

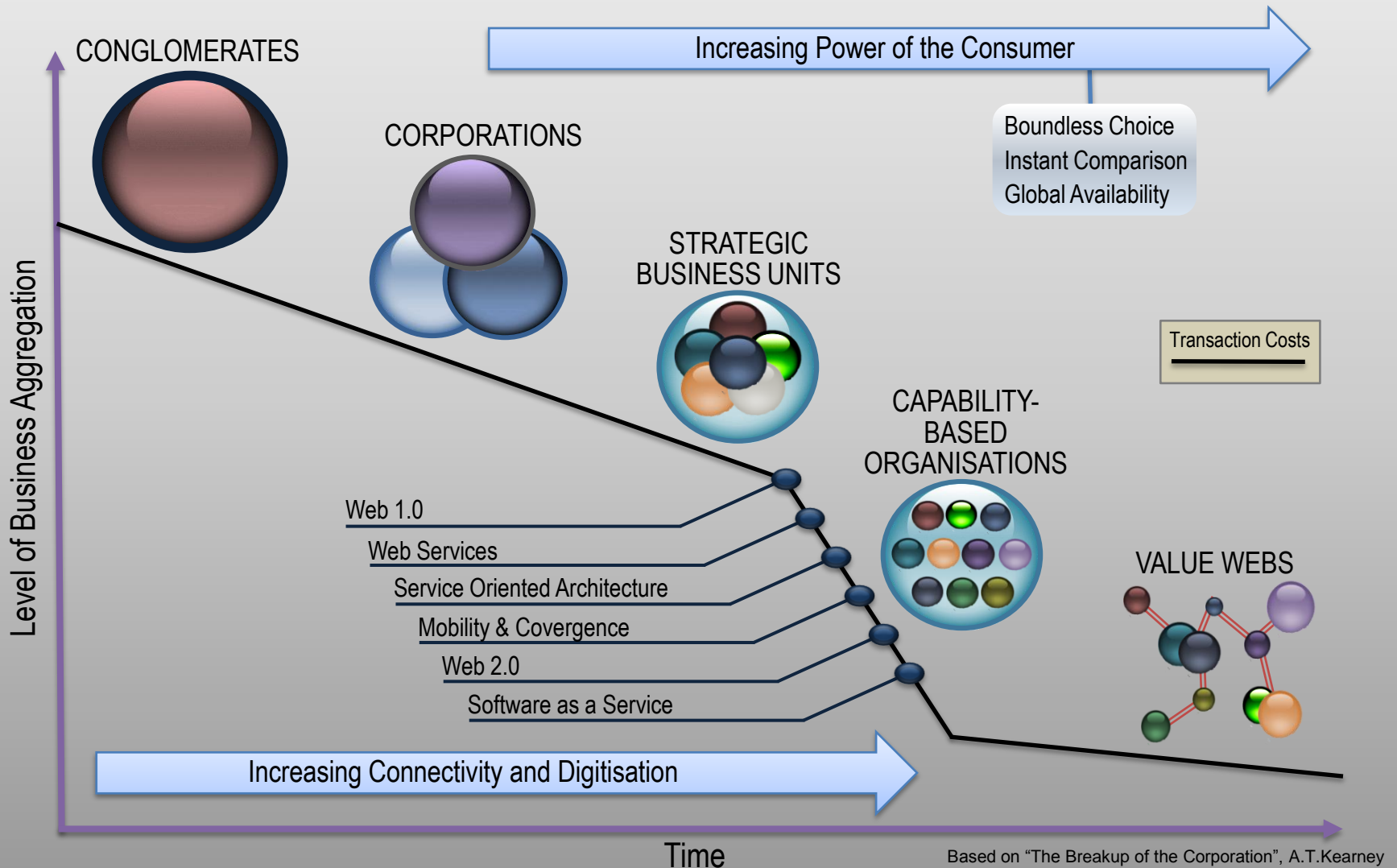


GORILLA or *Guerrilla?*

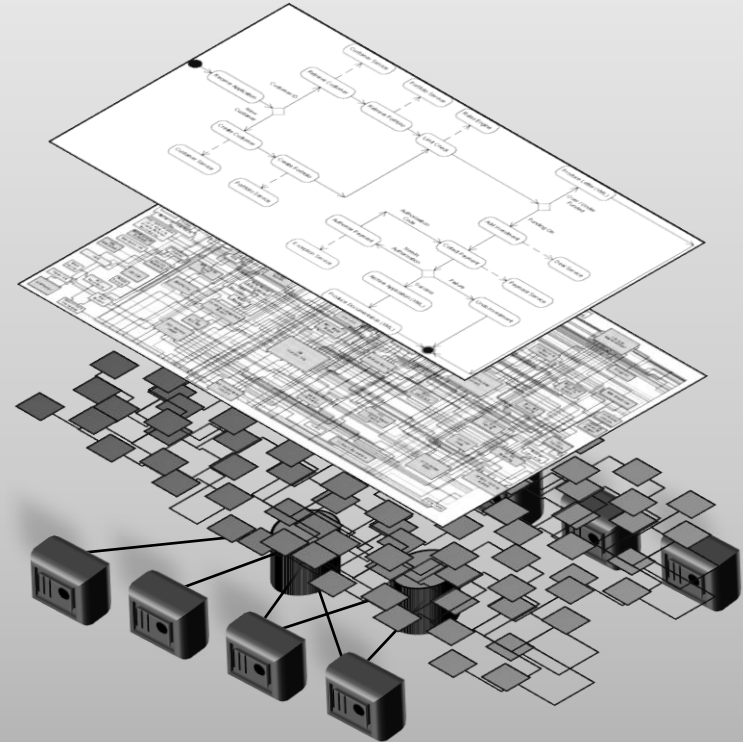
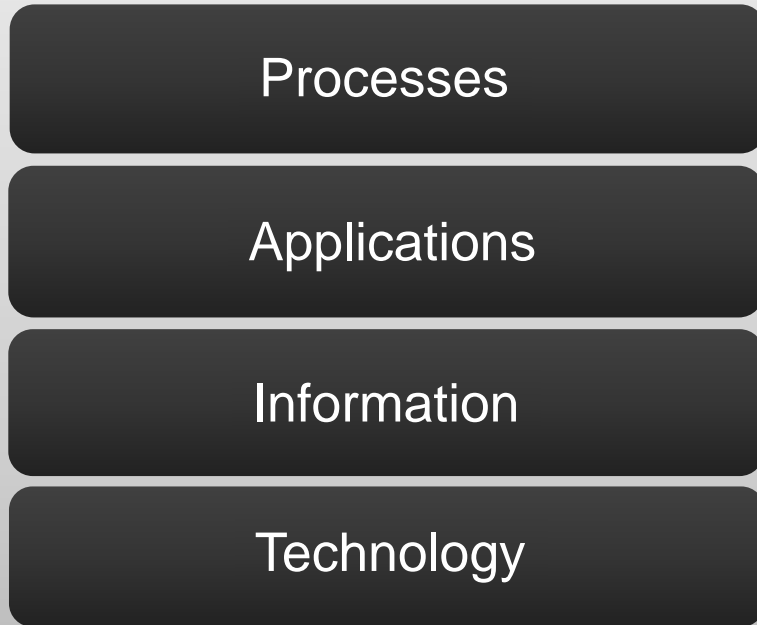
Dr. Ian Thomas



Pressures Towards Adaptability



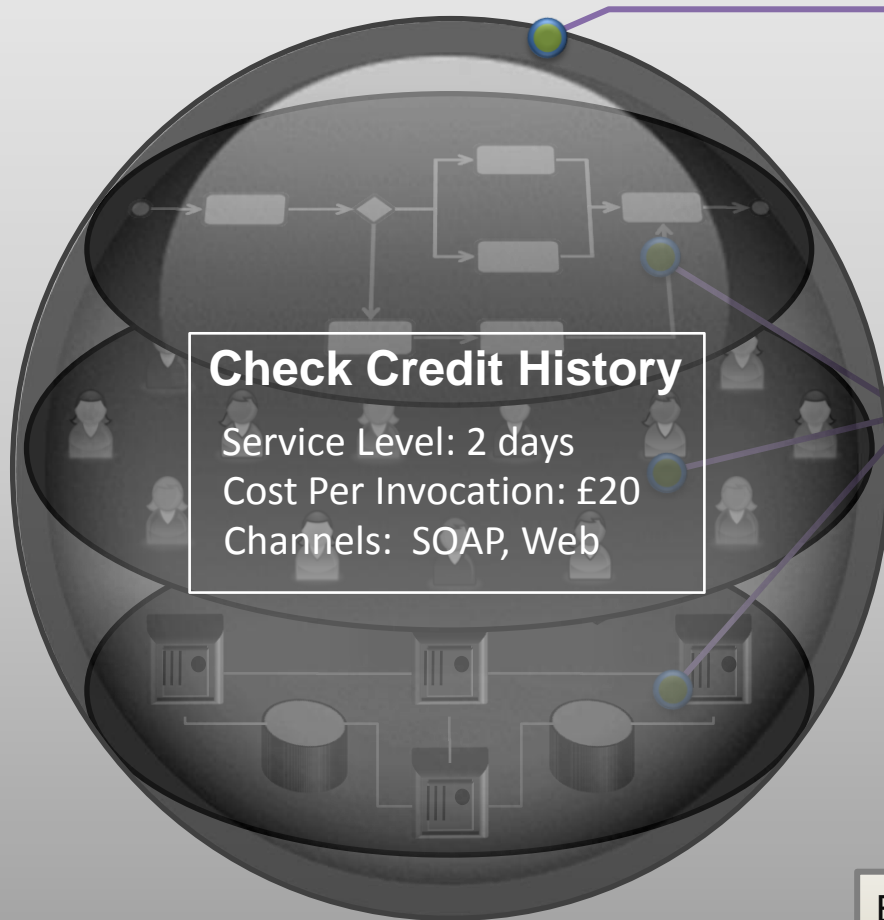
Enterprise Architecture to the Rescue?



- 1 Enterprise Architecture efforts tend to be IT rather than business centric and hence are not good business planning tools
- 2 All of these views are expressions of **how** things work rather than **what** capabilities are required and each is inherently unstable
- 3 Enterprise Architecture efforts are often over-centralised, overly bureaucratic and have little relevance to the organisation

We Need a Stable, Business-Centric View to Complement

Need To Concentrate on the Capability



A BUSINESS CAPABILITY

e.g. **Check Credit History**

Service Level: 2 days

Cost Per Invocation: £20

Channels: SOAP, Web

CAPABILITY IMPLEMENTATION

Realisation in terms of the:

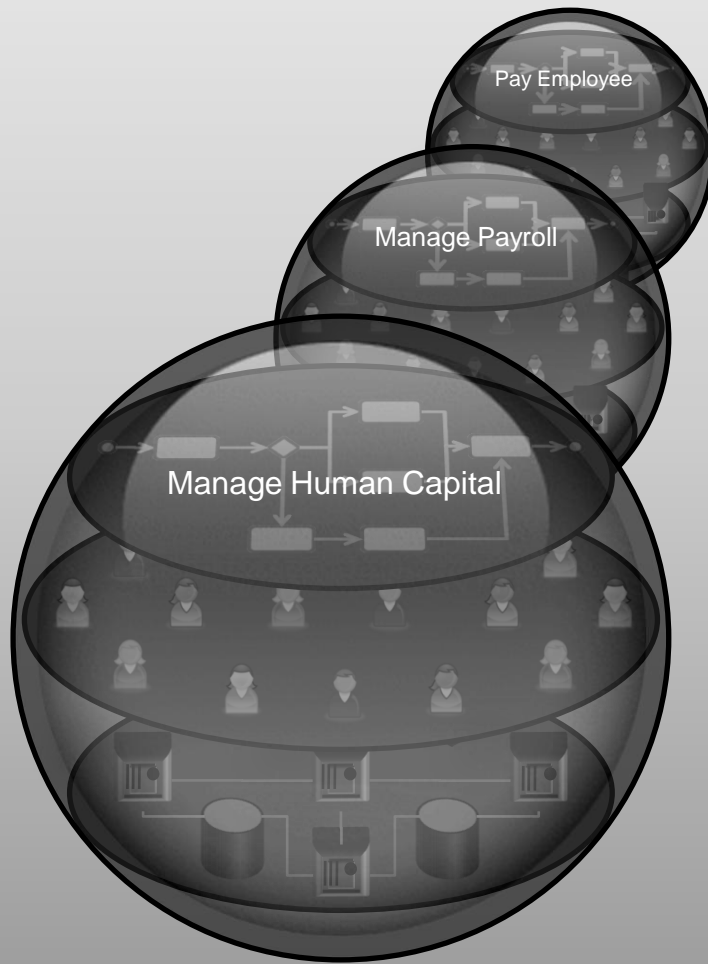
- Business Processes,
- Organisation; and
- Technology

required to realise stated goals

Each capability becomes an autonomous service provider with it's own commitments and metrics

Details of how it meets its commitments are hidden inside
Supports componentisation of the business through business architecture

Business Capabilities Provide a Stable View



Business capabilities express a **stable, high leverage** and **metricised** view of **what** an organisation does

This is in contrast to traditional views which consider business process or technology, views which are inherently complex and unstable

Business **leaders** are able to **concentrate** on **what** they are trying to achieve at the enterprise level

This empowers both partners and elements of their own organisation to innovate within this context using arbitrary combinations of people, process and technology

This delivers greater **adaptability** by delivering a set of base capabilities that can be **rapidly** combined to deliver **new propositions**

The combination of capabilities is where innovation occurs at the enterprise level

Source Capabilities - or realisation - not IT

FUNCTION

Does the service do what we want; quality of results

COSTS

Cost to build or rent service

QUALITY OF SERVICE

Scalability, reliability, adherence to service contract

REPORTING

Level and quality of analytics on service execution

PAYMENT MODELS

Flexibility and fit of payment models e.g. purchase, rental, usage

Check Credit History

Service Level: 2 days

Cost Per Invocation: £20

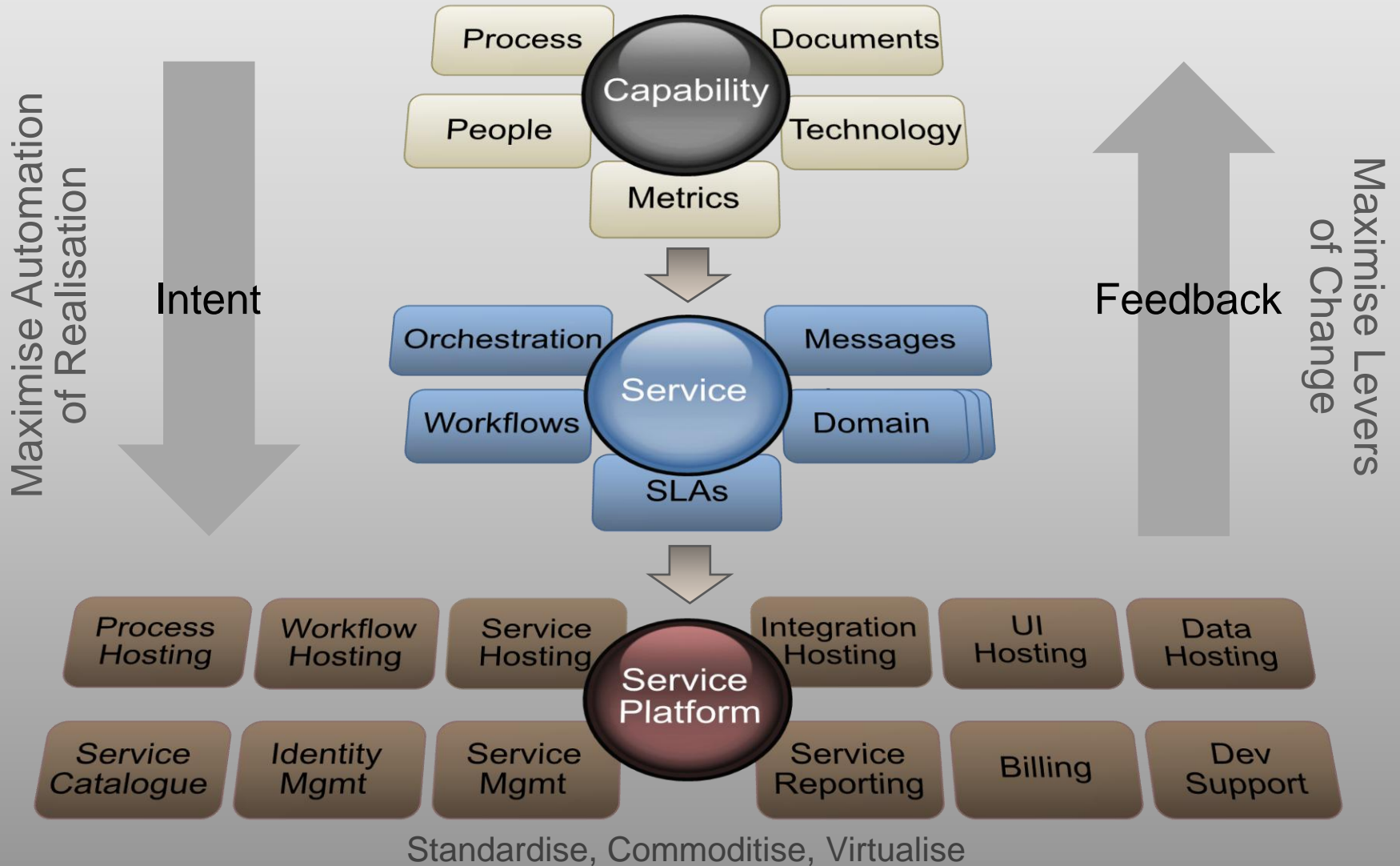
Channels: SOAP, Web

SERVICE DELIVERY PLATFORM

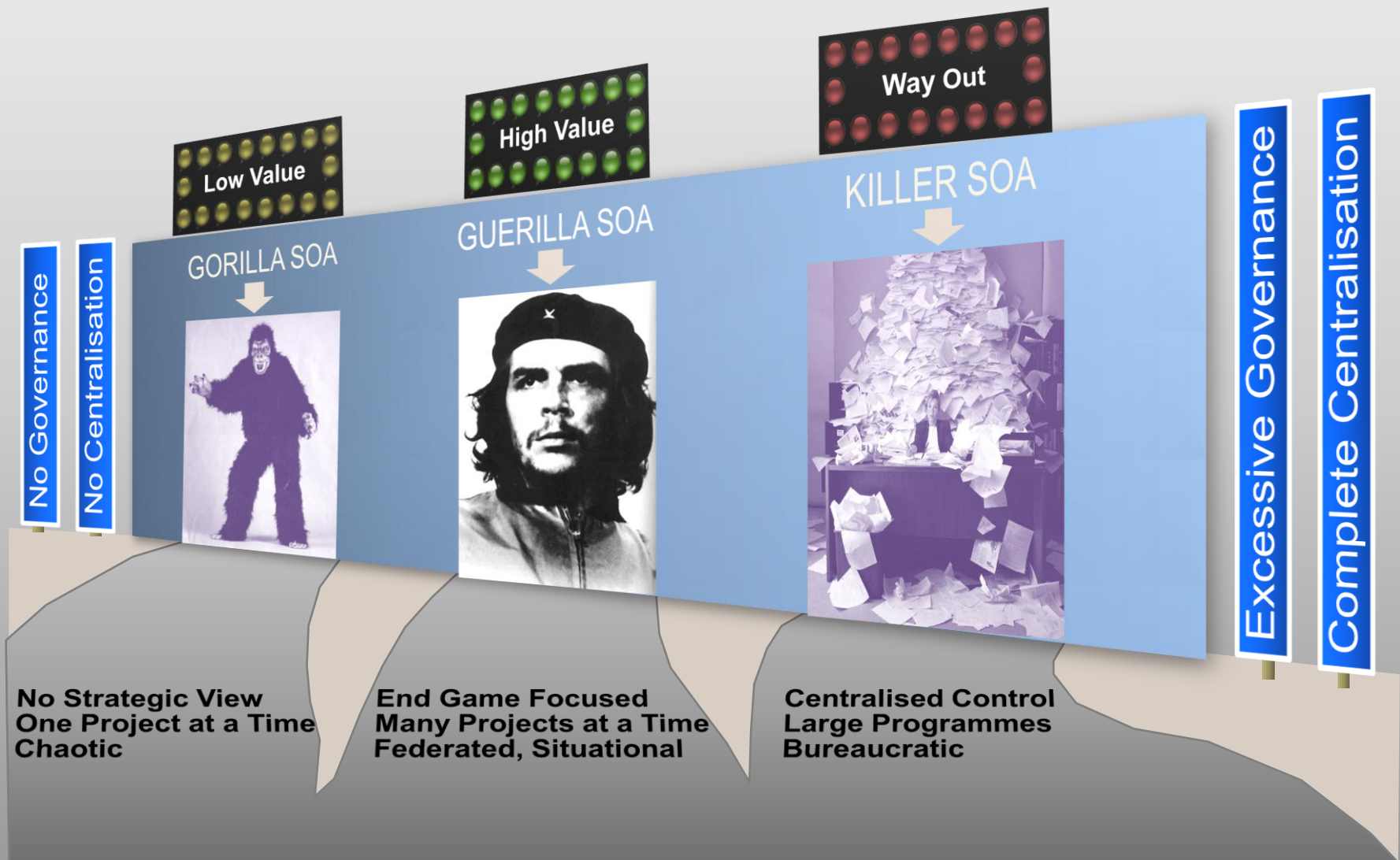
Rapid Capability Realisation
"Right" Price and Quality
Sourcing and Partnerships
Integration and Composition
Management and Visibility
Commercialisation

Standardise * Commoditise * Virtualise

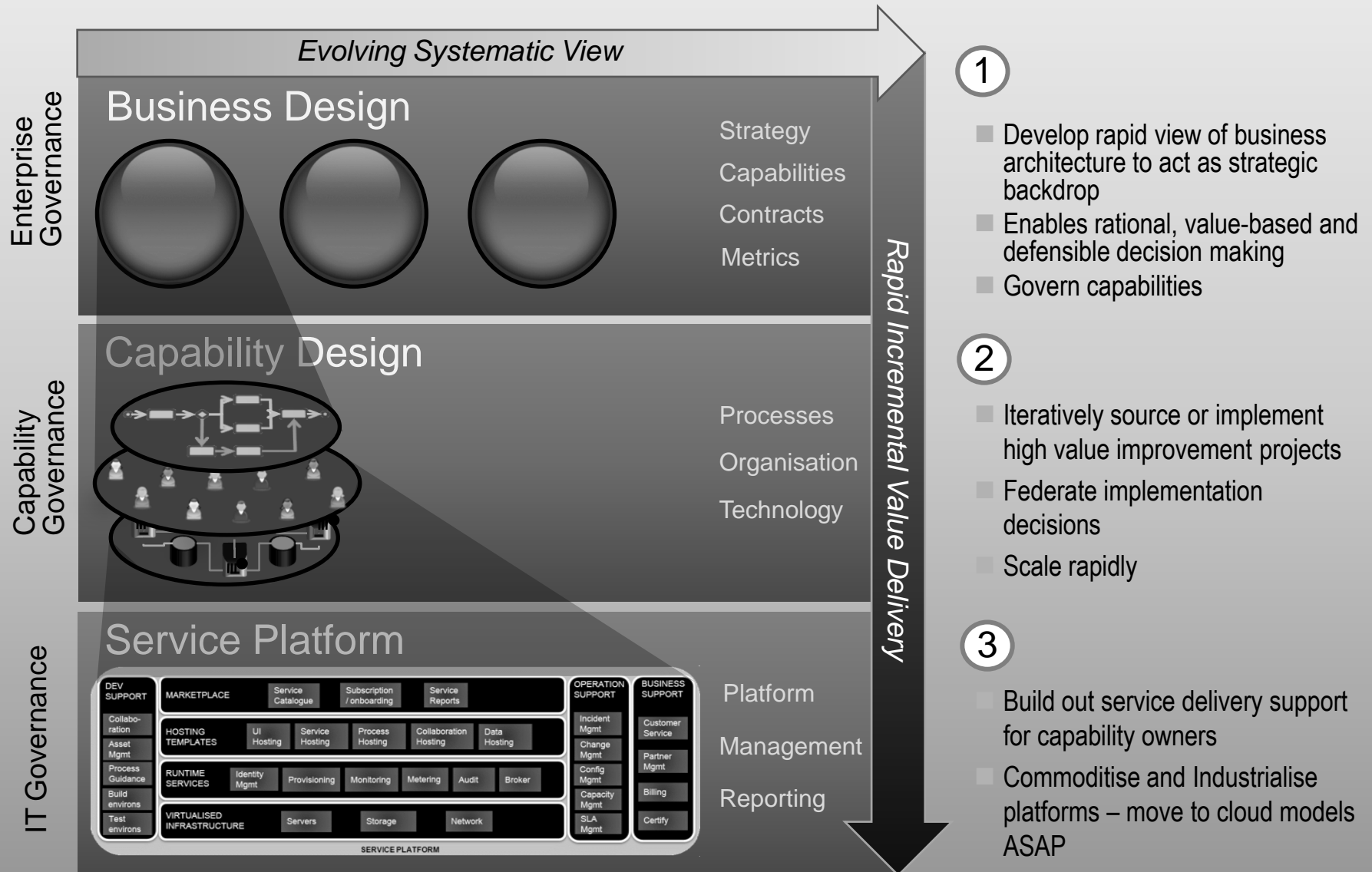
Services Link Intent to Execution



A Spectrum of Approaches to SOA



Think Big, Start Small, Scale Rapidly



Major Takeaways

Organisations are going to be under increasing **pressure** to change

Business Capabilities give you a method to **understand** change

Need to build expertise in Capability **realisation**, linking business and IT through services – consider use of SaaS and other cloud models before internal capability

Need to be both **systematic** and **realistic** - think big but start small and scale