In an interview with a human resources manager appointed in a section of an organisation responsible for information management affecting the broad enterprise, the plan, build and run model of business and information management (IM) was explained once again. Roles of different people concerned with implementation of this model were explained as follows:

- Business consultants representing business units are concerned with business plans. A business plan in the format of a business case with a business requirements statement and budget is compiled. Communication of risks, advantages, execution phases and planned actions between business and IT representatives is a very important step in the business and IT integration divide. Only then is a business plan usually registered as a project.

- The build phase normally involves a team consisting of various stakeholders defined by diverse roles. Roles vary and include IT and IM defined, engineering, technical, financial, administrative, quality control, and managerial. It is here where non-technical, human factors affect cooperation and coordination.

- Some of the challenges identified are:

    o Demand management by IT and IM sections.
      Supply according to business needs or what is deserved and not what is demanded.

    o Optimization, standardization and saving on equipment and services.

    o Communicating the "bigger picture" of the business. Keeping a balance between quality of work and expenditure.

    o Keeping track of projects and keeping projects on track.

- Local and global business management and IT processes poses its own unique challenges.

- A locally accepted and running IT system is not accepted at another global organisation. Culture differences, systems interfaces and language barriers are some of the global issues to deal with.

- Globalisation, business security and handling of intellectual property are not always understood throughout an enterprise.

Human factors identified as important to manage in the business and IM integration process are:

- Keeping contact
  People concerned about the business of an enterprise and people concerned about the IT and IM of an enterprise should have means of good interaction in place.

- Communication
  Means of good communication should not only be good on horizontal, management level but also vertical up and down – from management to worker and worker to management. Management should use a common language to share information about business strategies and concerns. Stakeholders need good listening skills and have to understand business strategies.

- Ownership
  Management and leaders of business units should take ownership of the unit's projects - business strategy and projects, the credibility and value of a project, the IM of the projects and tracking the project. IM is not the responsibility of IT people – business units should accept responsibility for business and IM.

- Skills
  IM people should have innovation skills.

- Patience and perseverance
  The business and IM integration process is long-term.

IT and IM is not considered of strategic value or a strategic asset of the company. It is however seen as a 'nerve', keeping the company 'going'. IM is a support system.