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**The Future Of Business
Interoperability**

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Major source of business pain: IT responsiveness

- Business is facing:
 - » Global business models and competition
 - » Rapid innovation and fast-changing industries
 - » Regulatory compliance challenges
 - » Increasing cost pressure
- IT's response:
 - » Slow delivery times
 - » High maintenance costs
 - » Brittle solutions

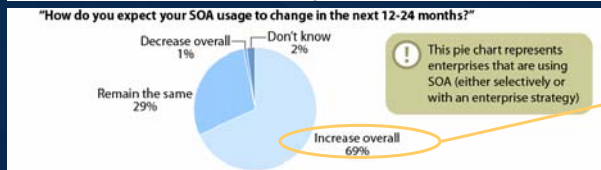
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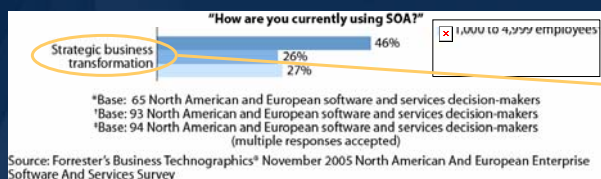
But SOA is the answer, right?



The majority are using SOA



They are quite happy and doing more SOA



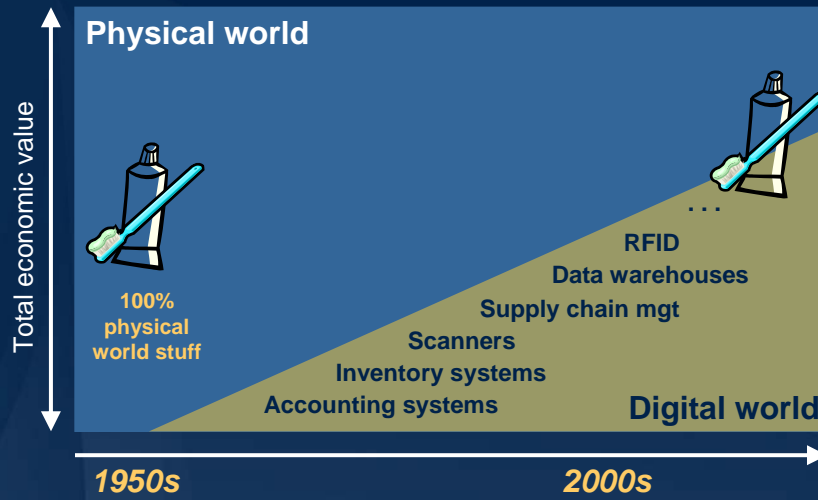
They look for it to have a big impact

Source: Forrester's Business Technographics® November 2005 North American And European Enterprise Software And Services Survey

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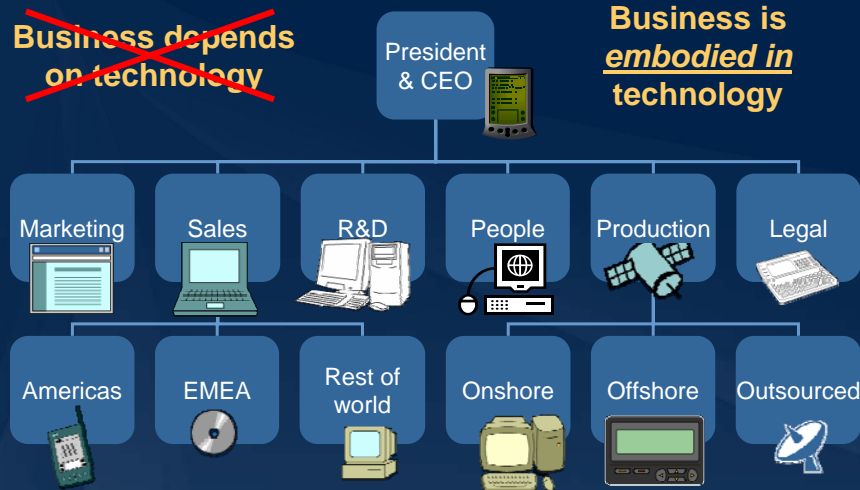
Shift to digital: How much IT is in your toothpaste?



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Digital technology covers the business landscape



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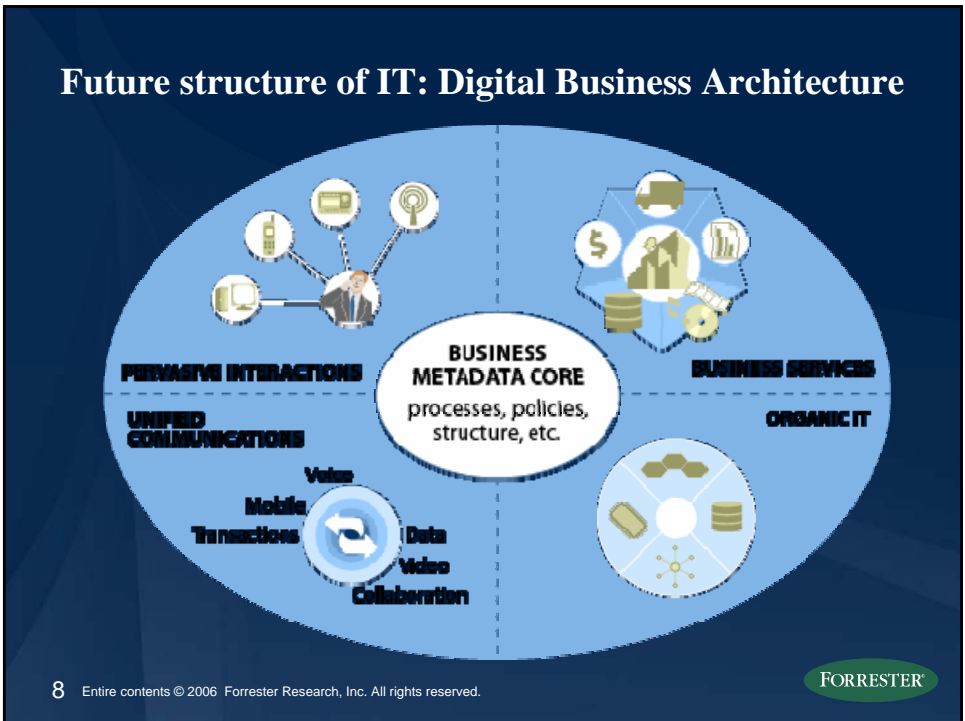


10 stories, built 1884–85, Chicago
Home Insurance Company Building
 Source: Encyclopædia Britannica
<http://www.britannica.com/eb/article-9043525>

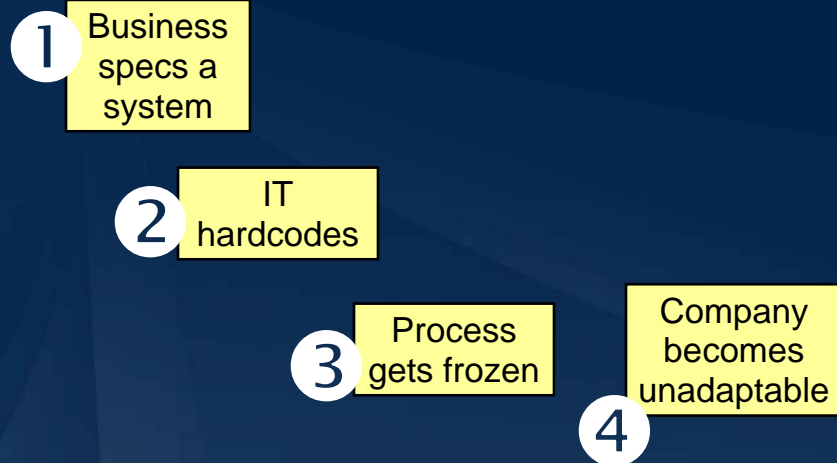
16 stories, built 1889–91, Chicago
Monadnock Building (north half)
 Source: Wikipedia
http://en.wikipedia.org/wiki/Monadnock_Building

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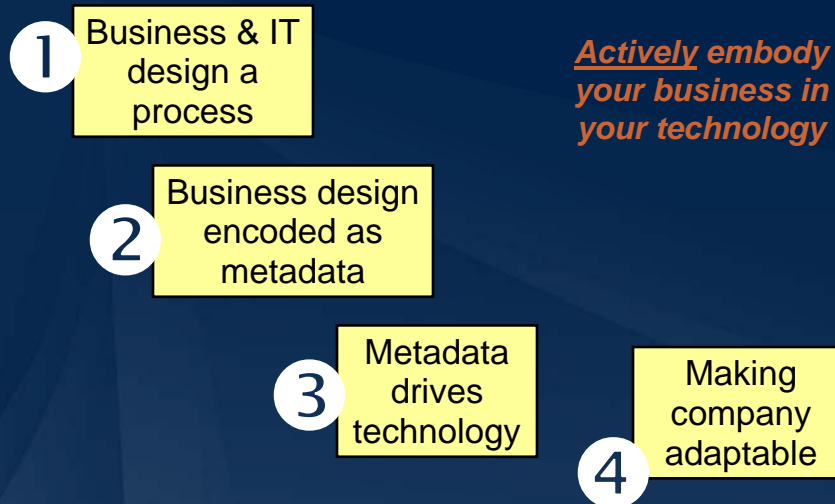
Traditional solution delivery = frozen processes



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Digital business delivery = flexibility for change

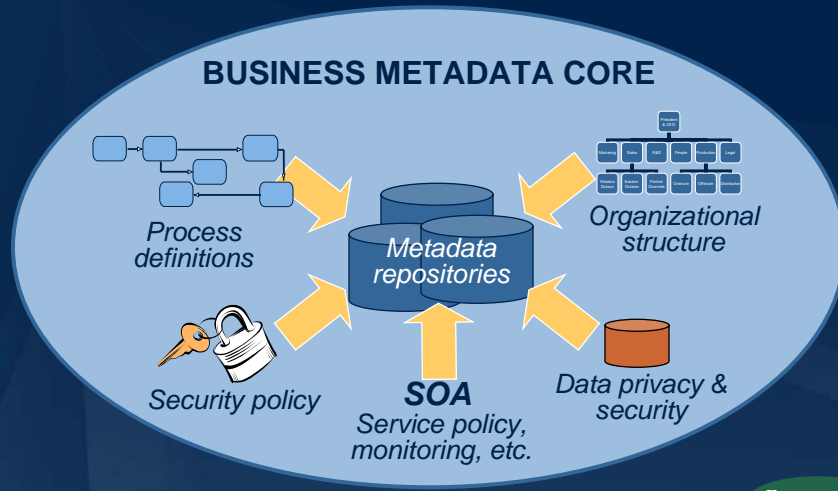


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Business Metadata Core: Architectural center

Standards play: Policy, business models, metadata integration

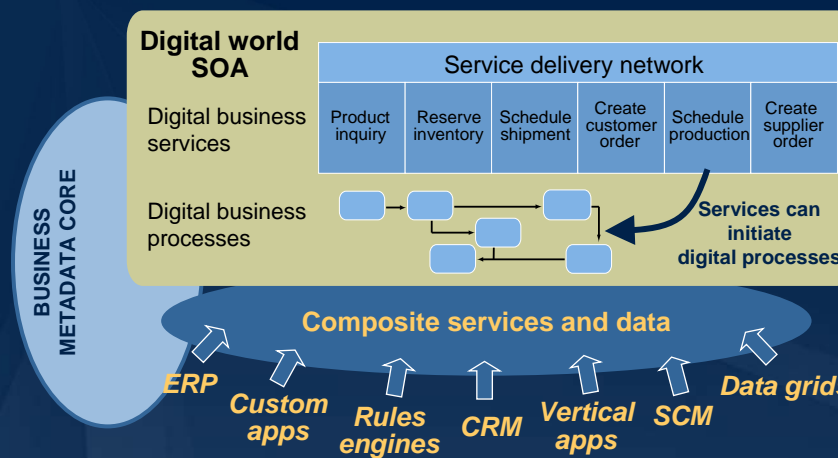


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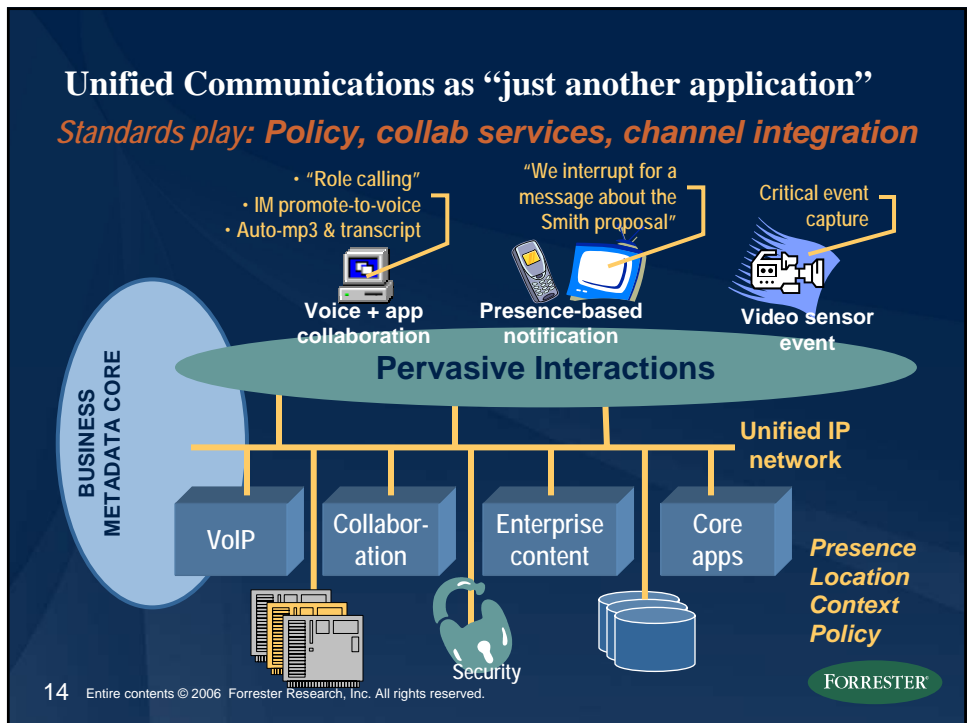
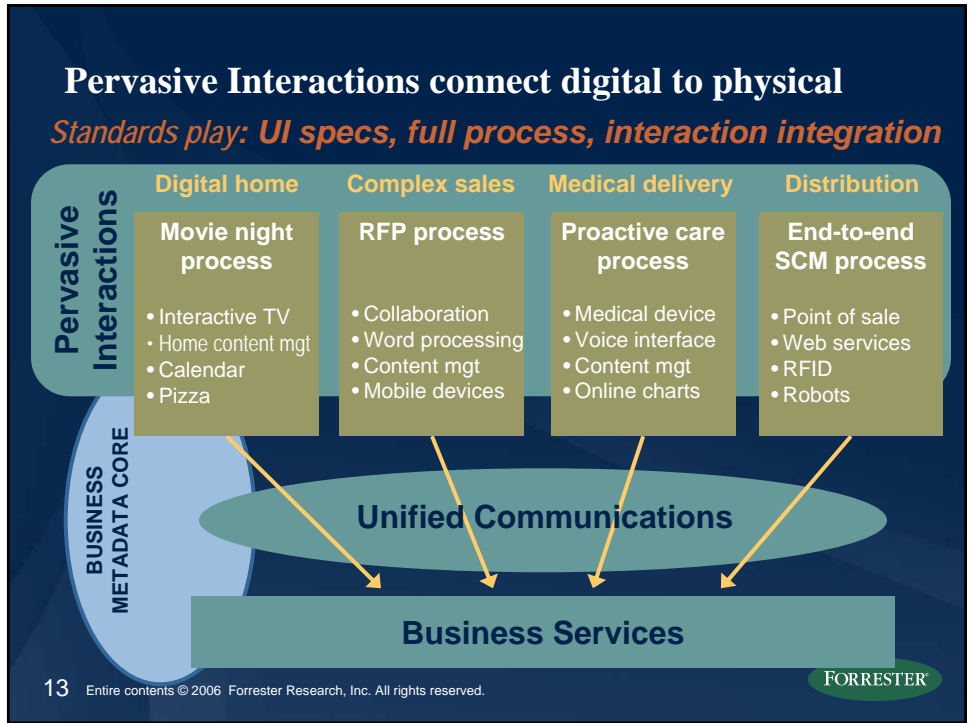
Business Services = your business in the digital world

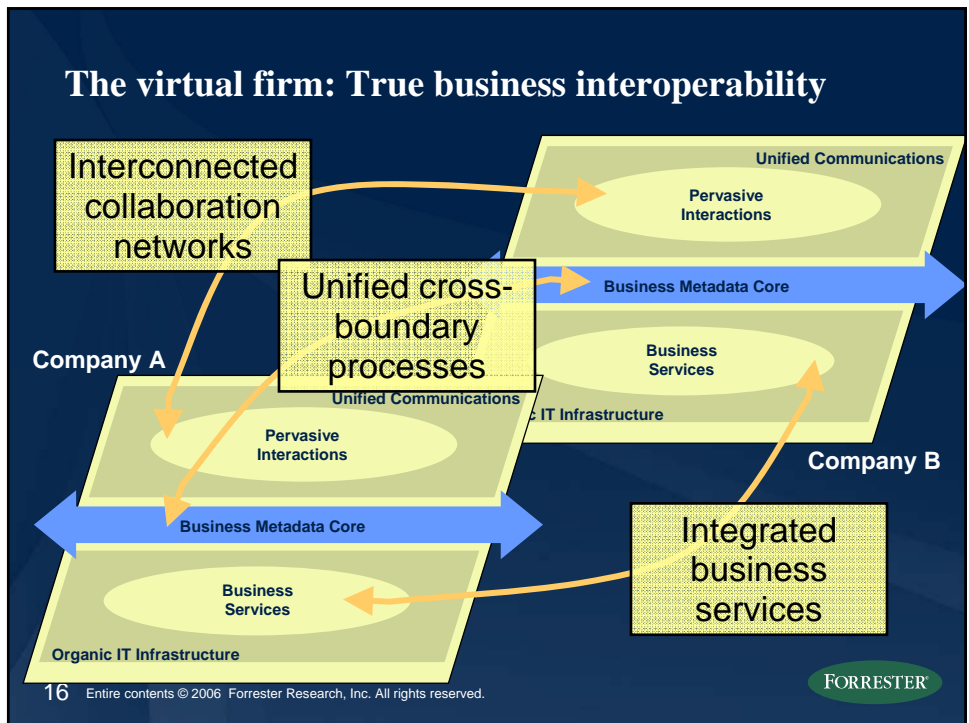
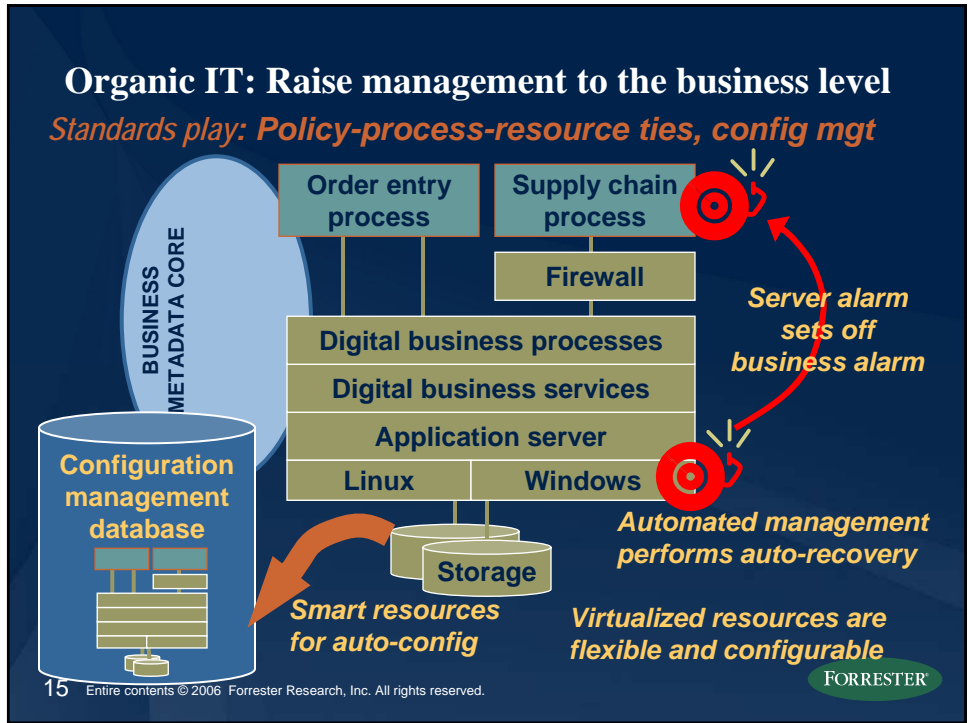
Standards play: SOA, policy, packaging, versioning



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Standards agenda for business interoperability

Standards for business embodied in the digital world

- Business metamodels and metadata integration
- Comprehensive, cross-boundary process specifications
- Specific policy types
- Deep configuration management and packaging
- Interaction specification and integration
- Collaboration and unified communications

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Related Forrester reports

- “Digital Business Architecture: Harnessing IT For Business Flexibility” November 7, 2005, Best Practices
- “Survey Data Says: The Time For SOA Is Now” April 14, 2006, Trends
- “Digital Business Architecture: IT Foundation For Business Flexibility” November 7, 2005, Forrester Big Idea
- “How Composite Apps Will Change Enterprise Application Development” July 20, 2005 Trends
- “Market Update: SLM/BSM Technologies” November 9, 2004, Market Overview
- “The Big Strategic Impact Of Organic Business And Service-Oriented Architecture” June 18, 2004, Trends
- “Organic IT 2004: Cut IT Costs, Speed Up Business” May 18, 2004, Trends
- “Unified Synchronized Communications Arrives” February 24, 2004, Trends

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Thank you

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Supplementary material

The mental model shifts of Digital Business Architecture

Overall	From: First design your business, then design systems to support it	To: Concurrently design your business and the systems that embody it
Business applications	From: Write application code to serve dedicated business functions	To: Create digital business capabilities ready to deliver in a digital world
User interfaces & sensors	From: Design a user interface for a business function	To: Optimize physical world process endpoints as you connect your digital business to users & devices
Communications & collaboration	From: Find the right network on which to deliver a message	To: Do multi-channel, cross-channel collaboration on a unified network
IT infrastructure	From: Install my application on a server	To: Allocate resources to my business process

What do you do about Digital Business Architecture?

STOP	START
STOP writing requirements documents for IT.	START joint business-IT analysis of business problems.
STOP delivering applications for targeted functions.	START building process-ready digital business capabilities.
STOP designing user interface screens.	START optimizing business process endpoints.
STOP using architecture merely for cost-saving standardization.	START using architecture for strategic business flexibility.
STOP treating business and IT as two different worlds.	START cross-boundary process governance, including IT.