

## Reviewer's Comment:

### Page 3

- ✓ **The first line in each paragraph should be indented 1 TAB.**
- ✓ **FOR THE THIRD TIME** I am at the bottom of page 5 before the author defines B2B integration and I have already drawn attention to it twice. **This DEFINITION belongs in the ABSTRACT immediately following B2B integration in Line 19.**
- B2B integration was defined as the integration of applications, programs, or systems extending the walls of an organisation and it **include** heterogeneous infrastructures, data, application software, and business processes integration between two or more businesses.

It includes, not include. I also want to know what you mean by integration and that should also be in your Abstract. Are you talking about platforms that can be readily integrated, software that talks to other software, and if this going to be used to interact with other organizations, then refer to as you find it in the literature, as an effort to expand and enhance the effectiveness of interorganizational relationships? Then, in your Abstract, at least give me a least a taste of how this will occur. Just an example will keep me reading. Again, don't write at such a high level of abstraction. Apply what you have done because it sounds as if it could be exciting, but only if I clearly understand why I should continue reading and I have already told you this twice.

**Line 19:** growth and modification of software technology? Upgrades to software technology? It is the little things that detract the reader because every misplaced comma or misuse of a colon or semi-colon changes meaning and I don't think you want to do that. Are you talking about software technology or software and other technology?

**Line 20:** it is not a rapid area, it is a rapidly changing arena.

**Line 22:** its is possessive case and it's means it is and I called your attention to this on my earlier reviews of your article. I also called your attention to the need for proper use of punctuation because punctuation determines the meaning of your assertions.

**Line 23:** Read the following assertion: Again you ignored my recommendation. Take a look at my previous comments from **Page 4, Lines 9-11**.

- To define it integration in the computer industry, is a general term for the software that mediates or joins together two or more separate and usually already existing programs, applications, or systems.

**First,** why is there no comma following the term it?

### Page 3 continued

**Second,** what is it? You need a referent here. If you are defining B2B here then that definition should be moved to the end of your assertion in **line 19**, not two assertions later absent the referent I need to understand to what you refer.

**Third,** why do you have a comma following the term industry?

**Fourth,** to what kind of software are you referring here? To what programs, applications, and systems are you referring here or does it matter? Whatever it is, it would be helpful to know.

**Lines 25-27:** Integration tools and applications **involve** not involves.

**Line 26:** interoperate? Meaning? Different systems? What kinds of systems? Are you looking at sophisticated mathematical systems, theoretical systems or something else?

#### Page 4

**Line 6:** Read this: sufficient on basis of – you need a professional editor. I have now asked you three times not to begin sentences with conjunctions. That is, plainly and simply, bad grammar. It should read sufficient on **the** basis of service **and** product needs.

**Line 7:** who are stakeholders and what are the quality attributes.

**Line 8:** do not use personal pronouns in formal writing. This should read the authors – and you're not just taking a look at, you are or you should be offering an in-depth analysis of the art of integrating software architecture and its effects on the delivery of services. I have no idea what you mean by patterns.

**Lines 20-22:** modern economies are increasingly digital which means that any competitive advantage can affect the bottom line, profitability. That makes more sense than beyond the enterprise boundary.

**In line 22,** there should be a comma after the term suppliers. Here is what I said in my second review. The landscape is changed and changing. **Please rephrase this.** Why not say the rapidly changing business landscape affects the way organizations conduct business among its external partners and those internal to his organization. Or something like that. Now I say it again slightly different. The business landscape is rapidly changing, affecting much more than the way in which businesses interact with their staff on an internal basis. They must also be attuned to the effect on interorganizational relationships.

#### Page 4 continued

**Lines 25-27: at the end of line 25,** automation has led to the need for increasing levels of adaptability by those whose partnerships extend far beyond the boundaries of intra-organizational relationships. Or something like that. You're over using the term thus. I see it three times **in these few lines at the bottom of Page 4.** It adds nothing to your assertions.

**Lines 28-29** winds up this paragraph very nicely but when I turn to **Page 5, and I look at lines 1-2,** I'm asking where in the world this come from. On my first reviews of this paper I pointed out what proper paragraph construction looks like. I saw nothing about value networks anywhere in your previous paragraph.

#### Page 5

**Lines 1-2:** don't you mean you're going to offer an analytical description because what you have said here is that you are going to offer me a summary. The bottom line for businesses is profitability so this value network is going to offer an analytical description of the availability of because I thought you were focusing on software and suddenly you shift your focus to describing social resources. You need to be clearer.

**Lines 5-8:** these deliverables account for? This and several other business principles drive firms to integration. What is this and what or who are these several other business principles? What is an out of box transaction and why is the term out capitalized? Why is the term information capitalized? These are not proper nouns. You continue capitalizing terms that are not proper nouns, e.g., out. You indicate customer needs are another critical reason, not drive and I would think that would be ranked as the first priority.

**Lines 9-12:** First 24 hour availability of what? Technical services? If so, say so. Here is my comment on my **second review** of this article on your statement on the out of box transaction:

- **What is an out of the box transaction**, why is information capitalized, what do you mean by notifications and what are these many more customer satisfaction needs B2B integration is the integration of applications programs, or systems beyond the walls of an organization thus expanding (not extending) the organization in terms of size, service, processes, value, and relations. This is a run-on sentence. Shorten it. Are you referring to customer relations? What do you mean by value? To what processes are you referring? These are all variables that can should be considered and I am already wondering why you have not stated the relationships among and/or between some of these variables because that would enable me to make much more sense of what you are doing.

**Lines 9-12 continued: Third review:** again, what is an out of box transaction? Many more satisfaction needs B2B integration is . . . . This is a run-on sentence which is unclear. Please rephrase and clarify because this is the crux of your thesis. This definition of B2B integration, for the third time, needs to be introduced in your Abstract. Then in your Introduction hit it again because this is critical to the article. Just cut and paste lines 12-20 so that the reader can see how and why this is important.

### Page 5 continued

**Line 22-24:** you need to stop capitalizing words that are not proper nouns and these are all in one sentence, e.g.,

1. an
2. architectural
3. description,
4. identification,
5. selection,
6. again architectural,
7. any, and
8. architectural.

**Line 23:** Third time through, what is a stakeholder? Stockholder? Customer? Internal staff? Other?

**Line 26:** again there is no such thing as a one sentence paragraph. I reminded you of proper paragraph construction on my first review and in my second review, now for the third time, there is no such thing as a one sentence paragraph.

**Lines 23-24:** identification of stakeholders? First come the first term following a colon is not capitalized. Second, you still have not defined the concept. Who are these stakeholders? Why are you capitalizing words within sentences?

**Line 25:** your sentence beginning with any known inconsistencies is not a sentence and the term architectural should not be capitalized.

**Line 26:** there is no such thing as a one sentence paragraph and there is that term thus again. Why don't you say something to the fact that these are items in any effort to implement . . . . .

### Page 6

**Line 16:** Sharing information between systems was difficult in the past BECAUSE the development of many legacy systems, i.e., at least define the term.

**Line 20:** you have a tendency to forget to space between the end of a sentence and your citation and even with and your citations. I will not comment on this again, but you need to fix this.

### Page 7

**Lines 1-8** are redundant. You already defined B2B, why do this again? If you want to drive a particular point home to the reader then do so, but do not repeat what you have already said. Why not the following or something like it:

- The application of B2B as a critical integration function offers organization the capability to handle information between and among organizations so that the processes that make the organization effective become seamless. This in turn will lead to an increase in the profitability of any organization that applies this twenty-first century technology. This is the reason moving forward must be a top priority for any business interested in remaining competitive, *i.e.*, they must be able to link diverse data across all ongoing relationships.

**Lines 7-8** belong in the section where you introduce the advantages of B2B integration and it should read, this article rather than this report. FYI: reports are submitted to funding sources. Articles are published in journals.

**Line 10.** this is the third time I have said don't use etc. It has no meaning. I would strongly recommend that each time you introduce a concept at that time you define it and then offer your analysis of it. Do not wait until a page or more later to do so because when you do you lose continuity.

**Line 11:** produce data? Please define what you mean here. This paragraph should be coupled with that which defines B2B integration.

**Lines 16 – 20:** Business partners [or organizations] that use B2B integration become readily able to immediately recognize the flexibility of the integration solution because they have been able to merge their data with the platform and there you lost me again. What component explain application and how it is different from process, and why is B2B integration included here almost as an afterthought rather than as key to everything that follows.

**Line 22:** Platform integration offers the solution or a solution? Is yours the only integration software available? If so, I would like to see that in your Abstract because it can serve as a critical selling point.

**Lines 25-27:** this looks as if it is the downside of B2B integration. If not, then you had better explain it more thoroughly than you have here. I also don't know what you mean by just as the first integration.

**Lines 29-31:** You already told me in the topic sentence that your discussion in this paragraph will be on data integration so your second assertion **beginning at the end of line 29** should read: This includes integration of platforms requiring information on database schemas that underlie the data and this must be an inside comment because I have no idea what you mean by schemas that underlie the data.

## Page 8

**Line 1:** First, **for the second time**, SQL and API: I don't care how many of the readers of this article will know what those acronyms mean, you **never** present an acronym without first telling the reader what it means and then in parentheses how it will appear in subsequent references [*e.g.*, hereafter referred to as SQL]. **Second**, when you note that in many cases data integration is possible, this looks like another downside of B2B because you are telling the reader that it may not work for his/her organization. Either rephrase so it is not a downside or explain how it can be overcome.

**Line 7:** what if I am the person who says yes or no to the purchase of B2B. My first question here is going to be what is fault security?

**Lines 11 – 12.** Again – use punctuation. It determines meaning. Read this: changing the integration solution such as easy and fast addition of new applications. What about ..... changing the integration solution to include user friendly and the ability to quickly add or perhaps merge new applications? Then I ask myself what does new application mean? Are you referring to new business partners software?

**Lines 16-18** should read [scratch The] Figure 2.1 describes the application integration process and illustrates the flexibility of the integration topology. You have me here. Topology means what?

**Line 19:** this should read in applying, not employing and in Line 20, this should read in what had been incompatible systems... I have no idea what you mean by and distributed systems.

**Line 22:** there should be a space between & and Purdin. Instead of today, why not as organizations move forward in the 21<sup>st</sup> Century, every organization must...

**Line 24:** a unified set of functionality? That needs to be rephrased because as it stands it makes no sense. Unified set of what? I call your attention to this twice before.

**Lines 25-27:** this process involves more than integrating the applications; it also requires a consideration of the criteria that will be used to develop the best approach for integrating both within the organization and with regard to enter organizational relationships. Or something like that.

**Line 31:** existing legacy applications is redundant if they are currently existing they are no doubt legacy applications. When I just say something to the effect that organizations may want to continue using extant software while they had to or migrate to a new set of options designed to increase the effectiveness. Or something like that.

## **Page 9**

**Line 1:** I don't think you mean to exploit e-commerce, do you? The term means to abuse. If you intend to continue using that term then also include, *i.e.*,...

## **Page 9 continued**

**Lines 2-4:** this should be introduced earlier, probably in your Abstract where you could at least identify some of the obstacles to adopting B2B integration software and the one thing you have never done is to define what those letters stand for what is B2B? Is it an acronym for something because if it is, you should tell the reader what it is.

**Lines 3-4:** organizations must be able to reuse the resources that already exist while adding new applications and the data must also be devised. What does that mean? Earlier in this article you told me that B2B was user friendly. Now you seem to be back peddling.

**Line 8:** process integration uses a graphical modeling interface above an integration server which connects all of the applications. Do you have some aversion to spacing in your citations? Just about every one of them is improperly presented.

**Lines 10-12:** your assertion beginning with therefore it provides makes no sense because I don't know what you mean by another level of abstraction and adaptability. Tell me how graphical modeling interface is will be used to connect all of the applications that are currently being used and how extant software can be used in conjunction with B2B integration software because you have told me that's exactly what's going to happen.

**Line 13:** this should read... (See Figure 2.2). That figure is not below. It is on the next page.

## **Page 10**

**Lines 4-5:** B2B integration offers secured coordination of information both internally to the organization and as it is applied to interorganizational relationships.

**Line 5:** just say... Information systems (See Figure 2.3). Because again, it is not below.

## Page 2 continued

**Lines 6-9:** I already know that this B2B software is going to transform the way organizations conduct their business. Here what you need to do is emphasize that through this integration effort, interrelationships will be strengthened and then hit hard on the unified integration that extends beyond the boundaries of the organization.

**Line 12:** B2B integration enables, it is not an enabler.

## Page 11

Read this: again, it is a run-on sentence.

- Both the enterprise application integration and the B2B integration are accomplished by data, application, and process integration and therefore, integration challenges in enterprise application integration and B2B integration have a lot in common and a single, integrated solution can solve them.

I have asked you three times not to present this in bullet point format but rather to use paragraphs but that if you do that you will need logical transitions from one paragraph to the next. I'm not going to do this again.

## Page 15

**Line 3:** handled differently even f in the same industry? Could you offer some illustrations here, *e.g.*, some examples.

**Line 10:** collection and entry of the information in multiple systems...

**Line 15:** I reminded you in my first review never begin a sentence with the word however.

**Lines 11-14:** **are** you presuming that businesses may not want to share information on their data? You need to clarify this.

**Line 16:** Why does scalability pose a high probability of inaccuracy and I still wondering what scalability is?

**Line 18:** when there are a number of business partners depending on the same data, the integration process increases in complexity.

**Lines 16-23.** Your discussion would carry more weight if it were in paragraph format. Any time you use a bullet point, you need to carefully explain what you are doing so why not place it in paragraph format instead.

## Page 15 continued

**Line 24:** it is not very inefficient. It is simply inefficient and when contrasted to more automatic techniques, restricts organizational growth and, by extension, profitability.

**Line 28:** your heading makes no sense. When I just state your heading as follows:

**Partially Automated Interconnections**

## Page 16

**Lines 1-3:** What you need to do is identify what the problem is and then do as you have in **lines 4-7** and that is you resolved that problem.

**Line 4:** partially automated techniques require an increase in investment of software technology. In contrast to manual integration.

**Lines 5-6:** the number of people involved is often reduced. Again, earlier told me that the software would do it all. Then you go on in **line 7** to say this usually reduced costs and my question is when does it not reduce cost?

Before you begin talking about partially and fully automated B2B integration, you need to tell the reader that is exactly what you plan to do because it would appear that fully automated interconnection is the route you hope businesses will take. Then sell that to the reader I think I would recommend that you identify the obstacles and then show the reader how they can be overcome. When you do that instead of beginning with the positive and ending with the negative, you will be more likely to positively reach the reader. Does that make sense?

**Lines 22-24:** what is a praised fully automated B2B integration technique? This last assertion here is redundant. You already said it on the previous page.

**Line 28:** whereas it might present a challenge to incorporate (not hard), in the long run, B2B goal is important. That sentence makes no sense.

#### **Page 17**

**Line 1:** another acronym XML. What is it? Middleware? What is it? Wi-fi technology? Is it available across the board? I'm also not clear as to what you mean by an integration broker. That sounds like stock market talk. I'm not sure why you have to separate these into three separate sections. They seem to be factors that must be interrelated. You are writing as if everything happens and straight-line and it does not. You need to draw together your sources to build some depth to your analysis supporting and selling B2B integration.

A heading titled XML? When my going to learn about this XML in this section of the article? A heading should tell the reader what to expect to read in a particular section.

**Line 14:** transformations, **and** provide application links. You need to learn to be a better editor.

#### **Page 18**

**Line 4:** irrespective is redundant just as reiterate is redundant. The term you need to use here is regardless. I am now beginning to wonder if an integration broker is a person or a piece of software. It looks like the latter.

**Line 7:** to provide their employees and partners. **Employees is not possessive case. It is plural.**

**Lines 10-12:** this is the first time you have introduced hand-held devices and phones. You need to explain this.

**Lines 14-20:** I am now beginning to wonder what you mean by architectures. I had thought you are referring to software platforms but I am no longer certain of that.

#### **Page 18 continued**

**Lines 21-26:** earlier you tell me that people need to make some decisions and now again you are telling me that is going to be fully automated and people will not be necessary. Which is it if it is the distinction

between partial and complete integration and then tell me and tell me as soon as you introduce the concepts.

**Line 26:** discussed in this paper follow. Do not end a section with a colon.

**Page 19**

**Line 2:** this should read See Figure 3.1.

**Line 2:** mines data form one back and application system? Do you mean from?

**Line 7:** to insert the data.

**Line 8:** data transformation occurs after the extraction but prior to being taken to the receiving application. It is not dated transformation on the data. That's redundant.

**Reviewer Details:**

Name:	<b>Anonymous</b>
Department, University & Country	<b>Iowa State University, Ames, USA</b>