

The Role of BPM in the SOA Maturity Model

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People ▪ Processes

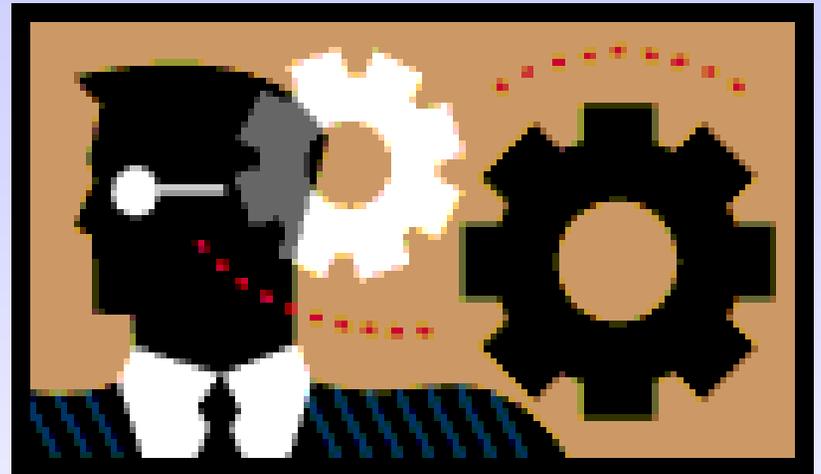
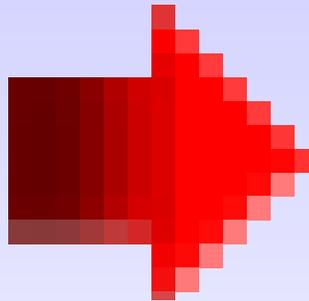
AGENDA

- **SOA The Evolution and The Prophecy**
 - Re-inventing IT
 - The role of Standards
 - The Wave & Predictions
- **BPM Key to SOA Success**
 - BPM & SOA Maturity Models
 - Rules for SOA Success
- **BPM and SOA in Real Life:**
 - HIAL: Large Scale Service Orchestration
 - GiftCertificates.com: Implementing SOA transformation

SOA: Reinventing IT

Pressures on IT to deliver comes from:

- Business Change
- Re-invention
- Time to Market
- Re-org, M&A, Outsourcing



Enterprises are driven to:

- **Create real interfaces between human centric processes and system centric execution**
- **Set “Agile Execution” thru Services orchestrated from business use cases / processes**
- **Modernize Legacy & Monolithic applications**
- **Increase reusability of SW assets & Remove redundancy**

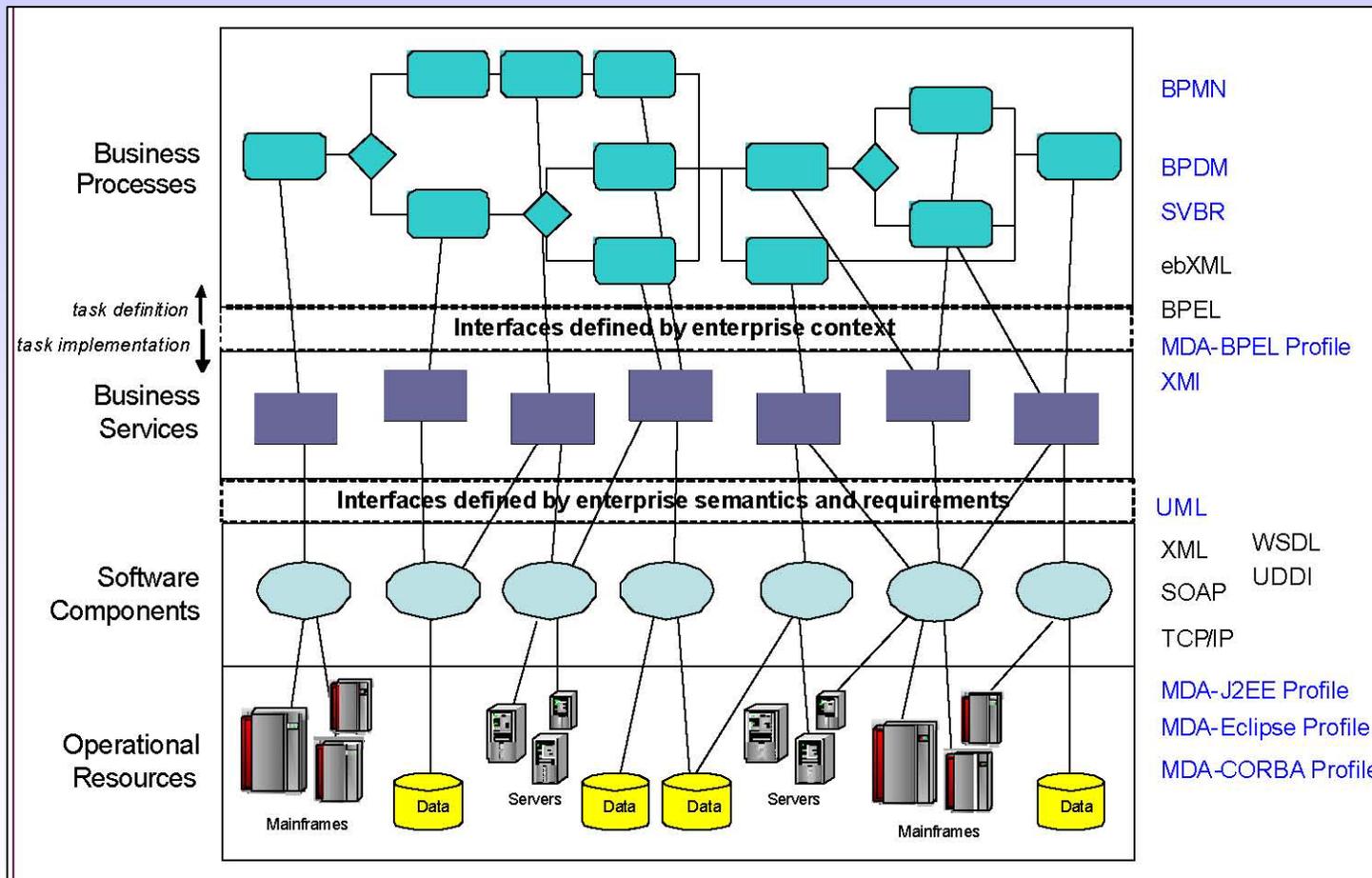
The SOA Evolution

- **Learning from historical Evolution of Software Standards / Approaches:**
 - Earlier SW architecture
 - Object Oriented
 - SQL
 - XML
 - CORBA COM/D-COM
 - 2-tier/n-tier architecture
 - Client/Server
 - Component Based Architecture
 - Web-services
- **SOA: From CBA via WS to SOA**
 - Vendor and Platform independence

Defining SOA

- **SOA: Software framework of independent components called Services that can be called to provide both data and application services**
- **Service:**
“A contractually defined function that can be implemented by a SW component and used by another component”
- **Standard for describing Service – e.g. WSDL**
 - Web Service Description Language
- **Standard for communication between Services – e.g. ebXML**

BPM/MDA Standards Around SOA



Source: The Object Management Group, Inc.

In blue: OMG MDA Standards supporting SOA

The SOA Wave – Where Are We?

➤ SOA foundation

- Computing revolution or a “buzz word”?
- SOA is evolving Framework originating from
 - Component Based Architecture,
 - Distributed Architecture,
 - Web Services standards
- Supported by significant industry standardization efforts
- It is considered at the highest level of Enterprise Management
 - C-level attention
 - “SOA for Dummies”
 - SOA “offered” by every major Technology provider

➤ SOA already exists and it is “Implementable”

- Existing Web Services & Process Execution Standards are
 - at comfortable Maturity levels: (XML, SOAP, WSDL, XSLT, BPEL) and
 - being adopted by leading interoperability vendors
- It has an evolving history
- Highest level of commitment by the leaders: IBM, BEA, HP, Microsoft, Oracle

SOA Predictions by the Market Makers

➤ SOA is still at early stage

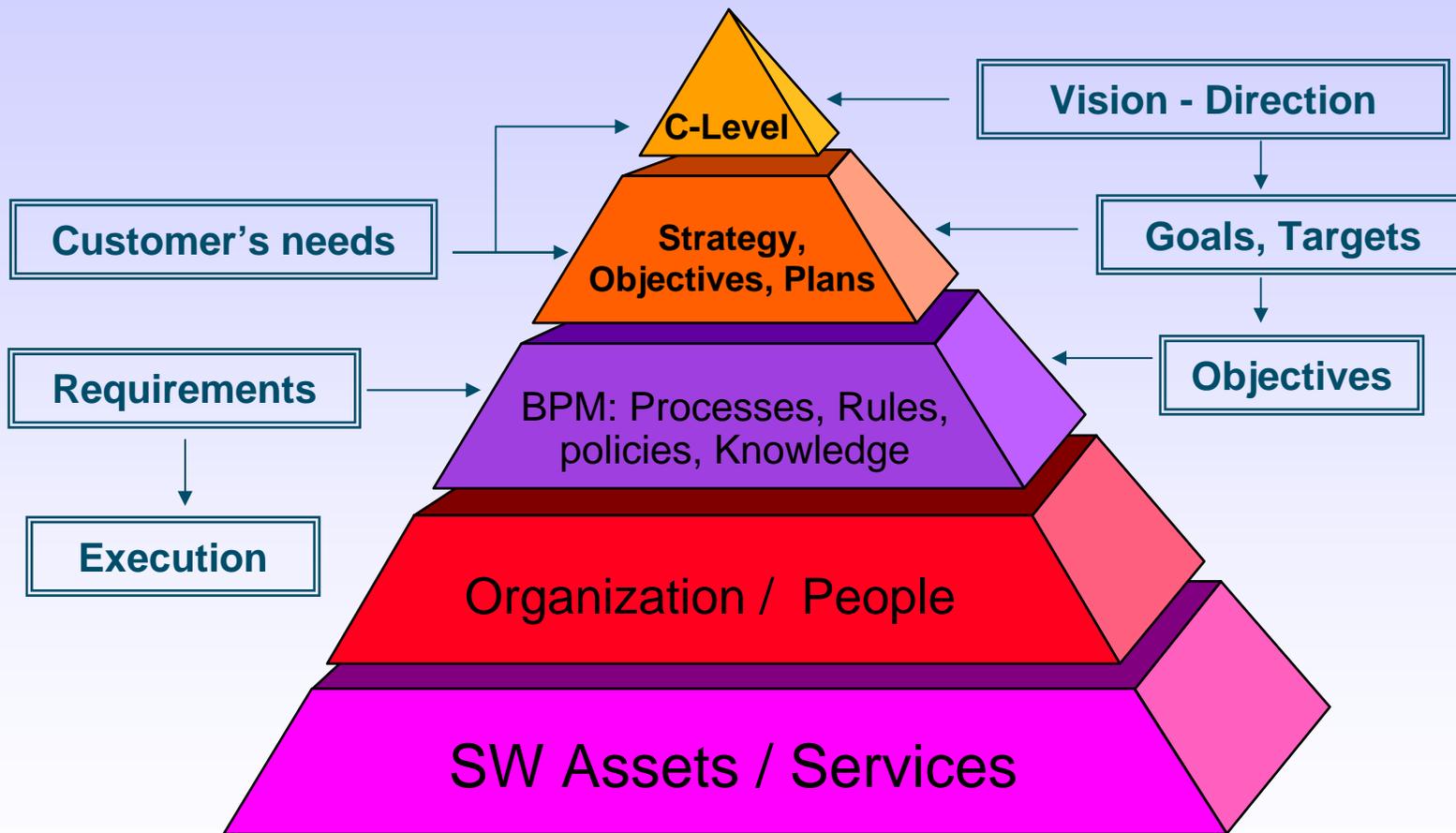
- **ebizQ (Oct 2006)** - 313 Enterprises surveyed:
 - Close to 50% of Enterprises have less than 10 services
 - Less than 10% of Enterprises are getting close to 50 services Gartner, Inc. predicts that by 2008, "SOA will provide the basis for 80 percent of new development projects."
- **SAP Shai Agassi – Chief Technologist (Jan. 2006):**
 - 2010 will be the mid-point for SOA adoption
 - We are in the middle of a hype

➤ Recent Gartner, Inc. prediction: "by 2008 SOA will provide the basis for 80 percent of new development projects."

- **2004 Prediction:** by 2007 most companies will adopt SOA frameworks for new applications and have the infrastructure required for wrapping legacy applications and integration across processes

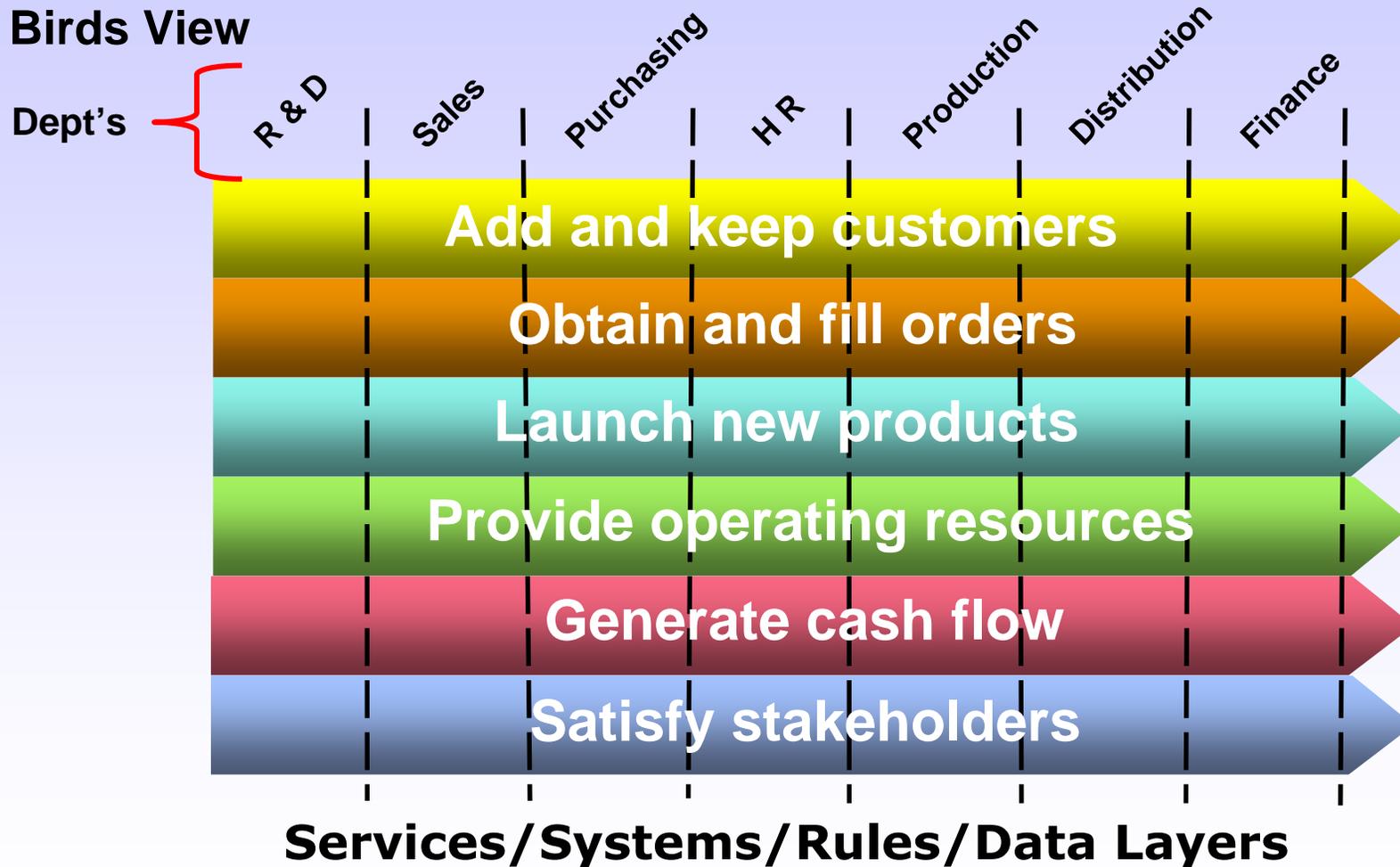
➤ ebizQ survey: Business goals — not IT goals are driving most SOA implementations these days.

BPM linking Strategy to Execution



Process Management & Services

Birds View



5 Major BPM Drivers

➤ Compliance

- Sarbanes Oxley
- Policies
- Manage Organizational Risk

➤ Outsourcing, ITIL, Security

- Restructure
- Focus on Core processes
- Manage BPO

➤ Process Framework / Performance / Standards

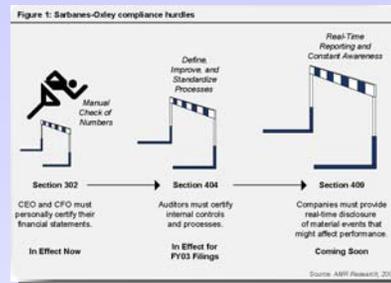
- It is all about Innovation – connect strategy to execution
- Institute Knowledge Management
- Implement standards
- Performance methods

➤ Technology Modernization

- Deploy IT with user buy-in
- Towards Process Execution

➤ Mergers, Acquisitions, Consolidations

- Aligning processes
- Ensuring seamless growth



Fastow indicted on 78 counts
 Obstruction charge among allegations against ex-Enron CFO
 By Carrie Johnson and Peter Behr, Washington Post, 11/1/2002



Extended BPM Maturity Model

Enterprise Process Framework at a minimum of 3 levels implemented with

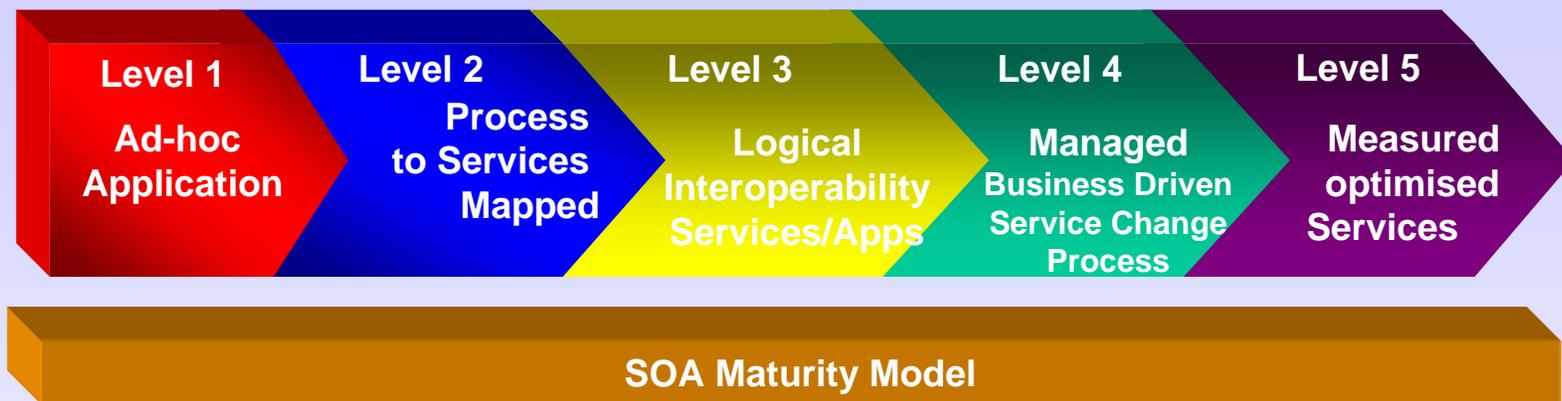
- a) Audited lifecycle sustained by the Process Owners,
- b) Assigned Roles, Responsibilities, Ownership
- c) Data, Applications (services) Rules touchpoints are visible at Process, Organizational and IT Levels
- d) (bonus) linked enterprise-wide knowledge repository (policies, procedures, forms)



•Operational Consistency

- Healthy Culture: Collaborative, Buy-in to major initiatives, Knowledge Sharing
 - Clarity/Transparency/Accountability at all levels
- Change/Transformation carried out with clear Business Requirements and User
 - Increase Internal & External (Customer) Confidence & Value Delivery

SOA Maturity Model



- **L-1: Ad-hoc applications, Monolithic Apps**
- **L-2: Mapped Services to Business: Universal vs. Line of Business Services**
- **L-3: Logical Services around Applications identified, first high priority services deployed & QA**
- **L-4: Business driven new Service Deployment in place, Service Change Process is implemented**
- **L-5: Measured/Optimized/Sustainable Services,**

4 Rules for SOA Transformation

1. **Start at the Business Strategy Level**
 - a. Any major transformation must be undertaken by a top sponsor
 - b. It is an on-going journey – not a one time project

2. **Do not Commence SOA without BPM L-3 in place**
 - a. Every Service must be driven from one or more Business Processes)
 - b. Every LOB Service must have an Owner

3. **Services must be architected**
 1. LOB level Services
 2. Shared/Universal/Foundation Services
 3. All must be linked to Business Processes

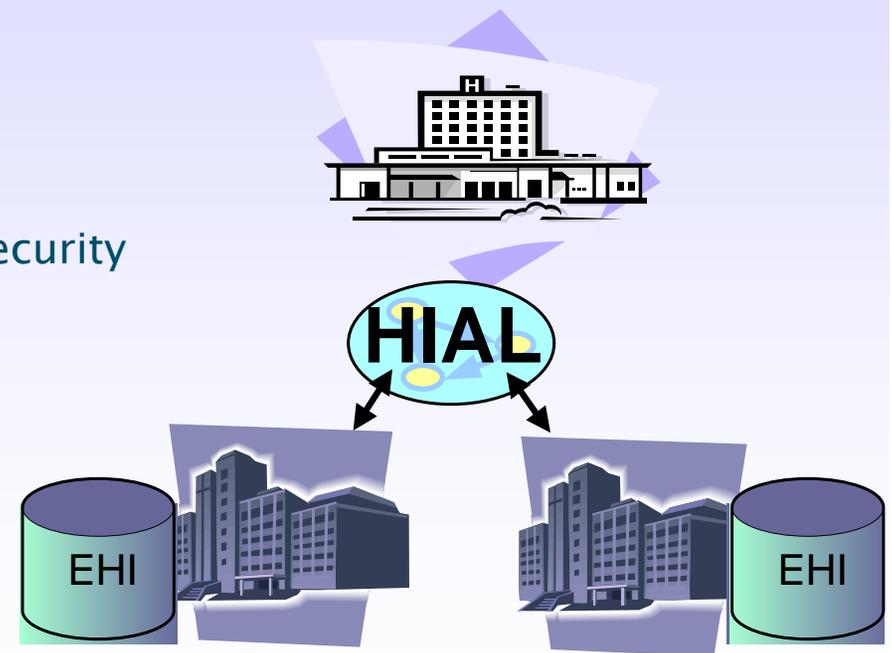
4. **Map the Logical decomposition & prioritize implementation**
 1. Services can be linked to existing apps without initial physical decomposition
 2. Create a 12-24 months plan and prioritize your implementation

**SOA is still evolving.
Establish a solid implementation plan...**

Health Information Access Layer

Process/Service Scenarios:

1. Submit/Record/update Patient Health records
2. Retrieve Patient Health record
3. Track Transactions / Helpdesk
4. Deploy New Health Service Center
5. Deliver/Revoke Health Professional Security Key
6. Manage Access Profile
7. Authenticate Health Professional



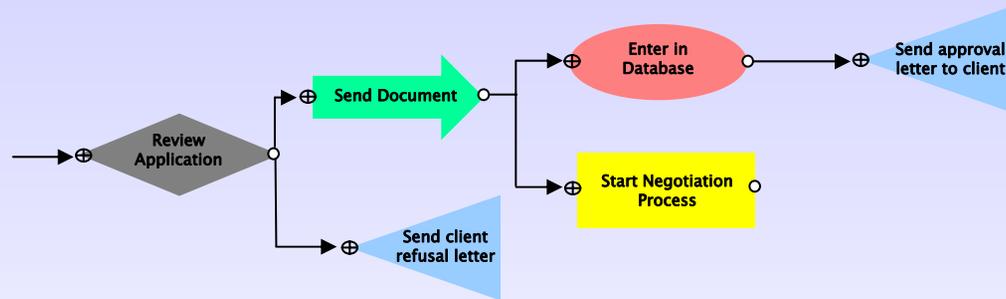
HIAL CASE - Highlights

- **HIAL -- Healthcare Information Access Layer at the Province of Quebec, Canadian interoperability**
- **Commissioned by Quebec Health Minister, Sponsored by Canada Health Infoway – Federal Organization dedicated for Health Information Highway**
- **Objectives: Serve 90000 Health Professionals across the entire province of Quebec, Canada – secure access to sensitive patient medical records**
 - **Doctors, Pharmacists, Nurses ...**
 - **Hospitals/Clinics/Labs**
- **Supports the new Private Health Information Website**
- **Set of both Foundation and Business Services**
- **Driven by a primary set of Business Processes**
- **Orchestration of Services Managed by MS BizTalk**
- **Design & Delivery by DMR Fujitsu Consulting – BPM / BPEL Layer by Interfacing Technologies**

Business Processes driving Services

Enterprise-Wide Process Management Driven from the Business Layer.
Interfacing Technologies – Enterprise Process Center®

EPC: Enterprise Process
Framework for Business Users
Linking Data, Rules, Execution
& Services



Service
Orchestration

Adapters

BPEL

XML / XMI

Process/Service
Integration

MS: BizTalk
IBM: Websphere
BEA: Weblogic

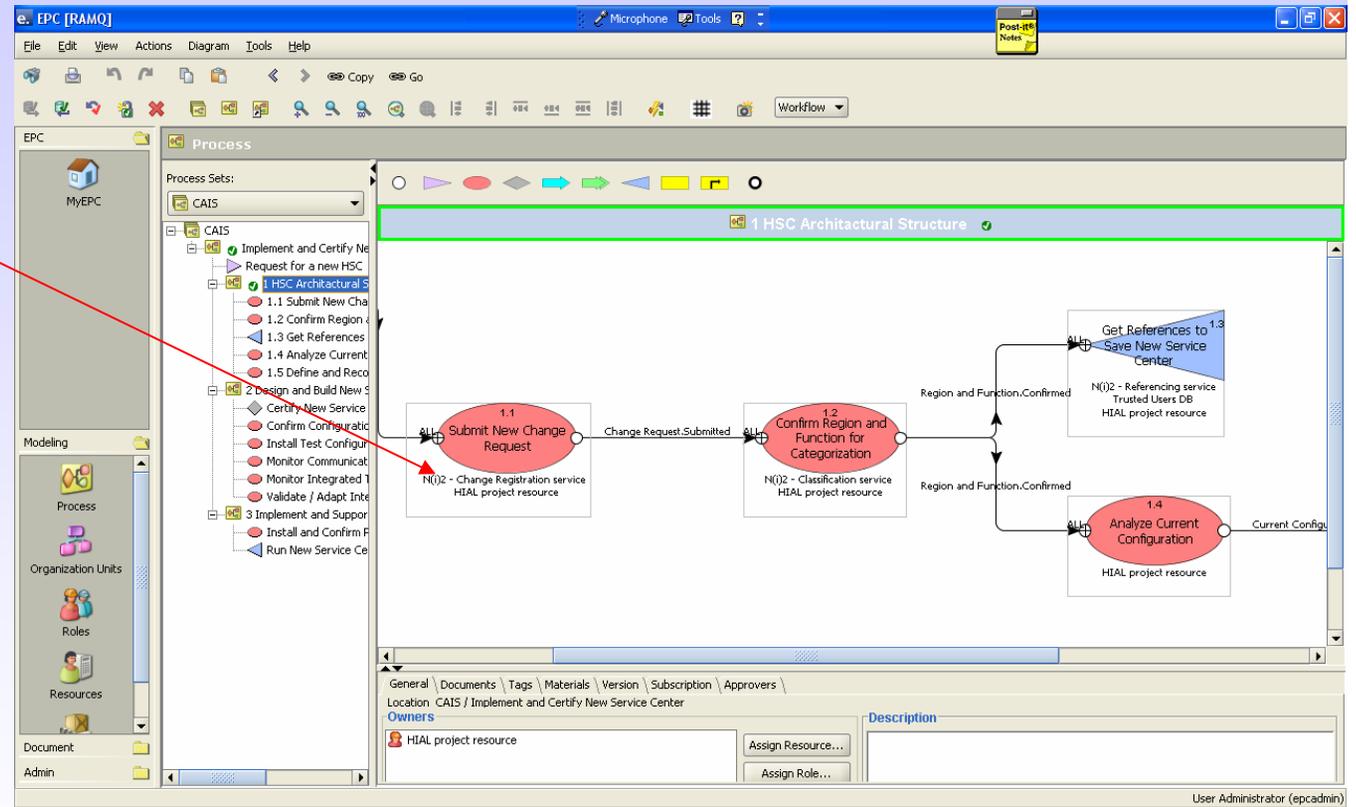
Clear Business Use Case for Services

(Source: DMR/Fujitsu Consulting & Interfacing - Enterprise Process Center®)

Services are Visible on the Process.

Clarity of Business Ownership

Life Cycle Management at Business Level



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- **An 18 month transformation initiative**
 - preparing for next growth phase
- **Drivers:**
 - Current IT infrastructure is limiting expansion
 - From home-grown IT SW to outsourcing
 - Using SOA for clear mapping of Business to IT with a sustainable lifecycle

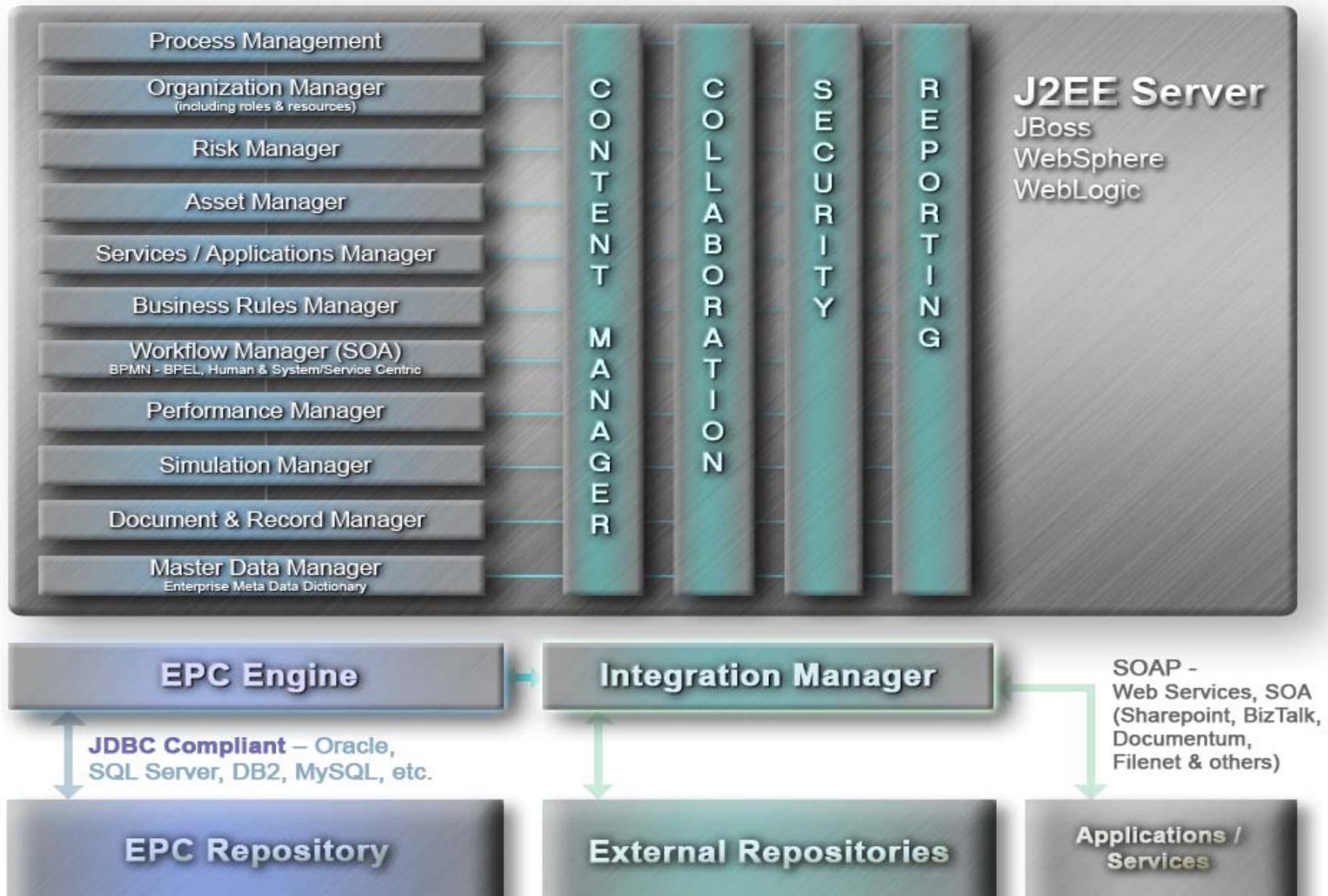
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GiftCertificates.com



Business Driven SOA



In Summary

- **SOA brings a great promise, it is still in “early stages”**
- **Leading vendors are committed to SOA, interoperability standards are evolving**
- **BPM is critical to SOA initiatives**
 - **Every LOB Service must be driven from one or more Business Processes / Use Cases**
 - **Every Service must have an Owner**
 - **Every Foundation Service must have a clear IT role as an owner**
- **The 4 SOA rules: Architect and prioritize your Service Framework before starting**
- **Happy SOA journey ...**

Q & A

Thank You.

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