

## **Reviewer's Comment:**

**Lines 2-4:** **first**, do not use etc. anywhere in your article. It has no meaning. **Second**, your first assertion should be rephrased: consider the following or something like it:

- For many reasons, including the maximization of profits, efficiency, and expansion, the integration of organizational processes and systems has become imperative.

Even with a rewrite, this is unclear because I don't know what you mean by expansion. Is my business going to be expanded if I adopt B2B? if so, why? What's in it for me?

**Line 5:** before you go any further, you must define what you mean by B2B integration. I did not know what it meant on your first draft and I do not know what it means here. If you cannot catch the reader's attention in the first couple of sentences, that person is not going to complete that article. Do not assume anything.

- The development of a robust integration plan, including its architecture and process mapping are key to the success of any integration effort with regard to the success of a B2B.

**Line 5:** are you talking about software technology are you talking about software and technology. If the former, you should be discussing the evolution of software not its growth, and with regard to technology, to what kind of technology are you referring? Until I know what B2B is, this has no meaning. It is also not a very rapid area. It is a rapidly changing area which requires ongoing software modification, platform integration, and configuration which is designed to provide enhanced integrated solutions to a changing world. Are you telling me that this B2B is going to offer a solution to a changing world? I don't think so. You also need to tell the reader what an integrated solution is. What are you integrating? Is this an integration of software platforms? Of human resource areas with the rank and file? Or something else?

**Lines 8-9:** you need to make better use of punctuation because punctuation determines meaning. This should read Simply put, and from there you lost me. Do you mean it is developing approach to a dynamic ever-changing organization or its approach is developing? Those two phrases do not mean the same thing. Somehow you have got to, in your Abstract, tell the reader exactly what you are talking about and that should begin with the kind of business is you are considering. Are you looking at software development? Are you looking at the development of herbicides in agricultural arena?

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Are you looking at large-scale organizations like Monsanto or Dow Chemical? Are you looking at a law firms? Or are you, as you comment in **line 10** focusing only on the computer industry? Is this a case, the next to them in the first sentence in your Abstract. If not, are you telling the reader that regardless of the type of organization, the recommendations would be the same, similar, or different? Clarity is critical – always!

**Lines 9-11:** read this:

- 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. Because you have inaccurately used punctuation, the assertion is unclear. It looks to me like you are talking about platforms, i.e., whether I can use Microsoft Word and WordPerfect and each program can read the file created by the other.

**Lines 11-14:** integration tools and applications involve (not involves) allowing different systems to interoperate (are you certain this is the term you want to use here because if you are looking at the different platforms for different programs, then that's what you should say.) and communicate with each other within or beyond a business enterprise, thus allowing complete integration of services and data

sources among different applications. That's the first assertion that makes any sense and from there at least some illustration would help and I'm not talking about a picture.

**Lines 14-15:** when I just state current software architecture is sufficient and then you lose me again because I have no idea what you mean on basis of service or product needs. What kinds of service or product needs? I commented on this in my last go around with this article when I said do not begin sentences with conjunctions.

**Lines 15-18:** what is a stakeholder concern and to what are you referring when you talk about quality attributes. Your discussion again is at such a high level of abstraction that it has little to no meaning. If I'm conducting research for my company and I am interested in buying software that has a platform that readily integrates with another piece of software I want to know exactly what I'm buying and for what purpose I can successfully use it. That is my concern as a stakeholder, i.e., a client or is that not what a stakeholder is? I'm also looking for what quality attributes are and when I consider the Art of integration architecture to what patterns are you referring and what kind of an impact would have on the way I conduct my business to say nothing of the degree to which my clients will be satisfied with the services I provide for them and I suspect it would not matter what the product was.

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**Lines 2-5:** The dramatic shift in paradigms over the last 25 years, particularly since the early 1990s has resulted in an economy which is increasingly digital and whose survival is contingent on the dynamic and ever-changing interorganizational relationships that have become the norm.

**Line 5:** the landscape is changed and changing. Please rephrase this. When I just 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.

**Lines 7-9:** there has been an upsurge in the degree to which businesses collaborate using e-commerce which means that the dynamics of relationships with internal and external partners demands adaptability and increasing flexibility. The author's suggesting this will become much less difficult when its systems integrate. You are introducing so many different concepts here, none of which have been defined. What processes are affected what you mean by service delivery, particularly since e-commerce drives everything? How must it change and what is an **entire planning formula** and in what way must it be integrated. Going back to **lines 8-9**, how does the public get involved in this other than to make demands on businesses? We are now being told that within another year Amazon.com will be delivering books I order using drones. Is this something that will be included in your B2B integration strategy?

**Lines 11-12:** you say when systems integrate, processes are affected. Of course they are. I get that or at least I would if I knew to what processes you were referring here and to what service delivery you are referring, particularly with regard to change. I am not trying to be disrespectful but I have read a lot of work over the years and clarity is critical. Any time you introduce a concept tell the reader what it is and why it's important. Then apply it at a concrete level.

**Lines 13-32** presents a run-on paragraph. Shorten it.

**Lines 14-16:** the nodes in a value network represent people, the roles they play and the statuses they hold. This means what? That it has never been more important those of different statuses are willing to work together? Then you shift gears and suddenly you are talking about intangible deliverables and I am presuming by this you mean, e.g., this article that you have written and submitted for review for possible publication? To what intangibles other than knowledge are you referring here? You state knowledge, other intangibles, or financial value and again you lose me.

**Line 17:** how to value network's exhibit interdependence?

**Lines 19-20:** one other critical drive for integration is customer needs and value added (not add) requirements such as (not -like) 24 hour availability. (Not comma)

### **Page 5 continued**

**Lines 20-23:** 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

What do the Bs in B2B integration mean and what does the 2 mean in B2B integration and why isn't this assertion in your Abstract?

**Lines 24-27:** what is a heterogeneous infrastructure? Are you referring to people and diversity or something else, e.g., the interaction between and among different software platforms?

**Line 25:** business processes integration between two or more businesses. I have no idea what that means. By it I presume you mean B2B enhances the exchange of data, it unifies software components. Do you mean it merges them because if so, then say so.

**Line 27:** this should begin with a B2B integration strategy should aim to have an integrated real-time application to application, systems to system interaction with existing partners and new partners. Doesn't this last phrase seem rhetorical? Why would your new partners not be included? I would suspect this B2B system would be one reason to become a new partner.

**Line 29:** what is a manual step in the business process? If everything is done technologically and electronically, are you talking about dramatically decreasing or eliminating the need for face-to-face interactions and the ability of a client to talk to a real person by phone, by Skype, or some other technological program that is available?

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**Line 1:** do NOT use contractions in formal writing. The terms are is it is important not it's important. I'm wondering what the IEEE 1471 means at the **end of line 1** because it appears for no reason. If it is the beginning of the sentence, it makes even less sense because you should **never** present an acronym without first telling the reader what it means.

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**Lines 3-4:** for the first time here you are going to identify stakeholders? This needs to be done as soon as you introduce the concept. Why are the terms architectural, description, identification, selection, and architectural again capitalized. As you as they are not proper nouns.

**Line 5:** your last assertion here is an incomplete sentence.

**Line 6:** there is no such thing as a one sentence paragraph.

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**Lines 3-4:** this should probably read between and among systems. What is a legacy system? The first use of the term legacy to describe computer systems probably occurred in the 1970s so for the first time I am going to presume you're B2B strategy refers to computer technology and I'm on page 7. By the 1980s, the legacy system concept was commonly used to refer to extent computer systems to distinguish them from the design and implementation of new systems. Legacy was often heard during the movement of data from the legacy system to a new database (I still remember when PCs began using windows and others were still using DOS. That kind of in illustration would clarify for the reader what you mean, particularly if that reader is doing research for the first time in your article came up because of some key word you used. That means you don't discourage someone from continuing to read. Clarify so that reader wants to continue reading).

Some use the term legacy system to refer to computer technology that is passé, out of date. Nonetheless, that legacy system may continue to be used simply because it continues to provide provide for the needs of some users within the organization. In addition, the decision to keep an old system may be influenced by economic reasons such as return on investment challenges or vendor lock-in, the inherent challenges of change management, or a variety of other reasons other than functionality. Backward compatibility (such as the ability of newer systems to handle legacy file formats and character encodings) is a goal that software developers often include in their work.

Even if it is no longer used, a legacy system may continue to affect the organization that used it because it played some historical role in the evolution of the organization. I remember when 3.5' x 5" discs were no longer used. Much of my data were stored on those discs and I could no longer find a computer to read them. That's not be being a Luddite; it's me saying I need time to shift over to this new integrated system. That's the kind of information that makes your work interesting. It takes you're B2B integration strategy to a level that enables you to apply it to real-world situations and real people. That is not only publishable. That's an article that will be read by a number of people who can identify with the reluctance to convert even though it is well known that is the most logical direction to take. What it means, however, for the entire organization is that legacy system may include terminology and functions that are no longer relevant and

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which may therefore hinder and even confuse an understanding of the new technology that is now being implemented. I hate to say it (because I do not consider it a professional source: it is not peer-reviewed.), but I went to Wikipedia and I found that organizations can have compelling reasons for retaining a legacy system:

- It may well work satisfactorily, and if it isn't broken, why spend the money on a new system.
- I am wondering about the cost of B2B integration, *i.e.*, will it be cost prohibitive because of its size and complexity.
- Retraining people every status level, particularly if you plan to use this for everything as you note a bit earlier in your article, would be costly in lost employee time which translates into dollars and cents. If I replace my vehicle which gets 18 miles per gallon with a hybrid that gets 45 miles per gallon that felt like a pretty good deal but that new vehicle may will cost me \$35,000 and I can buy a lot of gasoline with that much money. A collateral illustration but an illustration nonetheless.
- It is my organization going to have to hire new people not only to train my employees but also to keep them up and running and how much is that going to cost me in contrast to continuing to use the legacy system.

I am not saying you need to use all of this information but at least some of it would seem to be important when you are talking about a complete reorganization of the way business does business. Much of what you say in **Lines 3-12** are relevant to the discussion I have just offered.

**Line 4:** I know what proprietary technology is because I have a legal background but another reader may not, so define it. Also, what you mean by an island of information?

**Line 13:** B2B integration was defined or is defined? This paragraph need to be moved to your Abstract.

**Line 14:** extending or eliminating the walls and again, what you mean by heterogeneous infrastructures, to what data are you referring, to what application software are you referring and what you mean by business processes integration between two or more businesses? This is confusing.

**Lines 17-20:** B2B integration is (or should be?) A top priority for competitive businesses whose primary objective is linking data contained diverse information both within its own organization and extending to his partners.

**Line 21:** there is also a need to consider the integration of information resources: to what information resources are you referring here and in line 22, how they work together in the form of data, process, and application and get rid of the etc. I have no idea what this assertion means please rephrase to clarify

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**Lines 25-26:** this should read or as objects with in an application. This is definition cuts across all levels of integration. Did you edit this because careful editing should have caught the fact that this is not a grammatically correct sentence.

**Lines 28-29:** in **line 28** you talk about several different systems to divide integration solutions. Then **in line 28** you talk about dividing integration techniques. Are these the different systems or is this something else?

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Remote Procedural Calls and these guys Brokers Lines 30 to talk about categorization focusing on scale ability and the flexibility and I have no idea what that means.

**Line 1-2:** never just make a list of concepts. Tell me what they mean and why they are important. In line 2, your last phrase is not a complete sentence and as stated, why didn't you put these in bullet point format rather than in paragraph form? Headings become annoying when there are too many of them because they detract from the substance of the article.

**Lines 4-6:** platform integration is the solution, not solutions. And if you are talking about more than two systems this should read among rather than between.

**Lines 6-9:** you seem to be writing for a very specific audience. Using terms such as remote procedure calls and brokers without telling me what they mean tells me nothing.

**Lines 8-9:** I would suggest your last assertion in this paragraph should have been in your abstract because you are talking about something that could likely be cost prohibitive for smaller organizations. Also, scratch the term therefore because it adds nothing to the assertion.

**Line 12:** enclosed integration of platform? Includes the integration of platforms and requires information about the database scheme is that may underlie the data. What you mean by underlie the data?

**In lines 7, 13, 22** why do not have a space prior to presenting your citations? Also, you have no space between the & and the authors names in **lines 13 and 22** you have no space after the comma in **line 22**. You make the same mistake with every citation. I will not call your attention to it again. This is sloppy editing.

**Line 25:**..... For creating and changing the integration solution including user friendly data entry with regard to new applications.

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**Lines 26-27:** what are the most common systems?

**Lines 29-31:** this should read figure 2.1 offers a description of application integration in the flexibility of the integration – don't you mean typology?

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**Line 2:** incompatible and distributed systems – again, you just lost me. What is a distributed system and I thought your B2B integration took care of incompatibility?

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**Lines 4-5:** be careful of absolute using absolute terms such as every organization. See my earlier comments on the legacy system. Instead of today, why not in the fast paced 2015 environment every organization must develop (not strive to; do so) the infrastructure needed to accomplish integration (what is "this" integration?).

**Lines 5-6:** Enterprise integration should begin a new paragraph. I reminded you of proper paragraph construction on my first review. What is a disparate application and how does it work to produce a unified set of functionality. This is high abstraction nothingness. I have no idea what you are talking about here. If you mean the platforms of the software must seamlessly be integrated, then just say so. You are doing what I said you should fix the first go around. Don't tell me what is needed is a unified set of functionality; show me how your B2B integration program is going to accomplish this and in doing so drop your discussion down to a concrete level so the reader can understand what you are talking about. Then in **Line 10** you begin a new paragraph and it is enterprise application integration [this is the use of software . . . to integrate a set of enterprise computer applications] instead of enterprise integration [this is the process of making disparate applications work together]. What is the difference? Aren't you telling me that as you have it set up the problems are overcome?

**Lines 17-18:** resources that already exist, not exists - **EDIT** your work.

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