Abstract

- *This workshop will deal with the business/IT alignment, its "strategic fit" between the strategic aspects and the organizational or process view, and its "function integration" between the business and the technology sides. The workshop is based on the assumption that an explicit business model and strategy map should help to align the business strategy, the organization structure and business processes, and the IS applications and IT infrastructure.*

- *The workshop is structured according three main concepts, and mappings. The "business model" and "strategy map" provide a declarative view of the business in terms of financial aspects, value proposition for customers, and value configurations. The "application requirements" correspond to the user needs and specifications for designing and implementing applications. The "business processes" provide a more operational view on the how the business model is implemented in terms of transactions, actors in charge of the execution of these processes, and information flows between these processes. The workshop will also investigate the transformation and mappings between business model, application requirements, and business processes, according to different options related to the type of market, the trust existing between stakeholders, and the associated risk analysis, etc.*
Business/IT alignment > business model, process and application

Agenda

1. From business model to enterprise architecture
   - Business model and strategic map
   - IT and enterprise architecture
   - e-business patterns and IT infrastructure

2. From business model to application requirements
   - Value-based modeling (with e^value)
     - From value-based models to goal-based requirements (with I^*)

3. From business model to business process
   - Introduction to the B2B context
   - B2B Transaction development and animation (with Efficient)
   - From business models to transactions
Managing as designing

[Boisid and Kelso, 2004]

Design and innovation > IDEO

[http://www.ideo.com/methodcards/MethodDeck/MethodCardsHTML.htm]
DESIGN APPROACH > application > design loop

Transaction
Decision (& cognition)
Interaction

GOAL
TASK analysis

USABILITY

PROTOTYPE

source: [Rosson and carmeli, 2002]

TECHNIQUES:
Scenario-based design
Pattern-based
Conceptual modeling

Design approach > application > requirement analysis

• Goal-based requirement engineering

• Task analysis

source: [Roland, 2003][Yu, 1994][Paternò, 2002]
Design approach > application > IT solution design

- **Action design**
  - Focus on functionality
- **Information design**
  - Information provided to the users by the systems
- **Interaction design**
  - Details of user action and feedback

Scenario | use case | hand sketch
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http://guir.berkeley.edu/projects/idenm

Design approach > application > prototype
Design approach > application > usability evaluation

- Usability testing with user

model-based > service quality

Conceptual Model for Understanding and Improving E-Service Quality (e-SQ)

source: [Rosson and Carroll, 2002]

BUSINESS/IT ALIGNMENT

source: [Henderson and Venkatraman, 1993]
PART 1 - From business model to enterprise architecture

Geneva
October 6-7, 2006

Dr Yves Pigneur, HEC Lausanne

From business model to enterprise architecture > Agenda

1. Business model and strategy map
2. IT and enterprise architecture
3. e-business patterns and IT infrastructure
1. Business model

What do we offer to our customers?

- Value configuration
- Partnership
- Core capability

WHAT?

- Value proposition
- Customer segment
- Distribution channel

WHO?

HOW?

- Revenue
- Cost

HOW MUCH?

Who are our customers?
- How do we reach them?
- How do we get and keep them?

What are our key competencies?

- What are our revenues? Our pricing?
- What are our costs?
1b. Strategy map

2. Enterprise architecture

source: [Kaplan and Norton, 2000]

source: [Lankhorst, 2004]
3. Design patterns

- from atomic e-business model to IT infrastructure

source: [Wall and Vitale, 2002]
From business model to enterprise architecture > Books

1. Strategy Maps

2. Enterprise architecture

3. Patterns

From business model to enterprise architecture > Articles

1. Business models and Strategy Maps

2. Enterprise architecture

3. Patterns
PART 2 - From business model to application requirements

Geneva
October 6-7, 2006

Dr Michael Petit, FUNDP, Belgium

Agenda

1. Value-based modeling (with e³value)
2. From value-based models to goal-based requirements (with i*)
Business/IT alignment > from business model to application requirements

4. Value-based modeling (with e²value)

source: [Gordijn and Akkermans, 2002]
5. Goal-based requirements (with i*)

source: [Yu and Mylopoulos, 2002]

5b. From value-based models to goal-based requirements (with i*)

source: [Gordijn and Petit, 2002]
PART 3 - From business model to business process

Geneva
October 6-7, 2006

Dr Eric Dubois, CRPHT, Luxembourg

Agenda

1. Introduction to the B2B context
2. B2B Transaction development and animation (with Efficient)
3. From business models to transactions
6. Introduction to the B2B context
7. B2B Transaction development and animation (with Efficient)

8. From business models to transactions
Business/IT alignment > business model, process and application

Agenda

1. From business model to enterprise architecture
   - Business model and strategic map
   - IT and enterprise architecture
   - e-business patterns and IT infrastructure

2. From business model to application requirements
   - Value-based modeling (with e³-value)
   - From value-based models to goal-based requirements (with I*)

3. From business model to business process
   - Introduction to the B2B context
   - B2B Transaction development and animation (with Efficient)
   - From business models to transactions