

SUCCESSING with SOA

How the industry's hottest topic –
architecture – can pave your
company's **pathway** to new
business agility and
bottom-line **value**

For IT professionals, discussing the latest and greatest technology innovations is akin to sport. The debate regarding which standards, initiatives, and products are on top can be heated, but it usually remains in the realm of technologists. Recently, however, one technology subject has crossed the chasm to become "topic A" for technology and business execs alike: service-oriented architecture (SOA).

With a goal of decomposing larger IT systems into smaller components that expose well-defined service contracts, SOA aims to help enterprises streamline development activities. In doing so, experts say, SOA can improve business agility, allowing IT to respond more quickly and effectively to business needs.

This *InfoWorld* special advertising section examines how companies can most effectively use SOA to gain business value. How are early adopters using SOA to drive their strategic goals? What are the best ways to implement an SOA initiative? Which organizational, technical, and executive resources do you need to succeed with SOA? How are companies using SOA to improve their flexibility and responsiveness – as well as the bottom line?

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It's no secret that IT organizations often struggle to meet the needs of the businesses they serve.

Constrained resources, legacy systems, and rapidly changing business demands conspire to keep technology departments playing "catch up." Yet the problem is larger than just the frustrating backlog facing IT: this lack of responsiveness to business needs can compromise the corporation's ultimate success. Without the ability to quickly respond to changing market and business conditions, organizations often lose revenues, fail to meet customer needs, and sacrifice opportunities.

Ongoing technology integration issues are the root of this struggle, and it's one that can't be solved quickly enough for most organizations, says Ronald Schmelzer, senior analyst at Zapthink, an IT advisory and analysis firm based in Waltham, Mass. "This problem is robbing IT of the ability to be innovative," he says. "The IT department has to return to its original goal, which is facilitating the business by helping it to be more agile."

As companies begin thinking of IT as a valued service provider to the organization, executive viewpoints about how to solve the problem are evolving, too. "Smart CIOs are no longer fooled by vendor

promises that tools and technology alone will solve the problem," Schmelzer says. "They need to apply some elbow grease in rethinking the organization and its assets, as well as its people. They must throw themselves into the harder problem of best practices."

As part of this exercise, many executives are focusing on the concept of service-oriented architecture (SOA), a strategic approach that addresses the issue of how organizations' IT assets are structured, and how they can best serve the enterprise. Key to this structure is the idea of "services" – packages of reusable software "building blocks" that provide a particular functionality, to end users or even to other services.

The idea of reusable software is not new. "There's a tendency to

think that SOA has been around for just a few years," says Keith Landers, a director in enterprise applications services for HP

Services at HP (Palo Alto, Calif.). Yet technologies such as Java, .NET and even COM were built on the concept of objects that could be shared. "Today's newer standards and technology patterns offer something we can bring to the enterprise – delivering encapsulated capabilities and protected, decoupled business processes, and creating a powerful, highly leverageable model of reuse," he says. "The Web services standards are giving us a common language that helps us effectively communicate across each of those patterns, whether it's Java, mainframe-based, .NET, or something else."

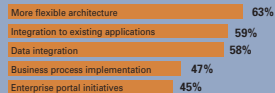
Share and Share Alike

New or not, SOA is all the rage. Vendors are marketing it as a primary part of their product and service platforms; business and IT executives are discussing it as a critical joint initiative. Yet so

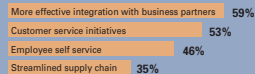
High Hopes for SOA

Critical IT and business problems that SOA may solve:

Tech problems



Business problems



Source: InfoWorld Market Research, An Overview of the SOA Market, March 2005. Conducted by IDG Research Services.

much discussion can also breed confusion. "SOA is a hot topic, but it can also be an over-hyped one," says Sean Rhody, chief architect

of the BEA Systems practice for the consulting group at CSC, a consulting, systems integration, and outsourcing company based in El Segundo, Calif.

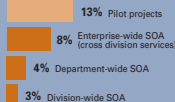
"SOA is a natural outgrowth of the explosion around Web services software stacks and technologies," he continues. "People have these tools, and now they need a method and an approach for them, a way of organizing a service and a catalog of services. We've seen a lot of people talking about SOAs, what they are, and how to approach them. But at the same time, we don't see every company racing to implement an SOA because it is the latest, greatest thing. It only makes sense where they can justify the investment with a clear return."

What are the anticipated benefits of SOA? By creating software services that can be reused and combined with one another, companies can decrease short-term integration expenses as well as reduce development and technology maintenance costs. In addition,

SOA Knowledge is Developing and Commitment is Rising

52% of respondents are at least somewhat familiar with SOA...yet almost 1/3 are already adopting.

Current stage of adoption



Evaluation/consideration/planning 20%

Not considering planning to deploy 21%

Source: InfoWorld Market Research, An Overview of the SOA Market, March 2005. Conducted by IDG Research Services.

HP: SOA Supports the Adaptive Enterprise

Becoming a more adaptive enterprise is one strategic reason for organizations to adopt an SOA initiative. Yet achieving this goal requires that companies begin to understand, in a more formal way, what their business processes are and how they serve the organization.

"Adaptive enterprises recognize the need to create a better linkage between the business and IT," says Mark Perreira, chief architect for SOAs in the management software business at HP. "SOA is fundamental to achieving this, because it can be a driver for capturing meta-data and architectural information about business processes. This is the information that can help to more effectively bring business and IT together and improve the way that they relate to one other."

A critical part of any SOA initiative is helping IT executives understand how to decompose systems into services and how to capture these services in relation to one another. When the relationships between services is visible, the business can more easily understand which systems are architecturally important to their business processes and learn which systems are affected by one another. "When that kind of information is more naturally captured, users will be able to understand how the business works and how it can be transformed to become more adaptive from an operational sense," says Perreira. "Then SOA will allow companies to drive their IT systems based on the need for business change."

Moreover, in its extensive SOA practice, HP has seen that formally understanding a company's business processes and its operational needs can naturally improve governance. "When services defined within an SOA begin to represent elements of a company's data center, such as application, operational, and management systems," he adds, "then SOA governance in reality becomes IT governance." ■

SOA offers the promise of increased business agility – new opportunities to become more responsive to market conditions and customer demand that can drive competitive success. Finally, using services in an SOA can increase corporate visibility, which may enhance compliance and governance efforts and reduce liability.

Put Your Checkbooks Away

Many IT and business professionals clearly see benefit in adopting an SOA approach, and they are willing to back their bets with budget funds. In a recent online survey of nearly 700 InfoWorld

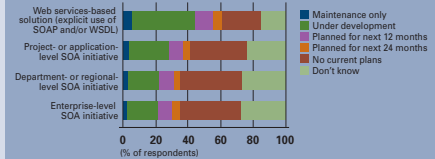
subscribers, 52% were already familiar with SOA. Of that group, 15% said that SOA is a critical IT priority for the next 12 months, and 30% see SOA as a critical priority for the next three to five years. Of those planning to dedicate budget to an SOA initiative, 40% plan to spend more than \$500,000 in the next year.

Interestingly, most enterprises don't need to buy much new software to implement SOA. "Whatever software and middleware you have, you could move toward SOA," says Jason Bloomberg, senior analyst at Zapthink. "There's plenty of good software on the market that helps

companies embrace SOA. But because SOA is architecture, you can tackle a lot of the architectural issues without going out and buying a new product."

SOA is no once-and-done project, however. Sandra Rogers, program director for SOA, Web services and integration research for industry analyst firm IDC (Framingham, Mass.), recently examined the realities of SOA in a report called "The Allure of Service Oriented Architecture: Expanding Mindshare and Plans in Developing SOAs." She writes: "...The path to SOA has been widely accepted as a significant long-term strategy and certainly a best practice to which

Status Time Line of Web Services and Software-Oriented Architecture Initiatives



Source: IDC's Software Development Study, 2004, Report #32300, *The Allure of Service Oriented Architecture: Expanding Mindshare and Plans in Developing SOAs*

companies aspire. Yet, a delicate dance between short-term business needs and such a long-term IT infrastructure goal persists. Those organizations pushing the envelope

(and their vendors) regarding SOA capabilities are already finding benefit, thus reinforcing interest to continue on this path."

Rogers says that companies find

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BEA Systems: Proven Domain Methodology for SOA Success

Competing in a global economy demands that businesses adapt and innovate at an ever-increasing pace. Yet in many companies, IT organizations have difficulty delivering the productivity gains that business requires. By adopting a Service-Oriented Architecture (SOA), companies can learn to organize enterprise IT around services instead of around applications – improving productivity, agility, and speed to market for both business and IT.

Not just any SOA approach will work, however. "Companies need to employ the right platform, practices, and people to ensure SOA success," says Bruce Graham, vice president of the worldwide SOA practice for BEA Systems, Inc., a leading application infrastructure software company. "With this foundation, companies can then build their SOA, balancing long- and short-term business goals and needs by instituting a set of organizational, operational, and delivery practices from the outset of the SOA initiative."

Although SOA is a hot topic, few technology companies currently have either the products or the practice methodology to support anything more than a rudimentary design approach. BEA Systems, Inc. has created a Domain Methodology for SOA – a set of six organizational, financial, operational, design, and delivery practices for SOA. These domains, which have been proven at many of BEA's more than 13,500 enterprise software customers worldwide, can help companies provide a focused framework within which they can plan and execute their SOA approach.

"Today's service-driven enterprises need every possible advantage in overcoming the common challenges of complex IT environments," says Rhonda Hocker, CIO of BEA Systems. "Understanding the best way to embrace SOA is the first step toward achieving the rapid development and reliable delivery of new and enhanced services – the services that companies need to maximize business opportunity today."

To learn how well you are positioned for SOA success, please go to www.bea.com/soa/mvp and take the complementary BEA SOA Readiness Assessment. Following completion of the assessment, you will receive a complementary customized SOA benchmark report that will provide you with an SOA Maturity Profile, a numerical and graphical rating against the commercial peer group, and recommended actions you should consider to improve your SOA readiness. Additionally, for the latest insights and upcoming product and services announcements on SOA, go to the SOA Resource Center at www.bea.com/soa. ■

more benefits if they do employ standards, within an SOA-based systems environment. "There are a lot of people claiming to do SOA that are not doing it based on standards or even some of the basic service design principals," she cautions. "The goal for many is to optimize the IT infrastructure to provide centralized services that

accomplish with SOA."

Implementing a successful SOA is much more than integrating the latest standards-based technology, however. In fact, the key success factors have more to do with simplifying architectures, standardizing governance models, creating modular business processes, and integrating heterogeneous application

SOA in Practice: Beginning the Journey

One major financial services company is using an SOA initiative to drive top-line growth and become more agile in meeting changing business needs. A conglomerate that frequently acquires and divests companies in accordance with market conditions, this enterprise (which has asked to remain anonymous due to competitive concerns) is implementing SOA to better integrate information systems and support its dynamic business activities.

"One of the core complaints of our business managers is that the technology doesn't move as fast as our business minds," explains a technology executive from the organization. "We have a corporate mandate to improve internal integration to support our customers and products. We can't achieve this without SOA."

The company's SOA initiative is just beginning, with the first Web services deployed in 2001 and plan development initiated in the last two years. The implementation is designed to support the entire enterprise, although its execution will allow each line of business to follow its own SOA roadmap and evolution.

What will qualify as a successful SOA initiative for this organization?

"One critical success factor will be the ability to monitor and control entire business processes," the executive says. "Being able to automate the compliance process will be another significant accomplishment. Having the agility to quickly change the business and deploy new policy – in such areas as security or quality of service – will be another marker of success. And if we can effectively implement reusable business services, that will be the true win and the final mark of success or failure. We can't get there on day one, but without reuse, the effort will be a failure. Our company's senior management is embracing SOA as the path to our future IT success." ■

can be greater leveraged. In theory, employing standards should make technology more interoperable and thus flexible to readily incorporate other technologies into the fold. That's what you want to try

environments. The end result: line of business managers can make decisions regarding their business models without being limited by information technology.

Show Results as You Go

Companies are investing in, or at least researching, the technologies they need to support an SOA initiative. According to IDC research, a majority of companies surveyed already have Web services deployed or planned, and many are working on an SOA initiative. "People are realizing that they can't keep pursuing the same siloed IT proliferation and the resulting point-to-point integration that typically ensues," Rogers says. "It's just too complex."

Not every IT organization is embracing SOA with equal vigor, however. Early adopters include the usual leading-edge suspects, such as financial services, insurance, and telecommunications companies – especially in the largest of enterprises. The U.S. federal government, with a mandate to reduce IT complexity and cost, is enthusiastic about SOA. High-end manufacturers with intricate supply chains are also experimenting with SOA implementations.

In most of these organizations, SOA begins as a limited-scope project, not as an enterprise-wide initiative. "There is no longer any appetite among CIOs and especially CFOs for a 'boil-the-ocean' approach to any technology project," explains Bruce Graham, vice president of the worldwide SOA practice at BEA Systems, Inc. (San Jose, Calif.). "People have no patience for making giant investments that may not necessarily yield commensurate results. CIOs have to show return as they go. They might have a two- or three-year vision, but they want to show results along the way."

Few enterprise-level SOA implementations are taking place just yet. Most initiatives to date have

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been at the proof-of-concept, project, or departmental level, although some departmental projects have been quite large. "In many cases, these project-level SOA implementations are greenfield," says IDC's Rogers, "to support things that the company couldn't do before. The champions make sure that the project will have a big impact so that they can show the value of SOA – the metrics on savings, or what new value has been created from the implementation. Those successes typically open the eyes of the different organizational stakeholders regarding what can be achieved."

SOA implementations are typically driven by one of two approaches. Tactically driven initiatives tend to be motivated by business pain points, such as the need for enhanced integration of business intelligence into reporting. "Strategically driven SOA approaches are often executed top down, by IT or business executives who recognize the need for the flexibility that service orientation offers," explains

implementations are often done on more of a project-by-project basis."

Get Guidance

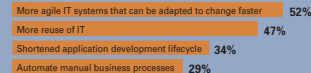
How do companies ensure a successful SOA implementation? Experts agree that success begins with executive support for an SOA initiative of any scope. "Unless you have a clearly identified ROI that has a champion for the project, an SOA implementation will fail," says Rhody of CSC. "You need to be able to measure for success, to claim success, and to build something of value – not just an architectural marvel. Unless you have that support from the top, you're not going to get there."

Next, the organization needs a high-level plan for SOA. Depending on who you talk to, this is variously described as a vision, a roadmap, a pattern, an adoption program, or a process. All can be seen as elements of the same need: to clearly identify which problems an SOA initiative should solve, the goals you hope to achieve, and the steps your company must take to get there.

Few companies have all of the internal expertise they need to succeed with an SOA initiative. Most find themselves hiring external service providers, especially to provide guidance and direction

on the scope and approach they should take. This guidance can help companies new to SOA begin to think about the services that applications must provide to the organization, rather than application packages themselves.

Benefits delivered by SOA



Source: InfoWorld Market Research, *An Overview of the SOA Market, March 2005*. Conducted by IDG Research Services.

Matthias Haendly, head of product marketing for enterprise services architecture at SAP AG (Walldorf, Germany). "The top-down approach usually has someone with a strategic roadmap for many years ahead. Tactical

"Applications need to be **renewed** or **transformed**.

Doing this in **conjunction** with an SOA initiative makes good business **sense**."

Sean Rhody, CSC

"I've seen very few companies that hire outside service providers to oversee a huge SOA initiative from beginning to end," says Graham of BEA Systems. "More common are companies that hire providers like us as a guide service, especially for help with the planning, strategy, and architecture of an SOA initiative. When the time comes to actually build services, they use onshore or offshore resources just as they do for other projects."

Even when external service providers are engaged, most projects do not involve hiring hundreds of consultants to camp out at your site. "A big team for us," says Graham, "might be five to 10 people – and that's in a Fortune 200 company. We bring a Navy SEALs approach, not the entire Navy."

View the Big Picture

Once the SOA project begins in earnest, most companies choose to manage it internally. One successful strategy is to assign the oversight and development of the SOA initia-

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tive to a corporate architecture team. According to Sandra Rogers' recent IDC report, architecture teams "...not only get involved in architecture strategies and product decisions, but also share best practices in service design and governance methodologies, in some cases, helping to act as an enforcer, as necessary. But more importantly, the view they bring by working across the enterprise helps their respective organizations build more efficient end-to-end business processes that span systems, functions, and divisions. This not only leads to efficiency and optimization, but also fuels innovation."

Moreover, architecture teams provide an essential degree of control. In a project where various business groups may require different services, the architecture team can encourage cooperation, oversee negotiations, determine standards, and help proliferate development methodologies within the organization. "Having a centralized architecture team helps companies to understand the value of using a shared service and to identify where the best opportunities are," says Rogers. "These teams can also help the organization to determine policies that address the business and systems needs and ensure that all parties get

what they need – in terms of both functionality and protection – from the services."

Architecture teams can also take responsibility for optimizing cross-organizational processes. Enabling services in an SOA environment

optimize these cross-processes and synchronize and optimize them across the network."

Often these teams find themselves working to implement an SOA initiative in concert with other types of legacy modernization

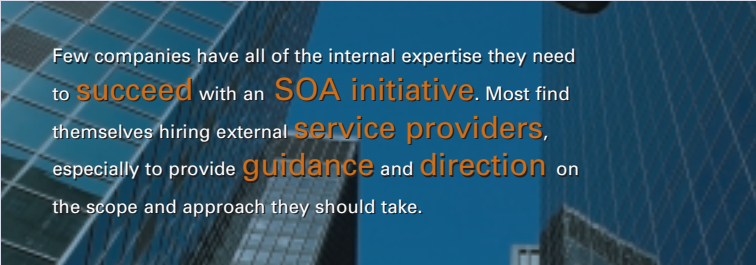
Web Services Expertise is Not SOA

Often enterprises with well-developed Web services expertise reject the need to develop enterprise architectures. Yet they need to be careful. "Organizations that embraced Web services two or three years ago and created loosely coupled architectures (at best) without an overall plan will need significant rework," says Mark Perreira, chief architect for SOAs in the management software business at HP.

"Without considering SOA principles and paradigms, Web services integration alone doesn't necessarily make a company more agile," he adds. "In some cases, it can actually make it more complex. The loosely coupled nature of Web services applications can make it harder to do integration across an enterprise, since there are so many points of connection." ■

typically creates a series of composite applications that run across IT silos. These applications need to be optimized for all users. "You need to have someone with an architectural background, someone who understands how everything fits together, rather than a person who is an expert in one area only," says Haendly of SAP. "An architecture team can handle and

projects. "Companies that have invested in existing systems need to respond to new business conditions," says Rhody of CSC. "Often these applications need to be renewed or transformed, depending on the business' need. Having the architecture team do this in conjunction with an SOA initiative can make good business sense."



Few companies have all of the internal expertise they need to **succeed** with an **SOA initiative**. Most find themselves hiring external **service providers**, especially to provide **guidance** and **direction** on the scope and approach they should take.

Industrialize Your IT

Although the market for SOA is young, the benefits can be powerful. According to Schmelzer of Zapthink, SOA offers four types of expected return. Companies can generate short-term tactical decreases in integration expenses by replacing old, difficult-to-manage technology with new architectural approaches that minimize the use of brittle integration middleware. "This is a no-brainer, a good short-term win for SOA," he says.

A second related benefit is tied to reusability: SOA makes development resources more productive

that. Fundamentally, in order for IT to solve incrementally more complicated problems, we have to become more industrialized. There must be expectations of quality, agreed-upon methods for building things, architecture goals, guidance, regulations, and certification, as well as an understanding of what you will get when the project is completed. Then we can start doing more complicated things. It's hard to see how IT will evolve without architecture. That's why we're so passionate about SOA."

Dramatic ROI

Most of the reported benefits



by reducing the number of cycles it takes to build new capabilities. Third, SOA delivers new opportunities in the realm of increased business agility, which helps businesses do things that were previously impossible or too costly. Finally, SOA can help companies increase visibility and reduce liability through reusable services.

In addition, SOA offers intangible, non-business benefits to the enterprise. "We're still in the artisan days of IT," says Schmelzer. "Today, the quality of your solution rests with the quality of your 'blacksmith.' We have to get away from

among early adopters of SOA initiatives are anecdotal, but many are impressive. For example, HP helped one customer use an SOA initiative to tie together 24 mainframes and more than 200 back-end systems. "Once that base architecture was in place, every component was completely decoupled," says Landers. "Within six months of implementation, we were able to remove 20 of the mainframes and break down the remaining systems into three sub-applications instead of 200. The customer was prepared to make an \$11 million investment

to save \$18 million. Instead, the initiative cost only \$6 million and saved at least \$60 million."

In addition, companies that embrace SOA can change their applications in hours or days – not months – to meet new and changing business needs. "It's a fundamental pattern of separating the objects into four tiers: interface, business, data, and system," he adds. "It's that level of dynamic ability that gives the enterprise adaptability and agility. It's what the adaptive enterprise is all about."

One large CSC client was using 52 discrete billing systems – each with its own operational costs for hardware, software, system maintenance, and user support. "Being able to rationalize that system into a single service – where 52 systems are reduced to 20 or even 30 – provides tremendous savings,"

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Bruce Graham,
BEA Systems

says Rhody. "The return on investment can be measured in operational costs, staff reductions, or productivity enhancements. If a

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developer can code to one billing system instead of 52, that's a tremendous improvement."

Reducing the volume of coding can help companies reduce the number of developers needed on staff. In addition, SOA can shrink the number of people needed to maintain existing systems. Yet Graham of BEA Systems says the greatest benefit is flexibility – the ability to reuse code from one project to another. "We're seeing a 30% or 40% project-over-project reuse rate in the later projects for some of the larger companies who have adopted SOA," he says.

Sidestep Potential Landmines

As with all technology implementations, however, there are common pitfalls that can be avoided. Not having executive buy-in from the start of an SOA implementation will prevent the initiative from gaining traction and ultimately compromise its execution. Furthermore, "if you take a purely technical approach, you are setting yourself up for failure," says Haendly of SAP. "If you have only technologists working on this who have a great SOA vision that is not related back to business benefits, you risk losing management buy-in and running into a dead end with the project."

Improper design of the solution, or not taking design seriously enough to think through the attributes and needs of the business, can also contribute to failure. "You need to have an overall picture of how this will work," says Graham, "a reference architecture even at a 30,000-foot level that shows your desired end state. It's a mistake to treat SOA as something that system architects will magically link

together. You need a roadmap."

In addition, CIOs need to establish organizational and governance structures that will drive the effort forward. Whenever services become federated, organizations need to sort out such issues as who owns each service, which group is responsible for keeping it current,

communities established early on.

Funding issues can also be a challenge. Unlike software that can promise new features and functionality, a new, architectural initiative is tough to sell to the executives who control the budget. "Coming up with the right combination of architectural progress and new capabili-

CSC: Delivering a Complete SOA Solution

A priority for many IT organizations is to enhance the nimbleness and agility of their business applications, a change that will help their companies respond more effectively to market pressures, staffing changes, and other common business demands. One clear way to address this priority is to focus IT on application renewal and transformation.

"When we think about renewing and transforming applications, we examine how the applications in a company's portfolio work now and consider how they should be prioritized for the future," explains Mark Burgbacher, chief technology officer for the consulting organization of CSC in El Segundo, Calif. "We then consider what is needed to transform the existing applications into new services, whether any should be maintained as standalone applications, and whether any new services should be developed."

Key to this effort is to consider the integration required to support an SOA initiative. "From that, we can consider federated or composite services, compensated transactions, auditing requirements, and issues related to speed to market," says Burgbacher.

CSC, a worldwide \$14 billion system integration firm with extensive experience in the commercial, federal, and civil markets, offers a unique SOA model. By planning, building, and managing the project, the company helps organizations to discover the value SOA can deliver, create a vision, design a strategy, and implement a solution.

Unlike many other vendors that are just entering the SOA market, CSC has already created some of the largest, most powerful SOA initiatives in the world. "We have the background to successfully deliver service oriented architectures," says Burgbacher. "With our unparalleled ability to host and manage solutions, CSC offers a complete solution to today's enterprise SOA requirements." ■

and how the service should be promoted within the organization. Not every detail needs to be decided from the earliest stages of the SOA implementation, but general patterns should be identified and

ties to present to executives is one of the challenges that companies face," says Bloomberg of Zapthink. **Transform Your Business**

Even so, the documented benefits of SOA guarantee that

executives' buzz about SOA will continue. "Based on both vendor and market support, the consensus indicates that SOA looms large to become *the* future computing paradigm," writes Rogers in the IDC report. "Questions as to how fast, how far, and how successful this wave of distributed computing can only be answered with growing experience."

Industry watchers expect SOA to drive innovation – and potentially new competitiveness among companies that embrace it. Says Schmelzer of Zapthink: "The whole area of architecture as a discipline, as a rich set of best practices – that's where the bulk of real innovation will happen. I think about inventing the development of processes, the communication of those practices, approaches for handling things like information

integration in the context of SOA, questions about what the best IT organization looks like, and new ways of funding the IT department. If we have innovation and advancement in those areas, adoption of SOA will be dramatic."

With so much at stake, how can companies succeed with their own SOA initiatives? "One place to start is to do the initial discovery and inventory," says Rhody of CSC. "Then create a roadmap and rationalize your approach in phases. It's important that you allow sufficient time to fail in the beginning and to flesh out the technologies. Finally, be sure to execute fully. When you're halfway through is not the time to say you don't want to do this any more."

Experts agree that the best SOA approach is one that spans several years. Although you may start to

see benefits sooner, be conservative with ROI projections. Proving ROI on foundational investments such as SOA is difficult, and all this talk about the "next big thing" can raise executive expectations. "In spite of the hype, the companies that have implemented SOA consistently describe it as transformational," says Graham.

Whatever you do, don't let the desire for thorough planning keep you from getting started. "Companies can get bogged down in the preparations and never actually pull the trigger," Graham warns. "SOA shouldn't become an architectural exercise. Build a roadmap, take time to get the overall plan in place, pick a worthy project, and get started. The successful companies had an overall view, took on a few key projects, and got moving. They are



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