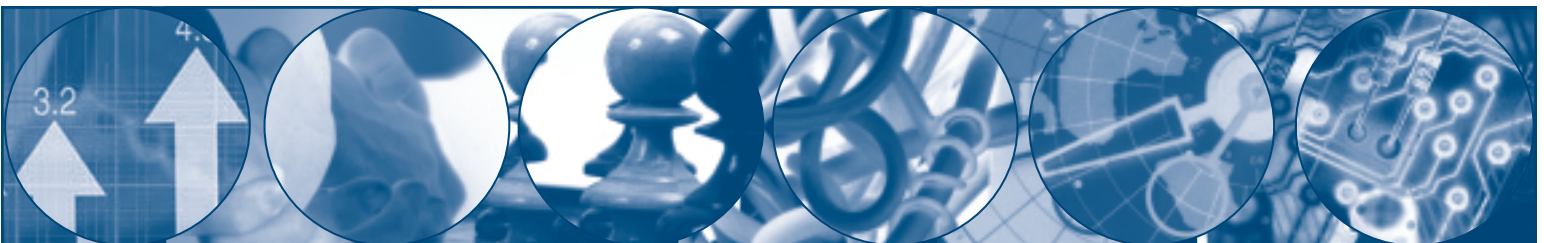


# Developing a Business-Driven SOA

Current Challenges, Strategies, and Solutions

by Michael Rosen and Tom Welsh,  
Senior Consultants, Cutter Consortium



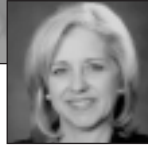
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## About Cutter Consortium

Cutter Consortium's mission is to foster the debate of, and dialogue on, the business-technology issues challenging enterprises today and to help organizations leverage IT for competitive advantage and business success. Cutter's philosophy is that most of the issues managers face are complex enough to merit examination that goes beyond simple pronouncements. The Consortium takes a unique view of the business-technology landscape, looking beyond the one-dimensional "technology" fix approach so common today. We know there are no "silver bullets" in IT and that successful implementation and deployment of a technology is as crucial as the selection of that technology.

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For more information, contact Cutter Consortium at +1 781 648 8700 or [sales@cutter.com](mailto:sales@cutter.com).

# Developing a Business-Driven SOA

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## CHAPTER 1

# Implementing an SOA with Common Technologies

by Michael Rosen, Senior Consultant, Cutter Consortium

An *agile enterprise* is one that can quickly shift processes and resources to address market opportunities and competitive pressures. This requires a flexible mechanism that allows enterprise business services (those offered to customers and partners) to be easily assembled from a collection of smaller, more fundamental business processes. A common example is the integration of customer service, knowledge management, inventory, credit evaluation, billing, shipping, and so on to provide online purchasing capabilities. The better an enterprise's ability to create new sequences and combinations of processes, or to add new capabilities (processes) to existing services, the more agility it has to introduce new products and services or quickly respond to competition.

A *real-time enterprise* is one that can correlate data from disparate sources across the enterprise, analyze it in real (or near real) time and apply the results immediately to ongoing operations. A commonly used example to describe the real-time enterprise is the retail chain that uses data collected in its US East Coast stores in the morning to adjust sales strategies before its West Coast stores open a few hours later. This requires enterprise data to be analyzed in near real time, without affecting real-time transactional capabilities, and for data from different sources to be correlated and applied to various different systems; in other words, data shares a common meaning across the enterprise. The better the ability to share information, the more powerful and effective the real-time business intelligence (BI) efforts will be.

The *agile real-time enterprise* is one that effectively combines both of these capabilities so that BI driven off real-time analytics can be incorporated into enterprise business services, making them more effective, efficient, and competitive. This all sounds great, but it is easier said than done. Pulling this off requires two important components: 1) a technical infrastructure that enables processes to communicate and be combined, and 2) business processes that are designed to be combined and utilize shared information. To achieve the agile real-time enterprise, both of these elements must exist. In other words, you need a *business-driven service-oriented architectural* approach to application development.