

- Abstractions:
 - and service reuse, 219–220
 - services as, 51–53
- Accessibility, 211, 213–214
- Access pattern, direct, 158, 159
- Accounts, granularity of, 111. *See also* Service granularity
- Account lookup service:
 - granularity of, 111
 - in import example, 134, 136
 - intersection operations applied to, 113, 114
 - logical operations applied to, 118
- Account profile service, 51
- Account statement, granularity of, 111
- Ackeret, Jakob, 354
- Adaptability principle, 229
- Adapters, 138, 189–190
- Administration, 61–62
- Advertisement and Discovery of Service (ADS), 213
- Agents (component), 139, 190–191
- Aggregation, language, 222–223
- Agile SOA, 246–247
- Agility, 20–25, 352–353
 - of businesses, 20–25
 - and flexibility, 21
 - and speed, 20–21
 - in zero-integration enterprise, 28
- Agility focal point, 21–22
- Already-budged projects, 105–106
- AOP (aspect-oriented programming), 134
- Application programming interfaces (APIs), 182
- Architect:
 - defined, 245
 - role of, 305
- Architecture:
 - best practices, 302–305
 - disciplines of, 298–301
 - dynamic vs. static, 246–247
 - structure of, 315–320
- Architecture organizational management model, 315–320. *See also* Enterprise architectural model
- Architecture roles, 245–246, 305
 - composition of, 305–306
 - deriving methods for, 307, 308
 - grading expertise for, 306–308
- Architecture role models, 308–310
- Architecture services team, 255
- Aspect-oriented programming (AOP), 134
- Asset ownership, 45–46
- Asset reuse, 207
- Asynchronous delivery pattern, 163–164
- Bank account service, 115–116
- Banking, 101
- BEA, 272

- Behavior(s):
 - change in, 4–5, 277–280
 - factors influencing, 278–279
 - individual, 281–282
 - and SOA governance, 249
- Behavioral model, SOA, 30, 276–277
- Behavioral perspective, 54
- Bell, Michael, 284*n*.
- Benefits service, 134
- Big hairy audacious value, 325–327
- Binders, 184
- Bottom-up approach:
 - service design, 147
 - service identification using, 100–101
 - to service integration, 184–185
 - to services construction, 54
 - to services identification, 107
 - and top-up approach, 54
- BPM (business process management) tools, 20, 270–271
- Broker interception pattern, 158, 160
- Budgeting:
 - funding models for, 252
 - rearview mirror budgeting, 11–12, 23–24
- Business(es), 64–65
 - agility of, 20–25
 - and communication with IT organizations, 47
 - and enterprise architectural model, 289–291
 - existing applications for, 107
 - impact of SOA on, 25–27
 - integration demands of, 12
 - operationalizing process for, 353–354
 - scenario for integration in, 13–17
 - service-oriented, 26–27
 - services of, 37–38
 - SOA benefits for, 18–19
 - transitioning of, to physical components, 141
 - transitioning of, to physical solution services, 143–145
 - transitioning of, to service processes, 141
 - transitioning of, to solution services, 141
- Business-aligned services, 43
- Business case approach, 84, 357–358
- Business context, 72, 77–78
 - determining, 72
 - results of analyzing, 96–97
 - for SOA planning, 77
 - translating into SOA value, 78
- Business discovery and inspection process, 72–77
 - activities of, 73–77
 - importance of, 72–73
- BusinessEntity, 183
- Business impact, 102
- Business imperatives, 78–81, 90–91
 - defined, 79
 - examples of, 80–81
 - for goal setting, 97
 - and IT imperatives, 82–83
 - purpose of, 80
 - in service motivation life cycle, 55–56
 - and SOA drivers, 85–92
- Business initiatives, 76
- Business iteration, 66–67, 70
- Business models, 74
- Business modeling, 71–78, 95–96
 - analyzing imperatives for, 78–92
 - and business alignment, 61
 - and business context, 72, 77–78

- business discovery and inspection
 - process for, 72–77
- Business policies, 265
- Business preconditions, 80
- Business process management
 - (BPM) tools, 20, 270–271
- Business process services, *see* Business services
- Business process view:
 - of service abstractions, 52
- BusinessService, 183
- Business services, 34. *See also* Transactions
 - candidate, *see* Candidate business services
 - as common language, 38
 - granularity maps for, 124–126
 - language of, 47
 - process-driven analysis, 104
 - relationships of, 129–131
 - in service modeling analysis, 58
- BusinessTemplate, 183
- Business value:
 - considerations for, 324–325
 - process for achieving, 327
- Candidate business services, 101
 - for banking, 101
 - core identity analysis for, 104–105
 - defined, 101
 - domain experience for identifying, 106
 - examples of, 101
 - identifying, 103
 - opportunistic approach for, 105–106
 - prioritizing criteria for, 108
 - process modeling approach to, 104
 - service analysis using, 109
 - and service motivation lifecycle, 56
 - and services identification, 103–108
 - for varying industries, 101
- Carlson, Brent, 7
- Centralized SOA governance, 268–269
- CEOs (chief executive officers), 8
- Certification (product mapping), 205
- CFOs (chief financial officers), 8
- Change management plan, 84
- Checking accounts:
 - granularity of, 111
 - intersection operations applied to, 113, 114
 - logical operations applied to, 118
- Chief architects, 12
- Chief executive officers (CEOs), 8
- Chief financial officers (CFOs), 8
- Chief information officers (CIOs), 9
- Chief operating officers (COOs), 9
- Chief technology officers (CTOs), 9, 244–245
- CICS Transaction Gateway, 190
- CIOs (chief information officers), 9
- Closed loop governance, 256–259
 - and design-time governance, 257–258
 - and discovery governance, 258–259
 - and publishing governance, 258–259
 - and run-time governance, 259
- Coarse-grained services, 39–40, 110
 - decomposition analysis applied to, 114
 - demarcation map applied to, 126–127
 - intersection operations applied to, 113

- structural analysis on, 49
- subset operations for, 122–123
- Coase, Ronald, 34–35
- Combined transformations, 144, 145
- Commission calculations, 52
- Commodity trading, 211
- Community management, 235–236
- Competing Against Time*, 22
- Competitive advantage value, 338–340
- Competitive value, 331. *See also* Business value
- Complexity, IT, *see* IT complexity
- Complex transformation, 144–145
- Compliance policies, 265
- Composability:
 - defined, 42
 - of messaging platforms, 42–43
 - of web services, 42
- Composable services, 42–43, 48
- Composite services, 116–117, 139
- Conceptual SOA vision, 2
- Conceptual stage (services life cycle), 56–57
- Conceptual view, of service abstractions, 52
- Concerns, 53, 57
- Connectors, 153, 187–189
- Construction component, 217–227
- Consumers:
 - defined, 153
 - influence of, on reusability, 210
 - and quality of service, 47
 - role of, in SLA enforcement, 238–239
- Consumption:
 - patterns of, 41–42
 - of services, 235
- Consumption value:
 - and ROI, 336–338
 - from services use and reuse, 330–331
- Continuing education service, 134
- Controllers, 186
- Conversion pattern, direct, 165
- Conversion value, in SOA value model, 329–330
- COOs (chief operating officers), 9
- Core business activities, 76
- Core entities, granularity of, 105
- Core identity analysis, 104–105
- Core team, 254–255
- Create operation, 137
- Credit verification, 52, 171
- Critical mass, SOA, 340–342
- CTOs, *see* Chief technology officers
- Culture:
 - service-oriented, 282–283
 - in SOA, 277–280
- Current initiatives, 76
- Customer, as service, 116
- Customer base, 75
- Customer-centric approach, 57
- Customer household profile, 57
- Customer service business service, 117–118
- Customer service service, 117–118
- Customized treatment of data types, 168
- Data integration integrity, 169
- Data integration offloading, 167, 168
- Data models, 104
- Data services team, 255–256
- Data transformation, 230
- Decomposition analysis:
 - applied to coarse-grained services, 114
 - fine-grained services as a result of, 114–115
 - service analysis with, 114–116
 - and service reuse, 221–222
- Decomposition operation, 115–116

- Decoupling, 232
- Delivery map, 175
- Delivery methods layer, 201
- Delivery modes, 186
- Delivery principle, 162
- Demarcation map, 126–127
- Demarcation process, 126–127, 130, 132
- Demotion, 132, 135
- Dependency, 231–233
- Design-time governance, 257–258
- Direct access pattern, 158, 159
- Direct conversion pattern, 165
- Disciplines, architecture, 298–301
- DISCO (Discovery of Web Services), 213
- Discoverable services, 41–42
- Discoverers, 184
- Discovery governance, 258–259
- Discovery of Web Services (DISCO), 213
- Dispatchers, 185–187
- Domains, analyzing across, 37
- Domain experience, 106
- Domain model diagram, 129–130
- Drivers, SOA, 79, 83, 90–91
 - examples of, 87
 - imperatives used to identify, 85–92
 - in insurance context, 86–88
 - purposes in identifying, 91
 - and SOA value drivers, 88–91
- Durable services, 42
- Dynamic architecture, 246–247
- Dynamic behavior and process, 130, 131
- EAI, *see* Enterprise application integration
- ECIs (external call interfaces), 190
- Employee benefits service:
 - in import example, 134
 - promotion scenario of, 132
- Employee profile transaction, 156
- Employee profit-sharing service, 134
- Employee service group, 134
- Enabling technology, 2–3, 9
 - and behavioral elements affecting, 5
 - and integration, 151
 - of SOA governance, 268–276
- Enterprise application integration (EAI), 7, 11–19, 270–271
 - and ESBs, 159–160
 - and service-oriented integration, 151
- Enterprise architectural model, 284–285
 - and architecture disciplines, 298–301
 - and architecture practices, 302–305
 - business requirements for, 289–291
 - questions addressed by, 285–286
 - SOA-driven, 287–288
 - technological requirements for, 291–298
 - tuning, to suit SOA requirements, 29–30
 - when to use, 285
- Enterprise architecture organizations, 313–314
- Enterprise policies, 265
- Enterprise resource planning (ERP) system, 8, 190
- Enterprise service buses (ESBs):
 - and EAI, 159–160
 - pattern, 159
 - for policy enforcement, 269
- Enterprise services team, 255
- Environment layer, 200–201
- EPI (external presentation interfaces), 190
- Erase and create operation, 137

- ERP system, *see* Enterprise resource planning system
- ERwin, 104
- ESB, *see* Enterprise service buses
- Events (service motivation life cycle), 55
- Exclusive export, 136
- Exclusive import, 134
- Existing business applications, 107
- Export, 134, 136–137. *See also specific types, e.g.:* Exclusive export
- eXtensible Stylesheet Language (XSL), 182
- eXtensible Stylesheet Language Transformations (XSLTs), 182, 230
- conversion and extraction of, 182
- Java API for, 183, 184
- and WS-Policy specification, 272
- XSLT for transforming, 230
- External call interfaces (ECIs), 190
- External environmental conditions, 74
- External presentation interfaces (EPI), 190
- Facades (routers), 186–187
- Facilitators (service), 192–194
- Fatigue, integration, *see* Integration fatigue
- Fine-grained services, 40, 110
- demarcation map applied to, 126–127
- on granularity map, 125
- as a result of decomposition analysis, 114–115
- subset operations for, 122
- Firms, 35
- Fixed income service group, 134, 136
- Flexibility, 352–353
- and agility, 21
- of IT operations, 21–23
- in zero-integration enterprise, 29
- Focus, 91, 94
- Gartner Group, 264
- Generalizations, 220–221
- Glue code, 138
- Governance, *see under* SOA governance
- Governance organizational model, 253–256
- Governing messages, 183–185
- Hot spot analysis, 93–95
- IBM Corporation:
- and BEA, 272
- CICS Transaction Gateway, 190
- composability definition of, 42
- Ideas, in conceptualization lifecycle stage, 57
- IDEs, *see* Integrated development environments
- Imperatives. *See also specific types, e.g.:* IT imperatives
- analyzing, 78–92
- and hot spot analysis, 94
- and SOA strategy, 84, 85
- Implementation:
- developing road map for, 84
- in service realization lifecycle, 59–60
- Import, 134. *See also specific types, e.g.:* Exclusive import
- account lookup service, example, 134, 136
- example, 134, 136
- Incremental implementation, 3
- Indirect conversion pattern, 165, 166
- Individual behaviors, management of, 281–282

- In-flight projects, 105–106
- Information services team, 255–256
- Information technology (IT):
 - asset reuse, 207
 - budget for, 11–12, 28
 - communication with business organizations, 47
 - flexibility of, 21–23
 - service opportunities for, 44
 - SOA's role in, 1
- In-order delivery pattern, 162, 163, 175
- Insurance:
 - candidate business services for, 101
 - and SOA drivers, 86–88
- Integrated development environments (IDEs), 59, 208
- Integration. *See also* Service integration
 - analysis of, 171
 - asset relationships of, 171
 - and business needs, 12
 - enterprise, *see* Enterprise application integration
 - enterprise application integration, 7
 - goal of, 185
 - service-enabling vs., 13
 - in service realization lifecycle, 60
- Integration backbone, 178, 179
- Integration component, 226–233
- Integration delivery phase, 174–175
- Integration facilitators, 179
- Integration fatigue, 10–11
- Integration positioning, 228
- Integration pyramid model, 196
- Integration relationships, 170–172
- Integration transportation mechanisms (service integration design), 172–174
- Interfaceability, 216
- Intermediary(-ies):
 - assigning duties to, 173
 - defined, 153
 - and governance, 182
 - for mapping, 183
 - protocol conversions with, 182
 - service bus frameworks for, 181, 182
- Internal adapters, 138
- Internal rule managers, 140
- Internal services, 145
- Internal work flow managers, 139, 140
- Interoperability, 229–231, 236
- Intersection logical operations, 113–114
- Intersection operations:
 - applied to account lookup service, 113, 114
 - applied to checking accounts, 113, 114
 - applied to coarse-grained services, 113
- Invokers, 184
- IT, *see* Information technology
- IT complexity, 12
- Iterative approach, *see* Macrolevel model, SOA
- IT imperatives, 79, 82–83
 - and business imperatives, 82–83
 - examples of, 82
- IT operating model, 74–75
- IT strategy, 74–75
- J2EE:
 - connectors for ERP, 190
 - service bus frameworks for, 181

- J2EE connector architecture (JCA)
 - standard, 189–190
- Java API for XML Registries (JAXR), 183, 184
- Language aggregation, 222–223
- Layering, 225–226
- Leadership team (steering committee), 254
- Legacy systems, 7–8
- Letter of credit processor service, 171
- Lifecycles:
 - conceptualization, 56–57
 - management of, 62
 - service modeling, 57–58
 - service motivation, 55–56
 - service realization, 59–60
- Line of business (LOB)
 - personnel, 184
- Link dependencies, 154–156
- Linked accounts, 57
- Load balancers, 185–186, 201
- Loan administrator portal, 171
- Loan application service, 171
- Loan exposure, 52
- Loan originator service, 171
- LOB (line of business)
 - personnel, 184
- Logical operations:
 - applied to account lookup service, 118
 - applied to checking accounts, 118
 - impact of service granularity on, 122
 - impact on service granularity, 121–122
 - service analysis with, 118–122
- LogicLibrary, 257
- Logidex, 257
- Loosely-coupled architecture, 222
- Loosely-coupled services, 40–41
- Mach, Ernst, 354
- Mach number, 354–355
- Macrolevel model, 66–71
 - SOA business iterations in, 66–67
 - SOA project iterations in, 67–69
 - SOA service iterations in, 68–71
 - SOA strategy iterations in, 67, 68
- M&A (mergers and acquisitions)
 - integration, 11
- Management component, of
 - service reusability, 234–239
- Management stage (services life cycle), 60–62
- Manufacturing, 101
- Many-to-many relationship pattern, 156–157
- Many-to-one relationship pattern, 155, 156
- Mapping:
 - intermediaries for, 183
 - service integration transportation map, 173–174
- Market position, 75
- Market segments, 75
- Marks, Eric A., 340
- Medium-grained services, 122
- Megaservices, 125
- Membership (candidate service analysis), 109
- MEPs (message exchange patterns), 41
- Mergers and acquisitions (M&A)
 - integration, 11
- Message exchange patterns (MEPs), 41
- Message exchange services, 154, 157–158
- Message transportation patterns, 158–161
- Messaging platforms, 41–43
- Metadata-driven framework, 168

- Metcalf's Law, 340
- Metrics, 3–4, 354–355
 - identifying, 355–357
 - ROI, 4
 - for SOA, 3–4, 354–355
 - and SOA governance, 249
- Microsoft Corporation:
 - composability definition of, 42
 - and WS-PolicyFramework, 272
- Model-view controller (MVC), 224
- Money transfer service, 117–118
- Motivation stage (services life cycle), 55–56
- Mutual funds service group, 134, 136
- MVC (model-view controller), 224
- “The Nature of the Firm,” 35
- .NET platform:
 - for banking, 182–183
 - service bus frameworks for, 181
- Network:
 - establish routes for, 176
 - verify support for, 176
- Network effects, 25, 323, 340
- New account service, 171
- OASIS XACML Technical Committee, 272
- One-to-many relationship pattern, 155, 156
- One-to-one relationship pattern, 154–155
- One-way message transmission pattern, 166, 167
- Online banking, demarcation map applied to, 126–127
- Online trading, demarcation map applied to, 126–127
- Operating models, 74
- Operationalizing SOA value drivers, 89–90
 - examples of, 89
 - important features of, 90
- Opportunistic approach, 105–106
- Order management, 52
- Order routing, 52
- Organization, 249
- Organizational change, 4–5
- Organization strategies, 74
- Patterns (design), 223–225. *See also specific types, e.g.:*
 - Direct access pattern
 - for lifecycle management, 224
 - service facade pattern, 138
- Physical components, 141
- Physical entities, 141–142. *See also Physical services*
- Physical perspective, 54
- Physical services, 58, 121
- Physical solution services:
 - businesses transitioning to, 143–145
 - composition of, 137–140
- Pilot projects, services, 85
- Planned initiatives, 76
- PoCs (proof of concepts), 83
- Policies. *See also specific types, e.g.: WS-Policy*
 - defining/setting, 264
 - for SOA governance, 249, 262–265
 - types of, 265
 - of web services, 60
- Policy-driven governance, 268
- Policy enforcement models, 269–270
- Policy management, 62
- Polymorphism, 222–223
- Portability principle, 229
- Portfolio management, 61
- Positioning, 310, 313–314
- Positioning management, 311–313
- Poulin, Jeffrey, 346

- Preexisting services, for identifying candidate business services, 106
- Problem domain, 53
- Processes, 249
- Process approach to SOA ROI, 327–329
- Process-driven analysis, 104
- Process flow management, 139, 140
- Process flow principles:
 - main patterns of, 165–168
 - and many-to-one relationship pattern, 155
- Process modeling approach, 104
- Processor service, letter of credit, 171
- Process policies, 265
- Process services team, 255
- Producers:
 - defined, 153
 - role of, in SLA enforcement, 238
- Product development, 54
- Product mapping, 202–205
- Profit-sharing service, 134
- Programming, *see* Source code platforms
- Project iterations, SOA, 67–69
- Promotion, 131, 132
- Proof of concepts (PoCs), 83
- Protocol conversions, 182
- Protocol standardization, 229
- Provisioning policies, 239–240
- Publishers, 183
- Publishing governance, 258–259
- Publish-subscribe (pub-sub), 41

- Quality of service (QoS):
 - for consumer growth, 47
 - and service monitoring, 61

- Realization, *see* Service realization
- Rearview mirror budgeting, 11–12, 23, 24

- Reductionism, technological, 65
- Remote procedure call (RPC)-style services, 41
- Retrospective ROI, 350–351
- Return on assets (ROA), 45–46
- Return on investment (ROI), 4, 322–323
 - and consumption value, 336–338
 - and conversion value, 334–336
 - retrospective, 350–351
 - selection of, 342–343
 - and software reuse, 346
- Reusability lifecycle management, 236–237. *See also* Services life cycle
- Reusability model, 152, 210–211
- Reusability value, 15–17
- Reusable asset layer, 201
- Rip and-replace model, 7
- ROA (return on assets), 45–46
- ROI, *see* Return on investment
- Route connectors, 188
- RPC (remote procedure call)-style services, 41
- R/3 system (SAP), 190
- Rule managers, internal, 140
- Rules-based framework, 168
- Rules engines, 184
- Rules of engagement, *see* Policies
- Run-time governance, 259

- Same-time delivery pattern, 162, 164, 175
- SAP:
 - R/3 system, 190
 - and WS-PolicyFramework, 272
- Savings accounts:
 - intersection operations applied to, 113, 114
 - logical operations applied to, 118

- Scorecard, SOA, 355
- Security:
 - of assets, 139
 - with intermediaries, 182
 - policies, 265
 - WS-Security, 60, 139
- Sequence diagram, 131
- Services, 33–63. *See also specific types, e.g.:* Web services
 - as abstractions, 51–53
 - adaptability of, 229
 - as business functionality modules, 1
 - as central artifact of SOA, 2, 31
 - characteristics of, 39
 - as coarse-grained entities, 39–40
 - and community management, 235–236
 - competitive advantages via, 17–19
 - consumption of, 235
 - defined, 34, 37
 - dependencies of, 50–51
 - dispatchers for, 185–186
 - equated to transactions, 34, 36
 - feasibility of, 102
 - general model of, 47–51
 - implementation rules for, 44
 - internal view of, 47–48, 145
 - life cycle of, 51–53
 - loosely coupled, 40–41
 - potential benefits of, 44–47
 - shared, 45
 - in SOA context, 51–53
 - and transaction theory, 34–36
 - unification process of, 113
 - visibility of, 235
 - well-defined contracts for, 40
- Service abstractions, 51–53
 - business process view of, 52
 - conceptual view of, 52
 - technological view of, 53
 - transformation of, 49
- Service adaptability principle, 229
- Service analysis, 108–123
 - areas of concern in, 102
 - on candidate business services, 109
 - with decomposition analyses, 114–116
 - with intersection logical operations, 113–114
 - with logical operations, 118–122
 - and service granularity, 109
 - with subset operations, 116–117
 - with subtraction operations, 117–118
 - with unification operations, 111–113
- Service bus, 153, 180, 181
- Service bus pattern, 159–161
- Service classification, granularity maps for, 126
- Service communities, 178
- Service community management, 236
- Service components, 138
- Service contracts, 40
 - discoverable, 41
 - governance requirements for, 240
 - for web services, 40
- Service controller, 137–138
- Service dependencies, 236
- Service design, 102
- Service design phase (service modeling), 123–147
 - activities, 129–137
 - bottom-up approach to, 147
 - business services granularity maps for, 124–126
 - demarcation process for, 126–127

- and physical solution service
 - composition, 137–140
 - process, 127–129
 - and service realization, 140–146
 - steps in, 146
- Service distribution, 214–216
- Services-driven SOA, 101
- Service-enabling, integration
 - vs., 13
- Service exposure, 213–214
- Service extensibility, 48, 216
- Service facade pattern, 138
- Service facilitators, 192–194
- Service granularity, 109–112, 222
 - of accounts, 111
 - common concerns of, 121
 - of core entities, 105
 - determinants of, 110–111
 - impact of logical operations
 - on, 122
 - logical operations' impact on,
 - 121–122
- Service granularity maps, 125
 - and new services, 121
 - for service classification, 126
- Service identification, 100–101
 - areas of concern in, 102
 - candidate business services for,
 - 103–108
 - top- and bottom-up, 107
 - using candidate business services,
 - 103–108
 - using existing business applications, 107
 - using preexisting services, 106
- Service identification process, 103–108
- Service integration:
 - abstractions of, 154
 - bottom-up approach to,
 - 184–185
 - delivery principle of, 161–164
 - determining requirements
 - for, 175
 - principles of, 153–169
 - process flow principle of,
 - 164–167
 - relationship of, 154–157
 - for service community management, 236
 - and transformation principles,
 - 167–169
 - and transportation patterns,
 - 157–161
- Service integration design, 169–177
 - integration delivery phase of,
 - 174–175
 - and integration relationships,
 - 170–172
 - integration transportation mechanisms phase of,
 - 172–174
 - process of, 169–170
 - service integration flow phase of,
 - 176–177
- Service integration facilitators, 187–194
- Service integration flow phase (service integration design), 176–177
- Service integration generic notation, 153
- Service integration models and modeling, 151–152, 177–202
 - backbone integration elements
 - of, 179–187
 - notation for, 179
 - process for, 197–202
 - product mapping in, 202–205
 - and service integration facilitators, 187–194
- Service integration transportation map, 173–174

- Service iterations, 68–71
- Service iteration model, 70
- Service-level agreements (SLAs), 3
 - consumers role in enforcing, 238–239
 - enforcement notifications for, 239
 - producers role in enforcing, 238
 - provisioning policies role in enforcing, 239–240
 - reusability requirements in, 239
- Services life cycle, 53–62
 - conceptual stage of, 56–57
 - management stage of, 60–62
 - motivation stage of, 55–56
 - for reusability, *see* Reusability
 - lifecycle management
 - service modeling stage of, 57–58
 - service realization stage of, 59–60
- Service management, 61
- Service modeling, 99–149
 - and analysis, 58
 - and service analysis, 108–123
 - and service design, 58
 - service design phase of, 123–147
 - and service realization, 140–146
 - services identification process, 103–108
 - in services lifecycle, 57–58
- Service motivation lifecycle, 55–56
- Service operations and management, 61
- Service-oriented architecture, *see under* SOA
- Service-oriented business, 26–27
- Service-oriented culture, 282–283
- Service-oriented integration (SOI) model, 150–151
 - and EAI, 151
 - framework for, 152
 - and service integration generic notation, 153
- Services pilot projects, 85
- Service portability principle, 229
- Service processes, businesses transitioning to, 141
- Service provisioning markup language (SPML), 60
- Service publishing, searching, and discovery, 212–213
- Service realization, 140–146
 - process of, 59
 - in services life cycle, 59–60
 - transitioning approaches/principles of, 141
- Service reuse(-ability), 207–242
 - and abstractions, 219–220
 - best practices for, 218–226
 - consumption component of, 217–227
 - consumption value from, 330–331
 - and decomposition, 221–222
 - developing, 216–217
 - and generalizations, 220–221
 - influences on, 209–210
 - integration component of, 226–233
 - and integration positioning, 228
 - management component of, 234–239
 - maximizing, 212–216
 - and retrospective ROI, 350–351
 - and reusability maximization, 212–216
 - and reusability model, 210–211
 - and software reuse, 347–350
 - and time-to-market reuse, 351
- Service reuse model, 210
- Service routers, 186
- Shared export, 136

- Shared import, 134
- Shared services, 45
- Simple transformation, 143–144
- SLAs, *see* Service-level agreements
- SOA (service-oriented architecture):
 - advantages of quick implementation of, 24–25
 - challenges related to, 29–32
 - communication of, 3
 - competitive advantages of via services, 17–19
 - as concept, 1
 - culture/behavior in, 277–280
 - current relevance of, 6–11
 - defined, 1
 - incremental implementation of, 3
 - from IT business perspective, 39
 - key elements of, 1–2, 5–6 and organizational/behavioral change, 4–5
 - services as central artifact of, 2, 31. *See also* Services
 - spatial and temporal challenges of, 65, 247–248
- SOA behavioral model, 30
- SOA business iteration model, 70
- SOA business iterations, 66–67
- SOA business modeling, *see* Business modeling
- SOA critical mass, 340–342
- SOA drivers, *see* Drivers, SOA
- SOA governance, 3, 5, 30, 51, 248–250. *See also specific types, e.g.:* Closed loop governance architecture and integration for, 270–271 centralized, 268–269 control of, 275–276 elements of, 249 enabling technology of, 268–276 implementing, 266–268 with intermediaries, 182 metadata management requirements for, 274 organization of, 250–252 organizations and structures applied to, 254–156 policies for, 262–265 policy-driven, 268 and policy management, 62 process of, 256, 260–262, 266–267 purpose/role of, 252–253 for spatial and temporal conformance, 30
- SOA governance model, 253–256, 276–277
- SOA hot spot analysis, 93–95
- SOA macrolevel model, *see* Macrolevel model
- SOA metrics, *see* Metrics
- SOA network effects, *see* Network effects
- SOA project iterations, 67–69
- SOA ROI, 327–329
- SOA ROI matrix, 345–346
- SOA ROI threshold model, 332–342
- SOA scorecard, 355
- SOA service iteration model, 70
- SOA services iterations, 68–71
- SOA strategy, 83 imperative-driven, 83–85 and imperatives, 84, 85
- SOA strategy iterations, 67, 68
- SOA sweet spots, 97–98
- SOA target state, 2
- SOA value analysis, 91–95 benefits of, 92 matrix for, 92–93 and SOA hot spot analysis, 93–95

- SOA value drivers, 90–91
 - examples of, 89
 - and SOA drivers, 88–91
- SOA value model/modeling, 91–93, 329–331
- Software reuse, 207–208
 - and ROI, 346
 - and services reuse, 347–350
- Soh and Markus model, 327–329
- SOI model, *see* Service-oriented integration model
- Solution domain, 53
- Solution services, 58, 59, 128
 - businesses transitioning to, 141
 - communication channels for, 138
 - generation of, 146
- Source code platforms, 138
- Speed, 20–21
- SPML (service provisioning markup language), 60
- Standards consensus, 9–10
- State chart diagram, 131
- Statement business service, 112
- Static architecture, 246–247
- Steering committee, 254
- Stock trading business processes, 52
- Strategy iterations, 67, 68
- Subset operations:
 - for coarse-grained services, 122–123
 - for fine-grained services, 122
 - service analysis with, 116–117
- Subtraction operations, 117–118
- SUN, 189
- Sweet spots, SOA, 97–98
- SWOT technique, 84
- Synchronous delivery pattern, 162, 163
- Target state, 2
- Technical feasibility, 102
- Technical services, 38–39, 53
- Technological reductionism, 65
- Technological view, 53
- Technology:
 - enabling, 2–3. *See also* Enabling technology
 - and enterprise architectural model, 291–298
- Technology standards compliance, 265
- Template-driven data model, 168, 191, 192
- Third-party intermediary products, 230
- Tight-coupling, 232
- Time-to-market reuse, 351
- tModel, 183
- Tools, for SOA, 10
- Top-up approach:
 - and behavioral perspective, 54
 - and bottom-up approach, 54
 - service identification using, 100–101
 - services identification, 107
- Touch-point methods layer, 200, 201
- Transactions, 34, 36
- Transaction costs, 35
- Transaction theory, 34–36
- Transformations. *See also specific types, e.g.:* Combined transformations
 - of business assets to physical entities, 141–142
 - of service abstractions, 49
- Transformation principles, 142
 - and data, 167–169
 - for service realization, 167–169
- Transformers, 191–192
- Transportation integration map, 173–174
- Transportation path layer, 201

- Transportation patterns, 157–161, 172–173
- Transporters, 180–183
- Two-way conversation pattern, 166–168, 202
- Typing, 222–223
- UDDI, *see* Universal Description, Discovery, and Integration
- UML domain model diagram, 171–172
- Unification operations, 111–113
- Unification process, 113
- Universal Description, Discovery, and Integration (UDDI), 183, 213
- Value:
- big hairy audacious value, 325–327
 - competitive, 331
 - competitive advantage value, 338–340
- Value analysis, 91–95
- Value drivers, *see* SOA value drivers
- Value points, 93
- Venn diagram, 113
- Visibility, of services, 235
- Visualization phase, 59
- WDSM (Web services distributed management), 60
- WebLayers, 268, 277
- Web Service Policy Language (WSPL), 272
- Web services:
- composability of, 42
 - implementation time frame for, 44
 - language basis for, 10
 - policies, 60
 - service contract for, 40
 - and SOA, 2–3
 - specifications of, 271
- Web Services Description Languages (WSDLs), 232, 273
- Web services distributed management (WDSM), 60
- Web services management (WSM) platforms, 85, 263, 270–271
- Work flow engines, 184–185
- Work flow managers, internal, 139, 140
- Work flow patterns, 176, 177
- Workload management facilities, 186
- Workload managers, 201
- World Wide Web Consortium (W3C):
- composability definition of, 42
 - WSDL Work Group of, 273
 - and XSL, 182
- WSDLs, *see* Web Services Description Languages
- WSM platforms, *see* Web services management platforms
- WSPL (Web Service Policy Language), 272
- WS-Policy, 60, 272
- WS-PolicyFramework, 272
- WS-Security, 60, 139
- W3C, *see* World Wide Web Consortium
- XQuery, 182
- XSL (eXtensible Stylesheet Language), 182
- XSLTs, *see* eXtensible Stylesheet Language Transformations
- YALOT, 7
- Yeager, Chuck, 354
- Zero-integration enterprise, 27–29
- agility in, 28
 - characteristics of, 28–29
 - flexibility in, 29