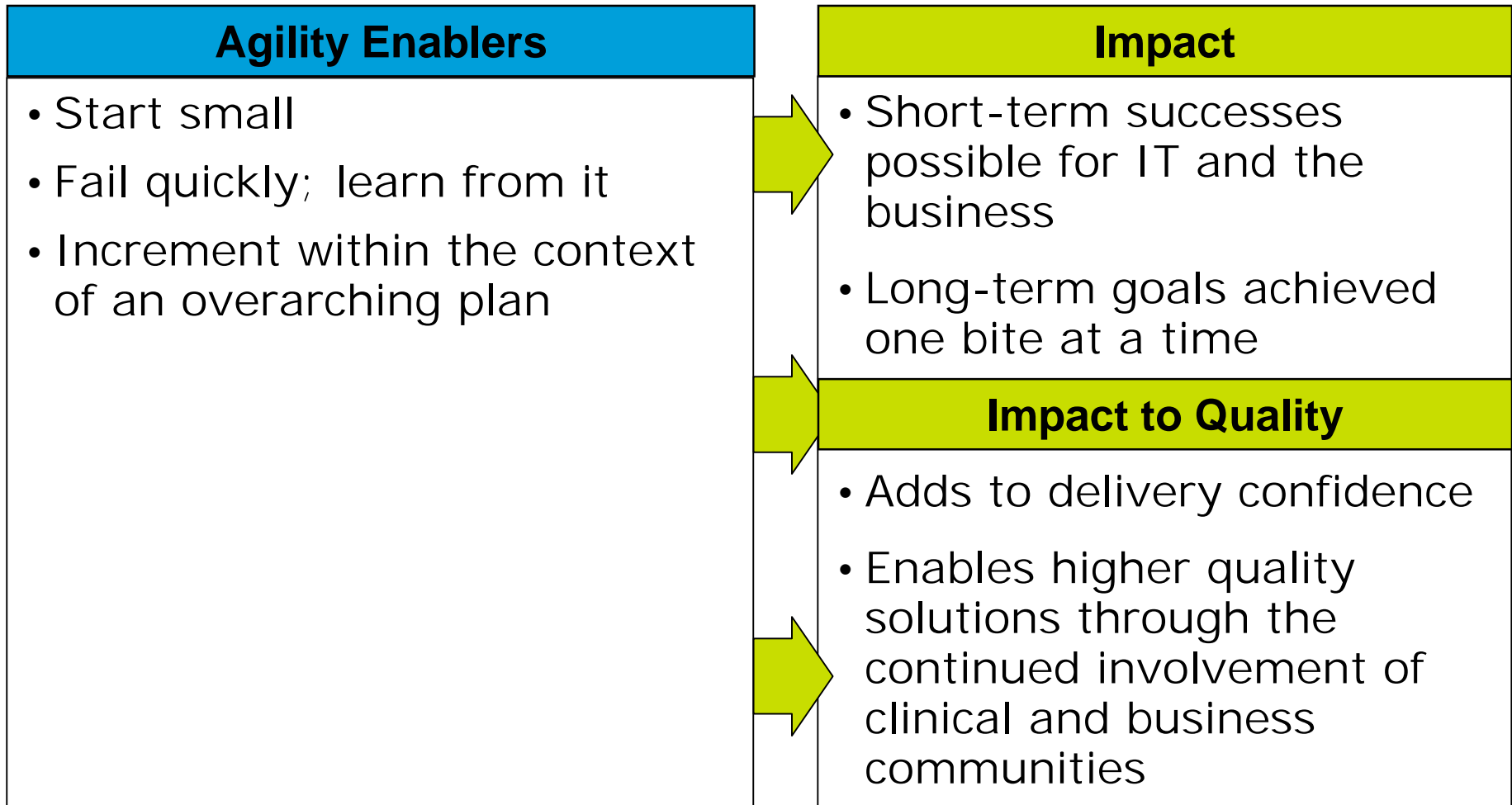
Increment, increment, increment

The Challenges

- How to become agile in one fiscal quarter?
- How is massive business/clinical/IT change accomplished?



Increment, increment, increment



Summary



- No golden rule to achieve agility
- Service-orientation is the brightest start yet assisting in alignment and agility
- Squeeze value from Legacy as you modernize
- Do your part in the culture change
- Compromise is inevitable