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white paper

SOA Governance
IT Governance in the Context of Service Orientation

SOA GOVERNANCE

IT GOVERNANCE IN THE CONTEXT OF SERVICE ORIENTATION
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Abstract

In today's tough business climate of heightened competition, complex regulations, and constant change, the issue of corporate governance has risen to the top of many executives' minds. Management must be able to set the groundrules that everybody within their company has to follow, they must require the visibility needed to confirm that people are following the rules, and they must have the control necessary to make the appropriate adjustments.

No area of an enterprise's operations are as complex as information technology (IT). Combine this complexity with the typical IT shop's inflexibility and opacity, and it's no wonder that IT governance is the most critical area of corporate governance in today's competitive enterprise. Of all the different elements and processes that make up IT governance, the ones that focus on enterprise architecture are the most important, because architecture provides the framework for the IT infrastructure and its use within the organization. Unfortunately, however, many organizations are struggling with their enterprise architecture, just as they are faced with IT governance challenges.

Fortunately, there is hope on the horizon in the form of Service-Oriented Architecture (SOA). SOA is an approach to enterprise architecture that abstracts IT functionality into business-oriented Services. The application of SOA to IT governance—what we call *SOA governance*—promises to provide the visibility and control necessary for IT governance, while increasing the business agility today's organizations require.

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I. What is IT Governance?

On the one hand, Service-Oriented Architecture (SOA) is an approach to distributed computing that abstracts complex, heterogeneous IT systems into composite, business-oriented Services. However, SOA goes beyond this limited, technical definition to embody a broader form of enterprise architecture. SOA, or more broadly, *Service Orientation* (SO), is an approach to organizing and managing all of the resources within and external to the enterprise, including people, process, and technology, by representing IT functionality as Services that business users can compose into processes defined by business, rather than technical, users in a flexible, agile manner. In other words, the vision of SO is a vision of IT responding to the needs of the business as any other enterprise resource ought, as opposed to the rigid, complex IT environments that limit business agility today.

SOA, therefore, provides two management concerns to business executives: first, how to provide for governance of SOA initiatives within the context of IT, and second, how the transition to SO approaches affects the broader area of corporate IT governance. As a result, this paper must discuss the three related issues of corporate governance, IT governance, and SOA governance, in order to make sense out of how SO affects governance in general.

IT governance describes how people entrusted with the authority over some aspect of the business will consider IT in their supervision, monitoring, control and direction of that business entity. How they apply IT will have an impact on whether the company will be able to attain the vision, mission or strategic goals that the management of the company has set for it. IT governance specifies who has the rights to make decisions regarding IT, what decisions they can make, and an accountability framework that encourages the IT usage behavior corporate management seeks to exhibit. IT governance is not about making specific IT decisions (management does that), but rather determines which individuals and roles with the company systematically make and contribute to those decisions.

Corporate governance and IT governance are interrelated. Unlike many other resources available to the enterprise, IT is a horizontal resource in that every department, and virtually every individual within the organization, use IT capabilities as a part of their day-to-day work. As the IT resources these users require become more flexible and generally better able to meet an increasingly broad range of business needs, IT becomes inextricably intertwined in the daily operations of the business. In such a situation, enterprise architecture becomes a critical link between corporate and IT governance, and as companies adopt SOA as enterprise architecture, SOA governance becomes the primary way that companies can establish principles for the control of their organizations.

> Service Orientation *is an approach to organizing and managing all of the resources within and external to the enterprise.*

> IT governance *describes how people entrusted with the authority over some aspect of the business will consider IT in their supervision, monitoring, control and direction of that business entity.*

IT governance within the context of corporate governance

Boards of directors and executive management expect their enterprise's IT to deliver business value, including, secure, reliable solutions and services that generate a reasonable return on investment that enhance value creation and business effectiveness. The overall objective of IT governance, therefore, is to understand the strategic importance of IT, so that the enterprise can sustain its operations and implement the strategies it requires to extend its activities into the future. IT governance aims at ensuring that IT meets the expectations set out for it, so that the company can adequately mitigate the risks of IT.

The overall objective of IT governance is to understand the strategic importance of IT.

IT governance is an integral part of enterprise governance and consists of the leadership and organizational structures and processes that ensure that the organization's IT sustains and extends the organization's strategies and objectives. Corporate governance, on the other hand, encompasses both the way people in the organization behave, as well as the rules that govern that behavior. Corporate governance impacts the way managers and shareholders, as well as employees, creditors, key customers, and communities interact with each other to form the strategy of the company.

These behavioral and normative aspects to governance form a *governance model* that represents the implementation of governance across the organization. The behavioral side of the IT governance model defines both formal and informal interactions among employees and assigns decision rights to specific individuals or groups of individuals. The normative side of the model defines mechanisms formalizing such relationships and provides rules and operating procedures to ensure that the organization meets its objectives.

Approaching IT governance

The purpose of IT governance is to ensure that the senior management retains control of, and responsibility for, its IT operation. To this end, management must establish an enterprise IT governance strategy, and an appropriate organization for implementing the strategy, to clarify who owns the enterprise's IT resources, and in particular, who has ultimate responsibility for their integration.

Management must establish an enterprise IT governance strategy to clarify who owns the enterprise's IT resources, who has ultimate responsibility for their integration.

Enterprise architecture plays a key role in this necessary process of delegating responsibility for IT resources and their integration. In essence, enterprise architecture encompasses both technical architecture (the organization of IT resources) as well as the business architecture. As a result, politics has an important role to play in the role of the enterprise architect. In fact, in the world of the enterprise architect, a consideration of corporate politics is critical.

An IT organization that imposes an enterprise architecture without the appropriate political backing is bound to fail. In order to succeed, enterprise architecture must reflect the needs of the organization and the fact that consensus must drive architecture definition and implementation. Architects, even if they are not involved in the development of business strategy, must at least have a fundamental understanding of the prevailing business issues facing the organization. It may even be necessary for architects to participate in the system deployment process and to ultimately own the investment and product selection decisions arising from the implementation of the architecture. As a result, the enterprise architect has an increasingly important role in the IT governance process.

Enterprise architecture must reflect the fact that consensus must drive architecture definition and implementation.

However, one challenge many organizations face is that the practice of enterprise architecture is still relatively immature. There are no clear, universal definitions of the role of the enterprise architect, and such architects from different organizations might have dramatically different sets of responsibilities.

In some companies, the enterprise architect has a clear business focus, while in other organizations, this person is primarily technical. Some companies also approach enterprise architecture by creating teams of people to serve the role of enterprise architect collectively, who may or may not be a combination of business and technical specialists. Common roles for enterprise architects often include the definition of architectural taxonomies across business, application, and technical areas, the delivery of supporting knowledge and assets to consumers, and the governance of those assets within the scope of IT projects. However, such responsibilities vary from organization to organization.

This lack of clarity surrounding the role of the enterprise architect can affect the IT governance process at some organizations. For companies with siloed IT shops and rigid delineations between IT and business, IT governance can be problematic, because of the numerous difficulties facing the people responsible for driving IT governance. In enterprises that have adopted SOA, however, the cross-functional nature of SOA improves this situation. The SO architect, who is in essence an enterprise architect, has broad responsibility for both IT and business across organizational silos. Therefore, IT governance within the context of SOA—what we're calling *SOA governance*—promises to augment the IT governance process, while mitigating its risks.

> *For companies with siloed IT shops, IT governance can be problematic.*

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IT governance concepts and strategy

Basically, an IT governance model describes *what to do*, *how to do it*, *who should do it*, and *how management should measure it*. The model also defines the rules, processes, metrics, and organizational constructs the company needs for effective planning, decisionmaking, implementation, and control of the IT organization, so that it meets the company's business needs.

The different areas of IT governance include:

➢ *Strategic alignment* – focusing on aligning business needs with IT efforts

➢ *Value delivery* – concentrating on optimizing expenses and proving the value of IT

➢ *Risk management* – addressing the safeguarding of IT assets and providing for disaster recovery and the continuity of operations

➢ *Resource management* – optimizing the use and understanding of IT infrastructure

➢ *Performance measurement* – tracking project delivery and the monitoring of IT services.

Cutting across these five areas of IT governance are five IT governance activity types:

➢ *IT principles* – clarifying the business role of IT

➢ *IT architecture* – defining integration and standardization requirements across IT, as well as the organizational principles and best practices that govern the IT infrastructure

➢ *IT infrastructure* – determining the shared technology within the organization

➢ *Business application needs* – specifying the business need for purchased or internally developed IT applications

➢ *IT investment and prioritization* – choosing which initiatives to fund and how much to spend.

Finally, there are three important elements of IT governance strategy that incorporate enterprise architecture within the enterprise:

➢ *An architecture board* – companies should establish a cross-organizational architecture board with the backing of top management to oversee the implementation of the IT governance strategy.

➢ *Architectural principles* -- companies should delineate a comprehensive set of architectural principles to guide, inform and support an organization as it fulfills its mission through the use of IT.

➢ *An architecture compliance strategy* – companies should adopt specific measures to ensure compliance with the architecture, including project impact assessments, a formal architecture compliance review process, and the involvement of the architecture team in product procurement. Such measures should be more than a simple statement of policy.

For companies that have adopted SOA as a component of their enterprise architecture, these three architectural elements of their IT governance strategy naturally apply to SOA. The architectural principles they should follow are SOA principles, and the architecture board is now responsible for overseeing the implementation of the IT governance strategy in the context of those principles.

IT governance organizational structure

The organizational structure an enterprise should adopt to drive its IT governance initiatives centers on the architecture board. This board should represent all of the key stakeholders in the architecture, and will typically comprise a group of executives responsible for the review and maintenance of the overall architecture, who then delegate tasks to domain experts from the business, technical and operational areas of the enterprise.

The key stakeholders set the direction of IT governance. A *stakeholder* is anyone who has either a responsibility for or requirements of the enterprise's IT, including shareholders, directors, executives, business and technology management, users, employees, governments, suppliers, customers and even the public. Stakeholder values drive the governance responsibilities of setting strategy, managing risks, allocating resources, delivering value and measuring performance. The IT governance organizational structure is represented in Figure I below:

Figure I: IT Governance Organizational Structure
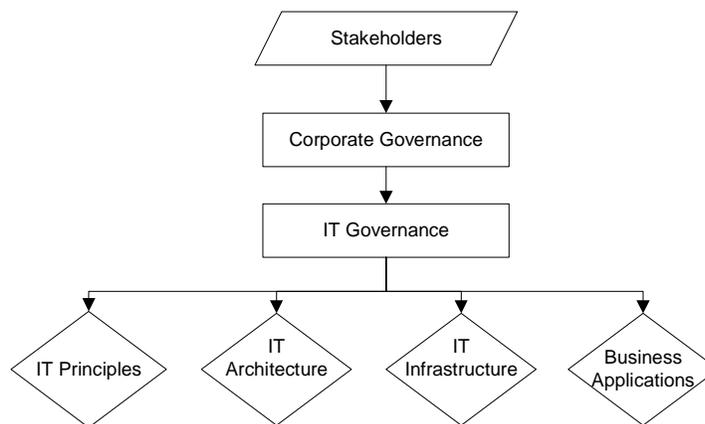
Source: ZapThink

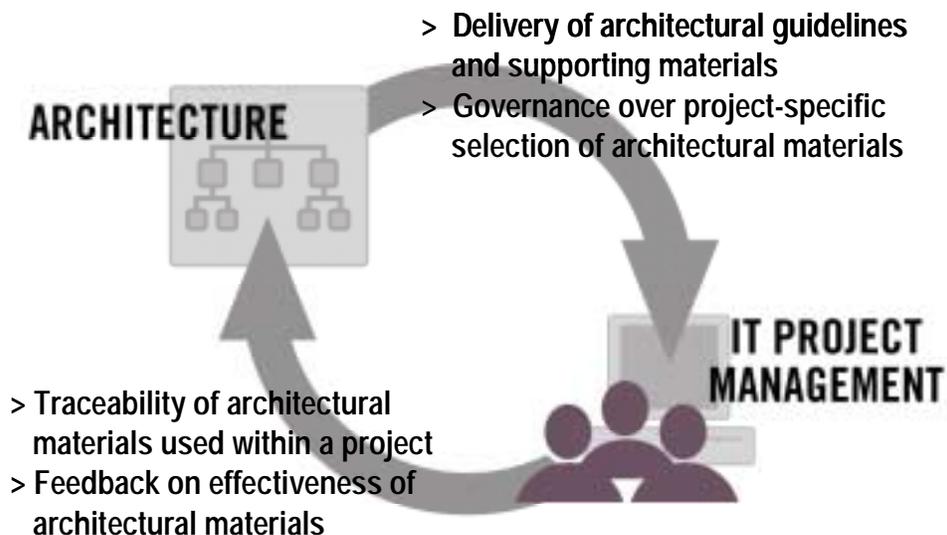The stakeholders and the rest of the architecture board then drive the accountability for the day-to-day responsibilities of IT governance. Team leaders receive direction from their managers, who in turn report to the executive. The executive team then reports to the board of directors. Reporting includes descriptions of any activities that show signs that they might deviate from targeted objectives. As each level in the organization reports these deviations, they should include recommendations for action that the governing level above must endorse. Therefore, the effectiveness of IT governance in the enterprise depends on the successful cascading of strategy and goals down into the organization, and the traceability of project-specific activities in support of those organizational goals back up to the executive level. The major issues presented here are twofold: effective and dynamic delivery of architectural decisions and supporting materials to the project teams, and project-level usage tracking of the relevant architectural materials that affect project delivery, forming an IT governance feedback loop, as shown in Figure II below:

Figure II: IT Governance Feedback Loop

> **Delivery of architectural guidelines and supporting materials**
> **Governance over project-specific selection of architectural materials**

ARCHITECTURE

IT PROJECT MANAGEMENT

> **Traceability of architectural materials used within a project**
> **Feedback on effectiveness of architectural materials**

Source: LogicLibrary

II. IT Governance Principles and Processes within an SOA

Principles are general rules and guidelines that supports the activities an organization performs to fulfill its mission. Decision-makers, at various levels of the organization, craft principles to be enduring and seldom amended. Such principles are only a part of the structured set of ideas that collectively define and guide the organization, from core values to actions and results.

Enterprise principles provide a basis for decision-making throughout an enterprise, and provide guidance for how the organization sets about fulfilling its mission. *IT principles* provide guidance on the use and deployment of all IT resources across the enterprise. Decision-makers develop them in order to make the information environment as productive and cost-effective as possible, as shown in Figure III below.

IT principles provide guidance on the use and deployment of all IT resources across the enterprise.

Figure III: IT Principles

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                    ┌─────────────────────┐
                    │    IT Principles     │
                    └─────────────────────┘
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          ▼              ▼              ▼              ▼
      ◇Architectural◇  ◇Business◇    ◇Data◇      ◇Technical◇
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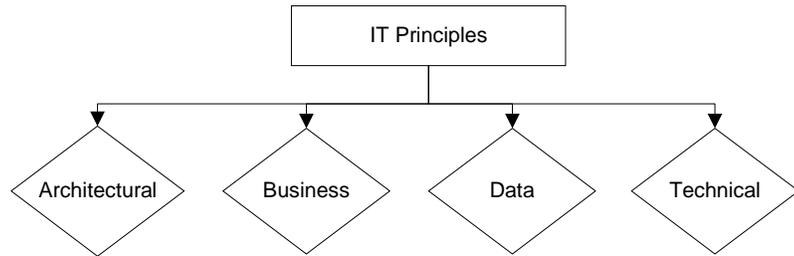
<div align="right">Source: ZapThink</div>

Finally, *architectural principles* are a subset of IT principles that relate to architecture specifically. They reflect a level of consensus across the enterprise on the desired enterprise architecture. Architectural principles include principles that govern the architecture process, affecting the development, maintenance, and use of the enterprise architecture, and principles that govern the implementation of the architecture, establishing the directives and related guidance for designing and developing information systems.

SO Architectural principles

SOA governance is more than providing governance for SOA efforts; it is how IT governance should operate within an organization that has adopted SOA as their primary approach to enterprise architecture. Therefore, the IT and architecture principles that contribute to the IT governance initiative both depend on, and rise from, the principles of SOA.

The guiding principles of SOA should include:

> ➢ Reuse, granularity, modularity, composability, and componentization
>
> ➢ Compliance to standards, both horizontal and industry-specific
>
> ➢ Identification and categorization of Services
>
> ➢ Service provisioning and delivery
>
> ➢ Service monitoring and tracking.

Likewise, specific architectural principles should include:

> ➢ Encapsulation of application functionality
>
> ➢ Separation of business logic from the underlying technology
>
> ➢ Leveraging existing assets wherever an opportunity exists
>
> ➢ Service lifecycle management
>
> ➢ Efficient use of system resources
>
> ➢ Service performance.

Companies should use these architecture principles to capture the basic truths about how the enterprise will use and deploy information technology resources and assets. IT personnel use these principles in several different ways:

> ➢ To provide a framework for making IT decisions.

SOA governance is more than providing governance for SOA efforts; it is how IT governance should operate within an organization that has adopted SOA as their primary approach to enterprise architecture.

> As a guide to establishing relevant evaluation criteria, thus influencing product selection.

> To define the functional requirements of the architecture.

> As a framework for assessing existing systems in light of the corporate IT strategy, providing insight into necessary transition activities to implement an architecture.

> To emphasize the value of architecture to the enterprise, providing a basis for justifying architecture activities.

> As inputs into calculations of the return on investment (ROI) of architecture activities, as well as broader IT initiatives, including IT governance itself.

Business principles

Business principles are an integral part of IT governance, because IT governance must ensure the alignment of IT activities with business requirements. Therefore, IT governance should contain the following business principles:

> *IT governance principles are comprehensive* – these principles apply to all organizations within the enterprise, not just IT, and all organizations within the enterprise participate in IT management decisions.

> *Maximize benefit to the enterprise* – IT management decisions are made to provide maximum benefit to the enterprise as a whole.

> *Business continuity* – IT personnel must maintain enterprise operations in spite of system interruptions. Because Services depend on other Services as well as their underlying applications, IT personnel must proactively manage the risks of business interruption.

> *Maximize reuse of IT resources* – IT personnel should develop applications and Services in order to maximize the reuse of IT resources, primarily at runtime.

> *Compliance with the law* -- IT management processes must comply with all relevant laws, policies, and regulations.

> *IT responsibility* – the IT organization is responsible for owning and implementing IT processes and infrastructure that enable solutions to meet business requirements for functionality, service levels, cost, and delivery timing.

Data principles

In addition to architecture and business principles, enterprises must also have principles that guide their use of the data in the organization. Here are data principles each organization should follow:

> *Data are corporate assets* – the enterprise must value data as assets and manage them accordingly.

> *Companies must share data and make them accessible* – users must have efficient, reliable access to the data necessary to meet their responsibilities. As companies adopt SOAs and break down IT silos, they must share data across enterprise functions and organizations. Such sharing will require a significant cultural change for many organizations as they make the transition from the context of data ownership to the context of data stewardship.

As companies adopt SOAs and break down IT silos, they must share data across enterprise functions and organizations. Such sharing will require a significant cultural change for many organizations as they make the transition from the context of data ownership to the context of data stewardship.

> ➢ *Data trustee* – the enterprise must provide a trustee who is accountable for the quality of each datum.

> ➢ *Common vocabulary and data definitions* – enterprises must define the data they use consistently throughout the enterprise, so that the definitions are understandable and available to all users.

> ➢ *Data security* – companies must protect their data from unauthorized use and disclosure.

Technical principles

Finally, IT governance includes a set of technical principles that guide the IT infrastructure:

> ➢ *Technology independence* – applications should be independent of specific technology choices. For an organization that does not have SOA, this principle requires the portability of the applications from one platform to another. In SOA, however, it is sufficient for the Services to be platform-independent and technology-neutral.

> ➢ *Ease of use* – applications and Services must be easy to use. The underlying technology must be transparent to the users of the technology. Furthermore, user interfaces should have a common look and feel. Companies must therefore create usability standards for their software as part of the governance process.

> ➢ *Responsive, agile, managed, requirements-driven change* – companies must only make changes to their IT environment in response to changing business requirements. Such changes must be timely and must use IT resources efficiently.

> ➢ *Managed heterogeneity* – IT organizations must manage the diversity of their technology in order to minimize maintenance and integration expense and risk.

> ➢ *Interoperability* – IT organizations should only select software and hardware that conform to broadly accepted standards for interoperability.

Domain ownership and SOA

The IT governance process begins with setting objectives for the enterprise's IT efforts. Traditional IT governance processes then distribute these objectives to each department within IT, for example, applications, networking, and IS. SOA governance, however, introduces the notion of *domain ownership*, where domains are managed sets of Services sharing some common business context. In many cases these sets of Services are business Services, such as customer information, order processing, or product analysis.

Each domain is responsible for maintaining the applications that support its Services and for maintaining the interfaces to its Services for other domains. The domain thus handles Service management, business logic encapsulation, location independence, and the data format issues associated with its Services. When the people in charge of some product area want access to a Service from a domain, they make a request of the domain and the two groups determine the relationship, creating a Service-level agreement between them. Such relationships and agreements also exist between domains.

SOA governance also introduces new roles that the company must provide for:

SOA governance introduces the notion of domain ownership, *where domains are managed sets of Services sharing some common business context.*

Each domain is responsible for maintaining the applications that support its Services and for maintaining the interfaces to its Services for other domains.

> ➢ *The domain owner* – manages the direction of the domain and the business relationships between the domain and business units, as well as other domains. The domain owner also helps business process owners in various business units understand the business application of the Services within the domain. The domain owner also tracks the usage of Services for management purposes and ROI calculations.

> ➢ *Domain SO business analyst* – identifies abstracted, normalized business Services. Translates business requirements into Service definitions. Works closely with IT personnel to direct Service implementation.

> ➢ *Line of business representative* – communicates business requirements and identifies business Services for each of the domains.

> ➢ *Domain developer* – builds and maintains Services consistent with the SOA lifecycle. Implements Services consistent with implementation guidelines and the SOA.

> ➢ *Service tester* – certifies that each Service conforms to the business requirements that apply to that Service. Builds test cases for the Service interface.

Each person working within a given Service domain is responsible for developing the business Services that are shared across the lines of business.

Each person working within a given Service domain is responsible for developing the business Services that are shared across the lines of business. This shift in responsibility introduces a change in the organizational structure for application development, as people shift from developing functionality within an application to developing functionality within a particular Service domain. These new roles should work in conjunction with the enterprise architecture team.

III. The SOA Governance Platform

Ensuring that individual projects comply with the enterprise architecture is an essential aspect of IT governance. As a result, the IT oversight function within an enterprise should define two complementary processes:

> ➢ *The architecture function* – prepares project impact assessments, which are project-specific views of the architecture that illustrate how it impacts on the major projects within the organization.

> ➢ *The IT governance function* – defines a formal architecture compliance review process, for reviewing the compliance of projects to the architecture.

The IT governance function may also allow the architecture function to extend beyond the role of architecture definition and standards selection. In this situation, the architecture function may also participate in the technology selection process, in order to streamline the product purchasing and service provisioning processes, and ensure that they are consistent with the architecture.

There are several processes within the architecture function, including:

> ➢ *The architecture review and approval process* – defines a structured approach for the review process and approves changes to the existing architecture; makes decisions in accordance with the architecture roadmap.

> ➤ *The architecture exceptions and escalation process* -- provides for the ability to appeal architectural decisions, and allows exceptions to the architecture to meet specific business requirements.

> ➤ *The architecture maintenance process* – maintains the architecture and communicates architectural changes to the stakeholders. In the case of SOA, architecture maintenance focuses on communicating new and changed Services to stakeholders. Also documents and communicates exceptions to the architecture.

> ➤ *The architecture communication process* – makes the architecture available to everyone who needs access to it. In the case of SOA in particular, the architecture communication process also promotes the understanding of the importance of the SOA.

> ➤ *The architecture compliance review process* – scrutinizes the compliance of a specific project against established architectural criteria and business objectives. Questions cover system engineering, information management, security and systems management. Formal review processes form the core of an enterprise architecture compliance strategy.

Today's implementation of corporate governance is essentially paper-based.

Ideally, the enterprise should automate all of these processes. There's no question, however, that today's implementation of corporate governance is essentially paper-based, with the favored tools being a graphics application, word processor and a spreadsheet. Many IT governance activities are handled the same way. However, when it comes to SOA governance, organizations are able to leverage the architecture itself to better automate the governance process, because with SOA, it can be practical to implement governance support tools as Services themselves to enable better automation of the SOA governance process.

Governance within the SOA infrastructure

Fundamental to the abstracted nature of SOA is the role metadata play. Metadata essentially describe the Services as well as how consumers of those Services interact with them. Likewise, metadata describe how Services abstract the underlying application functionality. Therefore, the metadata that describe the functionality within the SOA also provide both visibility and a measure of control to the IT governance staff.

Metadata describe the Services as well as how consumers of those Services interact with them.

The role of metadata in automating the SOA governance process is especially important considering the domain orientation of SOA governance. Because the SOA governance roles cut across applications and systems, instead focusing on Services within particular domains, it is essential that all participants have the appropriate visibility into the relationships among domains.

The traditional software development lifecycle still applies, but now to Services within domains, instead of applications within departments.

The traditional software development lifecycle—requirements definition, design, development, testing, deployment—is thus cast in a new light as well. The lifecycle still applies, but now to Services within domains, instead of applications within departments. As a result, Service implementation will be far more iterative than traditional application deployment, as companies take advantage of the fundamentally agile nature of SOA. It is vital that companies incrementally implement Services in order to support specific consumer application and orchestration needs, since in an SOA, the focus on delivering Services to the business necessarily contracts the development and delivery cycle of the underlying technology improvements. This focus, in essence, provides the organization with a true product-delivery mindset as opposed to the traditional IT project- delivery approach.

Along with the heightened role of metadata within SOA, asset management is also critical to the SOA governance process. In traditional enterprise development, assets such as requirements documents, design artifacts, source code, test plans, etc. are of use within particular project teams in specific departments. In an SOA, however, such assets may cross applications and even cross domains, as personnel working on Services in different domains access information about IT infrastructure that supports multiple domains.

An SOA governance platform must therefore support both asset and metadata management across IT domains. It must provide visibility and control over the various elements of the SOA infrastructure to each domain-specific role, as well as to IT managers, development managers, and architects.

LogicLibrary: Implementing SOA governance

LogicLibrary is a provider of software and services that help enterprises improve their software development and integration processes. LogicLibrary *Logidex* is a library of software development assets (SDAs) and associated metadata. Logidex offers specification-based search and scoring, including the ability to directly represent architectural models for use in searching the underlying SDA library, to assist IT personnel with finding and evaluating the right software assets and associated artifacts for their application development needs. Logidex also enables project-based asset usage tracking and management. The combination of these capabilities enables enterprise architecture organizations to better manage and automate their architecture maintenance, communication, and compliance review processes.

Logidex can serve as an SOA governance platform for large organizations by providing management and control over the design and development of Services and improving the consumption of those Services.

Logidex can also serve as an SOA governance platform for large organizations by providing management and control over the design and development of Services and improving the consumption of those Services. For example, Logidex provides an integrated UDDI Web Service publication module that, in conjunction with Web Service definition and deployment governance best practices, enables companies to use Logidex as a gateway to ensure that IT personnel publish only approved Web Services to an enterprise UDDI registry. This capability improves the management of operational UDDI registries and ties together the development and operational views of Web Services within the enterprise.

Logidex delivers an SOA governance platform across the application development lifecycle from functional requirements through design and development to operations and deployment, thus providing end-to-end SOA governance across domains, as shown in Figure IV below.

Logidex serves as a metadata and asset management repository that enables SOA governance by providing:

➢ Governance over the production of Services through management of asset metadata throughout the software development lifecycle

➢ Distribution of Services via multiple interfaces, including thin-client, rich-client, IDE-integrated and automated approaches

➢ Consumption of Services, including discovery via multiple search modes and traceability through project-based registration and repository audit trails

➢ Management of asset library events, via the Logidex SOAP-based event engine, making all events of interest available for customers' integration and tracking purposes

➢ Control of the Web Services publication and deployment process with UDDI registries and Web Service deployment platforms

> ➤ Visibility into the security posture of a Service.

Figure IV: LogicLibrary Logidex
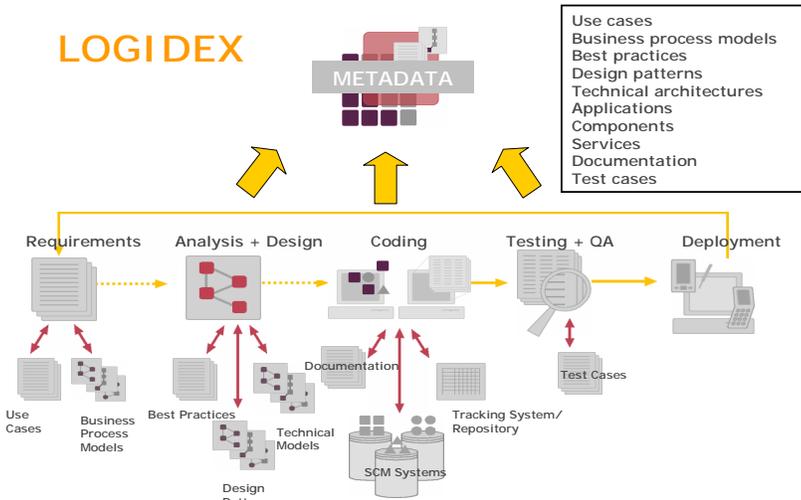
Source: LogicLibrary

In addition, Logidex comes with preloaded content including Federal Enterprise Architecture reference models and assets and IT knowledge assets such as core J2EE patterns and Microsoft's Enterprise Solution Patterns. This preloaded content can assist an enterprise architecture organization in defining and communicating core architectural principles and supporting content to the broader IT organization.

Because Logidex supports a wide selection of metadata and asset types, and provides capabilities for a broad range of individuals and roles within the organization, Logidex is well-suited to be an SOA governance platform. As such, a tool like Logidex makes sense for many organizations, both in the short term as an asset management tool and metadata repository, as well as in the long term as an SOA governance platform. The common thread across these capabilities is metadata. Metadata are the key to the SOA abstraction layer, just as they are essential to the visibility needed for IT governance.

A tool like Logidex makes sense for many organizations, both in the short term as an asset management tool and metadata repository, as well as in the long term as an SOA governance platform.

IV. The ZapThink Take

For most organizations today, corporate governance remains a significant part of ensuring their long-term business success, and IT governance is a key part of the broader corporate governance. Today's enterprises face growing regulatory pressures with legislation such as the Sarbanes Oxley Act, the Patriot Act, and others. As a result, IT governance will become progressively more pervasive as a means for providing the compliance infrastructure necessary to satisfy such regulations. An architectural approach like SOA is necessary to improve the alignment of technology with business goals and manage risk within the organization.

Senior management can no longer ignore IT governance and compliance issues.

Senior management can no longer ignore IT governance and compliance issues. Enterprise architecture provides an effective framework for addressing statutory and corporate governance requirements by improving planning, providing the ability to prove compliance, increasing executive management's visibility and

SOA governance is for many companies a future-looking initiative.

control, and offering a better understanding of the value of technology investments.

Nevertheless, few companies have enterprise SOAs today, and as such, SOA governance is for many companies a future-looking initiative. However, a far greater number of organizations are currently embarking on SOA planning, or have departmental or pilot SOA projects in the works. Even for those companies where their SOA is not yet of enterprise scope, it makes sense for them to consider SOA governance in their overall IT governance plans.

The reasons companies should be proactive about SOA governance is twofold: first, setting up their initial SOA initiatives with the visibility and control necessary for governance gets them started in the right direction After all, there's no reason for even the earliest SOA pilots to fall outside the governance process. Secondly, the earlier a company begins to implement SOA governance, the sooner they will be able to apply the agility and flexibility of SOA to their broader IT governance problems.

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About ZapThink, LLC

ZapThink is an IT market intelligence firm that provides trusted advice and critical insight into XML, Web Services, and Service Orientation. We provide our target audience of IT vendors, service providers and end-users a clear roadmap for standards-based, loosely coupled distributed computing—a vision of IT meeting the needs of the agile business.

ZapThink's role is to help companies understand these IT products and services in the context of SOAs and the vision of Service Orientation. ZapThink provides market intelligence to IT vendors who offer XML and Web Services-based products to help them understand their competitive landscape and how to communicate their value proposition to their customers within the context of Service Orientation, and lay out their product roadmaps for the coming wave of Service Orientation. ZapThink also provides implementation intelligence to IT users who are seeking guidance and clarity into how to assemble the available products and services into a coherent roadmap to Service Orientation. Finally, ZapThink provides demand intelligence to IT vendors and service providers who must understand the needs of IT users as they follow the roadmap to Service Orientation.

ZapThink's senior analysts are widely regarded as the "go to analysts" for XML, Web Services, and SOAs by vendors, end-users, and the press. They are in great demand as speakers, and have presented at conferences and industry events around the world. They are among the most quoted industry analysts in the IT industry.

ZapThink was founded in October 2000 and is headquartered in Waltham, Massachusetts. Its customers include Global 1000 firms, public sector organizations around the world, and many emerging businesses. ZapThink Analysts have years of experience in IT as well as research and analysis. Its analysts have previously been with such firms as IDC and ChannelWave, and have sat on the working group committees for standards bodies such as RosettaNet, UDDI, CPExchange, ebXML, EIDX, and CompTIA.

Call, email, or visit the ZapThink Web site to learn more about how ZapThink can help you to better understand how XML and Web Services impact your business or organization.

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