

MONTHLY DIGEST

Informed analysis of trends and best practice in web services and business process management

Issue 8:: October 2005

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Here come the change architects

SPECIAL FEATURE by David Longworth and Phil Wainewright

BEA founder and CEO Alfred
Chuang was in New York recently
when news came through that JP
Morgan was selling its BrownCo
business to eTRADE for \$1.6bn. The
event, he says, is typical of a growing
trend in the financial services sector,
where the big firms are re-evaluating
their portfolios and, where
appropriate, re-consolidating and demerging non-strategic businesses.
Such moves highlight a crucial
dilemma for IT departments as they
set about building the next generation
of application infrastructures.

"That [disposal] would not have been possible if JP Morgan had rigidly integrated its businesses," says Chuang. The story illustrates that, while sharing services and IT resources is the baseline objective of SOA, the ultimate aim is achieving the flexibility to connect – and disconnect – disparate functions to meet changing business needs.

"Will companies go from one big package [application] to another?" asks Chuang. "It's very unlikely; [for a start] they cannot afford to implement a big new system. They will instead go with composite applications, plugging them in and building on what they've already got."

New expectations of IT agility have turned development and maintenance into a continuous change management process

CIOs are thus coming to realize that moving to SOA is more than a one-time project to design a set of services that can be orchestrated together to support business processes. They need to have systems in place to ensure governance, not only of the initial design-and-build phase but then throughout the continuing lifecycle of the system.

The core challenge is nothing particularly new – IT departments have been trying to rein in wayward developers for some years now – but the scale and scope of the challenge in an SOA is such that it requires a different approach.

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66 this is the one big challenge we see with using web services as the technology foundation for SOATT

— Sanjay Sarathy, Above All Software, page 2

If it is still highly skewed to the J2EE environment ... Windows Common Foundation could shift that but it's going to take some time!!

— Hjalmer Danielson, MomentumSI, page 9

66Any transformation that confines itself to the IT space will fail. If SOA wants to get out of the sandpit of web services demos, it mustn't start with software 17

— Jim Crookes, BT, page 12

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