3.2 Demand on demand

In the coming years, Gartner expects that a significant number of leading companies will split their IT in two departments: demand and supply. Gartner suggests that this is something new. Bart Stofberg explains how this has already been common practice in the Netherlands for many years. Based on (both good and bad) practices, and focusing on co-operation, he gives practical guidelines, to help companies to organize their business demand management towards IT-supply.

Companies often concentrate on the efficiency of their IT, when the effectiveness of IT would actually contribute considerably more to the success of the business. However, optimizing the effectiveness of IT is also considerably more difficult, particularly as no one takes responsibility for this aspect.

Effective IT requires very close co-operation between demand and supply, a co-operation which is similar to that seen in a team sport. The Netherlands has more than 15 years experience of adopting a specific "business composition". A crucial role is played in this composition by "functional management[1]". Functional management is primarily responsible for the contribution of information and information technology to the success of the company. Consequently, functional management is at the core of the demand–supply co-operation between business and IT. In this article, Bart Stofberg introduces functional management, and shows how business, functional management and IT co-operate (in a manner which is similar to that of a soccer team), in order to make the company successful.

INTRODUCTION

The last ten years we have focused on co-operation in a process- or chain-oriented way. Participant A delivers his contribution, hands over the result to participant B, who delivers his contribution and hands over his result to participant C, etc. This kind of co-operation works if it is neither too complex nor too dynamic, as it might be in a peanut butter factory: participant A grinds the peanuts, B adds other ingredients, C mixes the components, D puts them into a jar, E adds the lid and F attaches the label. It works because each step is a repetition of a few simple activities, and the environment is relatively stable. However, if the environment becomes dynamic and is constantly changing, then the process steps, and therefore the workforce, need to react constantly to the changing situation. If subject and environment are also complex, then the co-workers need to be mature, loyal, confident and co-operative. If the environment is extremely complex and dynamic, as it is in IT, process-focused co-operation is no longer sufficient. In this situation, at least some of the process steps will require team co-operation, where workers work **_with_**, react to, and contribute constantly to, each other, as in a successful soccer team.

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[1] *In the Netherlands this role is called Information Manager, but internationally this name would lead to confusion.*

Most companies have grown into extremely complex organisms. Discovery of the optimal contribution of information and information technology is a very complex issue, which can only be answered by close co-operation between business demand and IT supply. However, since it is the responsibility of business to contribute to the mission of the company and the responsibility of IT to deliver reliable IT services, a third party is also required, who will be responsible for ensuring that information provisioning and information technology contribute optimally to the success of the company. Such a role is known as "functional management". The prime responsibility of functional management is to ensure that information provisioning and information technology contribute optimally to the success of the company.

If business, functional management and IT are acting within an extremely complex and dynamic environment, then process- or chain-oriented co-operation will not lead to success. Compared to demand–supply co-operation, the co-operation which exists within a soccer team is relatively simple. However, even the most successful of soccer teams do not have processes such as "defending", "conquering the ball" and "scoring a goal", as unpredictable opponents constantly frustrate the process. Consequently, team co-operation is very different from chain- or process-oriented co-operation. Team co-operation requires that a player is prepared. It requires that the players, as a team, know what to expect, both from opponents and from each other. It requires clear concepts and clear structures. It also requires a lot of independency, to a much greater degree than with process co-operation. It requires that players think and act for themselves. In this article a soccer team is used as a metaphor for team co-operation, partly because we can learn a lot from soccer teams, but also because this metaphor enables us to share the Dutch experiences with this kind of co-operation. This article describes how a company should organize its business demand and IT supply, in order to optimize the contribution of information provision and information technology for the benefit and success of the company.

MARKET TRENDS

In his book "The world is flat[2]," Thomas Friedman (2005) predicts that a significant proportion of current companies will not survive the next five years. Innovation is essential for western companies to be successful. According to Friedman, the quality of co-operation within the company is the prime critical success factor for companies that want to survive into the coming decade.

Gartner[3] (2006) acknowledges this, and points out that effectiveness of IT is the major discriminator between successful and unsuccessful companies. Creative co-operation, which is based on trust, is necessary for effective information provision and IT.

In its yearly innovation monitor[4] (2006) the Erasmus University of Rotterdam indicates that successful innovation leads to 25% more cost effectiveness, 20% more turnover growth and 10% more profit growth. Top critical success factors of innovation are 'social innovation', 'room as a condition for creativity' and 'intensive co-operation'.

In a response to these conclusions, Gartner expects (2006) that in the five years a significant part of leading companies will split their IT in two departments, one responsible for demand and one for supply. Gartner suggests this is something new.

[2] *Thomas L. Friedman: The World is flat. A brief history of the twenty-first century (2005)*
[3] *Gartner Symposium ITXPO 2006: The drive for productivity and growth*
[4] *Erasmus Innovation Monitor 2005, Rotterdam Erasmus University (2006)*

However, in the Netherlands this has been done for more than 15 years. In the Netherlands, business IT co-operation is supported by creativity, room for innovation, and trust in each other. The Dutch practices are very valuable knowledge for the rest of the world.

CHARACTERISTICS OF SUCCESSFUL TEAM CO-OPERATION

Team co-operation has very specific characteristics. Successful teams have a clear, shared objective. The players have, as a team, a burning ambition to become successful and meet the objective. Each player has clear and acknowledged added-value. There is a clear concept and a clear composition. There is a line-up where the added value of all players is optimally exploited. The players have clear responsibilities, accompanying authorities, and clear agreements about their co-operation. Coach and players do not have a choice; they have to trust each other. All of this combines to enable them to adapt constantly to changing situations (opponents, the pitch, the weather, the referee, individual contribution of the players).

In order to ensure optimal effectiveness of IT, we must organize internal company co-operation in the same way. The participants in the co-operation need a clear, shared objective, and a burning ambition to be successful. Each participant needs to have a clear added value and the line-up must ensure that we exploit the capabilities of each person to optimize their added value in order to meet the objective. Each participant must be given a clear responsibility and accompanying authority.

If management and participants want to be successful, they have no choice but to trust and rely on each other. Combined, these characteristics enable them to adapt to constantly changing situations (market behavior, new business ideas, technological possibilities, etc).

Demand–supply co-operation is similar to a team sport like soccer, and like a soccer team, it requires:

1. Fundamental issues:
   a. A clear and shared objective, for instance becoming champion or qualifying for an international tournament.
   b. A burning ambition to be successful in meeting the objective.
   c. Global tactics (defensive/offensive play, technique- or power-based, etc.).
2. Composition:
   a. A line-up (4-4-2, 4-5-1, in Holland 4-3-3, with a clear goal and added-value for each position (goalkeeper, left defender, midfielder, striker, etc.).
   b. A clear set of assignments for each position (rights, obligations).
3. Being a successful team:
   a. Solid agreements between the players (no drinking and smoking before the match, training twice a week, always being on time, etc.).
   b. Local tactics – the way we are going to play together (switching positions, local agreements, etc.).
   c. Training (theory, exercising, practice contest, playing test matches, etc.).
   d. Playing the Match (trying to achieve the objective, changing positions, changing players).
   e. Evaluation (evaluation of the match, the tactics, the players, etc.).
   f. A proper selection: the right person on the right spot, knowing and applying the added value of each player (good header, hard worker, brilliant technician).
   g. Good facilities (good shoes, good training facilities, etc.).
   h. Team building (meeting, discussing and socializing).

Each principle will be discussed in a separate section.

FUNDAMENTAL ISSUES

Objective

A shared objective is important because it enables the participants to direct everything they do towards the objective. In order to obtain effective IT, the objective of the co-operation between business demand and IT supply must be:

Information provisioning and information technology contribute optimally to the success of the company

From now on, everything we do in the demand–supply co-operation will be compared with the objective. Agreements must contribute directly to the objective. Only activities and results that truly contribute to the objective will be carried out and delivered. A solid objective determines the direction of every detail in the co-operation.

A burning ambition

Intensive co-operation is only possible if all participants have a burning ambition to meet the objective. A burning ambition is the fuel for continuous improvement, and thus to successful co-operation. In soccer, a burning ambition determines the difference between a winning team and a recreational team. In global economics, it determines the difference between success and failure, between survival and downfall. And since a burning ambition is so vital, companies should manage it properly.

Global tactics

A successful soccer team has clear global tactics, well known to all the players. The global tactics define the way the team is going to meet the objective. It defines the co-operation within the team, the composition of the team, and the qualities that the team requires from the players. Consequently, every statement in the remainder of this article is defined by the global tactics.

Throughout the world, soccer is played with a maximum of two strikers, except for the Netherlands where we usually play with three strikers. Based on a different vision on soccer, Dutch teams (sometimes!) are surprisingly successful: winning prizes with magnificent soccer.

According to Gartner, all over the world everyone who works with information technology works in the IT department. This is not the case in the Netherlands. In the Netherlands, we have utilized functional management for more than 15 years. Functional management is positioned within the business (unit) organization, with the specific responsibility to ensure the effectiveness of the IT. And very often, it is with very successful results: better decisions, more consistency among decisions, and more long lasting decisions. The functional manager becomes part of the business management team, and thus IT has become business, as long there are business consequences attached to it. Through the functional manager, business managers develop much better relationships with IT than previously existed. Finally, users have trusted and reliable representatives and contacts.

As a soccer team is divided in three lines (defense, midfield and attack), each with specific responsibilities and added value, the co-operation for effective IT should be divided into three lines, each with specific responsibilities and added-value:
- Business: contribute successfully to the mission of the company.
- Functional management: ensuring that information provisioning and information technology contribute optimally to the success of the company.
- IT supply: delivering IT that contributes optimally to the success of the company.

Dutch practice has shown that global tactics for effective IT should be:
1. Organize the co-operation between business and IT as a team sport.
2. Place functional management in the center of this co-operation, with specific responsibility for successful business IT co-operation and effective IT.
3. Realize that the team can only be successful if the players can rely on each other.
4. Make sure that the players can handle continuous change by giving them enough authority to take the necessary decisions and actions.

COMPOSITION

Making a good line-up for a soccer team is a matter of balance. For example, there must be a balance between offensive and defensive interest, between strength in the center and strength on the wings, and between creativity and robustness. Depending on the reactions of the environment and the delivery quality of the moment, this balance varies tremendously throughout the season and during the match.

For the same reason, balance is essential for effective IT. Information provisioning and IT only contribute optimally to the success of the company if there is good balance between:
1. The different local (business units, staff units) demand interests of the company. Local entrepreneurship should be supported optimally and should not be restricted unnecessary by information provisioning and IT.
2. The corporate demand interest of the company. Information provision and IT should support synergy (higher quality, lower costs because of scale advantage) where useful.
3. The possibilities of supply. Demand and supply need fairness in delivery. If we expect IT to deliver more than they can, they will probably actually deliver less. Equally, the company cannot afford to be too lax with IT supply.

The line-up

In a soccer team we have different roles per line. In business demand–IT supply co-operation we also have different roles per line:
1. Business:
    a. CEO
    b. business unit management
2. Functional management:
    a. CIO
    b. functional manager general interest
    c. functional manager of a business unit
    d. operational functional manager
3. IT:
    a. main contractor
    b. subcontractor

Figure 1 The line-up

We will discuss these roles in the next chapter, in reverse order. The environment of the different functional management roles can be characterized as follows (figure 2):
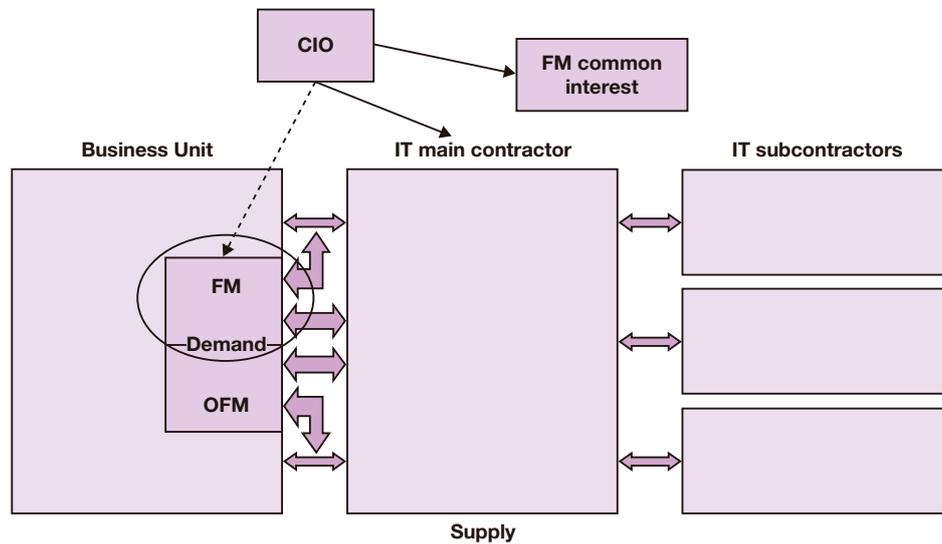

Figure 2 Composition of the co-operation

IT subcontractor

IT subcontractors deliver a part of the IT, under governance of the main contractor. Main contractor and subcontractor have a demand–supply relationship with each other, where the main contractor plays the demand role. The added value of an IT subcontractor is defined very specifically, and is based on product leadership (superior product quality),

operation excellence (synergy) or customer intimacy (adaptive to customer demands), while the contribution of the IT subcontractor is completely based on the defined added value. Of course, IT subcontractors can have direct contact with the business and/or with functional management, but only within the governance structure that is agreed with the main contractor. IT subcontractors can be both internal and external.

IT main contractor

The IT main contractor is responsible for the overall supply. The main contractor is responsible for the behavior, the quality of work, and the cost level of all contractors. Furthermore, the main contractor is responsible for co-ordinating and assembling the work of all the contractors.

Additionally, the main contractor must ensure the delivery of IT that contributes optimally to the success of the company. This requires that the main contractor follows business and functional management. Since the IT main contractor plays a very important role in the co-operation process, and as contributing to the success of the company should be the main contractors only objective, it is usually necessary for the main contractor to be internal. If properly governed, this guarantees that no other objectives obstruct the necessary co-operation.

Operational functional management

Operational functional management always represents a (business) unit within the company, and it must ensure that information provisioning and IT contribute optimally to the day-to-day success of that unit. Operational functional management responsibilities are always tactical/operational, such as: user support (provisioning of user guides, functional helpdesk, organizing user trainings), management of business information (setting of functional parameters, controlling data conversions, ordering the starting up of batch jobs), composition of maintenance releases, and organization and management of user tests. Operational functional management represents the business in ITIL processes such as problem management, availability management and capacity management. Operational functional management reports to the functional manager, and is therefore part of the business organization.

Functional manager of a (business) unit

The functional manager is responsible for ensuring that information provisioning and IT contribute optimally to the success of the (business) unit that they represent, both now and in the future. Functional management is positioned at the strategic/tactical level. The functional manager must be part of the business unit management team, as the majority of strategic issues have information components. The qualitative responsibility of functional managers gives them the right to act (within their responsibilities) and to speak. They can engage with everyone as long they do so on behalf of information effectiveness. Within the (business) unit they are responsible for determining which IT services are needed, making agreements with the supply organization about the products and services that suppliers should deliver, and making sure that supply really delivers the IT services that are needed. In order to do this they must also deliver products and services, such as analyses reports, governance of programs and projects, architecture and the products and services of operational functional management.

Wherever they are, within the unit or outside of the unit, they always represent the interest of their unit on the subject of information provisioning and IT. The functional manager of a unit reports to their line (business) unit manager, whilst also reporting (functionally) to the CIO. Within the unit, the functional manager has to balance the needs of local interest within

the unit, and also the corporate interest of the unit, just as the CIO does for the company. Functional management handles all strategic/tactical information issues within the company.

Functional manager corporate interest

A company consists of different units that, together, make the company successful. If there was no synergy (higher quality, lower costs because of scale advantage) between the units, why would they stay together and why would there be board meetings at all? But, of course, synergy does exist between the units, usually to a great extent. The responsibility of the functional manager (corporate interest) is to make sure that information provisioning and IT contribute optimally to the corporate interest of the company. They have to analyze the possibilities, suggest improvements and initiate and manage change. The functional manager (corporate interest) has the same responsibility, the same authorizations and the same activities as the functional manager of a unit, except that their unit is the corporate interest. The functional manager (corporate interest) reports to the CIO and must be able to escalate to, and discuss or even argue with, the COO or the CEO. Often, when a corporate interest is defined, companies formalize the corporate interest, for instance within a staff unit, such as Human Resources or Finance. If that happens, the corporate interest transforms into a specific local unit interest.

In most companies, corporate interest is not formalized and/or institutionalized. Usually IT supply fosters the corporate interest. Local business interest is usually organized in business units, whilst local IT is not often found. This leads to the following situation (see table 1):

	Business	IT
Local	X	-
Corporate	-	X

Table 1 Business – IT or local - corporate

A serious discussion between local interest and corporate interest (horizontal focus) is often interpreted as a business–IT discussion (vertical focus), and one which is usually won by business. But in reality, local interest wins the discussion, and after several years like this, the company will find that it has missed many opportunities for synergy. This conflict results in increased complexity, with poor time to market, lack of agility, lack of stability, and high cost level as a consequence. Without formalization of corporate business interest, including a functional manager (corporate interest), the problems will continue to increase, and solutions will not be effective.

Chief Information Officer (CIO)

The responsibility of the CIO is to ensure that information provisioning and IT contribute optimally to the success of the company. If information (technology) is a critical success factor for the success of the company, then the CIO must be a member of the board. On the board, the CIO is responsible for the critical success factor information (technology), and this gives them the right to act and the right to speak. This gives the CIO a strong mandate and a very important responsibility on the board. Thus, the CIO has their own (virtual) management team consisting of the different functional managers and the manager of the IT main contractor. In their management team, all local demand interests are present, together with the corporate interest demand manager, and the supply. The CIO has only to make sure that everyone represents their interest well and to manage the balance:

1. between the different local demand interests, if the different units have a conflict of interest

2. between local interest demand and corporate interest demand, if one or more units have a conflict of interest with corporate interest
3. between demand and supply, if demand requires the impossible or supply delivers poor value

If there is a conflict of interest, the CIO ensures that everyone gets the chance to present their vision and arguments, and that all relevant information is presented in the discussion. If this happens, the CIO can and must take the decision.

Business unit management team

The management team of a (business) unit is responsible for optimal success of the unit, in order to contribute optimally to the success of the company. Their main focus is business success, and towards this end, the functional manager handles information provisioning and IT. However, since IT has to support business goals, the management team has to ensure that their unit contributes optimally to information provisioning projects and programs. If information (technology) is a critical success factor for the business unit, the functional manager must be part of the management team.

The Chief Executive Officer (CEO) and the board

The CEO is responsible for the success of the company. The board should be the team that makes the company successful, by shaping the co-operation between the different business and staff units. However, often the board is a meeting of self-interested parties. In this situation, the CEO has to manage the balance between the different local interests and the corporate interest. In the same way that the CIO manages information provisioning and IT, the CEO must manage the business issues. This makes the CEO the ideal escalation point for CIO decisions. After all, there are two ways to convince someone: convince them or convince their manager. If one of the (local and corporate interest) functional managers or the main contractor really objects to a CIO decision, they can escalate the issue to the board. After a firm discussion, the CEO can order the CIO to change their decision. Information issues are always subordinate to business issues. With the possibility of escalation, everyone will remain reasonable: functional managers and the main contractor will only escalate if there is a severe business issue at stake, and the CIO will weigh all of the business issues before taking a decision.

A SUCCESSFUL TEAM

Solid agreements

A team cannot function well without solid agreements concerning the way in which the players act and co-operate. For instance, a soccer team might agree that each player has to participate in at least two training sessions each week, that the players do not drink or smoke before the match, and that players are always on time. In the co-operation between business and IT, it might be agreed that one specific relation administration is used within the company, that open and meaningful discussions are cherished, and that the type of platforms to be used are specified. In general, we need a common and shared dictionary to ensure that we all speak the same language. We need a common and shared set of maps to ensure that we have a common view of the world that we work in. We need a common and shared legislation to ensure that we can trust each other. And we need a common and shared development plan to ensure that we all go in the same direction. Within IT, the dictionary, map, legislation and development plan are, together, what is known as architecture. Architecture is the complete set of all the agreements of the team. In soccer terms, it is the

combination of global tactics, solid agreements and local tactics. It contains agreements on subjects such as organization, culture, staff plans, location specific agreements, processes, products and services, finance, applications, data and infrastructure. In other words, it is everything that is required to make the team more successful. Without solid agreements a team lacks a solid basis for co-operation.

Local tactics

In a soccer team, coach and players also make small, local agreements in order to shape the specific, local co-operation. For example: "if the left wing defender has the ball, then the midfielder should take position over there and the left wing striker should take position there"; "this is the way we switch positions"; "this is the way we organize our corner defense". In a company, we also have to shape and specify the local co-operation. For example: We need to define and organize the deliberation structure (goal of the meeting, fitness for purpose, agenda and participants), processes, procedures, manuals and escalation procedures. Local tactics are the fulfillment of the detailed and local co-operation between local groups of players in the team.

Training

Ambitious soccer teams wisely spend more time on training than on matches. In training exercises, players rehearse technical actions over and over again, until they achieve the desired skills that they can utilize in the match. Co-operation within soccer teams is based on general concepts, continuous benchmarking of other/better teams, and is worked out in training exercises, where players rehearse and develop co-operation in specific situations, like scoring free kicks and one-two passes.
Where useful and possible, everything is tested in practice matches.
Professional soccer teams observe their opponents in order to be as well prepared as possible, by knowing as much as possible about what to expect. In team meetings, the coach discusses the co-operation with the players; he adapts the composition and the line-up to the anticipated dynamics.

Within companies we should do the same. It is useful to train specific skills, in addition to normal production activities. The productivity of co-operation within companies would be much higher if we managed to ensure that employees made most of their mistakes in training exercises, rather than in real business situations. We can use concepts like models, to ensure that everyone speaks the same language. We should try to recognize relevant trends, and we can benchmark our results with competitors. Increasingly, we should exercise the co-operation in dry-runs and simulations. We test applications, so why not test processes and complex co-operation such as co-creation and meetings? We have to ensure that we prepare ourselves optimally, by observing forthcoming "opponents", in order to find out what to expect, to define what would be the best composition and to identify which players would be the most appropriate. We can prepare ourselves in team meetings only if we know what kind of dynamics to expect. And we should not forget that complex co-operation is a team sport like soccer, and that we act accordingly. Training enables the team to apply trial and error, to try and sometimes to fail, without severe consequences.

Playing the match

There are a lot of matches in a soccer season. In each match, players try to ensure that the result of the match contributes optimally to the team's (season) objective. In the match, players have the freedom to fill in their role within the agreed concept, using the agreed local tactics and the exercised skills. They do not have the time to consult their coach or other players in the middle of the action, and there is very little time for much organizational

consulting with other players. Thus, it is very important that the players know and adopt both the global and local tactics, because this will increase their chances of success. On the other hand, players need to be confident, independent, trustful and have enough authority to take the right decisions themselves. Where appropriate, the coach initiates (small) changes and substitutes players. At no time is the short term focus (winning the match, scoring/preventing a goal) more important than the season objective.

A company's year consists of many working days. Each day, the players in the team try to ensure that today's result contributes optimally to the objectives of the team. If the environment of the co-operation is very complex and very dynamical, as in IT, it is very important that there is a firm and clear architecture that gives the participants in the co-operation enough clarity to know what to do and what to expect from fellow players. On the other hand, players need to be confident, independent, trustful, and have enough authority to take the right decisions themselves. Where appropriate, the team must be able to initiate (small) changes and substitute players.

At no point is the short term focus (incident management, KPI's, foot stamping managers) more important than the season objective. We do not want to win the battle and lose the war, but it is acceptable to lose the battle and win the war. Playing the match enables the team to ensure that day-to-day activities contribute optimally to the overall objective.

Evaluation

After a soccer match, the players meet each other at the bar, where they look back at the match. In a real team, they do not look back in order to blame someone or to honor the hero (well, okay, maybe a little, to work on confidence). The main reason for looking back is actually to look forward. The two most important question areas are:

1. What went wrong? How can we ensure that that negative aspects are not going to be repeated?
2. What went very well? How can we ensure that the positive aspects are going to be repeated?

Figure 3 Positive evaluation is the basis of improvement

Answering these questions will address any lack of skills and will therefore lead to a plan to improve these skills. Sometimes these questions will lead to misunderstandings in the team, mostly because of different interpretations of the agreements, environment, plans, and ideas of fellow players. It is very important that a team takes these 'I thought that you thought that I thought …' discussions very seriously, and that these discussions are maintained in a positive, ambitious atmosphere. Such discussions will lead to improvement, whilst inspiring innovation. Within companies, we can use models such as Deming, Lean Manufacturing and Six Sigma to shape these discussions, but we must not forget that attitude is the main critical success factor. Evaluation helps the team to transform their experiences into improvement and innovation in order to meet the objectives.

A proper selection

The more ambition that a soccer team has, the more time it spends on 'recruiting' the right players, in order to assemble the best possible team. In complex co-operation the individual quality of the team members determines the (maximum) end result. Of course, the co-operation is decisive. But without excellent players, it will not work out. Soccer teams are very much aware of this, much more than are companies. Every player must have specific added value that makes him ultimately eligible for his task and for the co-operation. In companies, in complex co-operation, we should do the same. Only the best is good enough. Optimal contribution of information provisioning and IT to the success of the company is a very critical success factor for the company, and is very complex in a very dynamic environment. This places high demands on the players in the team.

On the other hand, if someone is not good enough, the team cannot afford not to act. In a soccer team, the player who is not good enough is usually the first to know that he is not capable, and he develops a strong desire not to be involved in the play, especially not if it is important or crucial. It is better for the team and for the player if we give him another position or place him in a lower league team. In other kinds of complex co-operation it is much the same, provided that we know what someone's contribution is to the success of the team.

In a team it is very important that each player possesses added value and that the different added values complement each other and are (therefore) in balance.

Facilities

In a professional soccer team equipment is not an issue. Only the very best is good enough. Success can be frustrated by many things, all of them very different to manage; so the team will not allow things that are easy to manage to cause even the slightest problem. A professional soccer team ensures that the players have the best shoes, the best training facilities, the best medical facilities, etc.
In companies, it should be the same. Since effective IT is crucial for the success of the company, the company must ensure that the demand–supply co-operation receives splendid tools, and the best equipment, facilities and support. A team cannot afford to give its time or attention to equipment or facilities that may damage the end result.

Team building

Team building could very well be the one thing that companies do better than professional soccer teams. However, within companies, team building is focused on local teams, such as a particular demand team, or a part of the supply team. To make the demand–supply co-operation successful, the demand–supply team must be successful, and therefore team building must focus on the demand–supply team. Since the demand–supply team is a critical

success factor of the success of the company, the company itself (CEO, CIO) must ensure that the demand–supply team is an ambitious, competent and strong team.

CONCLUSION

Complex co-operation cannot be organized in a process or chainoriented way. Complex co-operation is a team sport and requires a different organization from that of processes or chains. Ensuring company effective IT, requires a tremendous team effort from the demand–supply co-operation. Thus the company must organize demand–supply in a similar way to that of a team sport; to ensure that supply delivers on demand; and to ensure that demand "demands on demand". To make sure that business can focus on business success, supported by a superb demand–supply co-operation.

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- The graphics in figure 1.1 and 1.4 are made by Dick Heins, Oosterhout, the Netherlands.

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