



## Panel Discussion WWW 2004

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## Some Observations

- § The problem: “Customer orders stuff from a vendor and vendor tries to deliver what the customer ordered” is *not* an IT problem: it’s a business problem
  - In principle the vendor can serve the customer without any IT support
  
- § If I am the customer I expect to:
  - find what I am looking for 24/7
  - get what I ordered in the fastest possible way
  - maintain my privacy, while sending my order
  - operate with the highest level of security while paying for my order
  
- § If I am the business owner my goals are:
  - to serve the customer in the best way possible
  - to make as much money as possible, by keeping the costs accruing to serve the customers as low a possible

## Some Observations (cont.)

### § The business owners define:

- What are the business objectives? (Strategy)
- What are the operations put into place to meet business goals? (Operations)

### § The IT teams define:

- How is the business planning to execute operations? (Execution)
- How are the operations implemented?

### § Business operations are models, which serve the purpose of:

- Defining concrete measures of how the enterprise wants to meet the strategic objectives
- Communication amongst business people and communication of plans to the people who are implementing the operations

### § Requirements for business operation models are:

- Simple enough to provide a common understanding amongst business level users
- Expressive enough to allow for mapping into implementation blueprints

# Structured models can link strategic business objectives to IT

