

## **Message from the IBM Vice President and General Manager, IBM Consulting Group**

Technological innovation and increasing competition are driving companies to seek business structures, processes, and information systems that are flexible enough to successfully manage ongoing change.

As a consequence, new organizational structures and competitive strategies for IBM and others must focus on both the customer and the quality of the delivered product.

The application of information technology in this environment is a powerful catalyst for achieving realistic solutions to real-world problems.

Successful results demand that proven approaches and practices be used in any recommendations for change. To achieve success for IBM and others, we are building on the strengths of recognized experts from academia and industry, such as those whose papers appear in this issue of the *IBM Systems Journal*.



R. M. Howe