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