

Track Abstract Change – Operational Effectiveness Through SOA

Note: The abstract for this track changed and was reflected on the website but not in the printed catalog:

Insurance companies are driven by increasing complexity in the business environment, coupled with the need to effectively process business, interact with customers and distribution channels and, develop and deploy new products quickly. These challenges drive the importance of architecting business solutions that enable and encourage service reuse to achieve agility. This session will examine the SOA Maturity Model developed by St. Paul Travelers Insurance and their experiences along that continuum from Discovery to Maturity. Hear about real world challenges in adopting a Service Oriented Architecture in a large organization.

St. Paul Travelers'
SOA Strategy for
Achieving Operational Effectiveness

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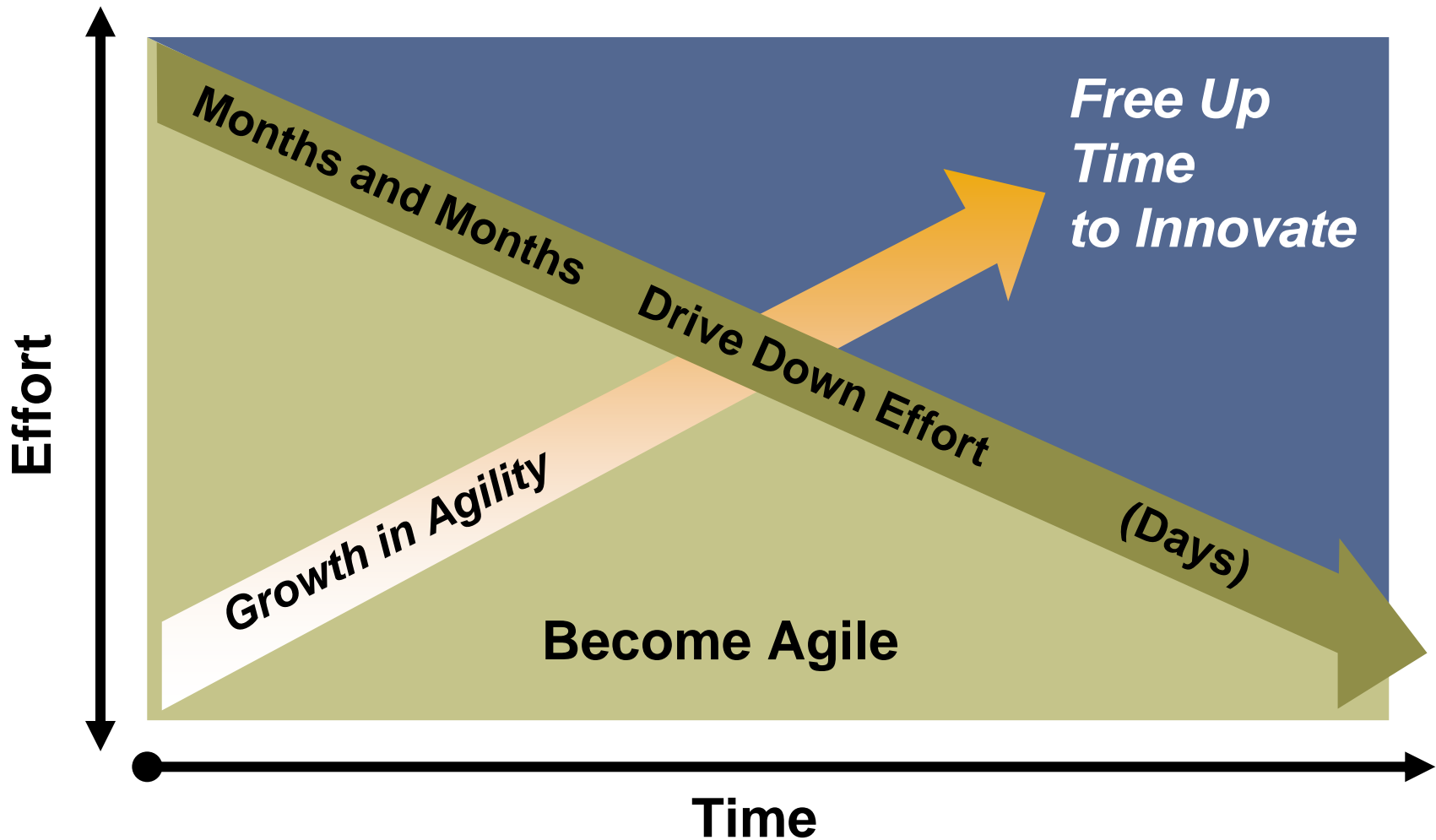
St. Paul Travelers Insurance

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Agenda

- Where do we want to be as an IT organization?
- What are the challenges that face us today?
- What is our approach to handling these challenges?
- The Organizational SOA Maturity Model.
 - Where is St. Paul Travelers in the Maturity Model?
- What are the enablers to get us to the next phase?
- What is our operating model in the future?
- Q & A

The Plan – “Where We Want To Be”

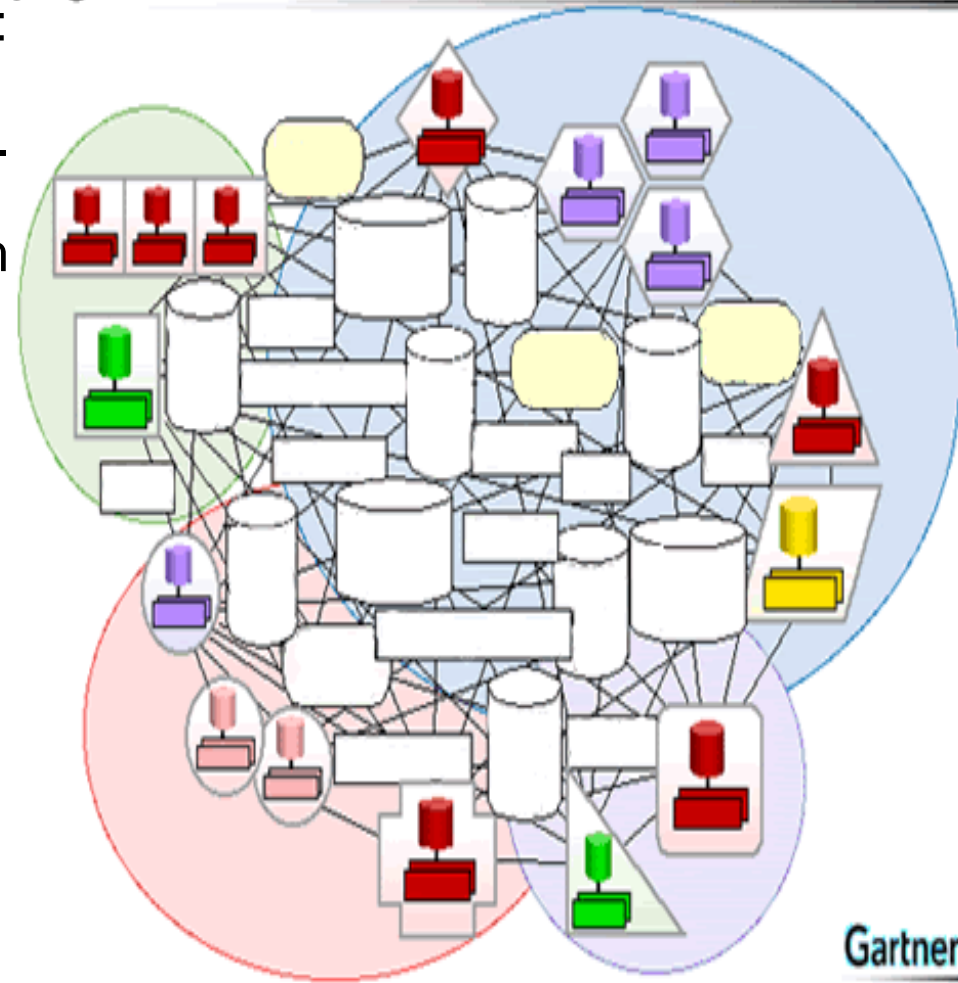


The Challenge – Today’s Model

Spaghetti Code

Characteristics of Today’s Applications:

- Built a very specific scope/intent, for a very specific audience. All Custom.
- Each business segment funds its own projects and has them built from the ground up.
- Foster the “Stack & Silo” effect.
- Consist of components which are single purposed and tightly coupled.
- Any sharing is by luck, date alignment or “tribal knowledge”
- Organization does not foster or reward sharing.
- No enterprise view or approach to building reusable assets
- Any shared assets present a maintenance problem as they are different than all others

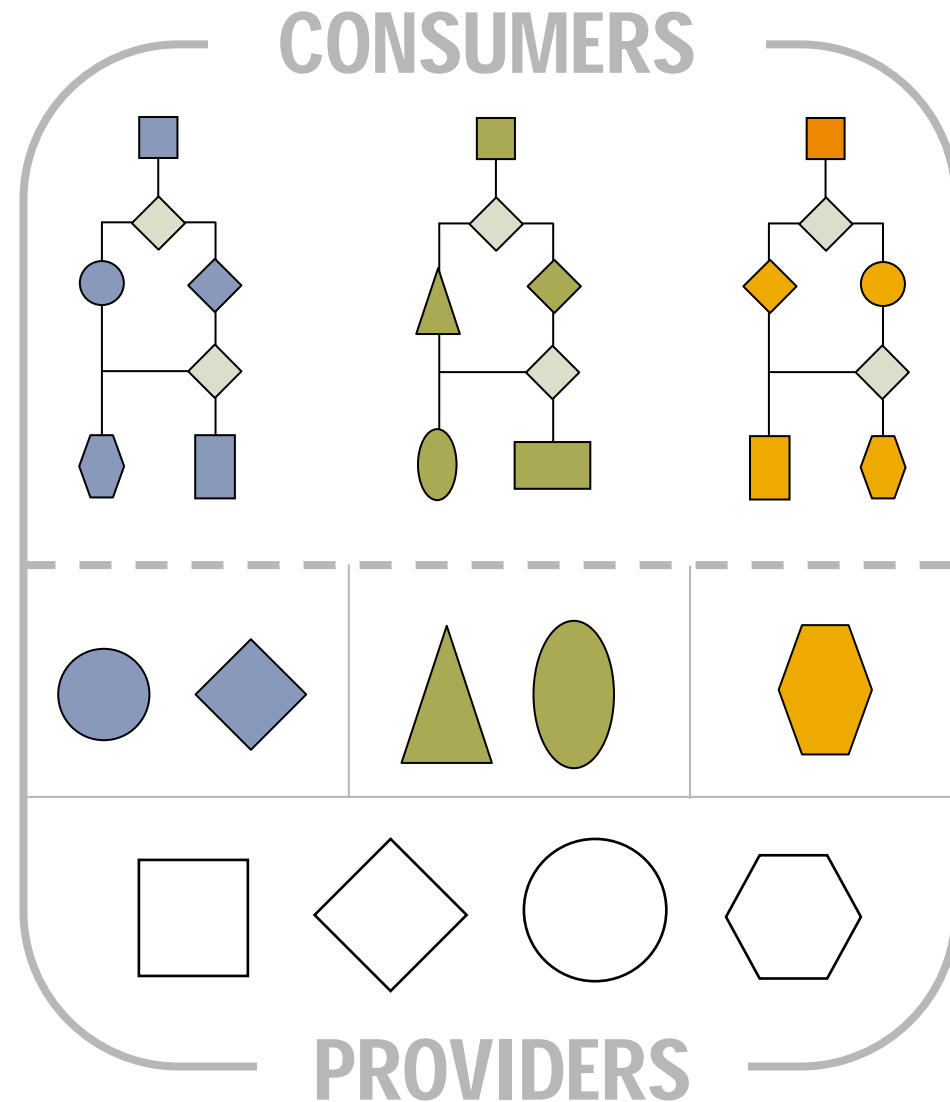


Gartner

The Solution

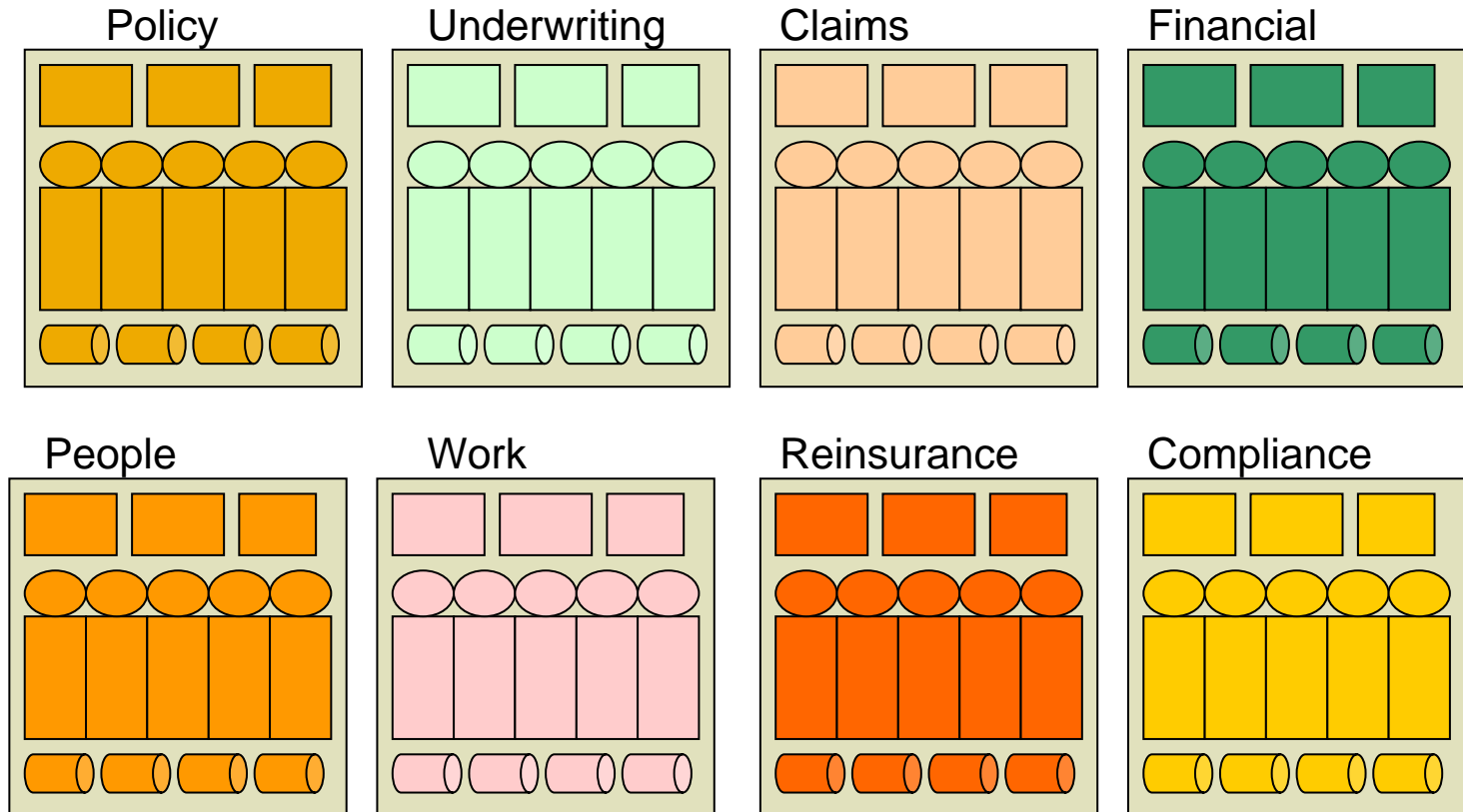
- Planned Software Inventory.
- Planned Reuse.
- Separating the Workflows from the Domain Services.
- Separating the Unique from Common.
- Configurable Services.
- Rapid assembly for disparate workflows

*Avoid “One Change
All Change”*



The Approach – The City Plan

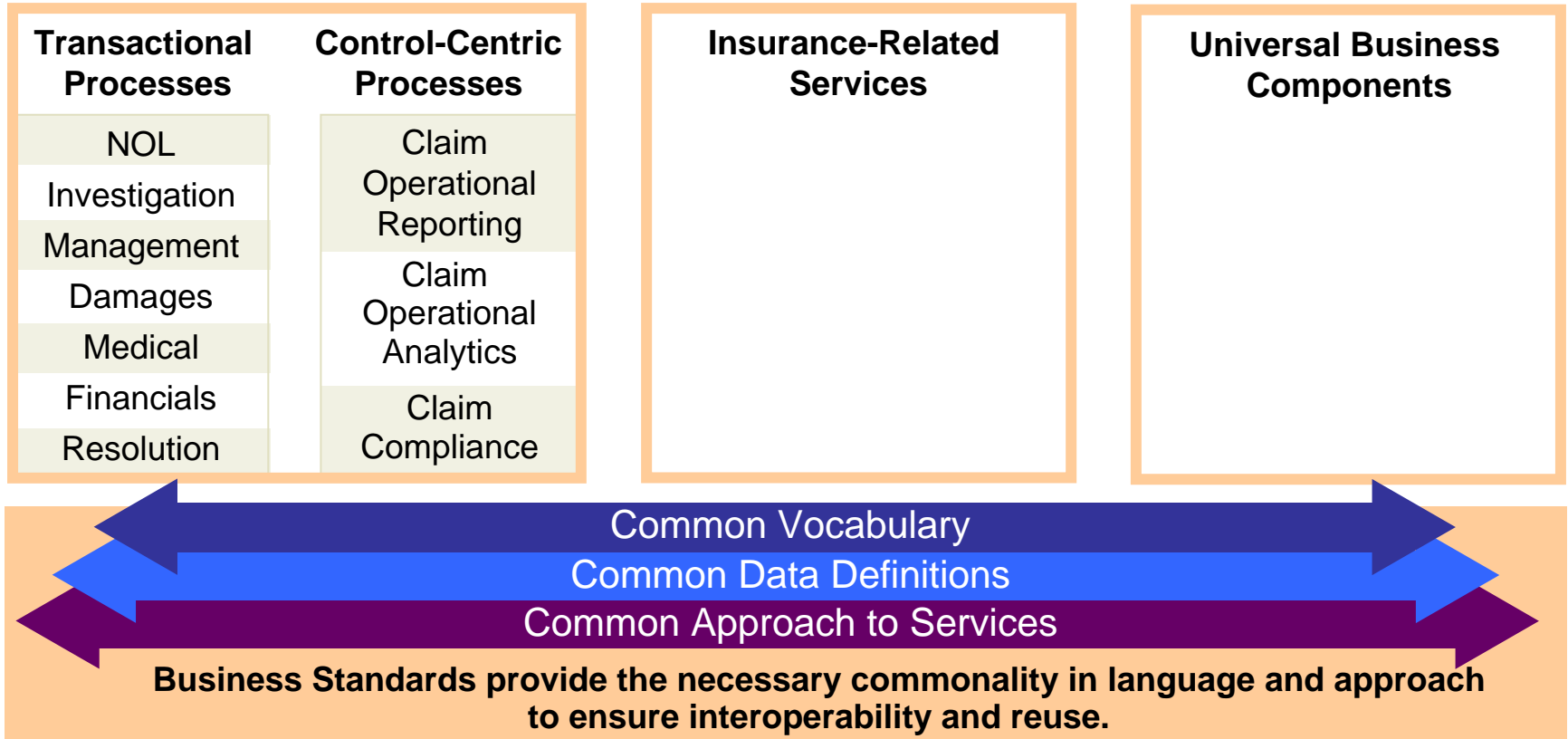
Business functions need to be organized according to major subject areas known as Domains. Domain owners manage the domains and the services they provide.



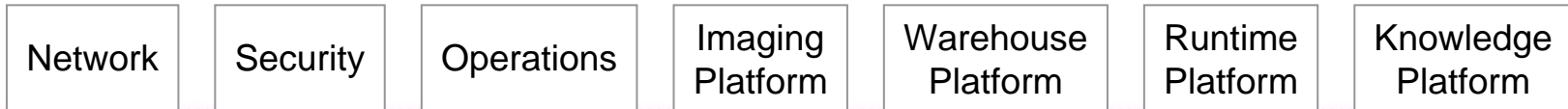
Organize Business Functions into Domains

Claim Business Approach – The Community Plan

Underlying Business Standards

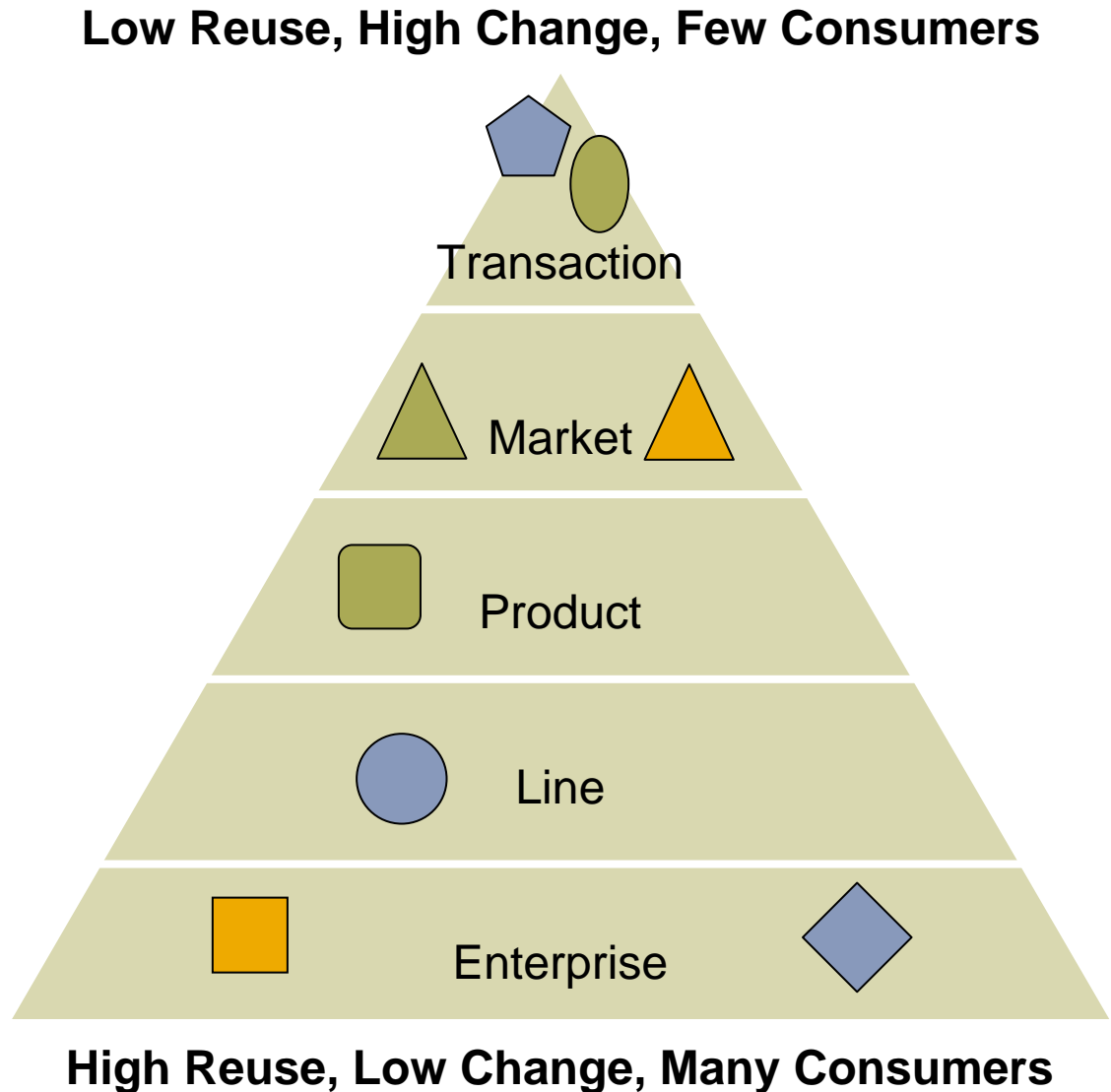


Technology's City Plan is Infrastructure-related – this is like the public utilities (Water Works, Utilities)

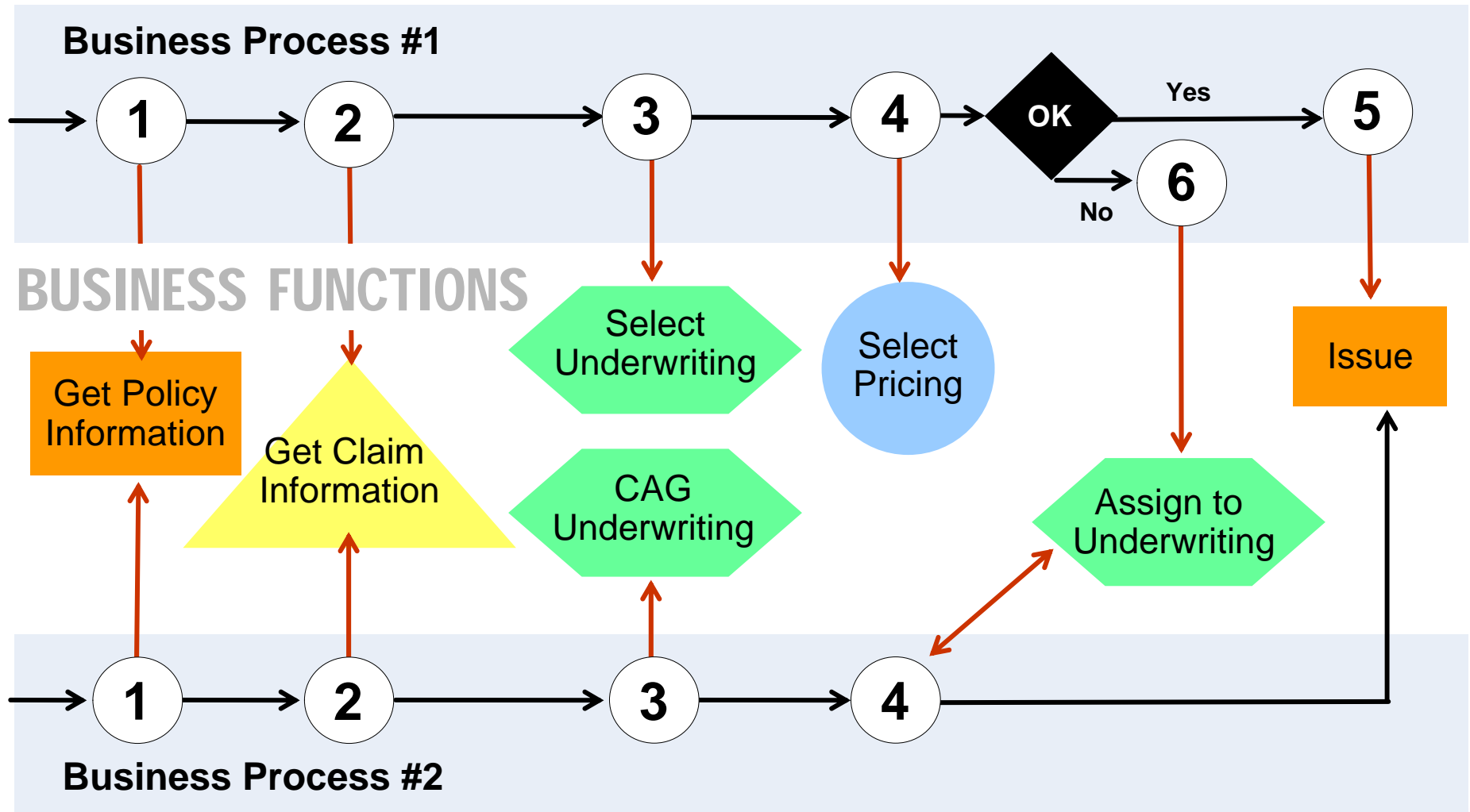


The Approach – Categorize Asset Reuse Potential

- Right Size the Services
- Like Functionality
- Frequency of Change
- Agility Assessment
- Technology Fit
- Run Rate



The Promise – Application Assembly



Application Assembly:

- Coordinated business processes will contain both common and business unique functions.
- A base business process will be assembled of common functions
- The common processes will be augmented by business unique functions to create a complete orchestrated business event (e.g. Add a Commercial Lines MasterPac policy)
- Agility will be achieved by assembling together a combination of common and business unique functions to complete a business event.
- A significant number of business processes are common across the enterprise
- Augmenting the common functions with business unique functions will allow us to differentiate for a business advantage while maximizing our previous investments.

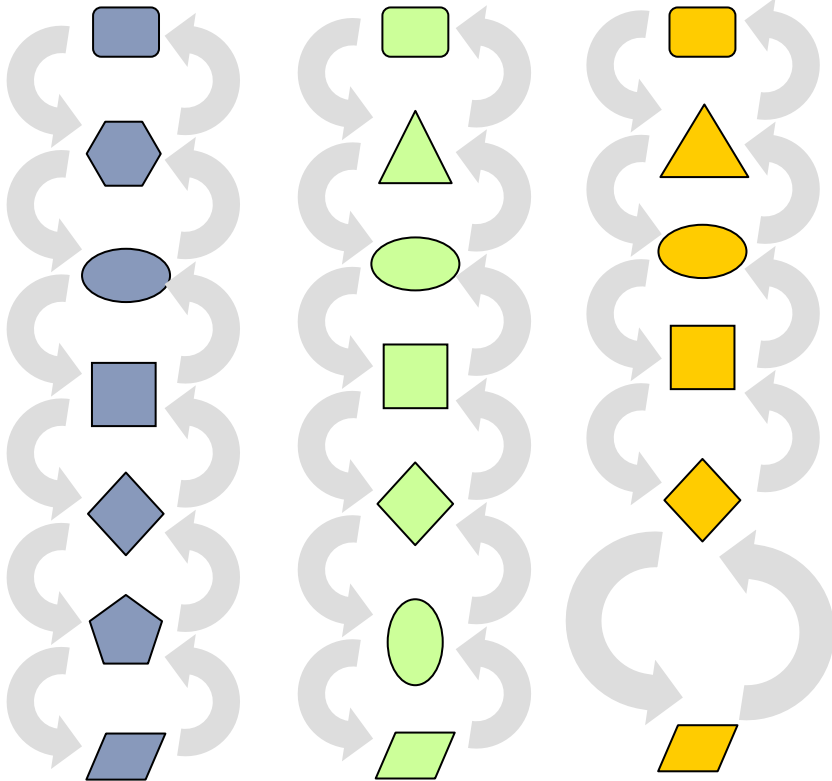
The Result

Custom Model

Business A

Business B

Business C

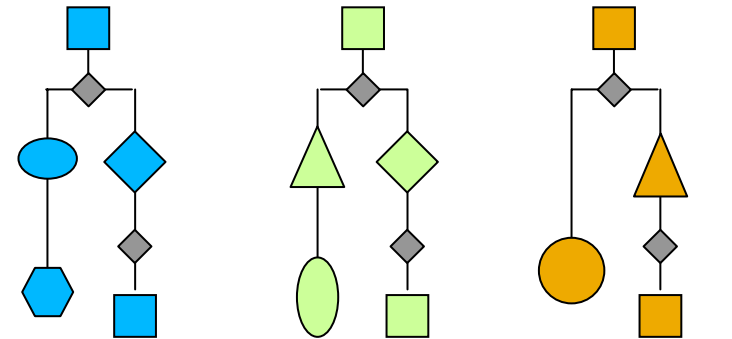


Enterprise Model

Business A

Business B

Business C

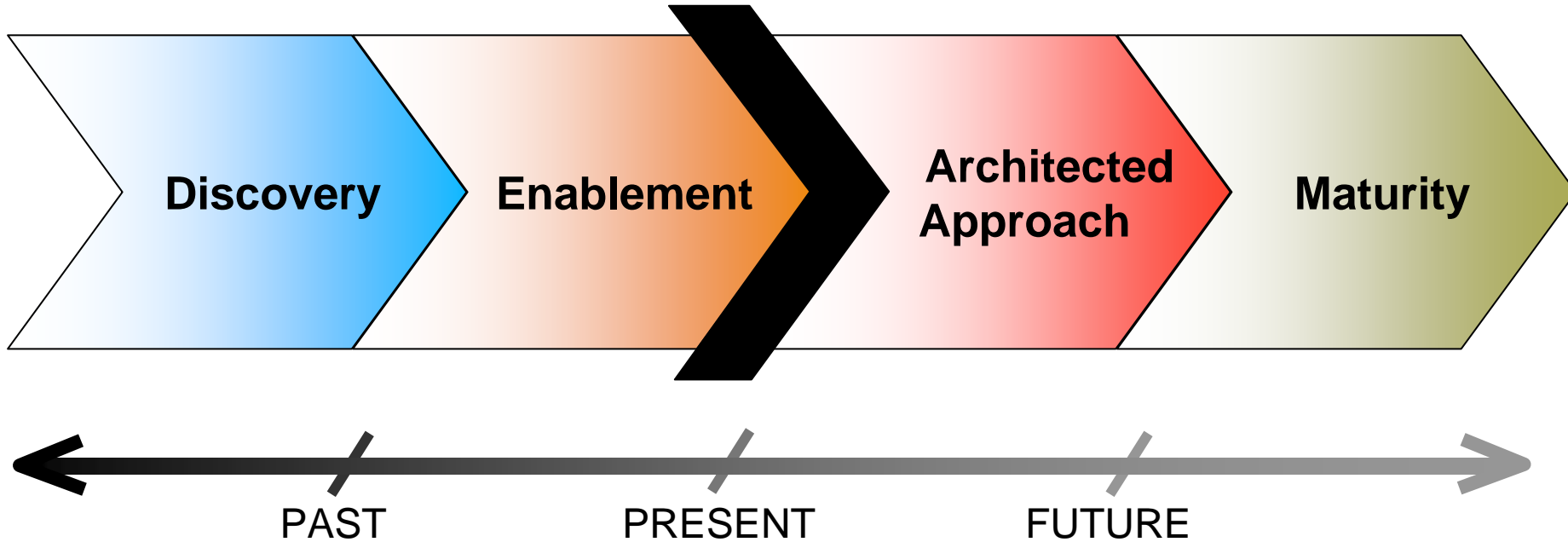


Unique Blue pentagon, Blue octagon	Unique Green triangle, Blue oval	Unique Yellow triangle
Common Yellow square, Green diamond, Blue oval, Blue rounded rectangle		

Common Application Building Blocks

**Operations
Infrastructure**

Organizational SOA Maturity Model



Discovery Phase

- Introduction to SOA concepts and products.
 - Vendor demos, conferences and web research
 - Learn the players and leaders in the space in
 - Begin understanding processes in where and would help you.
- Why am I in this phase?**
- Buzz in the Industry
 - Realization that point to point applications need to change
- What does an SOA mean to your infrastructure, hardware and software environments?
- “Things” in your organization that you would like to reuse as a reusable asset?
- What tools and technologies (ie. Web Services) are you using for SOA?
- Develop a Glossary of terms
- Vendor overlap and confusion in the space!!



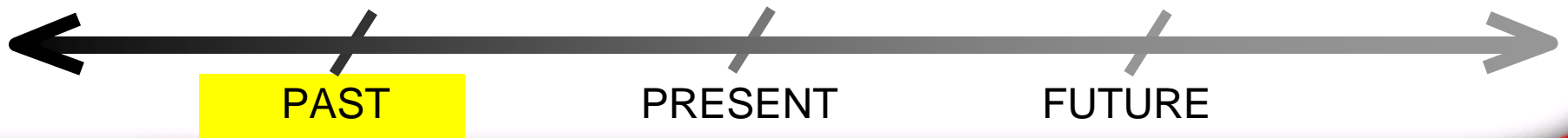
Enablement Phase

- In many environments this might be the first exposure to services.
 - Enterprise-wide services (ie. logging, handling).
 - Legacy exposing services as Web services as well.
 - Need to Support Acquisition (M&A) activities.
 - Integrating services in this phase require a number of map relations to get data in the format on interface.
 - Application
 - EAI products
 - enabler in phase.
- Why am I in this phase?**
- To extend legacy apps
 - To Support M & A
 - Viable components to share

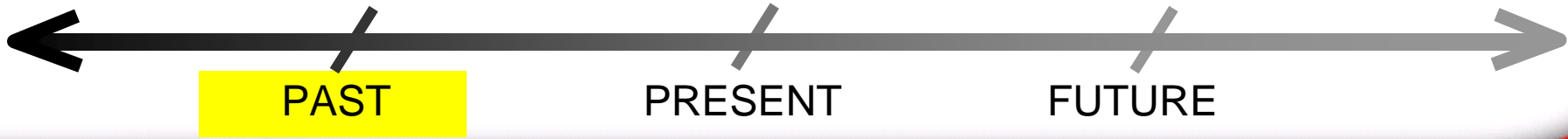
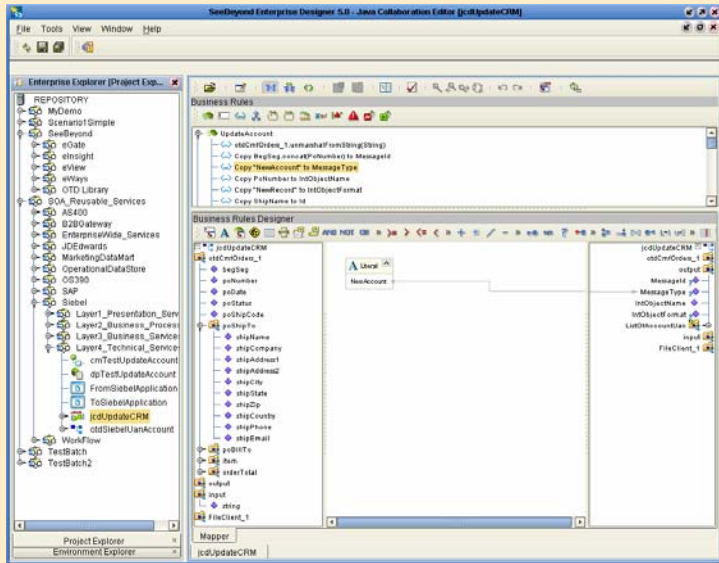
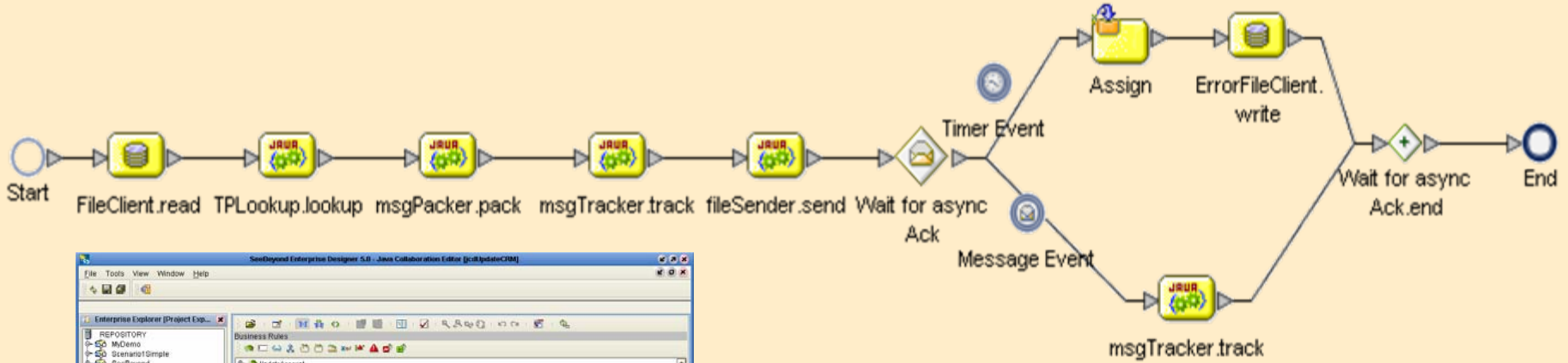


Enablement Phase – Application Integration

- Our biggest challenge was to expose services that had a COBOL copybook as their interface.
- We have standardized on the Sun Microsystems' SeeBeyond EAI product – now re-branded as JAVA CAPS.
- JAVA CAPS allowed us to map and translate from XML to COBOL thereby exposing mainframe services as Web Services.
- JAVA CAPS allowed us to expose our endpoints through adapters that plug into their product – including MQ Series, DB2 and CICS
- In this phase we had our first exposure to process orchestration.



Enablement Phase



Where SPT is Today

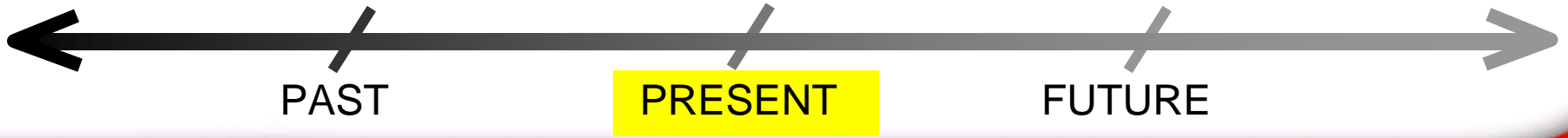
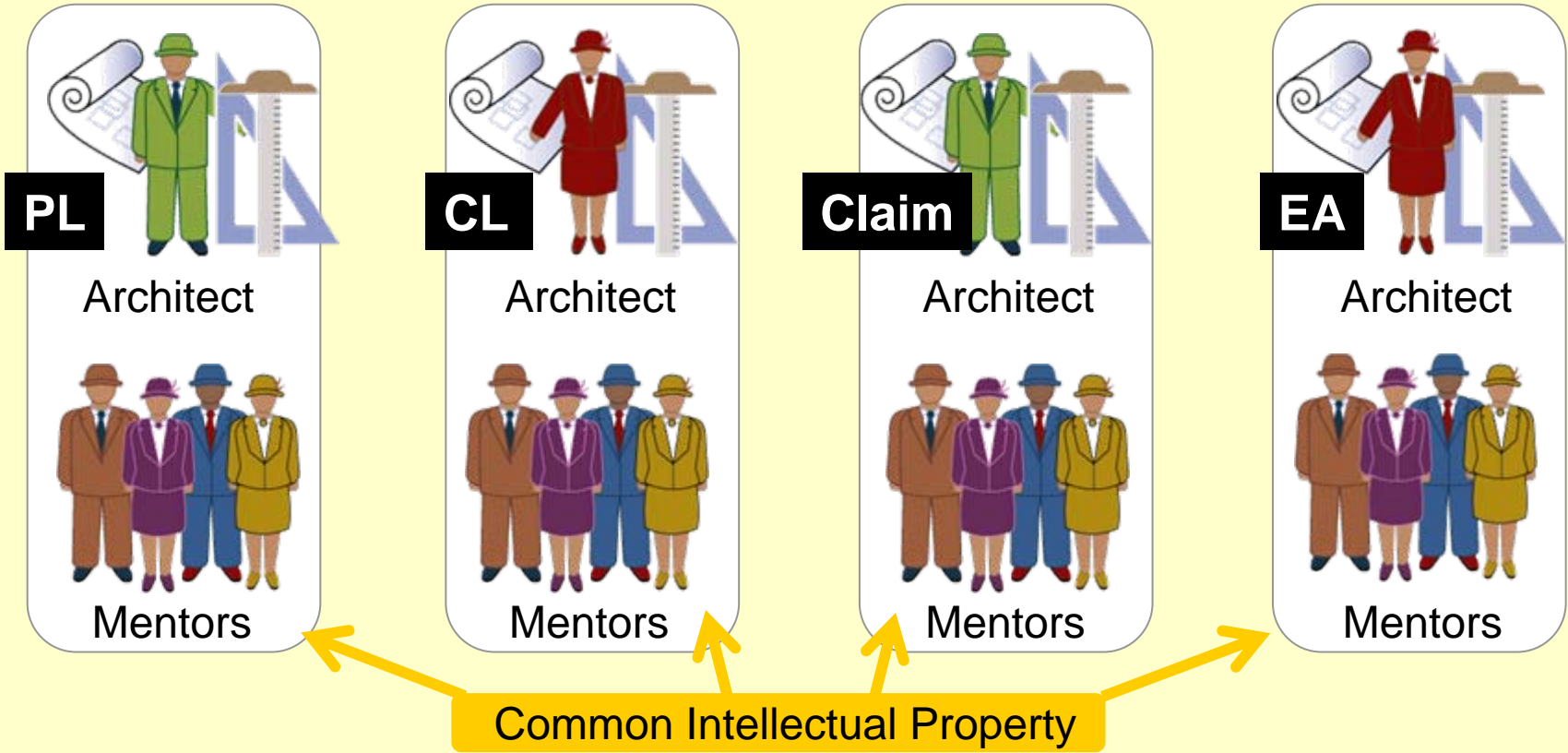
St. Paul Travelers is working towards an architected approach.

Enablers:

- Development of an Integration Competency Center (ICC) standardizing on Sun's Repeatable Quality (RQ) process
- Contracted with a vendor to provide education on a Service Modeling approach that has standardized on the granularity and process around services.
- Gap Analysis around SOA to see where we can improve through education, staff augmentation or products.
- Working on RFP process to narrow vendors around gaps where products and services can help.
- In the process of defining an SOA Competency Center.



Competency Centers / Centers of Excellence



Architected Approach Phase

- Get IT more aligned with the business – develop and standardize on a modeling approach.
- Design artifacts have been standardized on a modeling approach.
- Standardize on a Message Bus across the enterprise and message transport and message transport registration.
- Standardize on Service Bus across the enterprise.
- Deployment of SOA process and is consistent across all layers.
- Center of Excellence in place to support new development projects.
- Extend use of EAI products into Enablement Phase.

How did I get to this phase?

• Thoughtful, Repeatable Approach extends through Organization



Maturity

- All Domains have matured to have a Canonical Data Structure thereby minimizing Map and Translation
- The SOA environment is supported by the expense we have today in our mainframe
- Searching for services
- An Artifact Repository services should be directly into the
- Services can be integrated into the companies' applications
- Services can be migrated to new hardware or based on an SLA

How did I get to this phase?

- IT is organized around this approach.
- Tools exist and are in place to fully support SOA





Maturity

Additional Items to Consider in a Mature SOA environment:

- Services Brokering
- BAM – Business Activity Monitoring
- SOA Governance
- Full integration into SDLC
- Identity Management
- Portal/Portlet Integration



Conclusion

- SOA is about aligning your business more closely with IT:
 - Documenting the Business processes
 - Education around how services make them more agile
 - Speaking a common language through common tooling
- This change is not possible without reorganizing around the new roles necessary to support an SOA environment.
- The tooling, in many cases, is not mature.
- SOA is an evolutionary process.
- Your maturity model may be different based on how you are organized.

Q & A

Thank You !!