Anne Thomas Manes
VP & Research Director
amanes@burtongroup.com

www.burtongroup.com

The Gap between Hype and Reality

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The Gap between Hype and Reality

Thesis

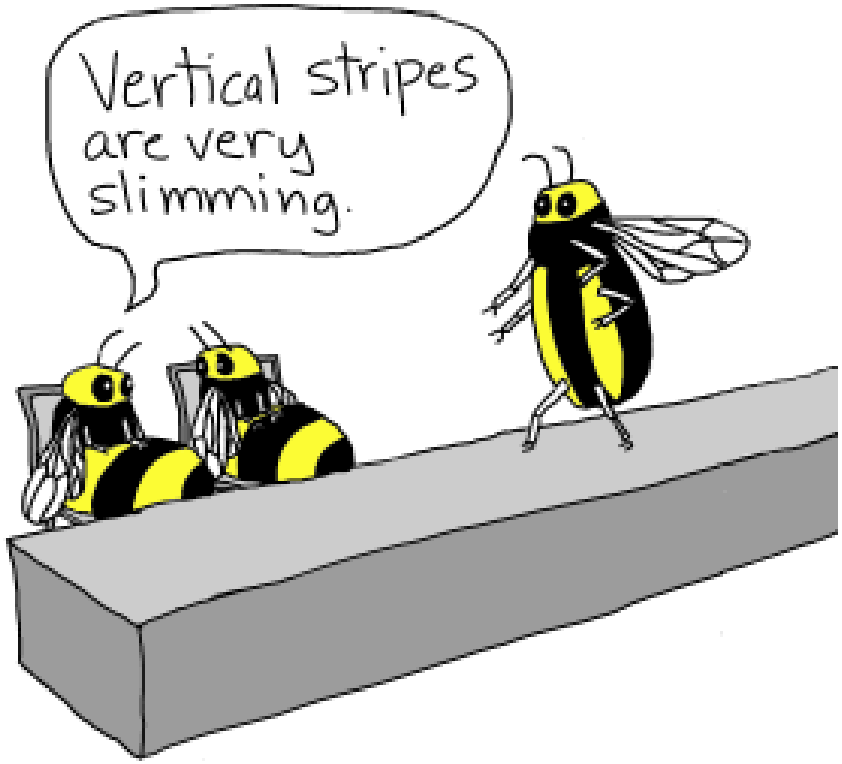
- IT is a victim of fashion
- Every year there's something new
  - SaaS, SOA, RIA, Web 2.0, Enterprise 2.0
  - This year it's Cloud Computing
- Beware of vendors selling snake oil
  - Exploiting the latest fad
- Each new fad can bring real value
  - But nothing comes for free
  - Many people never realize significant benefits
- Technology is mostly irrelevant
  - What matters is how you use it

The Gap between Hype and Reality

Agenda

- The nature of fashion
- Fashion in the IT world
- The next “Big Thing”
- Facing reality
- Bridging the gap

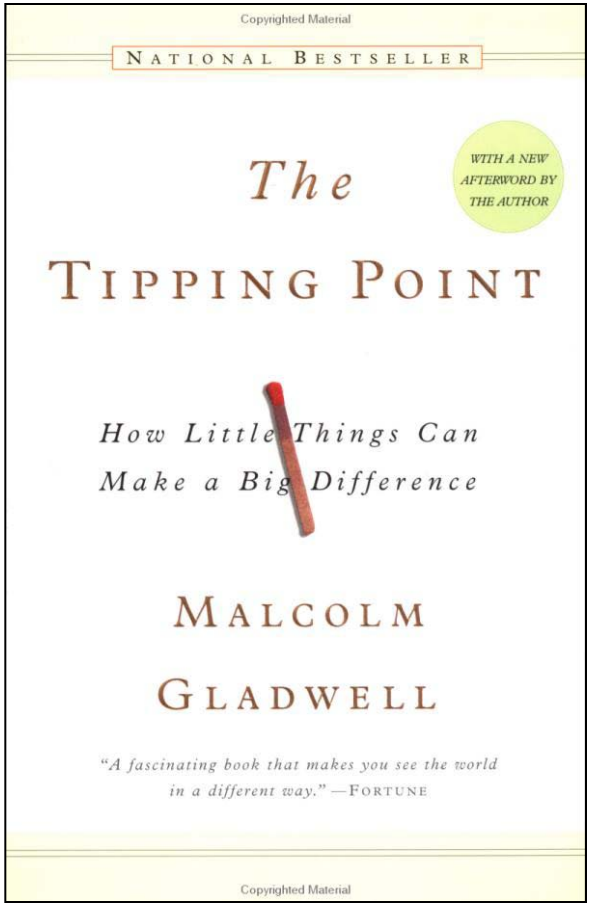
The Nature of Fashion



The Nature of Fashion

Social epidemics

- Fads act like outbreaks of infection diseases
  - Behavior is contagious
- They sweep through quickly
  - Triggered by little things
- They die out equally fast
  - Replaced by the next “Big Thing”



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Fashion in the IT World

Fashion in the IT World

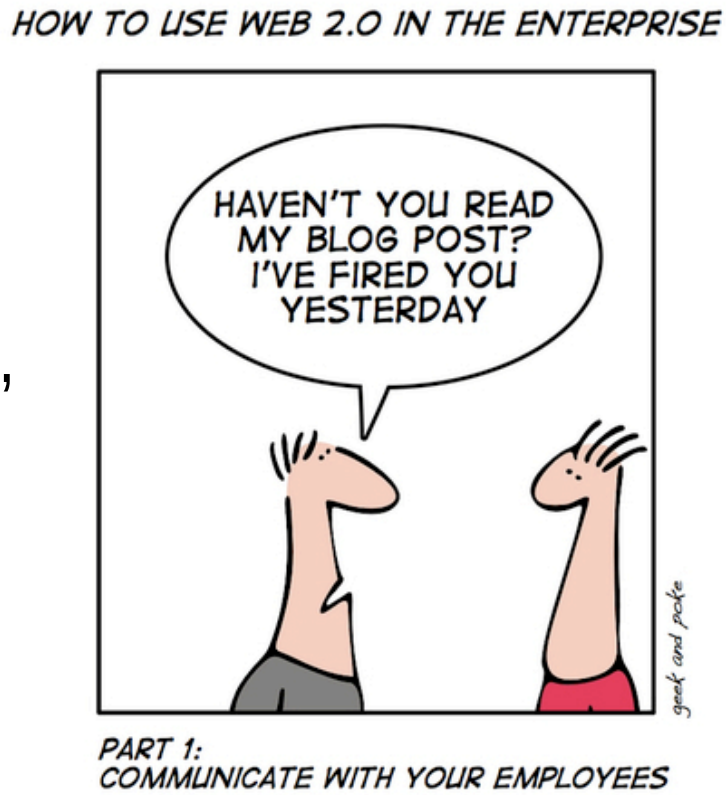
Some recent “Big Things”

- Enterprise 2.0
- Service Oriented Architecture

Enterprise 2.0

New approach to collaboration

- Web 2.0 in the enterprise
  - Blogs, wikis, social networking
  - Classonomies, mashups
  - Architecture of participation
- Synthesis of new technologies, models, processes, mindsets
- "Revolutionize" the way business is conducted
  - Enable better sharing
- Attract and retain Gen-Y talent
  - Email is for grandparents



E2.0 Challenges and Risks

Culture – not technology

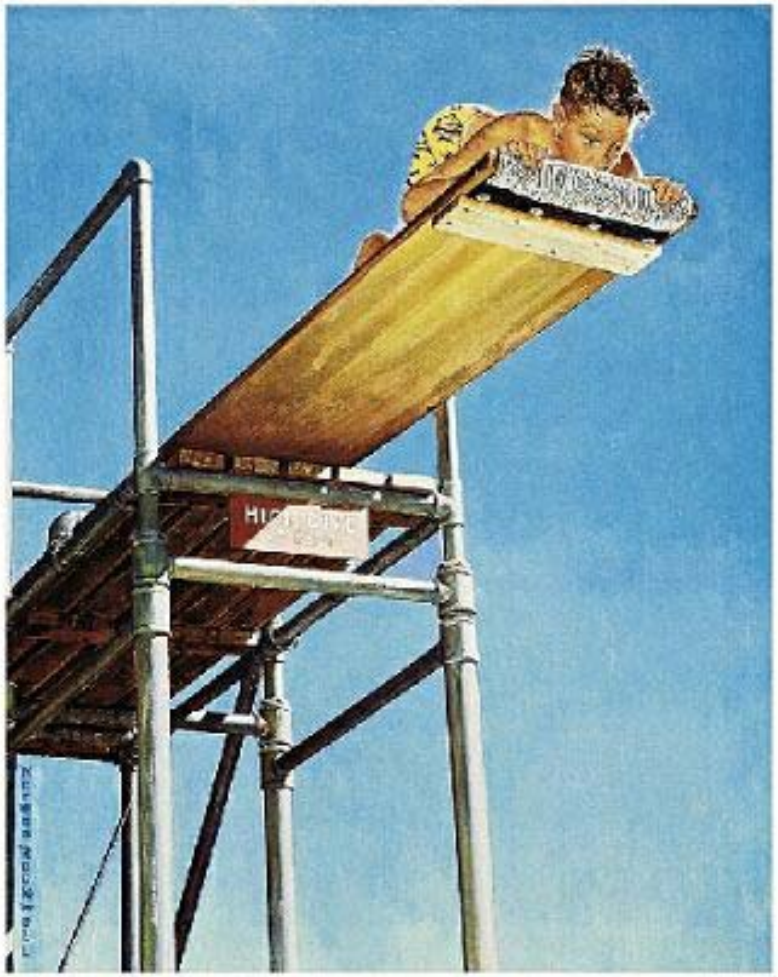
- Requires participation
  - Technology doesn't do it
- Out of their comfort zone
  - Baby boomers
  - Gen-X

Efficiency risks

- Information overload
- Distraction

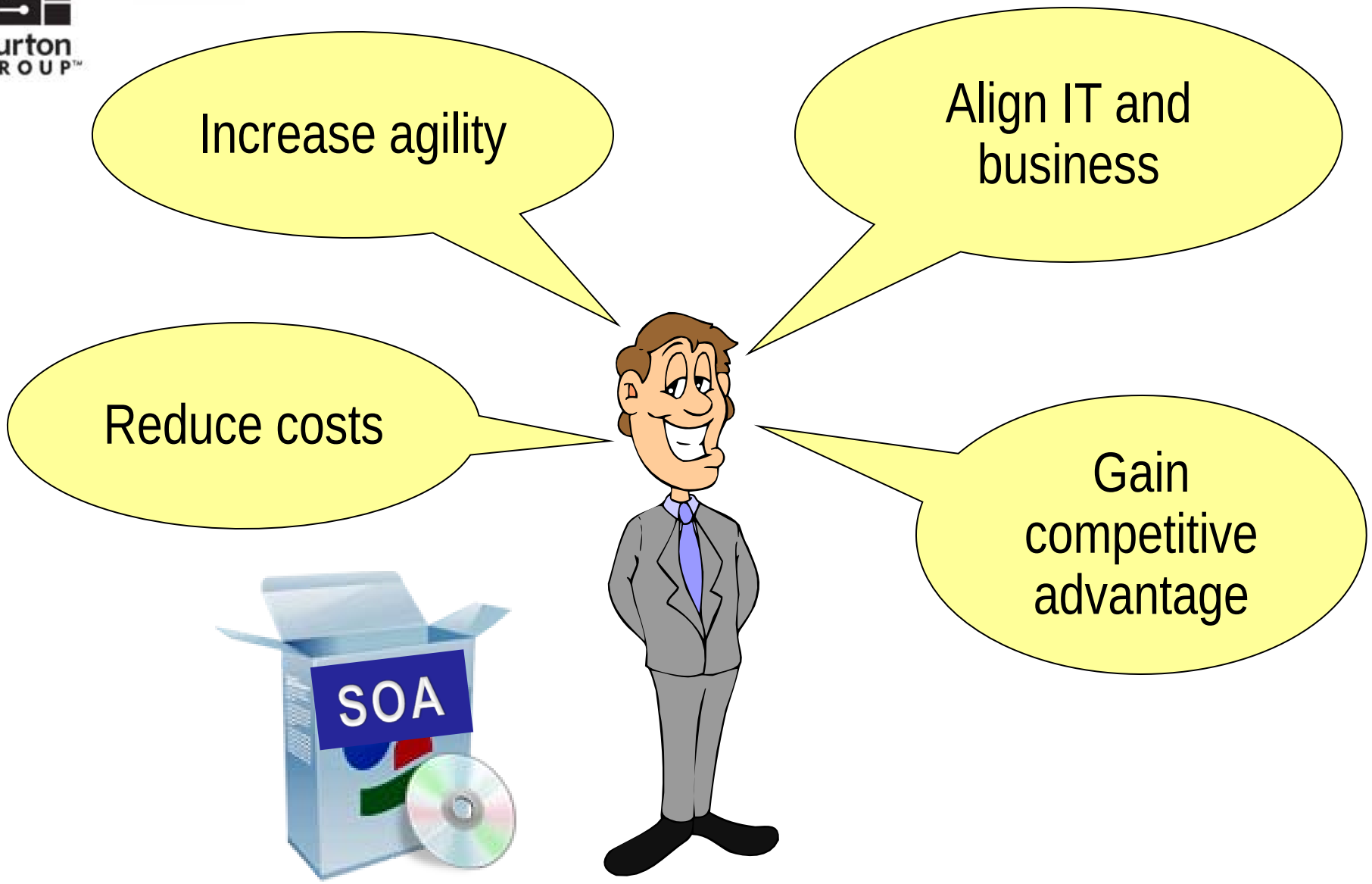
Security risks

- Information management
- Privacy concerns



NORMAN ROCKWELL
High Dive

Service Oriented Architecture

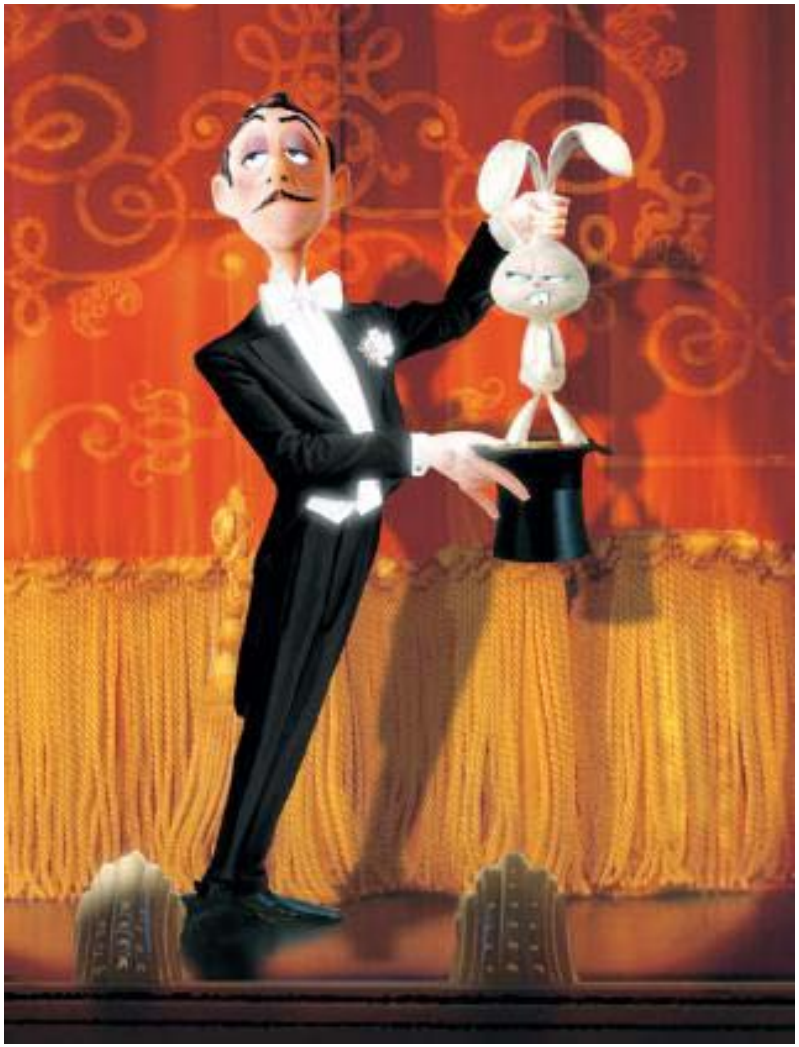


The Vendor Snow Job

Buy this!

- ESB
- Registry/repository
- Runtime governance
- Security appliances
- Army of consultants
- Presto:

Successful SOA



SOA Realities

I thought SOA would *solve* our interop problems

No one wants to build services

Our services aren't being reused

Systems are more fragile

Costs are higher

SOA Report Card – 2008

Deep investigation into the status of SOA initiatives

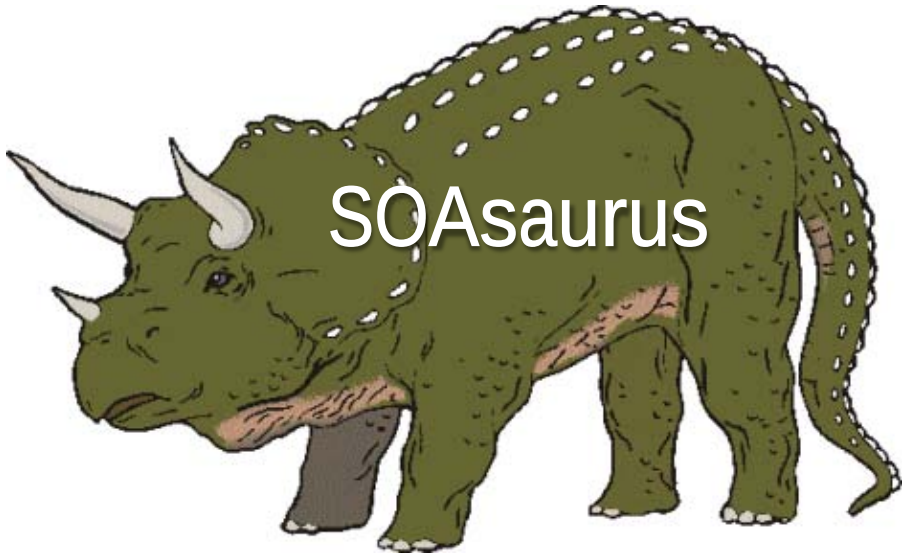
- Goal: Identify patterns and commonalities
- Found: A very sorry situation
- Most SOA initiatives stall within 18 months:
  - "If we build it they will come" methodology doesn't work
  - The business won't engage

SOA Fatigue was setting in

- Prevailing attitude:
  - SOA costs a lot and doesn't deliver

SOA Obituary

SOA met its demise on January 1, 2009, when it was wiped out by the catastrophic impact of the economic recession.
SOA is survived by its offspring: mashups, SaaS, Cloud Computing, BPM, and all other architectural approaches that depend on "services".



Middleware Market Hits the Brakes in 2009 -- Application Development Trends - Mozilla Firefox

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http://adtmag.com/articles/2009/05/08/middleware-market-hits-the-brakes-in-2009.aspx

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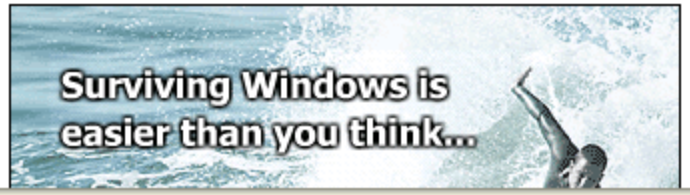
.NET
Open Source
QA/Testing
Security

Middleware Market Hits the Brakes in 2009

By Herb Torrens • 05/08/2009

The middleware software market has entered the slow lane in 2009, according to a Gartner report announced on Wednesday.

The report, "Market Share: Application Infrastructure and Middleware Software, Worldwide, 2008," examines the AIM market, which includes technologies such as service-oriented architecture (SOA) solutions, business process management suites (BPMSs) and other integration software.



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jameskobielus
"Middleware Market Hits the Brakes in 2009" (http://bit.ly/19JDYW): jk--But says CEP growing. What Forrester calls Really Urgent Analytics

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next

Done

A Tragic Loss

SOA is a Prerequisite for the Future

Reduce complexity and redundancy

- Architectural principles
  - Service-orientation
  - Separation of concerns
  - Loose coupling
- Required for
  - BPM
  - Mashups
  - SaaS
  - Cloud

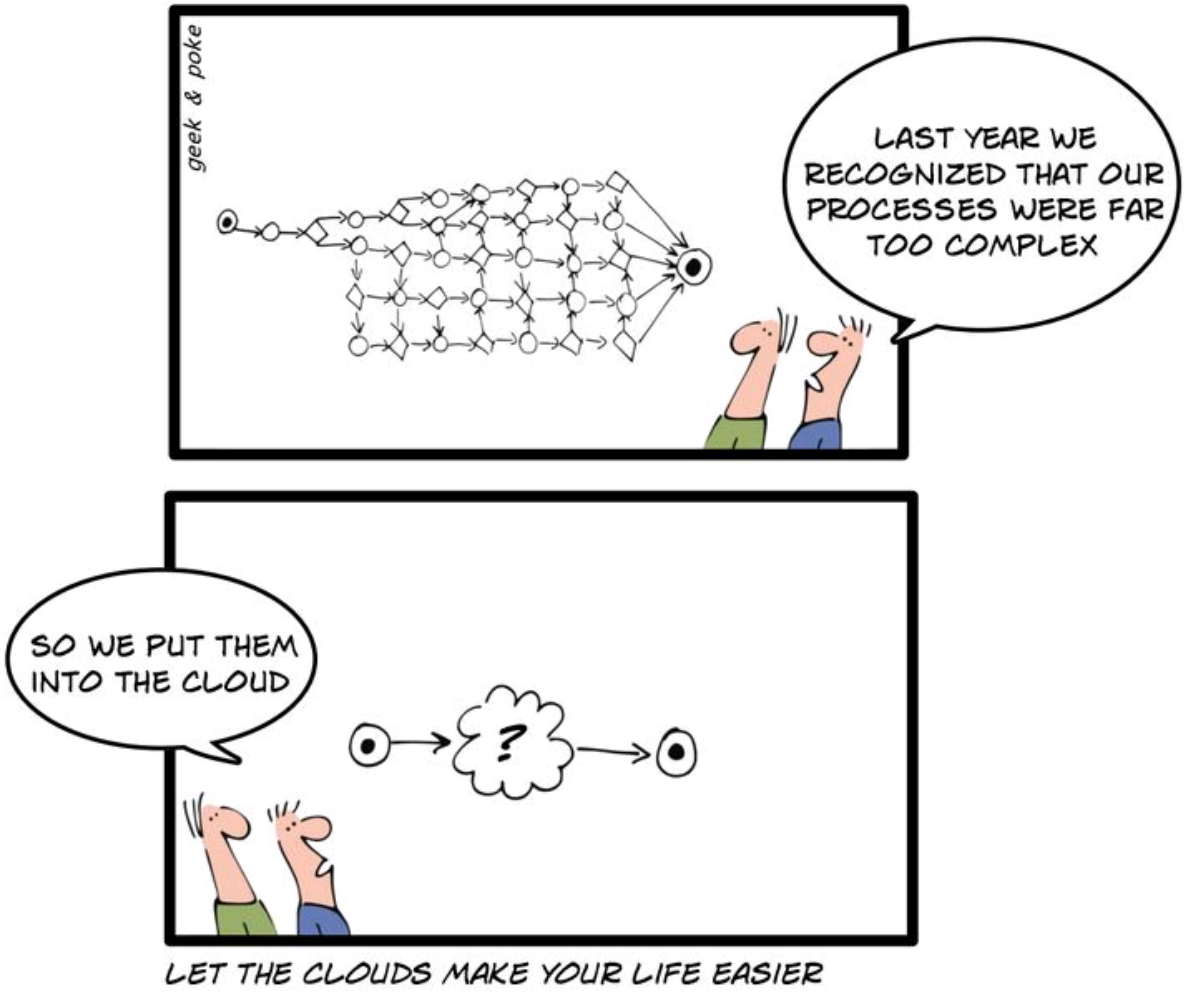
SOA runs through it

The Next "Big Thing"

IT as a Service

Ready-to-Eat IT

- Low-cost rental alternative
  - "Elastic" data center
  - Hosted platforms
  - SaaS
- Mouth watering benefits
  - Rapid time to value
  - Try before you buy
  - Pay as you go
  - Satisfies the thirst for new capabilities
  - Creates sparks of innovation


geek & poke
LAST YEAR WE RECOGNIZED THAT OUR PROCESSES WERE FAR TOO COMPLEX
SO WE PUT THEM INTO THE CLOUD
?
LET THE CLOUDS MAKE YOUR LIFE EASIER

Cloud computing
does not give
organizations the right to
abdicate responsibility

Clouds can be dangerous…..

Security and Contractual Risks

- Methodologies and Best Practices "Considerations for Risk Management When Choosing Software as a Service"
  - Confidentiality – the disclosure of inappropriate information
  - Integrity – Unauthorized or inappropriate changes
  - Use control – Internal and vendor staff ability to download, copy, or distribute sensitive information
  - Availability – operational and security related issues leading to unavailability of systems, networks, applications, and information
- What happens when…
  - The contract ends?
  - The vendor disappears (*can you say escrow*)?
  - Breaches and operational issues emerge?
  - You provide applications to your customers or partners?

Legal Protections?

Who is at Risk?

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Source: http://code.google.com/appengine/terms.html

Necessary precautions

Service level agreements (SLAs)

- Security audits, certification of operational controls
- Service escrow
- Regulatory compliance
- Financial remunerations for non-compliance

Integration Issues

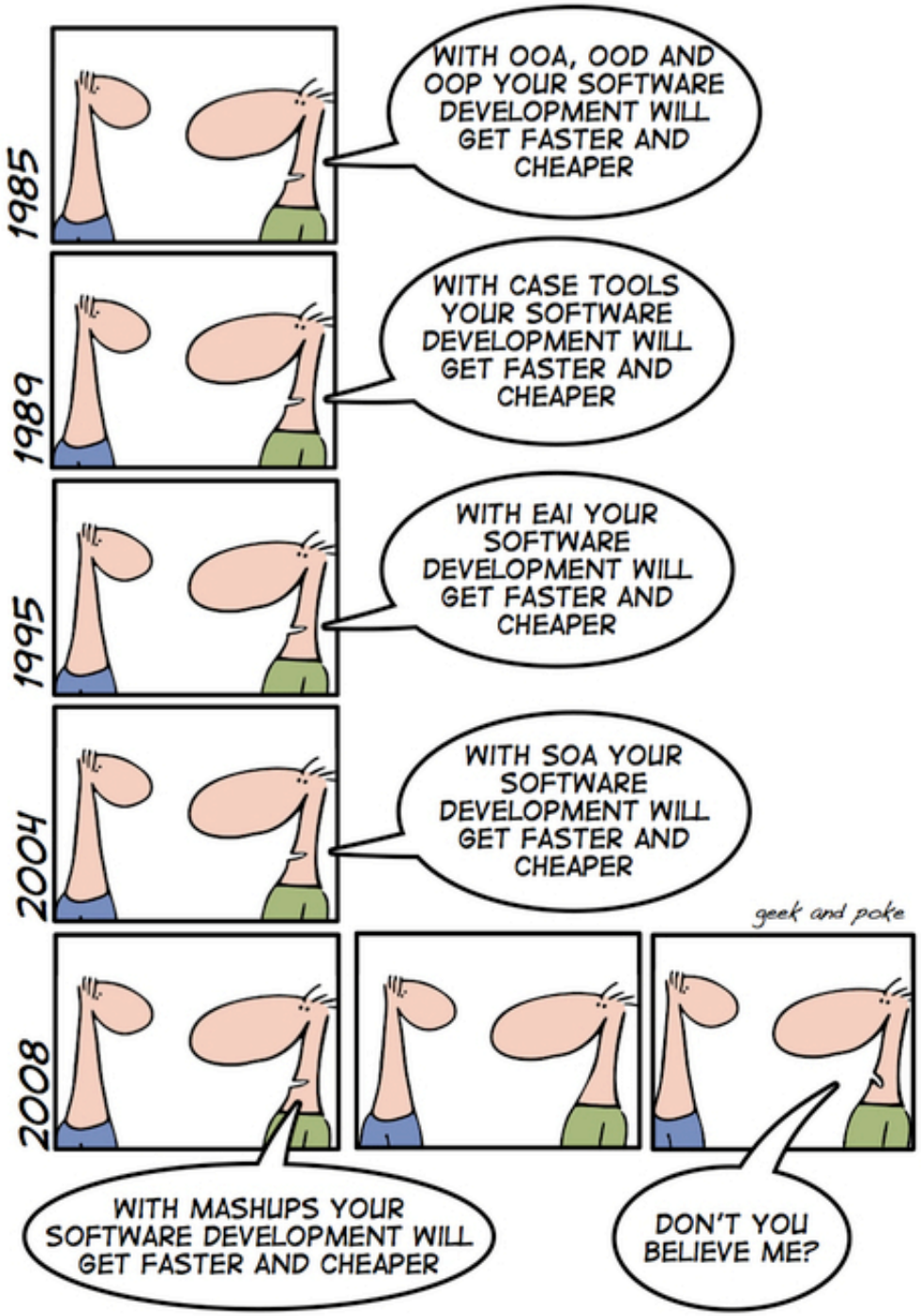
- Land-locked information
  - Information models convenient to the vendor
  - Unavailability of logical models
  - Semantic mappings
  - Extracts and transports
  - Data access services
- Cross-functional processes and workflows
  - Accepting the software and processes as supplied
  - Limited capability to customize
- Including operational statistics in your IT dashboard

Facing Reality

Technology Doesn't Matter

"Technology alone is rarely the key to unlocking economic value: companies create real wealth when they combine technology with new ways of doing business."

Source: "Eight Business Technology Trends to Watch, McKinsey Quarterly December 2007"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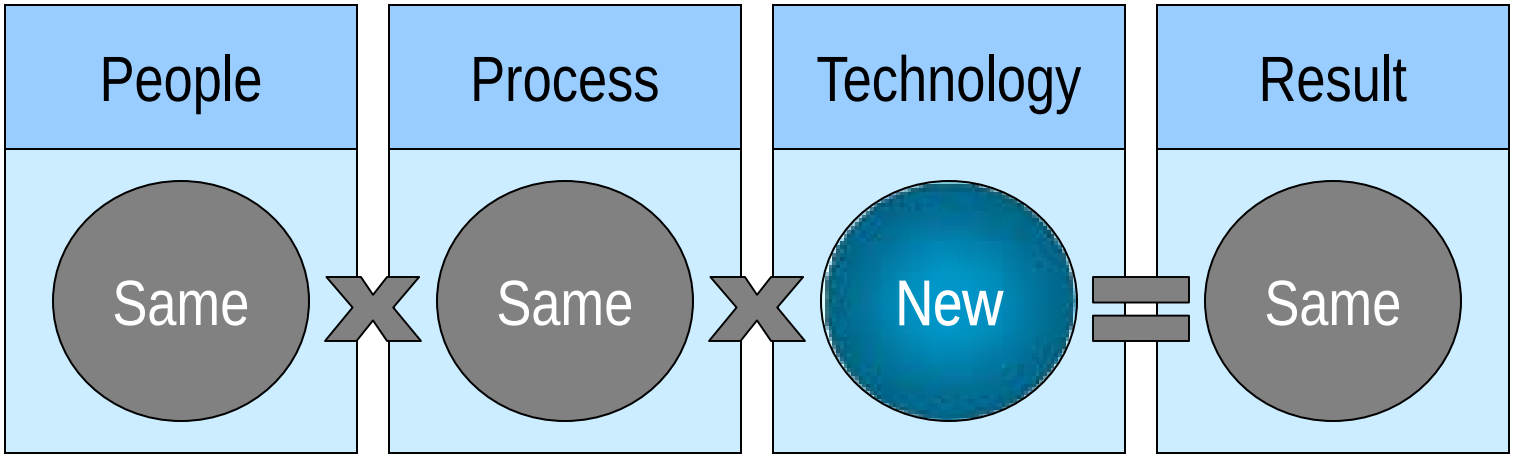
WITH OOA, OOD AND OOP YOUR SOFTWARE DEVELOPMENT WILL GET FASTER AND CHEAPER
1989
WITH CASE TOOLS YOUR SOFTWARE DEVELOPMENT WILL GET FASTER AND CHEAPER
1995
WITH EAI YOUR SOFTWARE DEVELOPMENT WILL GET FASTER AND CHEAPER
2004
WITH SOA YOUR SOFTWARE DEVELOPMENT WILL GET FASTER AND CHEAPER
geek and poke
2008
WITH MASHUPS YOUR SOFTWARE DEVELOPMENT WILL GET FASTER AND CHEAPER
DON'T YOU BELIEVE ME?

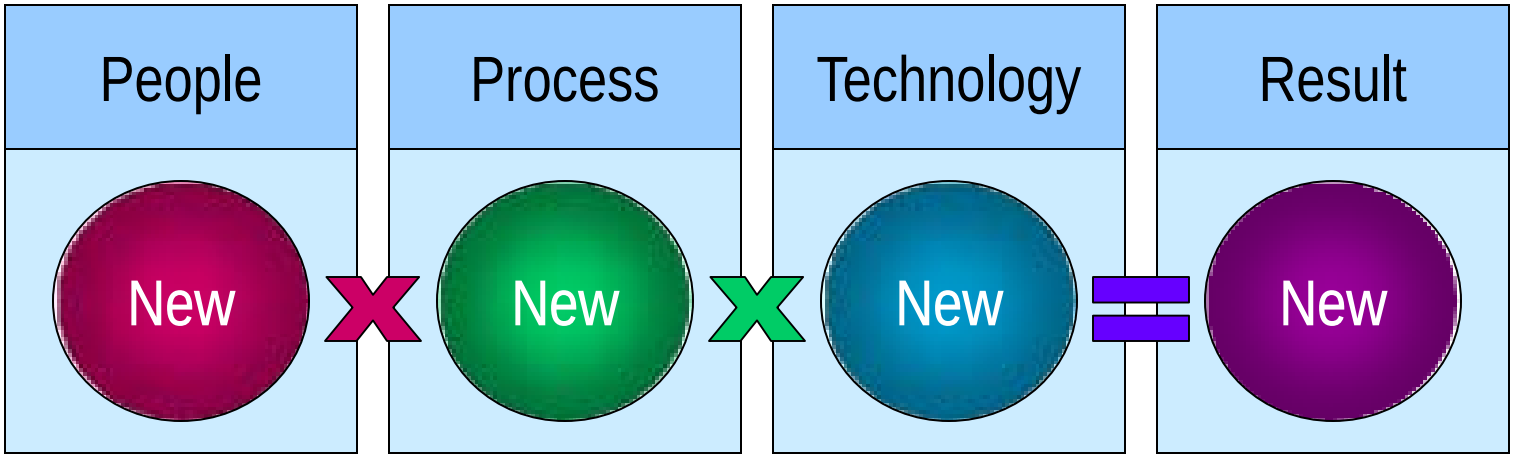
Truth Hurts

Technology != Change



Truth Hurts

People and Process must change to produce a new result



Bridging the Gap

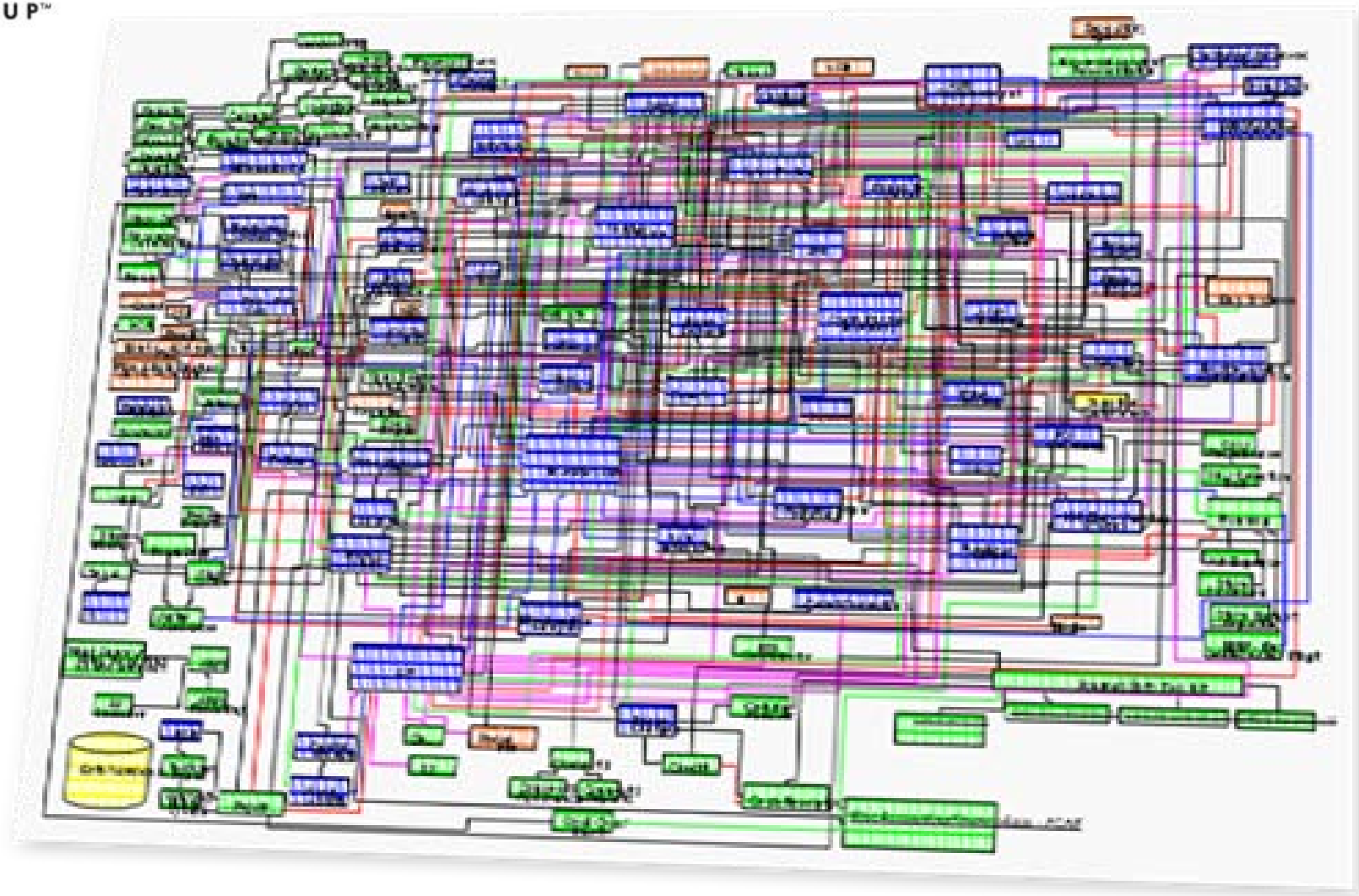
Technology will not Fix What's Wrong

IT is broken – not a valuable contributor

- Discontent with application delivery organization:
  - Projects are late, over budget, not what was wanted [desired/needed]
  - Application portfolio bloat, massive backlog
  - App dev is viewed as unresponsive (if not incompetent)
- Shifting the load
  - Offshoring and/or outsourcing
  - COTS, SaaS, Cloud
- "Same mess for less"

The Harsh Reality

The current state of our systems



Rearchitecture is the Key

Change is mandatory

Medieval Architecture

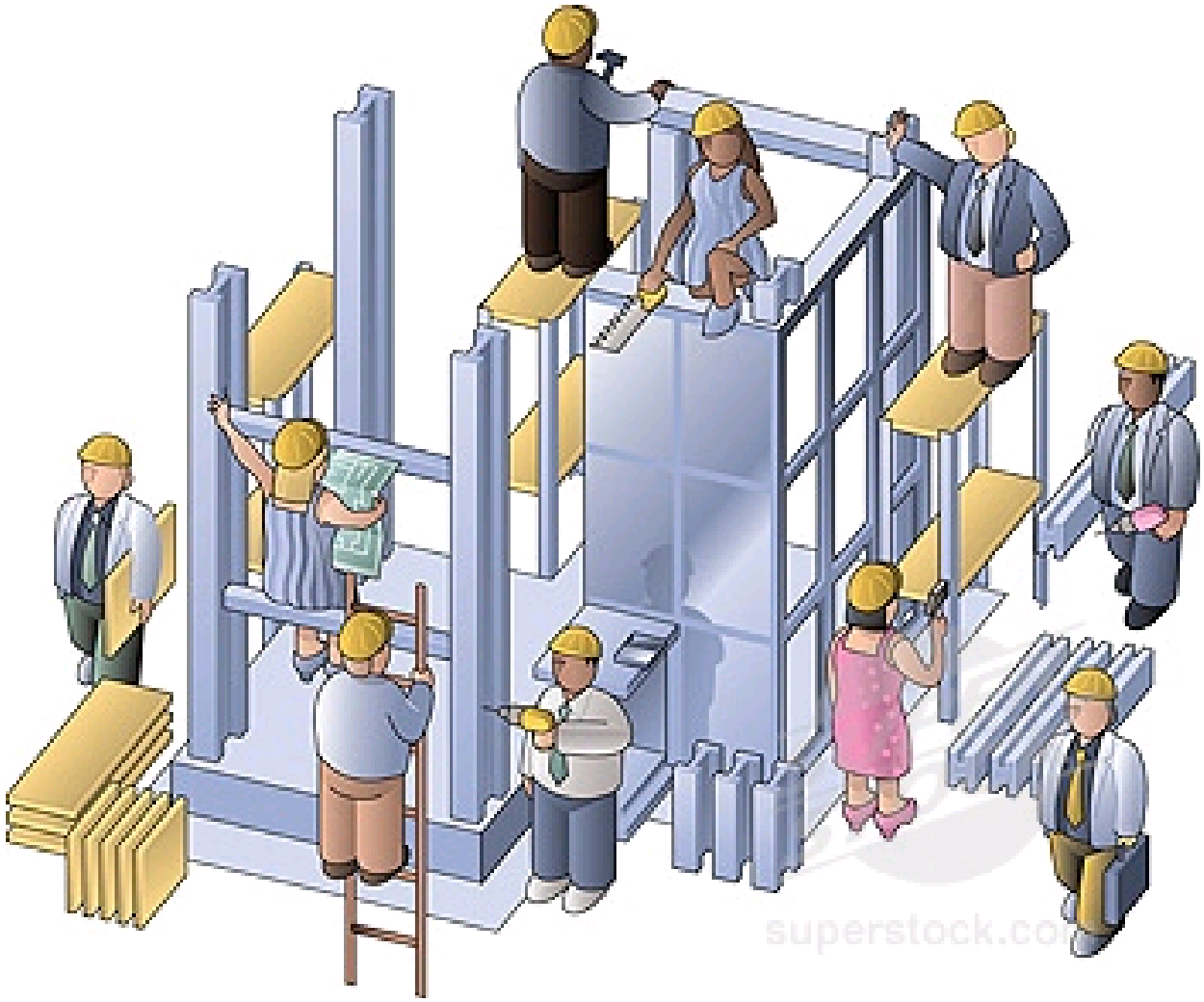
Chaos to Order

Burton Group's View of Enterprise Architecture

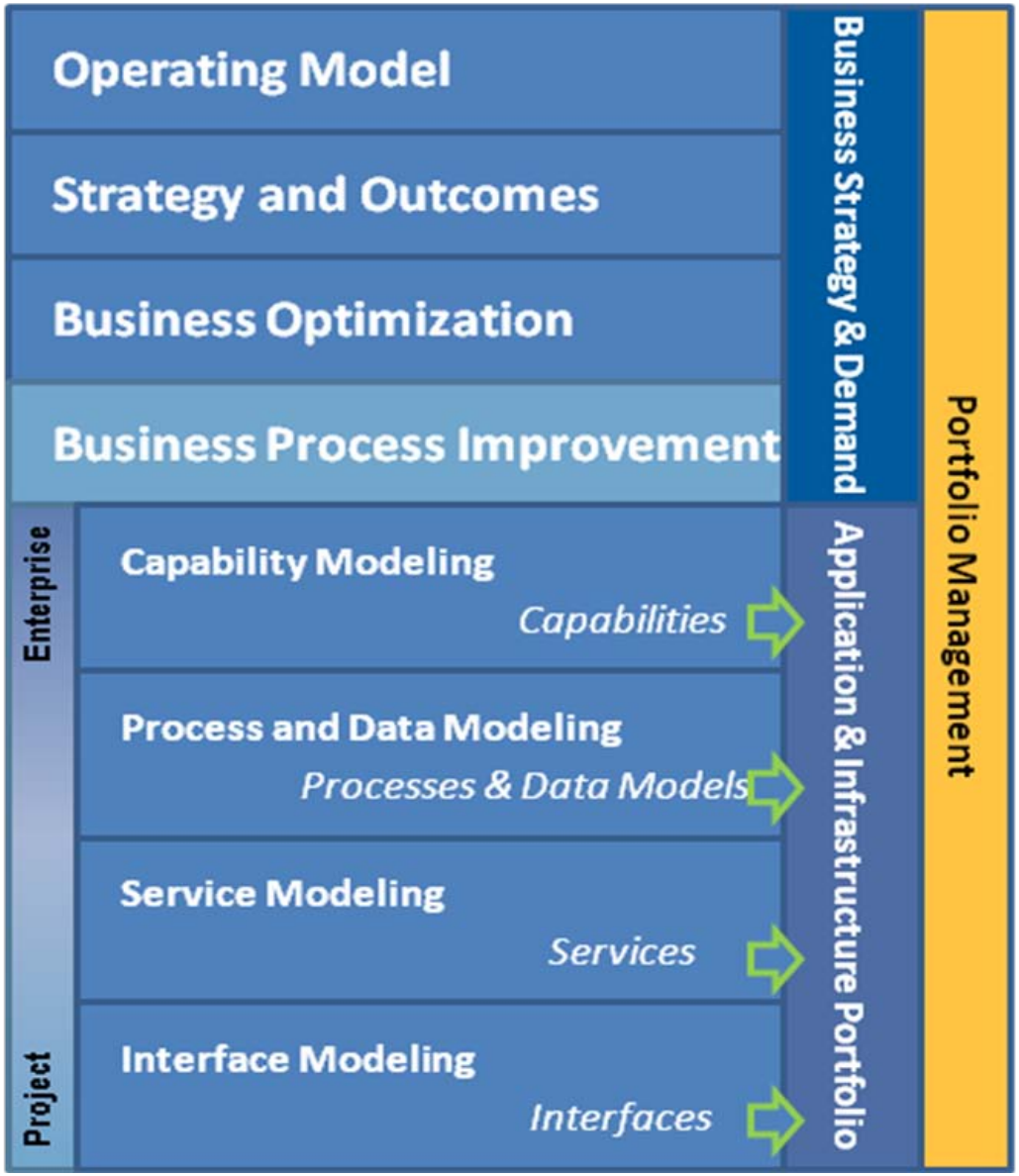
- Planning, optimization and design discipline
  - Not solely for the *enterprise*
  - *Active* - EA is something you do
  - Focused on *business outcomes*
- Influences IT decision-making
  - Architecture is *personal*
  - EA results in an *architecture* (what gets built)
  - A way to *synchronize* with the business

Architecture is Hard Work

Requires collaboration



Full Scope Modeling



Success Factors

Critical success factors

- Trust relationship between IT and business
- Strong leadership
- Wide sphere of influence
- Frequent and regular deliverables
- Tying activities/deliverables to business goals and value

MIND THE GAP