

Index

- A2A security
 - in B2B, 205, 350
 - in mobile integration, 210, 354
 - Abstracts in use cases, 321
 - Access
 - in data integration, 224, 362
 - in metadata repository, 229, 368
 - Accounts, user, 108, 308
 - Accounts receivable service, 129
 - Actors in use case diagrams, 320–321
 - Adapters
 - Current Environment
 - Assessment Specification, 81, 287
 - purpose of, 190, 191
 - Technical Integration
 - Architecture Specification, 94, 298
 - Address changes
 - online, 152, 327
 - retail bank strategy for, 42–43
 - Aggregation, 149–152
 - Agility
 - composite application
 - integration for, 234
 - importance of, 233
 - as requirement, 9–12
 - in service-oriented architecture, 119
 - Analyst usability requirements, 304
 - APIs (application programming interfaces), 190
 - Application integration
 - Application Integration
 - Implementation
 - Specification, 339
 - conclusions, 210, 355
 - introduction, 195, 342
 - key participants, 195, 342
 - patterns and services, 195–208, 342–355
 - references, 355
 - scope, 195, 342
 - table of contents, 341
 - template instructions, 340
 - best practices, 211
 - overview, 185–186
 - scenarios, 186
 - technologies, 187–194
 - Application interfaces
 - application integration, 190–191
 - Application Integration
 - Implementation
 - Specification
 - B2B, 205, 350
 - ESB, 200, 345
 - message brokers, 198, 344
 - mobile integration, 210, 354
 - portal integration, 207, 352
 - Business Integration Strategy
 - Specification, 54, 280
 - Current Environment
 - Assessment Specification, 82–83, 288
 - Process Integration
 - Implementation
 - Specification
 - BAM, 255, 384
 - process automation, 253, 382
 - Technical Integration
 - Architecture Specification, 100, 302
- Application platforms in
 - composite application
 - integration, 237
- Application programming
 - interfaces (APIs), 190

- Application servers
- Application Integration Implementation Specification, 207, 352
 - Current Environment Assessment Specification, 81, 287
- Architecture
- business case for strategic approach, 67–68
 - business process integration, 71
 - conclusion, 73
 - current. *See* Current environment assessment
 - governance, 72
 - importance, 13
 - information. *See* Information integration architecture
 - organizational structure, 71
 - overview, 65–67
 - priority-setting, 72–73
 - process. *See* Process integration architecture
 - service. *See* Service integration architecture
 - technical. *See* Technical integration architecture
- Assessment. *See* Current environment assessment
- Associations in use case diagrams, 320
- Auditing
- Current Environment Assessment Specification, 85, 290
 - Technical Integration Architecture Specification, 109–110, 309
- Authentication
- Current Environment Assessment Specification, 85, 290
 - Technical Integration Architecture Specification, 108, 307–308
- Authorization
- Current Environment Assessment Specification, 85, 290
- Technical Integration Architecture Specification, 109, 308
- Automation
- cost reductions from, 12
 - process integration architecture, 167
- Process Integration Implementation Specification, 251–253, 381–382
- Availability
- service integration architecture, 120
- Technical Integration Architecture Specification capacity planning view, 112, 310
- service-level requirements, 102, 107, 302, 306
- B2B integration
- application integration, 192–194
- Application Integration Implementation Specification, 202–205, 348–350
- Current Environment Assessment Specification, 81, 288
- northAmerican Logistics, 193
- Technical Integration Architecture Specification, 96, 297, 300
- Back-end application integration
- B2B, 205, 350
 - mobile integration, 210, 354
 - portal integration, 207, 352
- Backend references in use cases, 321
- Balanced scorecards, 8, 20, 162, 164
- Baldrige Award, 164
- BAM (Business Activity Monitoring)
- future of, 47
 - process automation, 253, 382–384
- process-driven integration, 248–249, 252–255
- process integration architecture, 168
- Banks
- address change strategy, 42–43
 - financial services company, 68
- Basic metadata, 154, 329
- Berglund, Anders, 141
- Berners-Lee, Tim, 141
- Best practices
- application integration, 211
 - assessment, 86
 - business drivers and requirements, 34
 - composite application integration, 240–241
 - information integration, 229–230
 - information integration architecture, 156–157
 - overview, 261–263
 - process-driven integration, 46–47
 - process integration architecture, 178–179
 - process integration technology, 257–258
 - service integration architecture, 134–135
 - SOA, 45–46
 - technical integration architecture, 113
- Bibliography, 387–392
- BODS (Business Object Documents), 148
- Bottom-up approach to services, 121
- BPA (Business Process Automation), 167
- BPEL (business process execution language), 55, 247
- BPEL4WS (Business Process Execution Language for Web Services), 170
- BPI (Business Process Integration), 166–167

- BPM (Business Process Management)
 Current Environment
 Assessment Specification, 82, 288
 process integration
 architecture, 165–166
 process integration technology, 247
 solutions, 47
 BPMI (Business Process Management Initiative), 170–171, 175
 BPR (Business Process Reengineering), 20, 162, 243
 Brilliantly simple solution, 135–136
 Broker/enterprise service bus
 B2B, 205, 350
 mobile integration, 210, 354
 Brokers
 application integration, 188–190
 Application Integration Implementation
 Specification, 196–198, 343
 Current Environment
 Assessment Specification, 81, 287
 Browsers
 as access standard, 41
 mobile integration for, 208
 Bug fixing in service-oriented architecture, 120
 Building permits, 235
 Business Activity Monitoring (BAM)
 future of, 47
 process automation, 253, 382–384
 process-driven integration, 248–249, 252–255
 process integration
 architecture, 168
 Business case for strategic enterprise approach, 67–68
 Business costs, Business Drivers and Requirements Specification, 272–273
 Business drivers and requirements
 best practices, 34
 Business Drivers and Requirements Specification, 27–28, 267
 conclusions, 33, 274
 cost estimates, 29, 31, 271–272
 introduction, 28, 270
 key participants, 28, 270
 metrics, 31, 33, 273
 references, 274
 risks, 31, 33, 274
 ROI, 30, 32, 272
 scope, 28, 270
 statement of purpose, 28–30, 270–271
 table of contents, 269
 template instructions, 268
 customer satisfaction, 22–24
 efficiency and competitiveness, 21–22
 mergers and acquisitions, 24
 overview, 19–20
 Process Integration
 Architecture Specification, 172
 regulatory compliance, 24–26
 requirements defining, 27
 Business events
 Delta Airlines, 125
 service integration architecture, 123
 Service Integration
 Architecture Specification, 124–126, 316–317
 Defining business events, 122–124
 Business goals
 Business Drivers and Requirements Specification, 271
 Process Integration
 Architecture Specification, 172
 Business imperative for enterprise integration
 agility, 9–12
 business changes, 4
 customer interaction, 4–5
 management, 8
 manufacturing, 5
 operations, 7–9
 organization, 8
 real time operations, 5–7
 challenges, 16
 overview, 3–4
 ROI, 12–15
 Business initiatives, 172
 Business integration strategy
 architectural best practices, 45–47
 Business Drivers and Requirements Specification, 30
 Business Integration Strategy Specification, 48, 275
 conclusions, 58–59, 282
 introduction, 48–49, 278
 key participants, 49–51, 278
 mapping to business strategies and initiatives, 51–52, 279
 metrics, 56–57, 281
 references, 282
 risks, 57–58, 282
 scope, 49, 278
 standards, 53–56, 280
 strategic sourcing, 52–53, 279–280
 strategies, 51–52, 278
 table of contents, 277
 template instructions, 276
 failures in, 40–42
 overview, 37–40
 Process Integration
 Architecture Specification, 172
 requirements, 6–7, 9
 success in, 42–45
 time for, 47–48
 Business intelligence in BAM, 255, 384

- Business Object Documents (BODS), 148
- Business Process Automation (BPA), 167
- Business process execution language (BPEL), 55, 247
- Business Process Execution Language for Web Services (BPEL4WS), 170
- Business Process Integration (BPI), 166–167
- Business Process Management (BPM)
 - Current Environment Assessment Specification, 82, 288
 - process integration architecture, 165–166
 - process integration technology, 247
 - solutions, 47
- Business Process Management Initiative (BPMI), 170–171, 175
- Business process reengineering (BPR), 20, 162, 243
- Business processes
 - descriptions, 172–173, 336
 - integration. *See* Process integration architecture; Process integration implementation
 - modeling, 247
 - in ROI, 15
- Business rules
 - BAM, 168
 - Information Integration Architecture Specification, 155, 330
 - process flow models, 173–174
- Caching in data integration, 222
- Calendars, 257, 386
- Call centers, 152, 327
- Canonical format
 - information integration architecture, 139–140, 148
- Information Integration Architecture Specification, 154–255, 330
 - metadata repository, 229, 368
- Capacity planning view, 111–113, 309–310
- Case studies
 - as integration arguments, 265
 - use cases, 131–132, 320–321
- Causes of variation in processes, 161
- Centers of excellence, 229
 - Also see* Competency center
- Central Data Exchange initiative, 25
- Central Hudson Gas & Electric Corp., message brokers at, 188
- Challenges of enterprise integration, 16
- Change of address
 - Information Integration Architecture Specification, 152, 327
 - retail bank, 42–43
- Changes, 4
 - application integration, 211
 - costs, 14
 - customer interaction, 4–5
 - management, 8
 - manufacturing, 5
 - operations, 7–9
 - organization, 8
 - real time operations, 5–7
 - strategy, 44
- Check in/check out, 254
- CIS (customer information system), 189
- Cisco Systems real time operations, 5–7
- Clients in service-oriented architecture, 120
- Cockpits, digital, 8
 - Also see* dashboards
- Collaborative Partner Profile Agreement, 147
- Collaborative process integration, 249, 254–257, 384–386
- Common Warehouse MetaModel (CWM), 147–148
- Communication protocols
 - Business Integration Strategy Specification, 54, 280
 - Technical Integration Architecture Specification, 100, 302
- Communications sessions, nonrepudiated, 110–111
- Competency centers
 - high-level sponsorship for, 71
 - information integration architecture, 156
 - for strategy development, 48, 50
- Competitiveness, business drivers for, 21–22
- Completion points in process flow models, 174
- Complexity of integration, 262
- Compliance and process integration, 244, 246
- Components of integration, 69–71
- Composite application integration
 - best practices, 240–241
- Composite Application Integration Implementation Specification, 371
 - conclusions, 240, 376
 - introduction, 238, 374
 - key participants, 238, 374
 - patterns and services, 239–240, 374–376
 - references, 376
 - scope, 238, 374
 - table of contents, 373
 - template instructions, 372
- Miami-Dade County, 235–236
 - overview, 233–235
 - vs. process integration, 244
 - scenarios, 236–237

- Technical Integration
 - Architecture Specification, 94–95, 297
 - technology, 237–240
- CompuCredit integration
 - strategy, 39–40, 217–218
- Conceptual views, 96–98, 300
- Confidentiality
 - Current Environment
 - Assessment Specification, 85, 290
 - Technical Integration
 - Architecture Specification, 110, 309
- Connected applications, 112, 304, 310
- Connectivity
 - application integration, 187
 - B2B, 205, 350
 - Technical Integration
 - Architecture Specification, 94, 298
 - wireless, 208
- Consulting costs, 31, 272
- Content integration tools, 81, 287
- Content objects in unstructured content, 226, 365
- Coordination
 - collaborative process integration, 255
 - Web services, 168–169
- CORBA, 118
- Costco process improvements, 178–179
- Costs
 - Business Drivers and Requirements Specification, 29, 31, 271–272
 - in ROI, 12–14
- Credit check service, 129
- Criminal history system, 65–67
- CriMNet system, 65–67
- CRM (Customer Relationship Management) systems, 15, 22, 233
- Cultural issues
 - Business Drivers and Requirements Specification, 274
 - Business Integration Strategy Specification, 282
- Culture of reuse, 265
- Current environment assessment
 - best practices and recommendations, 86
- Current Environment
 - Assessment Specification, 283
 - application and data source interfaces, 82–83, 288
 - conclusions, 86, 291
 - integration diagrams, 83–84, 288
 - integration matrix, 83, 288
 - integration technologies, 80–82, 286–288
 - introduction, 79, 286
 - key participants, 80, 286
 - purpose, 79, 286
 - references, 291
 - scope, 80, 286
 - security, 85–86, 288–290
 - table of contents, 285
 - template instructions, 284
- overview, 75
- technology, 76–79
- Custom integration, 82, 288
- Customer information system (CIS), 189
- Customer management service, 129
- Customer Relationship Management (CRM) systems, 15, 22, 233
- Customers
 - change of address
 - Information Integration Architecture Specification, 152, 327
 - retail bank, 42–43
 - customer satisfaction improving, 22–24
 - in ROI, 14–15
 - financing applications, 166
- Information Integration
 - Implementation Specification, 221
 - integration requirements, 297
 - interaction with, 4–5
 - record maintenance service, 129
 - service and support systems
 - Central Hudson Gas & Electric Corp., 188
 - information integration patterns table, 152
 - Vanguard Group, 135–136
 - Technical Integration
 - Architecture Specification, 307
- CWM (Common Warehouse MetaModel), 147–148
- Dashboards
 - BAM, 252, 255, 384
 - General Electric, 160
 - process improvement, 163
 - process integration, 258
- Data cleansing, 221, 223–224, 363
- Data flow diagrams (DFDs)
 - Information Integration
 - Architecture Specification, 151–153, 327–328
 - Process Integration
 - Architecture Specification, 174, 337
- Data integration, 220–224, 362–363
- Data Integration tool, 362
- Data quality, 229–230
- Data source access, 224, 362
- Data source interfaces, 82–83, 288
- Data tools, 81, 287
- Data transformation. *See* Translation and transformation
- Data values in metadata, 144
- Data warehouses, 221
- Database interfaces in legacy integration, 200, 203, 346
- DCE (Distributed Computing Environment), 80, 118

- Decision points in process flow models, 174
- Decision support systems, 221
- Defining services, 121–122
- Delivery service, 102, 107, 302–303
- Dell Inc. manufacturing process, 5
- Delta Airlines business events management, 125
- Delta Nervous System (DNS), 125
- Deming, W. Edward
process improvement initiatives by, 161–162
TQM by, 164
- Deming Prize, 161
- Dependencies in use cases, 321
- Deployment in Composite
Application Integration Implementation Specification, 240, 376
- Descriptions
Process Integration
Architecture Specification, 172–173, 336
Service Integration
Architecture Specification, 128, 318
- Design constraints and guidance, 113, 311
- Design patterns, 151
- Design reviews, 176, 337
- Designers and developers
usability requirements, 304
- Development
in BAM, 252, 255, 384
Business Drivers and Requirements Specification, 31, 272
Composite Application Integration Implementation Specification, 240, 376
in service-oriented architecture, 120
Technical Integration
Architecture Specification, 96–97, 100, 301
- DFDs (data flow diagrams)
Information Integration Architecture Specification, 151–153, 327–328
Process Integration Architecture Specification, 174, 176, 337
- DICI (District Attorney and Courts Interface), 24
- Digital cockpits, 8
- Digital dashboards
BAM, 252, 255, 384
General Electric, 160
process improvement, 163
process integration, 258
- Directory services, 105–107, 112, 305–306, 310
- Discussion management, 257, 386
- Distributed Computing
Environment (DCE), 80, 118
- Distributed transaction management, 221
- District Attorney and Courts Interface (DICI), 24
- DNS (Delta Nervous System), 125
- Document type definitions (DTDs), 142
- Drivers. *See* Business drivers and requirements
- DTDs (document type definitions), 142
- E-buy, e-make, e-sell strategy, 160
- E-government initiatives, 235
- E-mail
collaborative process integration, 255, 257, 386
mobile integration for, 208
- E-R (Entity-Relationship) diagrams, 143
- e-ROSI system, 23
- EAI (enterprise application integration), 38, 139
benefits, 54–55
for latency, 214
- ebXML (Electronic Business Extensible Markup Language), 147
- Eclipse framework, 174
- ECM (enterprise content management), 215, 218, 223, 226, 365
- EDI (Electronic Data Interchange) standard, 25, 193
- Effectiveness measurements, 43, 164
- Efficiency
business drivers for, 21–22
measuring, 164
- EHS (Electronic Hardware Services) division, 178–179
- EII (Enterprise information integration) technology
Application Integration Implementation Specification, 207, 352
information integration, 214, 217
information integration architecture, 150
Information Integration Implementation Specification, 220–221, 224, 362
- Electronic Business Extensible Markup Language (ebXML), 147
- Electronic Data Interchange (EDI) standard, 25, 193
- Electronic exchange for B2B, 203
- Electronic Hardware Services (EHS) division, 178–179
- Email
collaborative process integration, 255, 257, 386
mobile integration for, 208
- EMRs (enterprise metadata repositories)
CompuCredit, 217–218
Information Integration Implementation Specification, 229

- Enterprise application integration
(EAI), 38, 139
benefits, 54–55
for latency, 214
- Enterprise content management
(ECM), 215, 218, 223, 226,
365
- Enterprise information
integration (EII)
Application Integration
Implementation
Specification, 207, 352
information integration, 214,
217
information integration
architecture, 150
Information Integration
Implementation
Specification, 220–221,
224, 362
- Enterprise metadata repositories
(EMRs)
CompuCredit, 217–218
Information Integration
Implementation
Specification, 229
- Enterprise Resource Planning
(ERP) packages, 80
- Enterprise Service Buses (ESBs)
application integration,
188–190
Application Integration
Implementation
Specification, 197–200,
344–345
Current Environment
Assessment Specification,
81, 287
- EntireX system, 23
- Entity-Relationship (E-R)
diagrams, 143
- ERP (Enterprise Resource
Planning) packages, 80
- Error rate reductions, 14
- ESBs (Enterprise Service Buses)
application integration,
188–190
Application Integration
Implementation
Specification, 197–200,
344–345
Current Environment
Assessment Specification,
81, 287
- Ethernet as network standard, 41
- ETL (extract, transform, and
load) tools
in information integration,
214, 217
in Information Integration
Implementation
Specification, 220–221
- Events
BAM, 255, 384
Delta Airlines, 125
defining business events p. 122-
124
service integration architecture,
122–123
Service Integration
Architecture Specification,
124–126, 316–317
- Expertise for integration, 13
- Extensible Business Reporting
Language (XBRL), 25, 142
- Extensible Markup Language. *See*
XML (Extensible Markup
Language)
- Extensions in use cases, 321
- Extract, transform, and load
(ETL) tools
in information integration,
214, 217
in Information Integration
Implementation
Specification, 220–221
- Failures, strategy, 40–42
- FedEx field force, 9
- Finance industry trades, 26
- Financial services
Cisco Systems, 5–7
CompuCredit, 39–40
KeyCorp, 68
- Flexibility, process integration for,
245
- Florida state government, 89–90
- Flow models, 173–177, 337
- Format rendering in metadata
repository, 229
- Four Layer Metadata
Architecture, 144, 150
- Fully integrated enterprises,
reference architecture for,
263–264
- Functional scope
Business Drivers and
Requirements
Specification, 29–30, 271
Process Integration
Architecture Specification,
172
- Functionally independent
services, 240
- Functions in process flow models,
174
- General Electric Company
monitoring by, 8
process improvement at, 160
Six Sigma for, 19
- General Motors Corporation
design process, 5, 19, 21–22
process improvement at, 166
strategy by, 44–45
- General scenarios in use cases,
321
- Generalized Markup Language,
141
- Goals
Business Drivers and
Requirements
Specification, 29, 271
Process Integration
Architecture Specification,
172
in use cases, 321
- Gold standards in Information
Integration, 230
- Goldfarb, Charles, 141
- Governance, architecture, 72
- Government organizations
composite application
integration, 235–236
customer satisfaction in, 23–24
online bill access in, 219
technical integration, 89–90

- Granularity, 126, 317
- Groupware, 249
- Hammer, Michael, 162
- Hardware costs, 31, 272
- Health Insurance Portability and Accountability Act (HIPAA), 24, 26
- Heraclitus on change, 4
- High-level organizational structure and support, 134
- HTML as access standard, 41
- Hubs, message brokers for, 196, 343
- IDEF in process flow models, 174, 177, 337
- IDEF0 (Integration Definition for Function Modeling), 171
- IDL (interface definition language) interfaces, 144
- Inconsistencies in information integration, 214
- Indexing in data integration, 222
- Industry compliance, 25–26
- Industry-specific processes, 246
- Information and content integration tools, 81, 287
- Information design reviews, 155–156, 330–331
- Information integration
 - best practices, 229–230
 - Information Integration Implementation Specification, 357
 - conclusions, 277, 368
 - introduction, 219, 360
 - key participants, 220, 360
 - patterns and services, 220–229, 360–368
 - references, 369
 - scope, 219, 360
 - table of contents, 359
 - template instructions, 358
 - overview, 213–215
 - scenarios, 215–216
 - Technical Integration Architecture Specification, 94–95, 297, 299
 - technology, 216–219
- Information integration architecture, 70
- best practices, 156–157
- enterprise information integration technology, 150
- Information Integration Architecture Specification, 323
- conclusions, 156, 331
- data flow diagrams, 151–153, 327–328
- information design reviews, 155–156, 330–331
- introduction, 150, 326
- key participants, 151, 326
- mapping requirements, 151, 326
- metadata model, 152–154, 328
- references, 331
- relationship model, 154–155, 329–330
- scope, 151, 326
- table of contents, 325
- template instructions, 324
- metadata, 142–143
 - architecture, 143–145
 - standards, 145–149
- overview, 139–140
- patterns, 149
- XML, 141–142
- Inputs in Service Integration Architecture Specification, 130, 319
- Integration Definition for Function Modeling (IDEF0), 171
- Integration definition tools, 100, 301
- Integration diagrams, 83–84, 288
- Integration hubs, 196, 343
- Integration matrix, 83, 288
- Integration Metadata Model, 154
- Integration support tools, 100, 301
- Integration technologies
 - current environment assessment, 76–79
 - Current Environment Assessment Specification, 80–82, 286–288
- Integrity and delivery service, 102, 107, 302–303, 306
- Integrity rules, 155, 330
- Interaction, customer, 4–5
- Interface definition language (IDL) interfaces, 144
- Interfaces
 - application. *See* Application interfaces
 - Current Environment Assessment Specification, 81, 287
 - service, 201–203, 240, 346, 376
 - Technical Integration Architecture Specification, 94, 298
- Internal data and processes, 94, 307
- Inventory management
 - Service Integration Architecture Specification, 129
 - supply chain in, 163
- ISO 9001 measurements, 162, 164–165
- J2EE technology, 118
- Java Connector Architecture (JCA), 55, 188, 191
- Key participants
 - Application Integration Implementation Specification, 195, 342
 - Business Drivers and Requirements Specification, 28, 270
 - Business Integration Strategy Specification, 49–51, 278

- Composite Application
 - Integration
 - Implementation
 - Specification, 238, 374
- Current Environment
 - Assessment Specification, 80, 286
- Information Integration
 - Architecture Specification, 151, 326
- Information Integration
 - Implementation
 - Specification, 220, 360
- Process Integration
 - Architecture Specification, 171, 336
- Process Integration
 - Implementation
 - Specification, 250, 380
- Service Integration
 - Architecture Specification, 124, 316
- Technical Integration
 - Architecture Specification, 92, 296
- Key performance indicators (KPIs), 20, 31
- Key Total Treasury application, 68
- KeyCorp integration approach, 67-68
- KeyServer integration platform, 68
- Kickoff events, 174
- KPIs (key performance indicators), 20, 31
- Lag time reductions, automation
 - for, 167
- Language support, 100, 301
- Latencies, 214
- LAWS (Legislative Automated Work Station) system, 219
- Legacy integration
 - application integration, 191
 - Application Integration
 - Implementation
 - Specification, 199, 347
 - B2B, 205, 350
 - mobile integration, 210, 354
 - portal integration, 207, 352
 - types of legacy integration, 200-201
- Technical Integration
 - Architecture Specification, 94, 297
- Legacy wrapping, 201-202
- Legislation access, 219
- Legislative Automated Work Station (LAWS) system, 219
- Levels of authentication, 108
- Levi Strauss & Co. supply chain, 163
- Logins in authentication, 108, 308
- Logistics processes at General Motors, 166
- Maintainability, 103, 107, 303, 306
- Manageability, 103, 107, 303, 306
- Management
 - Business Drivers and Requirements
 - Specification, 274
 - Business Integration Strategy
 - Specification, 282
 - changes in, 8
 - Information Integration
 - Architecture Specification, 154, 329
 - Process Integration
 - Implementation
 - Specification, 253, 382
 - support from, 265
- Management costs, 272
- Management dashboards
 - BAM, 252, 255, 384
- Information Integration
 - Architecture Specification, 152, 327
 - process integration, 258
- Manual processes, 248
- Manufacturing changes, 5
- Margin improvement, process
 - improvement for, 166
- Markup languages, 141-142
- MDA (Model Driven Architecture), 98, 101, 144, 170
- Measurements
 - effectiveness, 43, 164
 - performance, 162, 258
 - success, 164-165
- Mergers and acquisitions, 24
- Message broker/enterprise service
 - bus, 207, 352
- Message brokers
 - application integration, 188-190
 - Application Integration
 - Implementation
 - Specification, 196-198, 343-344
- Message formats
 - Business Integration Strategy
 - Specification, 54, 280
 - Technical Integration
 - Architecture Specification, 100, 302
- Messaging
 - application integration, 187
 - Composite Application
 - Integration
 - Implementation
 - Specification, 240, 376
 - Current Environment
 - Assessment Specification, 81, 287
 - legacy integration, 200, 203, 346
 - process flow models, 174
 - Technical Integration
 - Architecture Specification, 94, 298
- Meta-metamodel layer, 144
- Meta Object Facility (MOF), 144
- Metadata, 142-143
 - architecture, 143-145
 - Business Integration Strategy
 - Specification, 54, 56, 280
 - importance of, 140
 - information integration, 214
 - Information Integration
 - Architecture Specification, 154, 157, 329
 - Information Integration
 - Implementation
 - Specification, 226, 365

- Metadata (*cont.*)
 standards, 145–149
 Technical Integration
 Architecture Specification,
 100, 302
 Metadata model, 143, 152–154,
 328–329
 Metadata repositories
 CompuCredit, 217–218
 data integration, 224, 362
 ECM, 218
 Information Integration
 Architecture, 156
 Information Integration
 Implementation
 Specification, 223,
 225–229, 366–368
 Metamodel layer, 144
 Methods in Service Integration
 Architecture Specification,
 130, 319
 Metrics
 Also see Measurements
 Business Drivers and
 Requirements
 Specification, 31, 33, 273
 Business Integration Strategy
 Specification, 43, 56–57,
 281
 Miami-Dade County, 235–236
 Middleware integration, 253, 382
 Middleware technologies
 Current Environment
 Assessment Specification,
 82, 288
 Technical Integration
 Architecture Specification,
 111
 Minnesota government, CriMNet
 system, 65–67
 Mobile integration
 application integration, 192
 Application Integration
 Implementation
 Specification, 207–210,
 352–354
 Technical Integration
 Architecture Specification,
 96, 300
 Model Driven Architecture
 (MDA), 98, 101, 144, 170
 Modeling
 BAM, 252, 384
 process automation, 253, 382
 MOF (Meta Object Facility), 144
 Monitoring
 digital cockpits for, 8
 Process Integration
 Implementation
 Specification, 382–383
 Multiple clients in service-
 oriented architecture, 120
 Multiple process types, 249
 Multiple-step publishing, 149
 Multiple transactions, non-
 repudiated actions in, 111
 nAL (northAmerican Logistics),
 193
 .NET technology, 118
 Nextel International, 245
 Non-repudiation
 Current Environment
 Assessment Specification,
 85, 290
 Technical Integration
 Architecture Specification,
 110–111, 309
 North Dakota government online
 bill access, 219
 northAmerican Logistics
 (nAL), 193
 Notes in use cases, 321
 OAG (Open Applications Group),
 147–148
 OASIS (Organization for the
 Advancement of
 Structured Information
 Standards), 146–147
 Object Management Group
 (OMG)
 CORBA, 118
 Four Layer Metadata
 Architecture, 150
 MDA standards, 101
 for metadata, 144, 147–148
 UML by, 170
 One-to-many publishing, 149
 One-to-one publishing, 149
 Online systems
 building permits, 235
 customer support
 change of address, 152, 327
 ordering, 173
 legislation access, 219
 Ontology, 145
 Open Applications Group (OAG),
 147–148
 Open interfaces, 100, 301
 Open Software Foundation
 (OSF), 118
 Open Systems Interconnect (OSI)
 Reference Model, 118
 Operational managers usability
 requirements, 304
 Operations changes, 7–9
 Optimizations
 cost reductions from, 14
 in real time, 5
 process optimization, 159
 Orchestration, 238, 240, 376
 Order in process flow models,
 174
 Order management service,
 129
 Organization for the
 Advancement of
 Structured Information
 Standards (OASIS),
 146–147
 Organizational issues
 Business Drivers and
 Requirements
 Specification, 271, 274
 Business Integration Strategy
 Specification, 282
 changes, 8
 in integration, 13
 Process Integration
 Architecture Specification,
 172
 Organizational structure, 71
 OSF (Open Software
 Foundation), 118
 OSI (Open Systems Interconnect)
 Reference Model, 118

- Outputs in Service Integration
 - Architecture Specification, 130, 319
- OWL (Web Ontology Language), 146
- Packaged application integration, 81, 287
- Parallel development, 120
- Partners
 - B2B, 205, 348, 350
 - Technical Integration Architecture Specification, 297, 307
- Patterns and services
 - Application Integration Implementation Specification, 195–208, 342–355
 - Composite Application Integration Implementation Specification, 239–240, 374–376
 - information integration architecture, 149
 - Information Integration Implementation Specification, 220–229, 360–368
 - Process Integration Implementation Specification, 250–257, 380
- Performance
 - KPIs, 20, 31
 - measuring, 162, 258
 - Technical Integration Architecture Specification, 104–105, 107, 304, 306
- Perimeter security, 109, 308
- Persistence, 105, 107, 112, 305–306, 310
- Personnel costs, 272
- PIDX (Petroleum Industry Data Exchange), 25
- Plan-Do-Check-Act cycle, 162
- Platforms
 - application, 194
 - composite application integration, 237
- Process Integration Implementation Specification, 257, 386
- Point solution technology, 82, 288
- Portals
 - application integration, 191–192
- Application Integration Implementation Specification, 206–207, 351–352
- Composite Application Integration Implementation Specification, 240, 376
- Current Environment Assessment Specification, 81, 287
- Process Integration Implementation Specification, 257, 386
- Technical Integration Architecture Specification, 94–95, 297, 299
- Preconditions in use cases, 321
- Preferred vendors
 - Business Integration Strategy Specification, 53, 280
 - Technical Integration Architecture Specification, 93–94, 297–298
- Primary actors in use cases, 321
- Priority-setting, 72–73
- Proactive management, 46
- Process improvements
 - at General Motors, 166
 - for margin improvement, 166
 - in process integration, 246
 - in ROI, 15
- Process integration architecture, 159–161
 - benefits, 161–162, 165–166
 - best practices, 178–179
 - business activity monitoring, 168
 - Process Integration Architecture Specification, 333
 - business process descriptions, 172–173, 336
 - conclusions, 176, 337
 - introduction, 171, 336
 - key participants, 171, 336
 - process design reviews, 176, 337
 - process flow models, 173–176, 337
 - references, 337
 - scope, 171, 336
 - table of contents, 335
 - template instructions, 334
 - standards, 169–171
 - technology, 165–169
- Process integration implementation
 - best practices, 257–258
 - vs. composite integration, 244
- Information Integration Implementation Specification, 226, 365
- Nextel International, 245
- overview, 243–244
- Process Integration Implementation Specification, 377
 - conclusions, 257, 386
 - introduction, 250, 380
 - key participants, 250, 380
 - patterns and services, 250–257, 380
 - references, 386
 - scope, 250, 380
 - table of contents, 379
 - template instructions, 378
 - scenarios, 246
 - in strategy, 44, 46–47
- Technical Integration Architecture Specification, 94, 96, 297, 300
- technology, 247–249
- Process models
 - Business Integration Strategy Specification, 54, 280
 - Technical Integration Architecture Specification, 100, 302
 - BPMI, 175
 - IDEF, 177

- Process models (*cont.*)
 UML Activity Diagram, 175
 UML Sequence Diagram, 176
 Process repositories, 251–253, 382
 Process simulation, 21
 Procurement process, 53, 280
 Project management
 Business Drivers and
 Requirements
 Specification, 31, 272
 Process Integration
 Implementation
 Specification, 255, 257,
 386
 Project repositories, 257, 386
 Property tax information,
 235–236
 Proprietary technology, 40, 262
 Publishing, 149
 Purpose in Current Environment
 Assessment Specification,
 79, 286

 Quality measurements, 164
 Queries in Information
 Integration
 Implementation
 Specification
 data integration, 224, 362
 metadata repository, 229, 368
 unstructured content
 integration, 226, 365

 RDF (Resource Description
 Framework), 146
 Real-time management
 dashboards, 258
 Real time operations, 5–7
 BAM, 221
 General Electric, 160
 Wal-Mart, 10–11
 Redundancy
 in application integration, 211
 in integration strategy, 44
 in TCO, 262
 Reference Architecture, 263–264
 Registration, student, 121
 Regulatory compliance, 24–26
 Reiner, Gary, 160

 Relationship model, 154–155,
 329–330
 Rendering, 223, 226, 229,
 365, 368
 Replication
 data integration, 224, 363
 metadata repository, 229, 368
 Repositories
 collaborative process
 integration, 257, 386
 competency center, 156
 metadata. *See* Metadata
 repositories
 process, 251–253, 382
 Requirements
 defining, 27
 integration strategy, 44
 in use cases, 321
 Research Information Exchange
 Markup Language
 (RIXML), 25
 Resource Description Framework
 (RDF), 146
 Response time, 112, 304, 310
 Retail bank, address change
 strategy by, 42–43
 Return on assets, 262–263
 Return on investment. *See* ROI
 (return on investment)
 Reuse
 application integration, 211
 in best practices, 265
 composite application
 integration, 234, 240–241
 in integration strategy, 44
 process integration, 258
 Revenues
 Business Drivers and
 Requirements
 Specification, 273
 in ROI, 14
 Rewards in process integration,
 258
 Risks
 Business Drivers and
 Requirements
 Specification, 31, 33, 274
 Business Integration Strategy
 Specification, 57–58, 282

 RIXML (Research Information
 Exchange Markup
 Language), 25
 Road maps in strategy, 43
 ROI (return on investment), 12
 Business Drivers and
 Requirements
 Specification, 30,
 32, 272
 business process improvements
 in, 15
 cost reductions in, 12–14
 customer satisfaction in,
 14–15
 in process improvements,
 19–20
 revenue increases in, 14
 in service-oriented
 architecture, 119
 ROI Analysis Template, 32
 Roles
 Process Integration
 Implementation
 Specification, 385
 Technical Integration
 Architecture Specification,
 108, 307
 RosettaNet transactions, 12–14
 Ross, Douglas T., 171
 Routing
 B2B, 205, 350
 mobile integration, 210, 354
 Technical Integration
 Architecture Specification,
 94, 298
 Rules
 BAM, 168
 Information Integration
 Architecture Specification,
 155, 330
 process automation, 253, 382
 process flow models, 173–174
 Rules engines in process
 integration, 247–248

 Saatchi, Guido, 39–40
 Sacramento County government,
 23–24
 Sarbanes-Oxley Act, 24, 246

- Scalability
 - service integration architecture, 120
 - Technical Integration Architecture Specification, 303, 306
- Scheduling, 102–103, 107, 257, 386
- Schulte, Roy, 122–123
- Screen references in use cases, 321
- Screen/report interfaces, 200–201, 203, 346
- Security
 - Application Integration Implementation Specification
 - B2B, 205, 348, 350
 - ESB, 200, 345
 - message brokers, 198, 344
 - mobile integration, 210, 354
 - Composite Application Integration Implementation Specification, 240, 376
 - Current Environment Assessment Specification, 85–86, 288–290
 - Information Integration Architecture Specification, 154–155, 329–330
 - Information Integration Implementation Specification
 - data integration, 224, 363
 - metadata repository, 229, 368
 - unstructured content, 226, 365
 - Process Integration Implementation Specification, 257, 386
 - Technical Integration Architecture Specification, 96, 106, 108–111, 300, 307–309
- Self-service Web site, 189
- Semantic metadata, 154, 157, 329
- Semantic validation, 143
- Semantic Web, 145
- Servers
 - Application Integration Implementation Specification, 207, 352, 354
 - Current Environment Assessment Specification, 81, 287
 - Service Category Table, 127–128
 - Service Definition Table, 127, 129
 - Service integration architecture, 70
 - best practices, 134–135
 - defining services, 121–122
 - event-driven design, 122–123
 - overview, 117
 - Service Integration Architecture Specification, 123, 313
 - business events, 124–126, 316–317
 - conclusions, 132, 321
 - introduction, 123, 316
 - key participants, 124, 316
 - references, 322
 - scope, 124, 316
 - services, 125–130, 317–319
 - table of contents, 315
 - template instructions, 314
 - use cases, 131–132, 320–321
 - service-oriented architecture, 117–121
- Service Interface Table, 129, 130
- Service interfaces
 - Application Integration Implementation Specification, 201–203, 347
 - Composite Application Integration Implementation Specification, 240, 376
 - Service-level requirements, 101–106, 302–306, 310
- Service-oriented architecture (SOA)
 - adoption of, 262
 - benefits, 119–121
 - for composite application integration, 234
 - history, 117–119
 - in integration strategy, 16, 45–46
 - for reuse, 44
- Services
 - defining, 121–122
 - in process flow models, 174
 - Service Integration Architecture Specification, 125–130, 317–319
 - Technical Integration Architecture Specification, 92–96
- SGML (Standard Generalized Markup Language), 141
- Shipping management service, 129
- Simulation in process
 - automation, 253, 382
- Six Sigma tool, 19, 162, 164
- SOA. *See* Service-oriented architecture (SOA)
- SOAP standard, 46
- Software costs, 31, 272
- Sourcing
 - in Business Integration Strategy Specification, 52–53, 279–280
 - in Information Integration Architecture Specification, 155, 330
- Specifications
 - Application Integration Implementation Specification, 195, 339
 - Business Drivers and Requirements Specification, 27, 267
 - Business Integration Strategy Specification, 48, 275
 - Composite Application Integration Implementation Specification, 238, 371
 - Current Environment Assessment Specification, 79, 283

- Specifications (*cont.*)
- Information Integration
 - Architecture Specification, 150, 323
 - Information Integration Implementation Specification, 219, 357
 - Process Integration
 - Architecture Specification, 171, 333
 - Process Integration Implementation Specification, 250, 377
 - Service Integration
 - Architecture Specification, 123, 313
 - Technical Integration
 - Architecture Specification, 91, 293
- SQL as access standard, 41
- Standard Generalized Markup Language (SGML), 141
- Standards
- application integration, 211
 - Business Integration Strategy Specification, 53–56, 280
 - composite application integration, 234
 - EDI, 25, 193
 - in integration strategy, 40–41, 262
 - MDA, 101
 - metadata, 145–149
 - process integration
 - architecture, 169–171
 - service integration architecture, 134
 - Web services, 46
 - XA, 221
 - XMI, 147–148
 - XML-based, 25–26
- Standards profiles, 98, 100–101, 301–302
- State governments
- CriMNet system, 65–67
 - online bill access system, 219
 - technical integration in, 89–90
- Statement of purpose
- Business Drivers and Requirements Specification, 28–30, 270–271
 - Process Integration Architecture Specification, 172, 336
- Strategic enterprise approach, business case for, 67–68
- Strategic initiatives for efficiency, 21
- Strategic integration, 265
- Strategic sourcing, 52–53, 279–280
- Strategy. *See* Business integration strategy
- Structured data integration, 216
- Student services, 121
- Success measurements, 164–165
- Successful operation responses in use cases, 321
- Supplier integration requirements, 93, 297
- Supply chain
- General Motors, 166
 - Levi Strauss & Co., 163
- Synchronization, data, 224, 363
- Szygenda, Ralph, 21, 45, 166
- Tactical initiatives, 21, 38
- Target systems, 155, 330
- Tasks in process flow models, 174
- TCO (total cost of ownership), 262
- TCP/IP as network standard, 41
- Technical integration
- architecture, 69–70
 - best practices, 113
 - overview, 89–91
- Technical Integration Architecture Specification, 91, 293
- architecture description, 96–100, 300–301
 - architecture requirements, 92–96, 296–300
 - capacity planning view, 111–113, 309–310
 - conclusions, 113, 311
 - design constraints and guidance, 113, 311
 - introduction, 91, 296
 - key participants, 92, 296
 - references, 311
 - scope, 92, 296
 - security, 96, 106, 108–111, 300, 307–309
 - service-level requirements, 101–106, 302–306
 - standards profiles, 98, 100–101, 301–302
 - table of contents, 295
 - template instructions, 294
- Technical issues
- Business Drivers and Requirements Specification, 274
 - Business Integration Strategy Specification, 282
- Technologies
- Business Integration Strategy Specification, 54
 - Current Environment Assessment Specification, 80–82, 286–288
 - Process Integration Architecture, 165–169
 - Technical Integration Architecture Specification, 92–96
- Temporal events, 124
- Testing
- in information integration, 230
 - in service-oriented architecture, 120
- Texas A&M University student services, 121
- Throughput in Technical Integration Architecture Specification, 112, 304, 310
- Top-down approach to services, 121
- Total cost of ownership (TCO), 262
- Total Quality Management (TQM), 162, 164

- TP (transaction processing)
 - monitors, 221
- Trades in finance industry, 26
- Training, 119, 134–135
- Transaction processing (TP)
 - monitors, 221
- Transactions
 - Information Integration
 - Implementation
 - Specification, 224, 363
 - Technical Integration
 - Architecture Specification, 305–306, 310
 - capacity planning view, 112
 - nonrepudiated, 111
 - service-level requirements, 105, 107
 - Translation and transformation
 - application integration, 187
 - Application Integration
 - Implementation
 - Specification, 339
 - B2B, 205, 350
 - ESB, 198, 200, 345
 - mobile integration, 210, 354
 - Composite Application
 - Integration
 - Implementation
 - Specification, 240, 376
 - Information Integration
 - Implementation
 - Specification
 - metadata repository, 229, 368
 - unstructured content, 223–224, 365
 - Technical Integration
 - Architecture Specification, 95, 299
 - Triggers in use cases, 321
 - Trunking services, 245
 - Turnaround times, 112, 304, 310
 - UDDI standard, 46
 - UML (Unified Modeling Language) models, 144, 170
 - activity diagrams, 175
 - sequence diagrams, 176
 - Unitary logins, 108, 308
 - University student services, 121
 - Unstructured content integration, 216, 223, 225–226, 363–365
 - Upper level management support, 265
 - Usability, 103–104, 107, 304, 306
 - Use Case Specification, 132–133
 - Use cases, 131–132, 320–321
 - user accounts in authentication, 108, 308
 - User types in authentication, 108, 307
 - Value-Added Networks (VANs)
 - for cost reductions, 12–14
 - northAmerican Logistics, 193
 - Vanguard Group customer service system, 135–136
 - Variation causes in process improvement, 161
 - Vendors
 - Business Integration Strategy
 - Specification, 53, 280
 - current assessment, 77
 - Technical Integration
 - Architecture Specification, 93–94, 297–298
 - Version control, 254, 257, 386
 - Views in Information Integration
 - Implementation
 - Specification
 - data integration, 224, 363
 - unstructured content
 - integration, 226, 365
 - Virtual data warehouses, 227
 - Virtual factories, 166
 - VISA, XML Invoice Specification
 - by, 25
 - W3C (World Wide Web Consortium) for metadata, 145–146
 - Wal-Mart
 - philosophies, 10–11
 - process improvements, 162
 - supply chain, 163
 - Web Ontology Language (OWL), 146
 - Web Service Choreography Interface (WSCI), 56
 - Web Service Orchestration (WSO), 168–169
 - Web services
 - for adapters, 191
 - composite application
 - integration, 234–237
 - Current Environment
 - Assessment Specification, 81, 287
 - for message brokers, 188
 - for Miami-Dade County
 - integration, 235–236
 - in service-oriented
 - architecture, 46
 - Well-formed XML documents, 142
 - WfMC (Workflow Management Coalition), 170–171
 - Wireless connectivity, 208
 - Workflow
 - process integration
 - architecture, 167
 - Process Integration
 - Implementation
 - Specification
 - automation, 253, 382
 - collaborative process
 - integration, 255, 257, 386
 - Workflow Management Coalition (WfMC), 170–171
 - World-class finance, Cisco Systems, 5–7
 - World Wide Web Consortium (W3C) for metadata, 145–146
 - WSCI (Web Service Choreography Interface), 56
 - WSDL standard, 46
 - WSO (Web Service Orchestration), 168–169
 - XA transaction management standard, 221

| | | |
|--|-----------------------------------|--|
| XBRL (Extensible Business Reporting Language), 25, 142 | ESB, 344 | XML-based integration standards, 25–26 |
| XMI standard, 147–148 | importance, 140 | XML Gateway, 218 |
| XML (Extensible Markup Language) | northAmerican Logistics, 193 | XML Invoice Specification, 25 |
| | overview, 141–142 | |
| | service-oriented architecture, 46 | Zero latency, 5 |