

# The Business of Uncertainty

A moment of Crisis and  
Opportunity

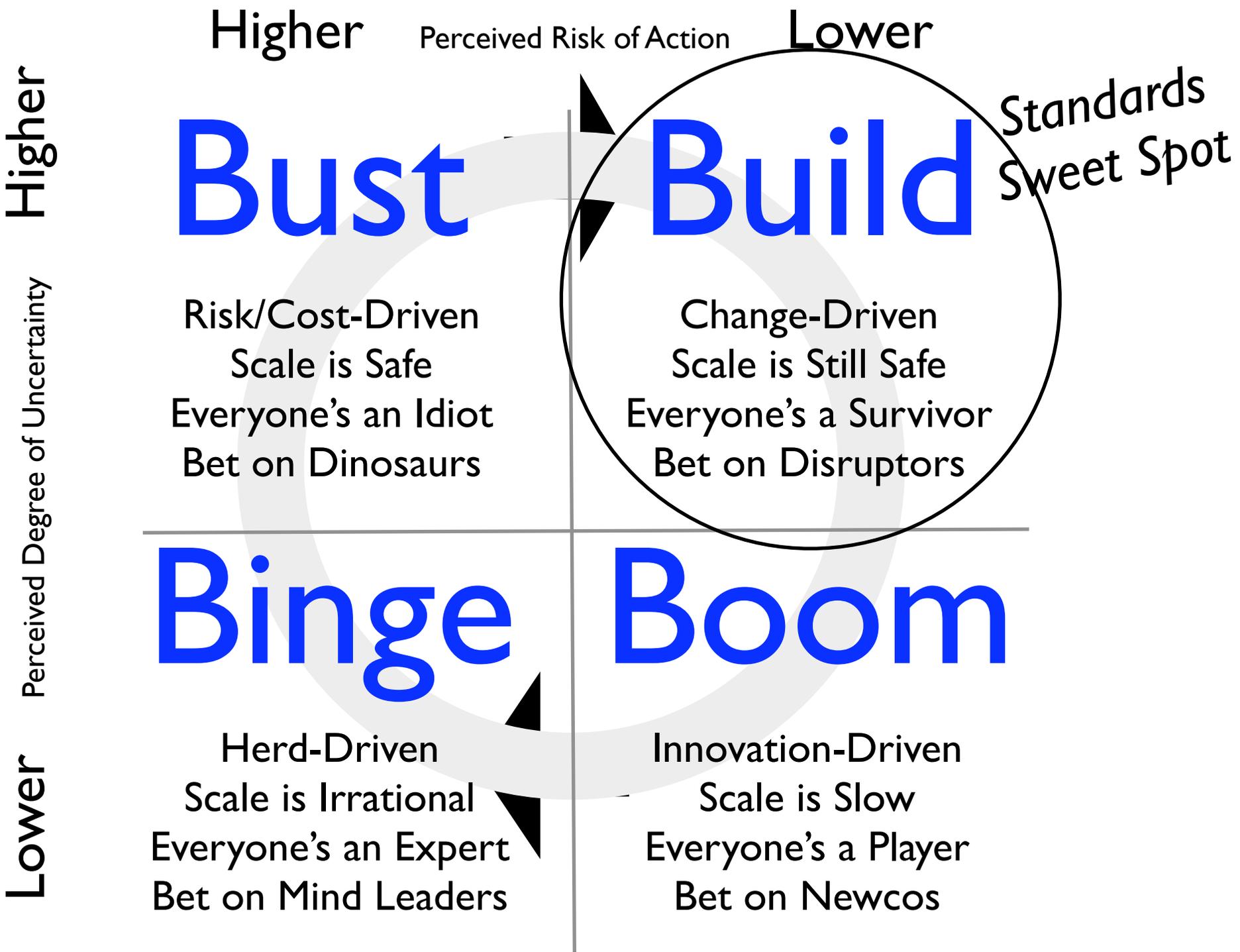
It's about Liquidity

How to build for the Future

# **A moment of crisis and opportunity**



*“We are not in the middle  
but at the beginning of a transition  
with the high probability  
of a long period of dramatic changes.”*



**“The greatest perceived value of standards will result from a context of prolonged uncertainty.”**

Not all systems are uncertain.

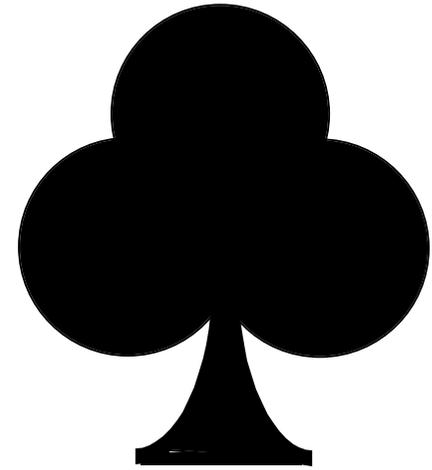
There are many cases where an outcome can be predicted with high certainty

Call these closed systems

However, open systems, are inherently uncertain.

It is a world of change in which we live, and a world of uncertainty.

Frank Knight 1921



# What would happen if your opponent drew the cards you had?

You would have several choices:

- 1) Confront him as a cheat
- 2) Lose trust in the deck itself
- 3) Question your own judgment (did I really have four aces?)

# Fewer and fewer systems will be closed

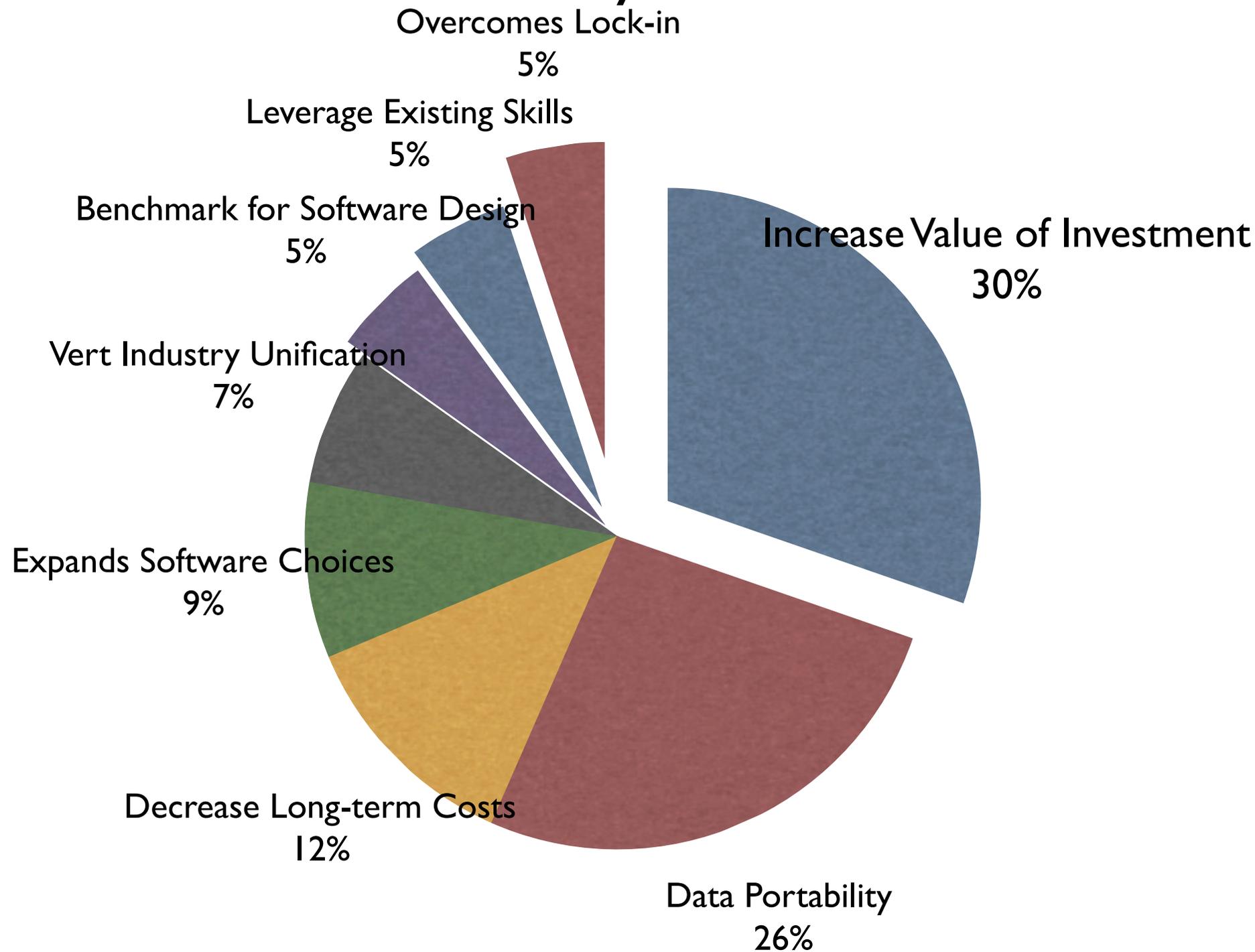
The reason for the increase in  
open systems and standards  
stems from

*technology entanglement*

the increasing capacity of  
networking technologies to  
integrate otherwise disparate  
and separate systems.

**It's about *Liquidity***

# Greatest benefit offered by software standards



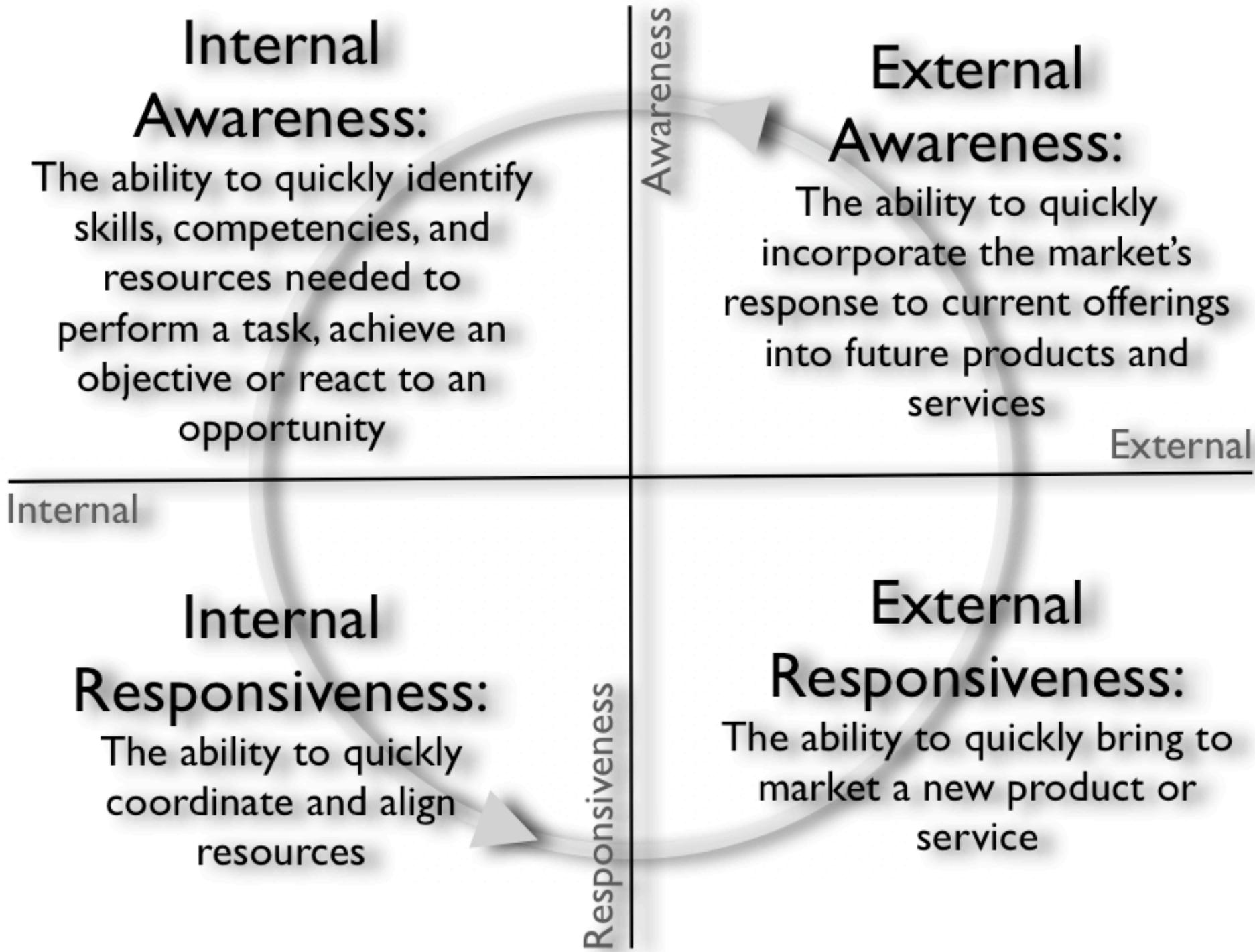
Compliance with standards in software development is not simply a strategic direction, but a business imperative.

# Standards = Liquidity

## *The Climate*

Economic constraint and risk aversion  
Mandate to integrate systems  
Increasing business uncertainty

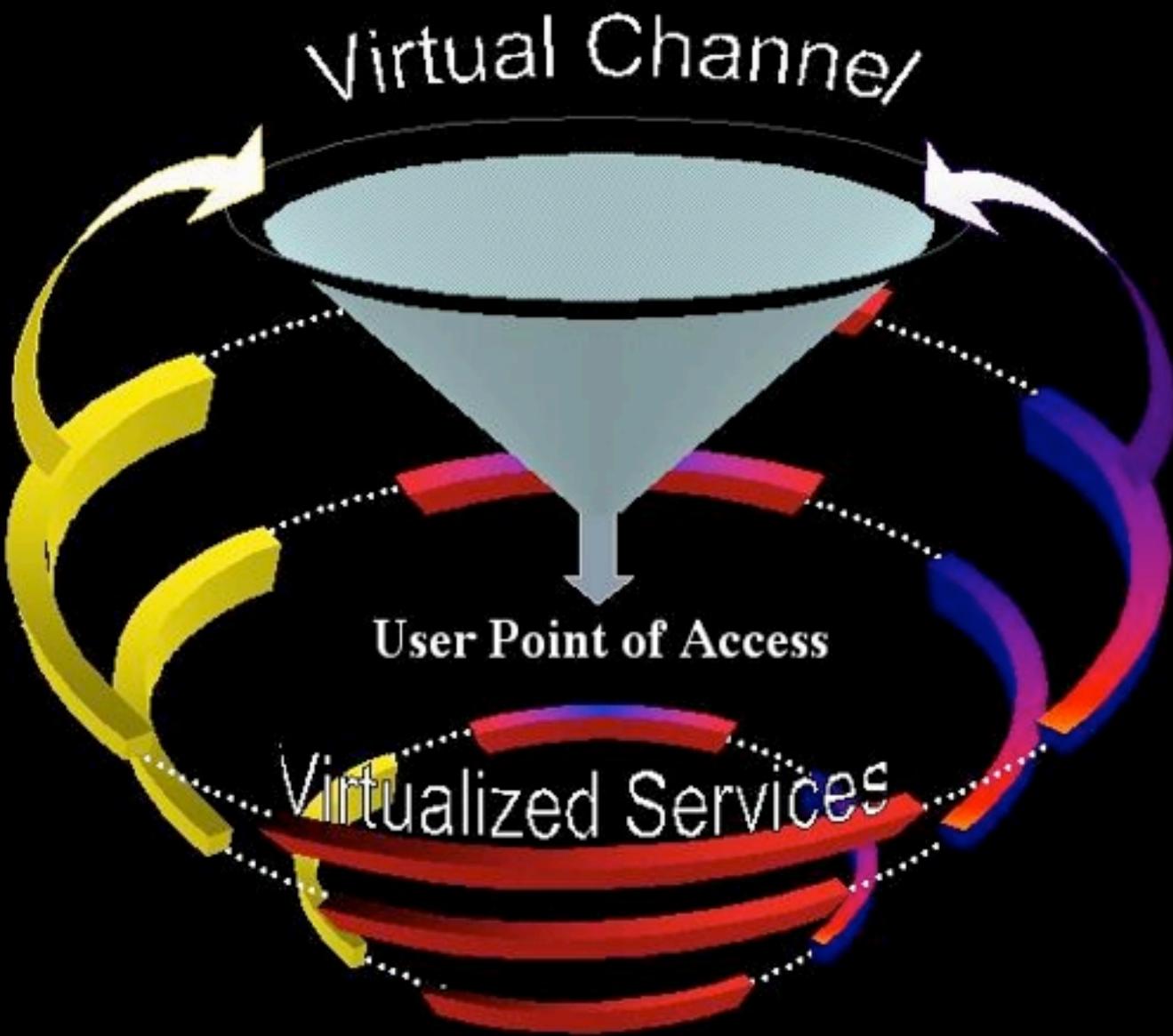
Standards create liquidity: the ability to leverage IT investment in unforeseen ways.

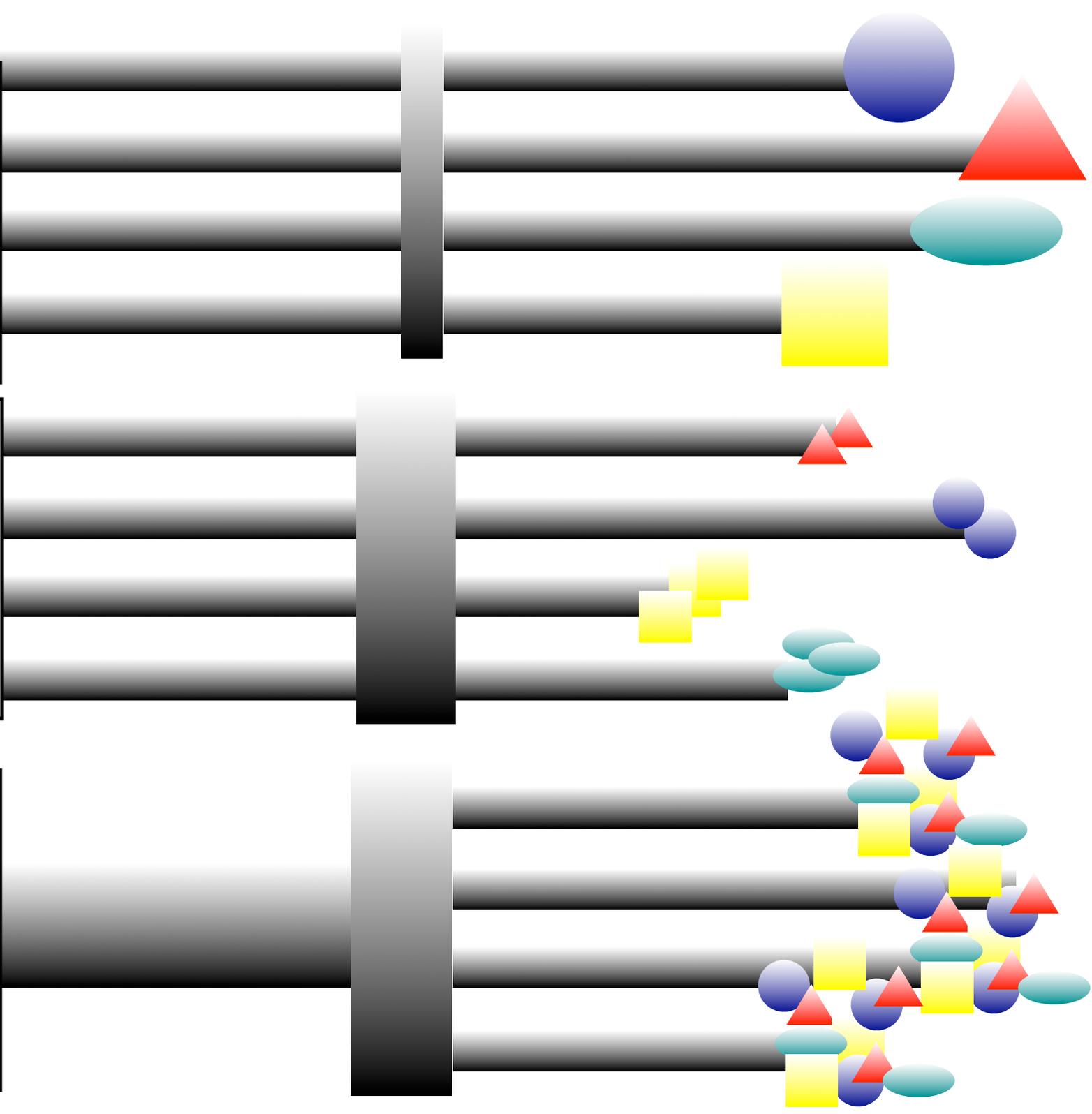
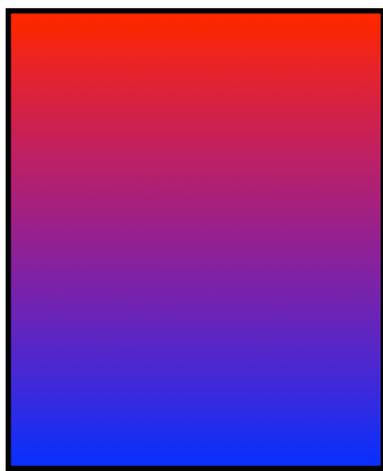
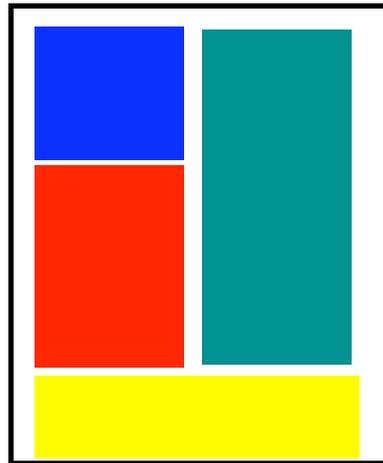
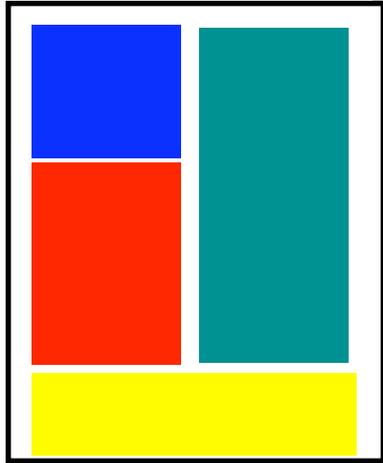


# **Building the Future**

# What are the Biggest Obstacles to Process Outsourcing for Enterprise On-Demand?







**Don't try to build structures  
that will anticipate the future.**

**Build structures that will withstand it.**

[tk@delphigroup.com](mailto:tk@delphigroup.com)