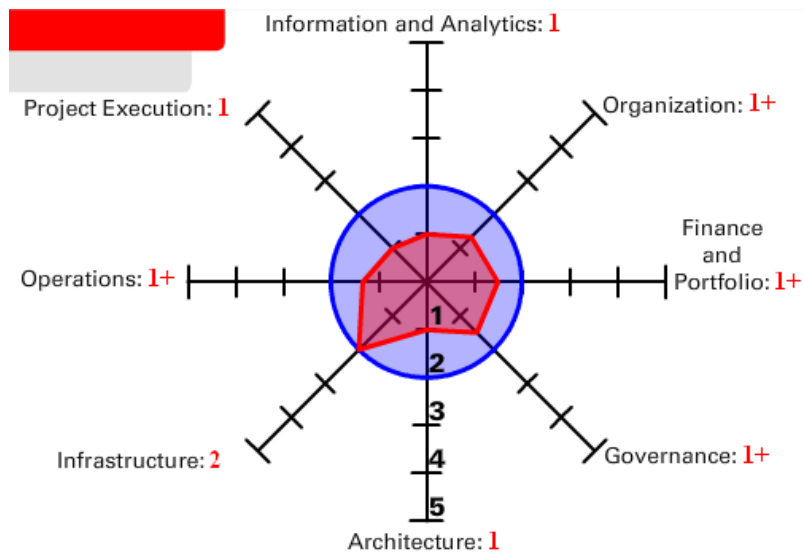


### Throw Away Money and Waste Time Mortgages (TMAM) Scorecard

This is a classic case of the right people doing the wrong thing! They realized that governance was important and that SOA was a strategic enterprise activity, the Enterprise Architecture group was plugged both into the local IT teams and the governance committee. Their long-term goal was right – which was to replace the mainframe. But they went about it the wrong way!

The scorecard for TMAM is shown below:



#### Scorecard Explanation:

Infrastructure	Level 1+ – TMAM adopted a corporate standard for their Enterprise SOA platform, including orchestration and Web services management, although we note that the integrator only used the messaging capabilities of the platform. They had some of the infrastructure needed for Level 2, some of which was not used.
Architecture	Level 1 – They had an EA group that set about helping to set technology and standards direction and we can clearly see that there was discussion of a SOA strategy. The EA group headed standardization efforts, but didn't do a reference SOA architecture because if they had, they would have realized that service granularity of existing mainframe interfaces isn't great for business-driven SOA initiatives. They also thought that their existing mainframe interfaces were appropriate for an initial list of candidate services – which usually they aren't for an enterprise level SOA implementation. Finally, the EA group also did not start putting together a SOA Roadmap that is a key requirement for Level 2 architecture.
Information	Level 1 – We weren't told much about information and analytics capabilities, so we have to assume that TMAM is at level 1.
Operations	Level 1+ – They developed an operational model for services and deployed a Web services management solution – some of the requirements for Level 2. However, they failed to use it in production.
Project Execution	Level 1 – We had no information from the case study on project execution. As a minimum, we would like to have seen them consider Rapid Application Development techniques.

Finance & Portfolio	Level 1+ – There is some information that makes us think that there were discussions about collective funding of SOA Platform and services. There was also funding allocated for training. There was not, however, much consideration of the existing project portfolio from which projects could be peeled off and implemented using SOA.
People & Organization	Level 1+ – The importance of EA and SOA training cannot be overemphasized. TMAM had an active EA group with executive-buy-in!, The consulting firm that was commissioned was aware of the change management aspects for SOA and so planned some training for architects and developers. We don't know whether the training actually happened or whether people were aligned with their SOA roles and responsibilities. The lack of involvement from the local development teams, and lack of incentives for them to work to adopt the resulting technology platform and services ultimately lead to the downfall of the project.
Governance	Level 1+ – There was a SOA Strategy, but no SOA Roadmap that would be governed, and no key metrics for success. They did have an EA group and an oversight committee (good). They had co-operation between country teams, EA group and governance committee – which is also good! They realized the importance Governance. The governance committee realized that they needed to endorse a pilot project. However, they just didn't have the technical depth and the EA group didn't steer them to the right pilot projects.

Their key mistakes were that they failed to build a SOA roadmap, they didn't choose a project that showed business value, didn't realize that business services were the right focus area, and failed to get the local teams more engaged on the short and long term schedules.

Our overall assessment of them is no more than Level 1 +. If they had used this scorecard and the project selection / benefits assessment (available on Oracle.com), they would have been better placed to advance!