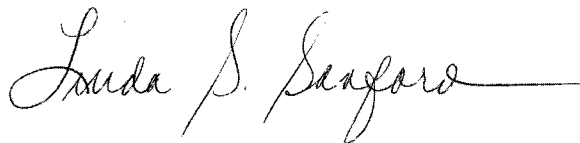# Message from the General Manager, Global Industries

For many years, customers have challenged IBM to deliver solutions for their key business problems that exploit new technologies and allow them to gain competitive advantage and address new market opportunities. Until now, we have largely conceived of and developed solutions based on singular market opportunities or customer requirements. As the solutions business has grown more competitive, we must fully exploit the strong portfolio of industry knowledge, technology patterns, and development processes we have developed over the last few years. We must share these assets across industries and across the development community to maximize both our development efficiency and the value we provide to all customers. Not only does this allow IBM to be as effective as possible in solving industry-specific problems, it also allows us to address the growing need for solutions that cut across industry boundaries.

Sharing our existing assets across industries and the development community, and planning for the reuse of new assets, will allow us to move to an asset-based solutions business. The Enterprise Solutions Structure (ESS) is a critical element of this initiative. ESS is an organized set of architecture and design assets (standard descriptions of architecture, technology patterns, business patterns, and development techniques), which is being used by IBM's Global Industries and Global Services organizations to increase the capabilities of our solutions and improve customer value, while decreasing development and delivery costs and the time required to bring solutions to the marketplace.

This issue of the *IBM Systems Journal* contains papers on various aspects of ESS, from business architectures to reusable technical solution architectures.

Linda S. Sanford