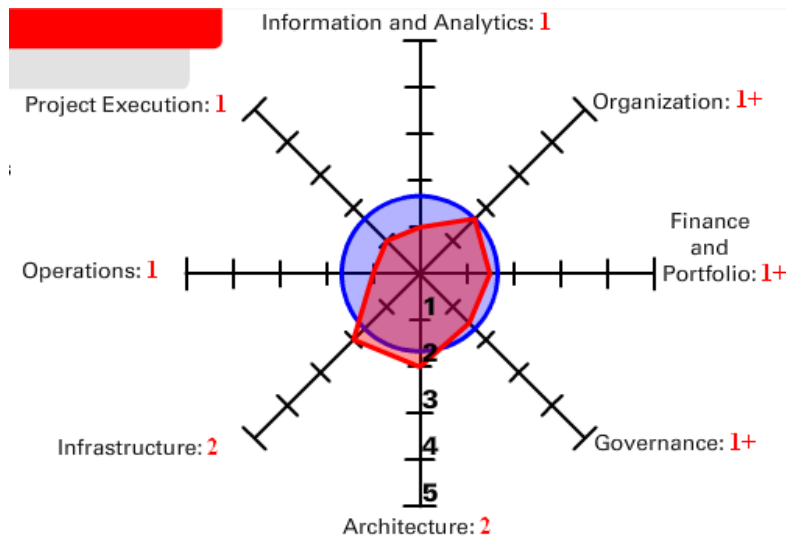


### Streamlined Loans (SL) Scorecard

Of course there had to be a success story and this is it. SL made it happen, but they adopted an incremental approach to SOA adoption. They knew where they were heading and built a road to get them there.

The scorecard for SL is shown below:



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- Blue Circle – required maturity
- Red Circle – current maturity

#### Scorecard Explanation:

- Infrastructure**

Level 2+ - SL chose best of breed SOA infrastructure, but they were focused on standards as a means of ensuring that the pieces would fit together. They had BPEL for service orchestration but also used human workflow capabilities for automating long-running processes. They utilized business rules engine for automating business policies. So we give them a Level 2 to Level 3 score. However, there are pieces of infrastructure that they would have really benefited from that they did not have – metadata management, and a Web services management solution. So we really cannot give them more than a Level 3. Some of you may have scored them a Level 4 on infrastructure because they had Business Activity Monitoring (BAM) tool. That was a trick! Remember, you can use any infrastructure at any level of maturity. In fact, one of our starter projects for SOA is implementing BAM. Why? Because it shows immediate value to business users and gets them interested. And you can use that interest to channel investment into building out your SOA infrastructure. In this particular case, even though they had BAM, they weren't didn't have enterprise-wide business automation and improvement initiatives underway, and so had not built out their entire SOA infrastructure to enable this.
- Architecture**

Level 1+ – They took a very pragmatic, project-driven approach to SOA in which they decided to build competencies as they executed projects. They also put together a SOA Roadmap in order to chart out their SOA journey.

Information	Level 1 – SL built some analytics competencies through their BAM solution. They understood the power of the <i>insight to action loop</i> !
Operations	Level 1 – SL would have benefited from developing an operational model for services in anticipation of reuse kicking-in.
Project Execution	Level 1 – SL used an iterative development style. This lends itself well to SOA.
Finance & Portfolio	Level 1+ – SL had a service portfolio plan and central funding for an Enterprise SOA platform and some services. They cleverly chose real projects from their project portfolio and ensured that they would deliver value from day 1. They didn't address service funding and ownership, didn't adopt a methodology for SOA, which are required for Level 2, but they did enough to show success!
People & Organization	Level 1+ – SL had an active EA group, and started organizing their personnel based on their Enterprise SOA Platform and reference architecture.
Governance	Level 1+ – We know that they had a governance committee and they were involved in the SOA pilot the projects were primarily grass roots efforts. They thought about service lifecycle governance and used a registry solution. However, they did not really put into place many policies to ensure that their desired end state was reached – critical for their progression to Level 3 – Enterprise SOA. One of the advantages of putting together a SOA Roadmap is that you can then put in policies to govern the execution of the roadmap. SL had a SOA Roadmap, but we didn't see much in terms of policies to govern it, i.e. policies to ensure that the Roadmap would be delivered upon.

There was lots of communications between different groups and the business side were “plugged-in”. This is spot on since in order to know what kind of business services should be implemented, you should have a clear view of where the enterprise is going, and what its evolving requirements are. SL had all this in place. They also knew that to deliver projects quickly you need to use iterative development and they did this. They also organized their people around their reference/ solution architecture instead of just having silo'd project-driven team structures!

SL did a nice job! And there is nothing like success to breed success!