

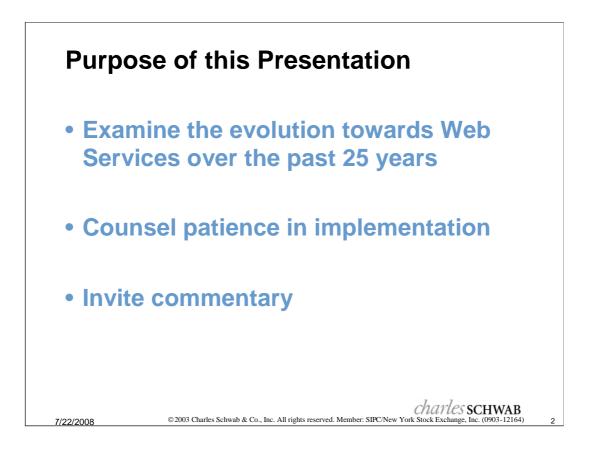
I wish to thank the people at Waters for the opportunity to present before my "home" crowd yet again.

Before I start, I wish to remember our colleagues and good friends who perished two years ago. By a stroke of luck, I was late to the conference that day and was in the lobby of the Millenium Hotel when the Apocalypse began. Thank you to my guardian angel. My daughter gave me an original water color of an angel watching over the Downtown skyline. Between it and a 1975 picture of the same skyline buildings reflecting into the East River, I have erected a shrine in my office. In July, when I visited Schwab facilities in Jersey City, I looked across the Hudson and realized that even though the Towers are gone, I still can see five buildings in which I worked, two of which I helped to build. So, Wall Street still physically and spiritually exists for me.

When asked to talk, I choose middleware because it is what I worked the hardest at to get understood in the 10 years I spent from 1987-96 that I spent at Citicorp Investment Bank, Shearson Lehman American Express and JP Morgan doing Capital Markets trading systems, architecture and R&D work.

One lesson learned is that even though we as technologists can "see" clearly how to apply technology to business problems, a combination of legacy systems and organizational impedance slows us down considerably.

Thus, I titled this talk.



Web Services as an idea has been the industry searching for standards-based interfaces to facilitate distributed processing across diverse systems.

The Story	
What is a Web Service?	The right level of abstraction is key
Web Services Are Not New in Concept	Thinking "outside the box"
Architectural Evolution of the Enterprise Message Bus	Coupling processes, activating remote functionality
Where is the Industry and Schwab?	Adoption rate depends on many factors
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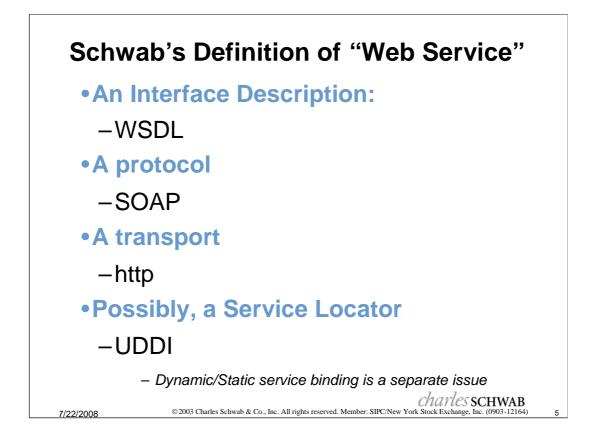
This is my Story and I'm sticking to it!

First, we need to establish just what a "web Service" is. Regardless of how you define it, it is important to abstract the notion to the right level. Technologies come and go quickly, but architectures hang around for a long time. Does *tn3270* ring a bell? Second, "Web Services" is not a new concept. It is a matter of thinking and operating outside the box—the processor box that is. I hope to convince you that the concept of "service" goes WAY BACK. Third, Architectural, Web Services derives from the idea of an enterprise message bus. This is all about how we couple (actually de-couple) processes to activate remote functionality. As a minor footnote, in the days of living completely within one box, viz., the IBM mainframe, the notion is not too far away from CICS function shipping, except it is asynchronous and not synchronous.

Last, we will end with looking at the current state of the Industry—in my humble opinion—and what we are doing at Charles Schwab & Co., Inc. Adoption rate of Web Services will depend on many factors, both specific to each enterprise as well as maturity of the vendor offerings.



Let's get to it without further ado.



We could use an internal proprietary description language, but WSDL seems to be fine as the standard.

For maximum flexibility, the particular protocol and transport should be deployment parameters. This the realization of the essential abstraction.

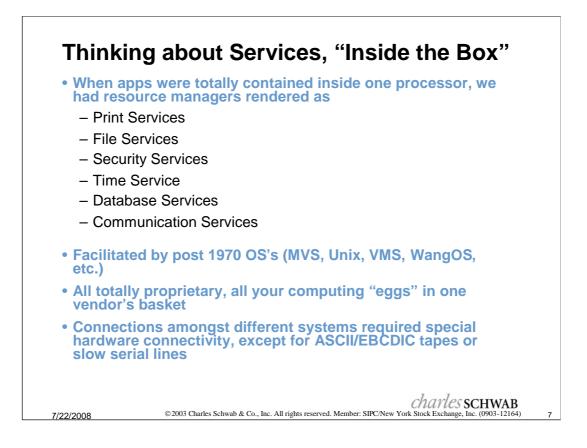
Like its immediate predecessor incarnation, Corba, which we will look at in slightly more detail in a few minutes, location of the desired Service can be a matter of dynamic or static binding. What we learned is that we need to make dynamic binding easier.

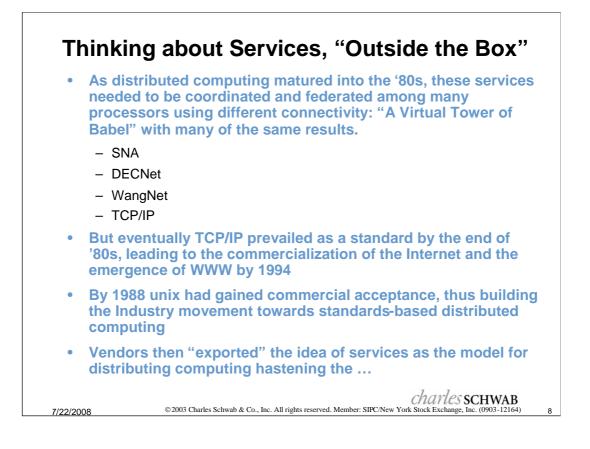
Sun's Jini is an example of a proprietary architecture and supporting capabilities that achieve dynamic service location and binding.

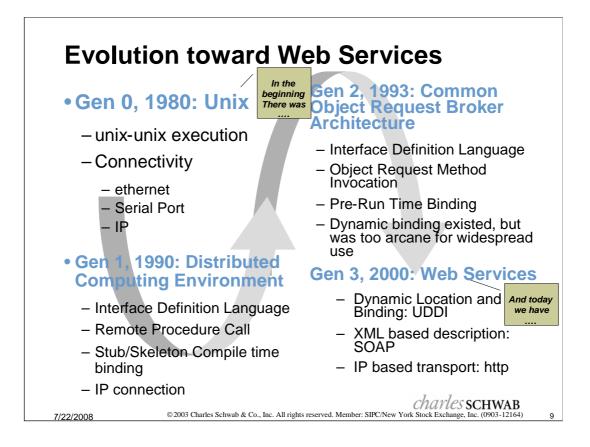
From the Object Management Group, we have the Model Driven Architecture movement that is leading us this way. I eagerly await this next phase of Web Services definition and generation.



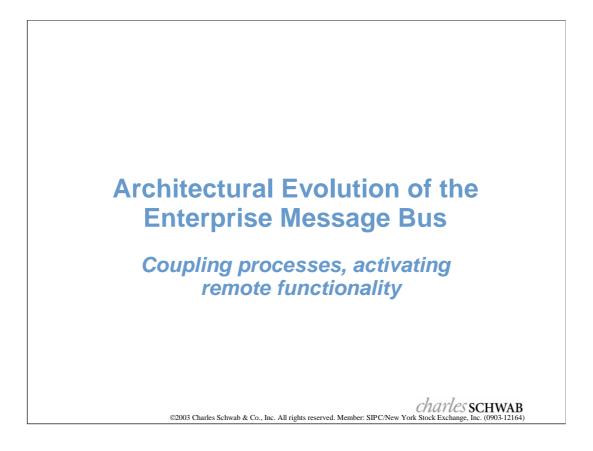
While "services" began in one box, as distributed computing became a reality, we had to think of what to do outside of a specific processor box.



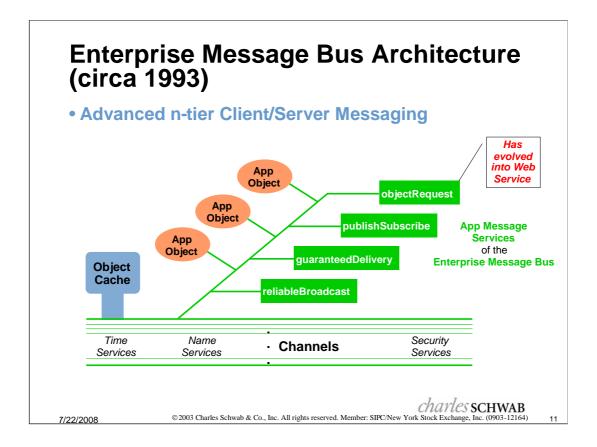




This is the whole story in one slide: four generations of distributed computing architecture and technology and 20 years to get to where we are today.



Here's the beef. A ten-year old idea looks thoroughly modern if the names are updated. Same problem, different day.



Indulge me for a few moments while I travel down memory lane. In Oct 1993, I was invited to present a proposal of what a software major unix vendor should develop to help Lehman with its systems—we ought between \$40-50 million a year of unix boxes at that time. I proposed that they construct middleware according to the architecture shown and called it the enterprise message bus. To me at the time, it was the logical extension to all the proprietary toolkits we were using. Create the EMB abstraction so we could swap out the proprietary technologies underneath. It was an amalgamation of DCE and Corba. The technology strategy was to separate infrastructure from application programs to simplify the application development process. (All of us still fight this battle today!). The App Message Services were fit for purpose capabilities:

•reliableBroadcast was for Quotes distribution

•guaranteedDelivery for order and trade placement

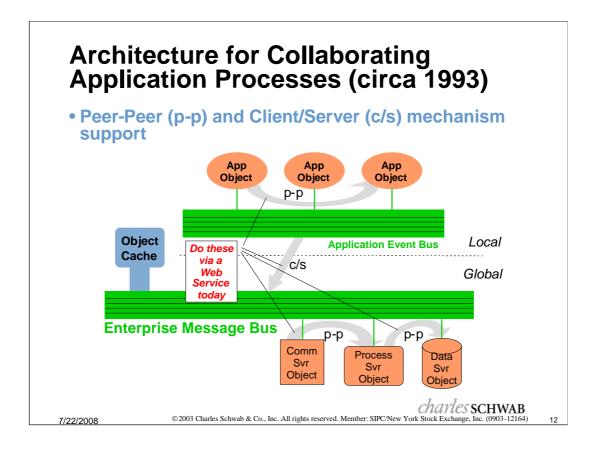
publishSubscribe for information delivery

•objectRequest for intra/interprocess method dispatch.

The *Time*, *Name* and *Security Services* were provided by the EMB which could support multiple channels. The Object Cache assisted in improving the performance of the systems built using the Architecture.

It is far to say, I believe, that objectRequest has evolved into Request/Reply which is realizable using Web Service technology today.

Turns out, they thanked me and went about doing what they did before: sell boxes and let third party vendors provide proprietary pieces of the EMB architecture which never worked well together.

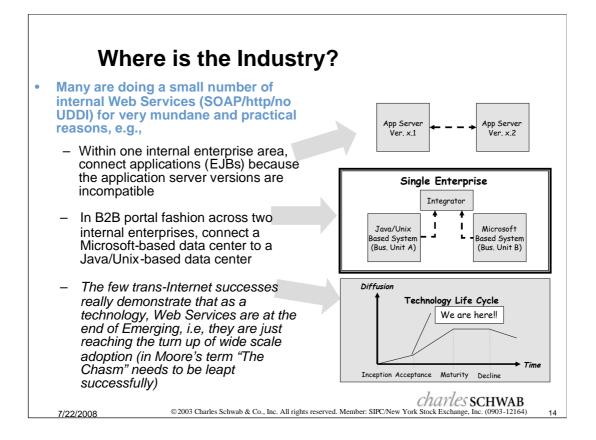


A second part of the EMB Architecture involved handling local versus global message handling. The main point was to abstract local collaborating application components into event sharing via a special form of the EMB called an Application Event Bus where the components operated more or less in a peer-peer fashion with the global resource access was done in a client/server manner. The global resources also had the capability to interact in a peer-peer fashion as well using an EMD.

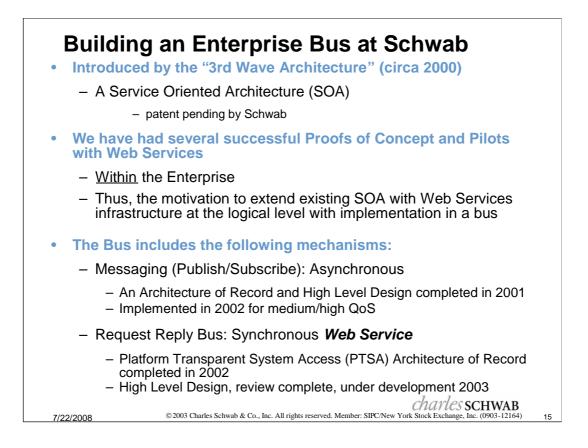
As noted, these message (event) sharing has evolved into Web Services today. Sigh! If I only had then, what is promised today!



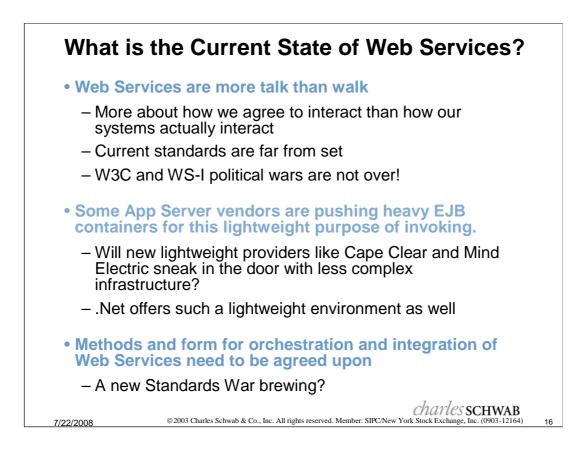
So where have we come to? What can we expect to do? How fast can we do it?



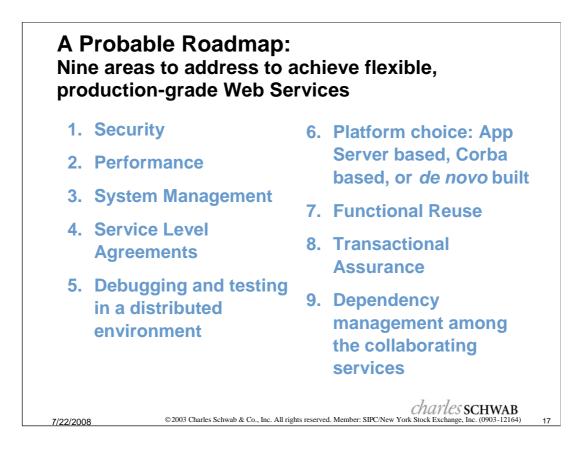
Despite the handful across-the-Web successful examples of Web Services, there are a few initial applications of Web Services that solve current, practical problems. That is, they deliver value but do not do it in the aspirational manner promised by the vendors of Web Service technologies. What this tells me as an advanced technologist is that Web Services are still an immature technology, barely out of the Inception Stage in its Life Cycle. What remains to be seen is how long the run-up from Acceptance to Maturity. According to Information Week, the VC's have made a major bet in 2001 funding to the tune of \$974 million. This did not include what the major players invested themselves, probably in the billions by now. I ask, have we seen a positive return on these investments yet? Have Web Services created that much value in the consumer community? Where are the Research Analysts when you really need them?



Here is a brief description of the Schwab experience. We see the value, but are looking for the tangible benefits before we make a major investment. We are investing, but slowly to the point where we see the positive returns. As you can see, we have followed the historical evolution to this point. Learn as we go. Return as we go. Starting with the Service Oriented Architecture, followed by Asynchronous Messaging and finally to the Synchronous Web Service. One foot in front of the other. Leading, not bleeding edge.



Why are we cautious? Uncertainty is still in the specific form of the technology and in the vendors who will emerge as winners.



What do we have to look forward to? This is the approximate order that the issue areas will probably be solved.

The first five are being solved today in vendor offerings; last four are yet to be addressed adequately by offerings.

This Roadmap is two years old already. It was articulated it in the September2002 RiskWaters magazine story where yours truly was one of many interviewed. If the last two years pace is any indicator, it should be another two-three years before we see Web Services as certifiably in the Acceptance Stage of the Technology Life Cycle. I do believe some have leapt Geoffrey Moore's Chasm. Stay tuned. Details at 11.

Thank you for you attention today.

Questions? Comments? Observations?