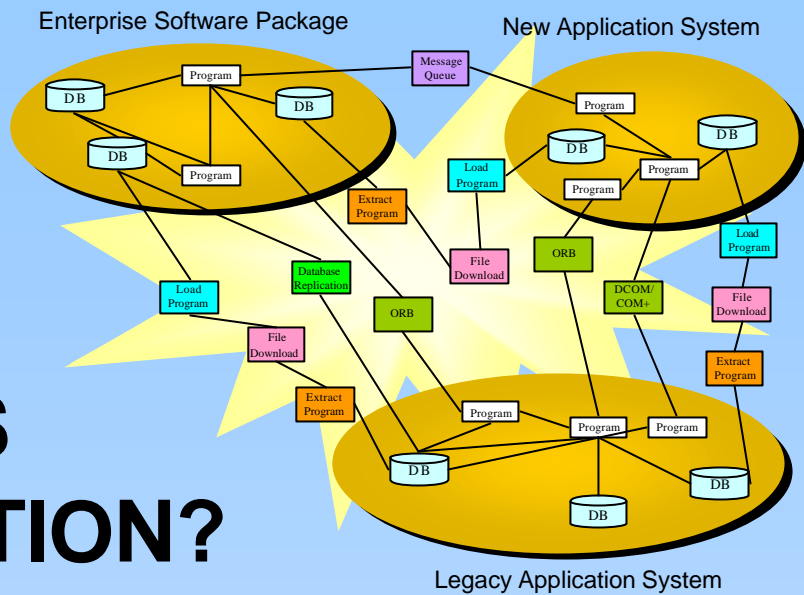
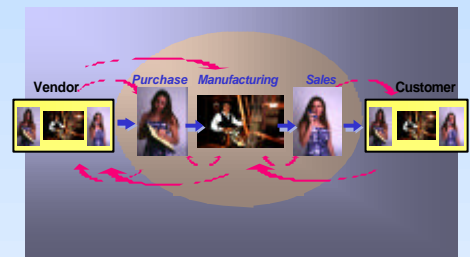
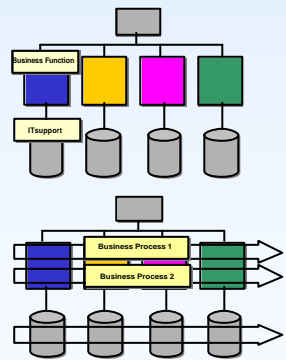
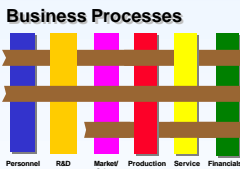
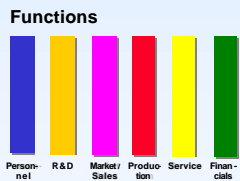


WHY PROCESS INTEGRATION?



The IT systems of many organizations consist of a complex mix of legacy application systems, enterprise software packages, and new applications. This fragmented environment means that the systems typically work as isolated islands and do not communicate effectively with each other. But today's organizations need communicating and integrated IT systems to provide for customer orientation, flexibility, and change.

THE STOVEPIPE PROBLEM. Organizations and their IT-support have traditionally been structured around business functions, such as production, marketing, and sales. This has resulted in a "stovepipe like" structure with barriers between the different functions, producing problems like long lead times and expensive communication across functions. As a response to these problems, organizations have turned to a process perspective. This means taking the customer as the starting point and structuring the organization's activities into chains that create value for customers: business processes. This process orientation requires that the supporting IT systems be integrated and aligned to the business processes.



INTER-ORGANIZATIONAL COOPERATION. The growth of Internet has enabled an increased inter-organizational cooperation, exemplified by virtual enterprises, electronic commerce, and extended supply chains. Through cooperation, networks of companies become capable of providing products and services that no single company could provide itself. In order to make the cooperation effective, it is necessary to connect the activities and processes of the participating companies.

PROCESS BROKER

THE TELECOM CASE. The Telecom case is a real world case in the Process Broker project, where a European Telecom company is going to introduce a new service. The case is an example where an IT-organization needs to integrate many disparate systems and applications to meet the demands of the market, systems that belong to different business units. The new service requires a complex interaction between administrative systems as well as technical systems.

