

# Message from the Chairman

Kenneth Svensson  
Chairman ETIS

Dear Readers,

This last year has been a memorable and eventful year from a number of points of view. Not only have we seen the telecommunications industry suffer in the market place as we have never seen it suffer before, we have also seen high drama, which has affected all our lives, in the form of the terrorist attack in New York on September 11<sup>th</sup>. As a result of this, many company executives were unable to travel, and for the first time in our history the Management Board meeting had to be postponed. A small meeting was held in Brussels in November, and the autumn meeting planned for Cyprus was delayed until June of 2002.

In ETIS too we have seen our share of changes, particularly among our Central Office staff. Jorry Janssen left us in April 2001, his replacement Rudy Gabrielsson having joined us in February. Alexandra Crangle, our saxophone playing, Thai Boxing Marketing Assistant left us in December 2001. Sandor Mester, our Director of Operations and Member Relations, left us in April 2001 in order to return to Hungary and spend more time with his family and new granddaughter (Sandor is now deputy director of the Media Business Unit in Axelero, the major IP company in Hungary). Finally, you will know that the Central Office has had to move location because of the end of its lease. This was accomplished with the minimum of disruption to our activities. They are to be congratulated on this.

We are always sad to see good friends leaving, but when those good friends are also our members, we are doubly concerned. During the last year we have had notification from several companies that they will withdraw from ETIS. Several companies have not notified us formally, including Telecom Italia, and eircom, but we fear that their lack of communication is a negative sign. This is a double worry for us firstly, since our main objective in ETIS is to promote exchange of experience and ideas and to work together, we can only do so if we have members, and secondly, ETIS depends upon its members for funding to maintain its activities and to pay its permanent staff.

But not everything was bad, there were successes and positive achievements. We celebrated the 10<sup>th</sup> anniversary of the founding of ETIS (which took place in June 1991, in Budapest). This celebration took place at a very lively Management Board in Helsinki in June 2001, which was hosted jointly by Sonera, Telenor and Telia. The meeting included a CIO's meeting, and was followed by a very informative Conference where I was pleased to hear many competent speakers address topics such as CRM and Billing, still at the very heart of Telco IT! It is clear that the Associate members were most supportive and active in this

event, organized by Richard Sitruk and supported by Anne, Veronique, and Alexandra.

We were pleased also to receive an invitation from Mr Michael Economides, Assistant General Manager of the Cyprus Telecommunications Authority CYTA to hold the autumn Management Board on the island of Cyprus.

ETIS focuses on people and organisations. We want to nourish our world where IT-technology liberates rather than restrains. In this world, technology works for organisations and individuals in all their daily tasks, rather than the other way around.

I wrote in last year's message about my concern for the Council. I would like to remark that this year we have seen a very active and positive Council, joined by Fuat Ertuzun in a permanent capacity, by Sandor Hegedus, and once again by Jan Wensink as Secretary-Treasurer. They have been a great support to ETIS and to me personally.

Allthough it is difficult to sum up this past year in a few words, perhaps the underlying theme has been "change". Change, and events are often dramatic, brutal and even violent. However, we must continue to struggle to achieve our objectives by working together for the common good, and by maintaining our personal contacts and believing always in people and their goodwill towards each other.

Join ETIS and help us shape the IT-technology of tomorrow!!!!

# Report on activities of the Council

Dear Member,

Once more our overall theme has been change, but also some much needed stability. Early in the year, following the Management Board, there were effectively no changes in the Council membership. Fuat Ertuzun from Turkcell became a permanent member of the Council, and Jan Wensink joined us officially as Secretary Treasurer. (Jan, from KPN who has been involved with the Council before was a welcome addition).

The main preoccupations of the Council this last year have been the need to find a replacement for Sandor Mester, and the need to ensure that ETIS can successfully face up to the difficulties facing its members by providing the benefits they need, and above all providing value for money.

Following the unexpected resignation of Sandor in April of 2001, a small action group consisting of myself, Tora Tenden, Reinhard Pfalzgraf, and supported by Véronique Ollagnon, undertook the task of finding a replacement for him. The task was not easy, because the job description had to be reviewed in order to align it to the new needs of ETIS, and because it is not easy to find the right person with the blend of international experience and personal skills together with a sound background in telecommunications who could lead our international Central Office team. After much hard work and effort, it was decided to appoint Mr Otto Baireuther from Deutsche Telekom as Managing Director of ETIS. Mr Baireuther has full responsibility for the activities of the Central Office, and the staff working there. He will have a contract of two years, but he must first serve a trial period of six months, beginning January 1<sup>st</sup> 2002. You will have to wait for next year's Annual report to read the outcome of this trial period, but I am sure that you will have formed your own opinion of Otto from his activities thus far.

The other challenge faced by the Council was to ensure that the activities of ETIS would continue whilst the selection process took place. This went well, thanks to the efforts of the Council in maintaining close contacts with the Central Office, and to the co-operation between the staff in the Central Office who worked hard to maintain momentum and even to move forward on a number of new activities.

As if this was not enough, the Council, following the initiative of the Central Office staff, began a very thorough SWOT analysis of ETIS in order to identify ways to improve our offerings to members as well as our effectiveness in identifying and satisfying their needs, whilst recognizing the need to reduce costs and to provide more value for money.

The Central Office staff are anxious to increase the membership reach of ETIS in order to ensure that we continue to be a lively and respected organisation within the industry. A number of actions have already begun, which you will eventually see as proposals for membership structure and fees at the next Management Board. You will also see changes in the ways we communicate with you, and how we seek your views on the choice of activities. One thing has not changed, and that is the commitment of ETIS to the ideal that by working together we can help each other in many ways, both socially and economically.

Finally, I would like to thank the members of the Council who give their time and effort willingly, despite their busy schedules, and I would urge new volunteers to come forward to help ETIS to continue to work in a very positive way, to give benefits to all its members.

ETIS now has a good starting position and I expect to see significant positive results from our change efforts in the years to come.

*Kenneth Svensson*

*Chairman of ETIS*

# The ETIS Council

**T**he Council consists of 7 to 9 members of the Management Board. They are elected for a period of two years and may be re-elected. The Council is chaired by the Chairman of the Board and meets periodically to determine strategy and oversee the operational aspects of ETIS.

Kenneth Svensson

Telia

*Chairman*

Jan Wensink

KPN

*Secretary-Treasurer*

Fuat Ertuzun

Turkcell

*(to January 2002)*

Sandor Hegedus

Antenna Hungaria

Reinhard Pfalzgraf

Deutsche Telekom

Ioannis Staikos

OTE

Tora Tenden

Telenor

# The ETIS Central Office

**T**he past year has seen many changes for the Central Office, staff, location, and member participation. What remains constant is our mission to serve the ETIS membership as best as we can, to stimulate new activities where required, foster old but valuable activities, and support member projects and events.

Otto Baireuther  
*Managing Director*  
(from January 2002)

Ian Clark  
*Senior Advisor &  
Director Projects*

Alexandra Crangle  
*Marketing Assistant*  
(to December 2001)

Rudy Gabrielson  
*Director Projects &  
Technology*

Jorry Janssen  
*Director Projects &  
Technology*  
(to April 2001)

Anne Leraillez  
*Executive Assistant*

Sandor Mester  
*Director Operations &  
Member Relations*  
(to April 2001)

Véronique Ollagnon  
*Senior Office Manager*

Richard Sitruk  
*Director External  
Relations & Major  
Events*

# Much to win

Collaborative work among Operators from the different sectors of the telecommunications industry has always been seen as a benefit, as long as it is pre-competitive and there is fair sharing in the partnership. This is entirely true for the area of collaborative research and development as well as in standardization and many other fields. In the case of ETIS work, the same is true for the effective use of IT for business support.

Nevertheless, one needs to recognize that the industry and companies are changing. Not only are services and products changing and coming to market faster and faster, new players are showing up (and sometimes disappearing again soon after). Companies reorganize themselves, being split up in holdings, subsidiaries and shareholdings. With each move, new management enters and business strategies are reviewed all over again. Many of the newly composed bigger holdings and groups have decided to resource their re-engineering process completely from within.

Thus, there are a number of reasons for ETIS members to reconsider their participation in the organisation. Accordingly, ETIS has seen some changes in its membership over the past year. We lost a few of the larger members for different reasons and gained others, including associate members and partners. How should ETIS respond?

With the aim of more effectively and more quickly informing our membership of activities and achievements, we plan to transfer TELIT from a paper-printed version to electronically distributed personalized e-mail. The aim is to issue it about 8 – 10 times during the year. The document will contain brief headlines and links to extended articles on the website.

The ETIS Website is being renewed and additional functions for security and online registration are being added. We are still working to improve the graphical design.

Intensive SWOT analysis during autumn 2001 showed among other results that the cost of central operations and membership fees are of concern to members. As a consequence of this, cost structures and membership fees were reviewed.

Starting at the end of 2001, a special effort was made to define new work items for ETIS and more effective means of identifying members' needs.

The above describes just a few new ideas to increase ETIS' attractiveness to old and new members and an equally important reminder that there are areas of collaborative work even among competitive Telcos. It is the spirit and the clear will to share experience and best practice to mutual benefit which provides the glue to bond the ETIS community!

# The ETIS associate members programme: Co-operation and Innovation to fight tough time

The main objective of the associate members of ETIS is to put their senior management and experts in touch with our telco members, their customers. Creating such links helps them to understand the common requirements of telco's and services providers and enables them to better meet product needs. Conferences, workshops, working groups and brainstorming sessions are among the methods to tune that process. During the past year, there have been several such opportunities.

The current tough situation in the telecom and IT industries is challenging international organisations such as ETIS, essentially due to cost reductions and other drastic measures being taken by their member companies to meet the crisis.

We in ETIS have a great challenge in front of us to rethink our business model as well as value proposition to attract more and different members from the IT industry, and also from the Content and the Multimedia industry. The provisioning of emerging 3G and 4G services will be highly dependent on the capacity of the whole industry to provide the right standards, the right platforms and the level of Interoperability needed to offer these services at a reasonable and acceptable price. CRM and other key topics need to be understood by telco organisations and their staff. ETIS is well equipped to continue to play a critical role, by bridging the gap between the IT and the telecom worlds. New work items, new ways of working, new business models and better value will attract more members and satisfy current members.

During our associate members' meeting in Brussels in October 2001, we discussed these challenges. A number of helpful recommendations were made. Some of them have already been used in the process of preparing events such as the CRM workshop and the Mini conference. (Both unfortunately postponed). Here are some of the main issues.

It is necessary to adapt to what is important in IT for our members. Suppliers can provide solutions in Billing, CRM and Customer Care, but how exactly do they fit in when it comes to IT Organisation?

Telecom IT professionals are concerned that their territory is threatened now that financial realities are hitting home – what are the real issues facing them and what can we actually do to help?

It was highlighted that IT departments are not very good at selling/marketing their value to the rest of the business. CIO's need to promote themselves more. The major role of the CIO is to bridge the gap between IT and business needs. ETIS thus needs to involve more *business* people in its activities, and to organise events from a different perspective, e.g. "what can IT do for you?".

Discussing the Knowledge Hub (see article on page 16), it was stated that the idea is not to work on requirements, but to ask members what information they want. ETIS must consider that it will be in competition with companies that are offering such services free-of-charge, and (Amdocs) suggested that ETIS could do likewise.

Bernard Fitoussi of Teradata reported that they have started holding "webinars," which incorporate collaborative work and opportunities for presentations – he suggested that ETIS should present workshops through the web, thus reducing travel expenses as well as presenting no cost to the participants.

Group1 Software Solutions state that associate members want a more consolidated view as to what is driving our full member companies, i.e. what do they need? What are they researching? ETIS should provide this information.

These open questions will be followed through.

# ETIS Balance Sheet

## at 31st March 2002

### Assets

	<b><u>Fixed Assets</u></b>		<b>85,877</b>
III	TANGIBLE ASSETS		85,877
	Office equipment and hard- & software	85,877	
	<b><u>Current Assets</u></b>		<b>1,396,512</b>
VII	AMOUNTS RECEIVABLE WITHIN ONE YEAR		613,795
	Trade debtors (1)	560,193	
	Other amounts receivable	53,602	
IX	CASH AT BANK AND IN HAND (2)		749,970
X	DEFERRED CHARGES AND ACCRUED INCOME		32,747
	Deferred charges	32,747	
	<b><u>Total Assets</u></b>		<b>1,482,389</b>

### Liabilities (3)

	<b><u>Patrimonial Estate (4)</u></b>		<b>1,174,580</b>
IV	RESERVES	247,894	
V	ACCUMULATED PROFITS	926,686	
	Previous years	721,948	
	Current year	204,738	
	<b><u>Creditors (5)</u></b>		<b>307,810</b>
IX	AMOUNTS PAYABLE WITHIN ONE YEAR		166,454
	C. Trade debtors		98,564
	Suppliers	46,917	
	Invoices to be received and credit notes to be issued	51,647	
	E. Taxes, remuneration and social security		67,890
	VAT payable	10,338	
	Social Security contributions	-258	
	Holiday pay and year end bonus	57,810	
X	ACCRUED CHARGES AND DEFERRED INCOME (6)		141,356
	Subscriptions 2002/2003	141,356	
	<b><u>Total Liabilities</u></b>		<b>1,482,390</b>

(all figures are in EUROS)

### Operational Statement

I	OPERATING INCOME		1,528,143
	A. Subscriptions received	1,111,545	
	B. Fundings, conference fees & publications	416,591	
	D. Other income	7	
II	OPERATING CHARGES		-1,345,085
	C. Sundry goods and services	-911,743	
	D. Remuneration	-394,828	
	E. Depreciation on assets	-27,472	
	F. Other operating charges & local taxes	-11,042	
III	OPERATING PATRIMONIAL INCREASE		183,058
IV	FINANCIAL RESULT		21,680
	G. Financial products	27,416	
	H. Financial charges	-5,736	
VII	PATRIMONIAL INCREASE FOR THE PERIOD		204,738

- (1) *Outstanding 2001/2002 invoices at 31st March 2002.*
- (2) *Including a reserve fund for salaries and running expenses which are held in a deposit account.*
- (3) *These are all amounts which ETIS, as a legal entity, owes to its suppliers and its subscribers, to whom the money belongs.*
- (4) *In essence, this is the value of ETIS, including all assets, tangible and intangible.*
- (5) *All trade debts, taxes, wages and social security provisions for employees with Belgian resident status.*
- (6) *Invoices for 2002/2003 dispatched in 2001/2002.*

# Report on CIO meeting and Global Conference in Helsinki (June 2001)

## CIO Meeting

“Most company directors are refusing to listen to their IT chiefs when it comes to e-commerce strategies - and four out of ten fail to believe anything their CIOs tell them”.

Bob Weiler, CEO and president of the Giga Information Group, gave this stark message on the very day of the conference, claiming that IT's problem is one of credibility.

### Objectives of the meeting

The objectives of the ETIS CIO's meeting were:

- to provide a structured forum within which ETIS member CIO's and invited guests could discuss their concerns, and the issues and business problems they face;
- to invite them to propose actions for ETIS to meet their needs;
- to enable ETIS staff to inform them of existing ETIS activities, and together to identify future activities and topics to be addressed in support of their wishes.

### Setting the scene

After a short welcome and introduction by the Chairman of ETIS, Mr. Kenneth Svensson, Mr Sitruk explained the meeting's organisation. He introduced Nadine Mouali, who made a presentation comparing the progress of IT in telecommunications to a rapidly accelerating, departing train.

### Debate & Discussion

Peter Alexiadis, acting as moderator, emphasised that the train is a bundle of things, including people, technology and that more, and that there is an incredible level of uncertainty. Although technology is changing quickly, there is a strong need to maintain basic human skills.

Major points made during the meeting were:

- Telecom services are becoming a commodity.
- The market is shrinking, and requires quick thinking.
- The main question is how to provide and deliver new services faster, services which are more and more complex.
- IT can help if it can provide more of the value content chain.
- There are differences in culture between IT and Telecom.
- IT strategy seems difficult to change because it requires huge investment.

- There is a need to optimise the use of (future) technologies, like XDSL.
- IT is already at board level and the situation has changed since ETIS'99, two years ago (Ivo Galea, CIO Maltacom). IT is part of the train, but knowing how to manage IT at board level and which tactics are necessary is the key to success.
- ETIS can play a more active role as facilitator and catalyst for action by suppliers and operators.
- Charles Clark (CIO of Czech Telecom) predicted the end of the CIOs as we know them.
- There is a great need to integrate new technologies and different kinds of skills. So, how to get the good mix of people with the right personality?
- New business skills are needed. The old IT is perhaps not qualified for today.
- The business should be the starting point, and not IT.
- Skills and personality are critical to renew the IT function. Motivating staff and creating a true common culture is essential. It is time for a new IT approach to take over the old IT organisation (Kenneth Svensson, Telia). As telecom companies need to give more importance to the consumer market rather than to the business side, IT must also change.
- It is key to integrate IT skills at each level of the organisation. But the personality ingredient is becoming fundamental. Customer-minded IT staffs are a

*ETIS Management Board members in Helsinki on 12th June 2001*

critical success factor as the industry is shifting from products to customers centric.

- We need a better approach to enable synergy between IT and the other parts of the organisations, and particularly in areas such as:
  - legal aspects;
  - security and privacy;
  - information-sharing and exchange both internally and externally, at different technology and business levels.

#### Moving on

The following topics will provide material upon which ETIS can plan its activities in coming years:

- involve more Business and Marketing people in our activities;
- introduce more synergy between IT and other departments;
- add more value on Business issues, as IT is becoming the business;
- encourage the Business to involve IT from the very beginning (concept definition stage);
- find adequate performance metrics for IT in business;
- identify best practices in IT;
- identify organisational change and organisation models in the liberal market;
- identify security issues in the customer self-care age;
- investigate how traditional IT is involved with the Business;
- describe how to integrate IT knowledge into the Business (information sharing);
- explain to managers how IT should be organised;
- manage the supplier/procurement relationship;
- manage IT people and keep staff up-to-date and flexible; recruit and retain;
- investigate the use of ASPs;
- identify business models for e-Telcos in the new marketplace;
- deal with globalisation and transfer of strategies;
- generate fresh ideas in fostering co-operation and sharing of experience between ETIS members (co-opetition).

The CIO meeting provides much information and many views on critical issues for IT. It merits a suitable follow-up. This will take final form in a Strategic Report to be called the ETIS 2002 Strategic Report.

## ETIS keeping IT right! A real Success

Once again, our biennial global conference proved to be a resounding success! The two-day conference in Helsinki provided an excellent opportunity for all participants to gain at both the personal and the professional level.

Much more important than our own opinion of the event, however, is the feedback we received from those who took part. Here is a selection of comments, so you can judge for yourselves!

*Former ETIS Chairman Vincenzo Randazzo (left) joined current Chairman Kenneth Svensson (right) and conference Chairman Richard Sitruk to celebrate ETIS' 10th birthday.*

*"...thank you very much for a very good event, very professionally organised as always." Scarlett Van der Meulen, Teradata. "Feedback was positive from our people, especially regarding the theme and audience which we found highly relevant." Peo Olsson, Room33. "It was a pleasure to attend and to contribute. Congratulations for a wonderful event." John O'Sullivan, Thames Communications. "Please accept my congratulations on an excellent conference. I am sure that everyone got a great deal of benefit from it." Roger Bromley, e-learning InterNetworks. "Thank you very much for inviting Centra to this event. I heard from Amy Finn and Jim Frausing that it was very successful." Els De Witte, Centra Software.*

*Multi-nationals Compaq and IBM joined us as exhibitors. IBM were also Gold sponsors of the event.*

This Global conference involved many companies (more than 60) from the Telecom and the IT sectors, with representatives from the highest management levels.

The event was championed by Sonera, Telenor and Telia.

It was sponsored by accSell, Cap Gemini, Group1Software, IBM, Meta Group, NCR, Portal, Room 33, Telesens, Tibco, TietoEnator and WebGiro.

16 companies exhibited their products on site: AccSell, Business Architect Project, CuSeeMe, Compaq, ETIS, Group1Software, IBM, NCR, OpteWay, Pearson Education, Room33, SER, TeleOpti, TietoEnator, Trendium and WebGiro.

# The STAMP programme: Knowledge Management and e-learning

**T**he ETIS STAMP programme was created 8 years ago, to provide a platform for the exchange of knowledge, information, expertise and experiences. It has helped to develop an impressive network of full and associate members, partners, universities and business schools, and of course the European Commission. The emergence of new WEB, Internet and wireless technologies, combined with new Knowledge Management practices, is opening new opportunities to achieve the same goals better and faster.

This article describes the “The Knowledge Hub” (KH), an initiative proposed by Richard Sitruk, Director of External Relations and Major Events, to improve ways of learning and sharing among the ETIS community. The pilot will start in April 2002.

## 1. Introduction

The ETIS KH project aims ultimately to develop an improved, e-enabled, information service.

## 2. The current situation

Intellectual capital is more and more the key differentiator in many industry sectors. In the current difficult environment, easy access to knowledge will give companies a sustainable advantage. All companies accept the increasing role of knowledge assets within business.

Given the need to acquire and manage knowledge assets efficiently, an organisation can significantly reduce the costs, risks and timescales to achieve such competence by collaboration with others. The purpose of this project is to establish:

- Who would be suitable collaboration partners?
- In which aspects of the acquisition and utilisation of knowledge assets would there be an advantage to collaborate?
- How would collaboration work in practical terms?
- Analysis of costs and benefits.

Why should competitors co-operate?

- It is generally in the interests of a business to acquire any asset at the lowest possible cost and at the highest possible quality, even if the rest of the industry has the same advantage. Therefore, if this comes about through collaboration, it would be un-business like not to collaborate.
- Success depends upon what a business does with its assets. In other words, competitive advantage is gained by the superior application of knowledge assets, and not just by their possession.

## 3. Development of the Pilot Knowledge Hub

In order to identify the critical success factors in building a KH, a pilot will take place, with a very clear focus on CRM (Customer Relationship Management).

Key words will be: Passive Knowledge Space (e-learning & Knowledge management) and Active Knowledge Space (e-collaboration).

CRM has been chosen because it is of industry-wide importance and it is demanding in a number of ways: technology, operations and, to get full advantage, strategic implementation.

### 3.1 Traditional and e-enabled information services

The project will identify information services that should be delivered traditionally and those which could be better delivered e-enabled (on-line). Furthermore, there may be features of e-enablement that can significantly add value to information services, e.g. e-learning, learning communities and knowledge management. These will also be identified.

### 3.2 The different knowledge user groups

There are a number of distinct groups within most organisations which have significantly different information and knowledge needs.

Senior Managers need strategic and high-level operational knowledge.

Middle Managers & Supervisors need overall business unit management and specific operational knowledge.

Operational and Clerical Staff need practical job-orientated information.

Each group requires not only different information but delivery in ways that are appropriate to their working environment. The level of interaction will be different and the relationship to the management structure will also vary. The project will map out each group with respect to content,

delivery and support criteria.

### 3.3 Resourcing, cost, risk and timescale reduction

A key aim of the project is to identify, evaluate and incorporate the different resource requirements. This is central to cost, risk and timescale reduction for the project members. The areas where these savings are expected are:

- Sharing of existing knowledge assets (from existing events, working groups, projects, ...)

- Selecting best-of-class from the combined supply base, namely expert services, information providers and IT services
- Joint purchasing and sourcing of new information content, knowledge assets, support services and IT infrastructure
- Shared project management costs and professional services
- Internal marketing, communication and implementation

Timescales can be shortened where the combined resources of the project partners allow for faster development and implementation. High levels of professional project management help reduce timescales, and faster internal implementation results from external influence/change management.

### 3.4 Opportunities

Above and beyond cost and risk reduction, there are other potentially significant opportunities both short-and long-term which will be included:

- Sharing of best practice; operational & organisational, training & development.
- Introduce e-learning and knowledge into the organisation and contribute to culture change regarding training in general, and the use of IT in particular.
- Better utilisation of internal assets: intellectual, personnel and physical.
- Develop a knowledge management/expert system to improve many administrative and management processes. Experts will always have up-to-date information available, instantly on-line.
- The knowledge resources could be made available to SME sub-contractor/suppliers or customers thus improving their performance and effectiveness.
- Access to EU funding to promote e-learning and training of own staff, SME development and dissemination into the community.

### 4. Pilot phase - CRM Knowledge Hub

The Pilot Platform is now available. A document has been provided to explain the registration process and the main guidelines for the KH.

The following companies have agreed to participate in the Pilot project: Telia, Deutsche Telekom, Maltacom, Cyprus Telecommunications Authority, and have signed the MoU.

#### First Objectives of the Pilot

- To create an excellent network of Telco members focusing on CRM issues
- To develop and make available a specialist knowledge in the CRM area from members, associate members, connected networks and specialised Information Portals
- To provide ongoing management of a blended information service

- To offer a collaborative online platform for the participants to discuss and share actual experiences or concerns/opportunities

As well as the provision of a CRM e-enabled information service, the pilot will identify key operational and governance issues:

- Sourcing and management of the information and knowledge assets
- Provision and management of the IT infrastructure
- Who would supply the elements of the service: ETIS, members, 3rd party suppliers?
- How would the service be charged, how would the providers be remunerated?
- Provision of additional added value services such as an e-CRM system on an ASP model
- Identify commercial spin-off opportunities

#### Roles, responsibilities and Partnership

- a] ETIS is the champion, the project co-ordinator and moderator with the help of partners. The ETIS central Office will support the installation of the pilot phase and the communication between the partners.
- b] Telia is providing their e-learning platform for sharing the online facilities.
- c] NextLearn (Sweden) has helped to set up the Pilot and is providing the technical support to help customise, define and validate the different phases of the pilot.
- d] The consolidation of the structuring process of the knowledge around well-identified aspects of CRM will be achieved with the help of partners (present and future). The raw material will be provided by ETIS.

# IT Procurement SIG: how to help CIOs and their organisations to apply best practice in procuring IT services, technology and products

In this fast-changing business world, speed and flexibility to adapt to new rules are becoming key ingredients for business success. Beyond the strategic decisions to merge companies, build alliances or partnerships, the hidden complexity of sustaining everyday processes implies dramatic changes for organisations if they want to succeed in a competitive environment. However, at a time when Competition is getting stronger and stronger, there is an increasing need for co-operation in areas such as standards, architecture and best practices.

I would like to quote from the book, “The Blur” by Stan Smith and Christopher Meyer: “An economy is the way people use resources to fulfil their desires. The specific ways they do this have changed several times through history and are shifting yet again-this time driven by three forces -connectivity, Speed and the growth of Intangible value.”. “ ... As the future arrives at such a pace that physical capital becomes more liability than asset. Increasingly, value resides in Information and RELATIONSHIP.”

## Challenges & Opportunities for IT procurement managers

IT Procurement is a key element of the overall IT strategy of a Telecom company today. IT represents substantial costs directly impacting business and customers, as well as financial performance. Within most Telecom organisations, there are many opportunities to improve procurement practices and procedures.

## The Special Interest Group (SIG) for IT procurement

To help ETIS members address the complexities of IT Procurement, ETIS took a major role in the EC project, PROBE, and from this was developed the SIG for Telecommunications which involved Slovak Telecom, CYTA, Turkcell, Telia.

The specific tasks of the SIG, its activities and its expected results are as follows:

- 1] Meet to exchange information in order to gain:
  - Insight into different structures being used, resources deployed, and skills and background of personnel performing technology procurements within Telecom Operators
  - Understanding of different approaches for disseminating and managing supplier information amongst Telecom Operator business units
  - Knowledge of existing supplier exchange(s) being used today and how they might be shared with other Telecom Operators
  - Information concerning new procurement methods or tools that are applicable to Telecom
- 2] Document techniques to reduce IT procurement risk
- 3] Document best practices for working with software suppliers
- 4] Run pilot for Telecom Procurement Exchange to gain
  - an understanding of the issues involved in combining purchasing power amongst Telecom Operators for improved procurement results

- experience of an implementation of Procurement Exchange in which two or more Telecom Operators combine purchasing requirements for an actual purchase

#### First deliverable

The first deliverable of the SIG has been the report on “IT Procurement in the European Telecommunications Industry”, which provides a detailed analysis of the current status of procurement activities following a detailed benchmarking activity. It includes:

- An executive summary describing the findings of the study and the recommendations for remedial action by Telcos
- A confidential appendix for each SIG Signatory that shows where they stand in IT procurement when compared with Telecom industry norms
- A description of the benchmarking methodology and the data gathered in the analysis
- A graphical summary of the overall benchmarking results for the telecommunications industry
- An analysis of the procurement tasks in which telcos exhibit strength, together with the relationship with a series of performance attributes and details of how these strengths are reflected in the organisational metrics
- A similar analysis of the procurement tasks in which telcos exhibit weaknesses
- Details of the procurement tasks in which telcos exhibit average performance
- An analysis of performance attributes and organisational metrics across all procurement tasks for the telecommunications industry
- An analysis of how the performance of telecommunications organisations compares to the performance of organisations across all European industries, taking into account all procurement tasks, performance attributes and organisational metrics
  - Conclusions highlighting the required actions for telcos in order to improve their procurement processes

The detailed benchmarking study carried out for the telecommunications industry analysed nine separate performance attributes for 39 different procurement tasks and

gathered a series of specific organisational metrics. This enabled the performance of telcos to be analysed from a variety of perspectives.

On average, telcos perform procurement tasks better than European organisations across all industries. However, there are still clear areas where improvement is necessary.

Telecommunications organisations are strongest in areas relating to management and implementation. However, even these best-performed tasks are not sufficiently well reflected upon in order to measure performance and identify areas that could be improved. In addition, the success of individual procurement projects is often achieved at the cost of long-term relationships with users and suppliers, which is reflected in the below-average scores for user and supplier related metrics.

Measurement and improvement are weak performance attributes throughout all procurement tasks, and are even weaker in those tasks which telcos perform badly. These least well-performed tasks are those related to the development of overall organisational procurement strategies and policies. Low metrics scores in these areas indicate that telecommunications organisations may be less aware of their weaknesses than other organisations across Europe. They believe they are performing well, but their results are below those of other industries.

The key needs for telecommunications organisations are:

- To reflect upon how well users and suppliers are being included in the procurement process, and improve procurement tasks to include users and suppliers
- To develop an organisational wide acquisition strategy and policies that contain continual measurement and improvement actions, and prioritise long-term success over short-term gains

*A way for the Future: Co-operation and Knowledge Management*

Effective IT procurement is a key component for business success and cost reduction. It can be improved by closer co-operation with users and suppliers, by better Knowledge Management and by sharing information with other companies.

## From Malta to Zurich, CRM is critical

**A**fter several months of preparation and with everything set for running one of our best CRM conferences, the dramatic events of September 11, 2001, forced us to cancel our CRM seminar in Malta. With a very strong and professional support from Maltacom, ETIS had put in place a very attractive agenda.

Happily, it was only delayed. With the constant support from our council, it was agreed to give a first priority to CRM, and hence, to identify the appropriate opportunity to organise the conference at a more suitable time. The CRM conference will take place in Zurich in November 2002. It will have a similar structure to the Malta event, with more up-to-date topics including contributions from CAWICOMS (see page 35).

So, please watch our WEBSITE. The announcement and agenda will be soon on their way. Questions to Richard Sitruk - [rs@etis.org](mailto:rs@etis.org).

## The Data Warehousing Working Group

**T**he Datawarehouse working group has had a difficult history. Although members from time to time ask us what work is being done, and show an interest in it, it has proved to be impossible until now to have a viable group working only on Datawarehouse.

For this reason, it has been decided to focus more strongly on one of the major applications which use the Datawarehouse - Customer Relationship Management.

The objectives of the new Datawarehouse group will be:

- To share the knowledge and best practice of using Data Warehouse from the Telecom industry
- To concentrate on a well-focused set of topics which will benefit participants by increasing their knowledge.
- To establish deliverables for each topic and find the best method for doing so e.g. surveys, workshops, presentations, consultancy
- To help members manage Data Warehouses and CRM more effectively.
- To focus on the strong link between Data Warehouse and CRM. Business needs vs. technical solutions will be assessed and evaluated.

Questions to Rudy Gabrielsson - [rg@etis.org](mailto:rg@etis.org).

# TISS 2001 Update

Once again the TISS survey and questionnaire have been improved in order to meet the comments of participants. The Exel questionnaire was split into six sections: Telephony, Mobile Telephony, Internet, Broadcasting, Data, and Value Added Services. Each section was structured in the same manner, but key questions relating to the technology were different.

In spite of these improvements and much initial interest, only six companies (two of which provided Telephony and Mobile data), gave complete inputs. In addition, our original supplier failed to deliver new software, and we had to find an alternative. Deutsche Telekom T-Systems finally helped us by producing the analysis and report programs at a very modest fee. The final report was not delivered until early May.

As a result of the disappointing results for the 2001 TISS Survey and Report, there have been discussions with companies who have participated in the past (notably Deutsche Telekom, Telia, Telenor and CYTA), to consider whether it is worthwhile to continue with TISS.

Discussions so far have indicated that companies are still very interested in benchmarking their own performance against others, but that they wish to see an emphasis on business and specifically on Key Performance Indicators (KPIs) which measure performance of IT in business terms (e.g. the cost of a bill), as well as other measures of IT department performance (e.g. % of bills delivered on time, Service Level Agreements relating to availability, and so on).

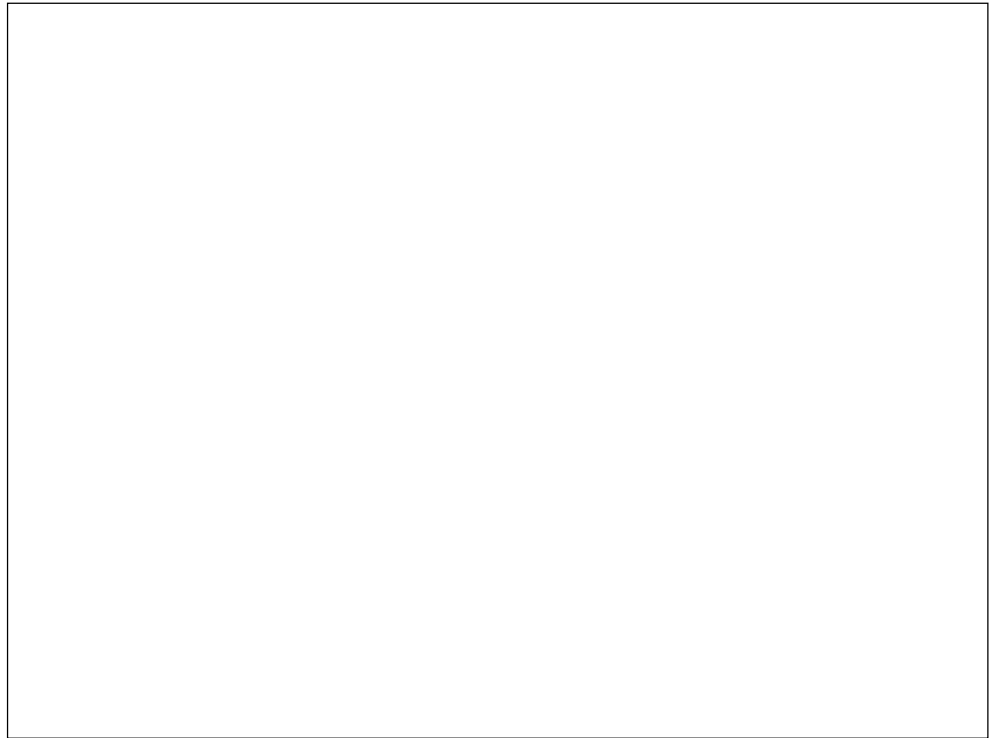
The best practice and governance information is of interest but secondary. People have expressed a strong desire to have the timing of the TISS Survey tied in more closely with the business cycle so that it can complement the business cycle and the budget-setting process better, thus becoming more valuable and relevant to their internal business customers as well as the IT Department.

Please watch out for developments in TISS in this coming year which aim to make it more relevant and useful.

See the scope of TISS in the attached diagram.

Enquiries to Ian Clark - [ic@etis.org](mailto:ic@etis.org).

## The scope of TISS



# The International Settlements Working Group

**I**nternational Settlements (IS) is a group of which ETIS can be proud. It typifies the kind of co-operation on a global scale which we would like to replicate in other areas.

The ETIS International Settlements group has enhanced the International Standard for International Settlements based on the ITU recommendation D.190. Many new members have joined the group from the whole world. Its objective is to promote the use of EDI for International Settlements using a worldwide standard.

Major deliverables were released during the last year, including updated code tables to complement the latest ITU-T recommendations, updated user guides and the “kick-off” of the development of an XML solution for International Settlements in co-operation with the ETIS EBG working group.

Two major meetings of members from the whole International Settlements group took place, one in Berlin and the other in Rio, South America. In addition, we have seen a new and deeper co-operation with the ITU. This is reported in more detail in the

Article titled “ITU-T and ETIS co-operation”.

The work in the group has been focused upon:

- Delivery of the Translator V3.0 supporting Flatfile2 and Flatfile3 for members to use on a trial basis with a view for the group to maintain this on a long-term basis
- ITU Update – Report of the Agreement between the ITU-Study Group 3 and ETIS-International Settlements Group
- New structure and dedicated team for International Settlements group plus a proposal for a new International Settlements Executive Council
- New action plan to aggressively target the top 30 global Carriers that will benefit the members
  - To actively promote to these top 30
  - Agree & publish an EDI implementation plan for each of them
- Future development of code tables for the next generation of Carriers

Enquiries to Rudy Gabrielsson - [rg@etis.org](mailto:rg@etis.org).

# ITU-T and ETIS co-operation

**I**t is encouraging to report that our work is being recognized by the oldest and most authoritative body in telecommunications, the ITU. This article describes our collaboration with the ITU, and we produce in its entirety the joint Press Release from ETIS/ITU issued earlier this year (see page 36).

The ITU Telecommunication Standardization Sector (ITU-T), one of the three Sectors of the International Telecommunication Union (ITU) and ETIS, announced in January 2002 the establishment of a formal two-way communication agreement between the two organizations.

The ITU-T mission is to ensure the efficient and on-time production of high quality standards covering all fields of telecommunications. The standardisation work is carried out by 14 study groups.

At present, more than 2,600 recommendations (standards) on some 60,000 pages are in force. Recommendations are non-binding standards agreed by consensus in technical study groups; however, they are generally complied with due to their high quality and because they enable the interconnectivity of networks and allow telecommunication services to be provided on a worldwide scale.

One of the 14 study groups is Study Group 3, which focuses on tariffing as well as accounting principles for international telecommunication services and the study of related telecommunication economic and policy issues. Study Group 3 has a mission to foster collaboration among its Members with a view to the establishment of the lowest possible rates consistent with an efficient service.

ETIS is a global organisation which facilitates the work of some 50 international operators from all continents in developing and implementing (EDI) solutions for the rapid exchange of international traffic accounts. The ETIS International Settlements Group has developed the ETIS-codetables supporting the EDI-solution for international traffic accounts based on the ITU-T Recommendation D.190 and has also developed a Translator for the EDI exchange of information.

ETIS will submit contributions by releasing the ETIS codetables to ITU-T Study Group 3 based on the Recommendation D.190, and the revisions will be processed via the ITU-T Rapporteurs Group.

ETIS will grant a license for the use of ETIS codetables to an unrestricted number of applicants on a worldwide, non-discriminatory basis. All ITU-T members are invited to take part in the global meetings for ETIS International Settlements Group and to share the experience of EDI usage by the ETIS members.

The ITU-T and ETIS are looking forward to continued communications and co-operation in fields relevant to both organisations in the future.

# Flying again!

## Slow, but sure

Last year, in our Annual Report, we reported plans to revive a working group on the topic of IT Architecture. The group has been successfully relaunched. At a meeting in Brussels on 7th and 8<sup>th</sup> of March this year the first 'official' meeting of the IT Architecture group, which numbered already seven full members with signed MOUs from Telenor, Telia, Vimpelcom, Czech Telekom, CYTA, Lattelekom, and Turkcell took place. The champion and chairman of the group is Lennart Lilja from Telia.

The objectives of the group include exchange of information, identification of best practice, the development, management and use of IT Architectures in the business context of its members, and to identify and define those building blocks within an IT Architecture for Telecoms which could be of importance to members. The first meeting satisfied all of these objectives perfectly.

One of the common difficulties participants share is how to integrate the different applications they have, and the different technical platforms inherited from the past. Some companies have already met this challenge, or are in the process of doing so, by the use of various strategies, either evolving their own platforms or using proprietary solutions to enable and achieve interfaces between their systems and so achieve homogeneity and manageability. Other companies have the task of integrating the IT systems of many subsidiaries within a single IT Architecture, again to achieve coherence, manageability and reduce costs. There is a real exchange of experience taking place.

One of the objectives of the group has been to find an architecture or a means of describing architecture which can be used by all, and if possible to build upon it rather than to develop new architectures. A key member of the TMF technical staff, Mike Kelly, provided an in-depth explanation of e-TOM, (enhanced Telecom Operations Map), the Business Process Framework from TMF, and there was a prolonged discussion about its merits and its shortcomings. It is likely that the group will adopt e-TOM as a central part of its work, using it as a common starting point to provide a common language and focus. At the same time, the group recognized that the e-TOM has some gaps, notably in the definitions of some data items which are used for the exchange of information between telcos.

A major concern for all companies has been the management, governance, and even the marketing of IT Architecture. Many companies, although apparently convinced of the need for Architecture, lack the necessary processes which will allow it to function. These processes need the involvement of business units and the IT department at the highest level, and at the correct time in the business cycle; they also need to use a "language" which all can understand so as to achieve meaningful communication and eventual target setting. The group is systematically considering the methodologies used by other industries as well as proprietary methodologies.

It is clear that different companies are at different stages in the development and application of Architecture. Indeed, some still need to convince top management that IT Architecture is a necessity. For them, being able to refer to the experience of other companies is a great help.

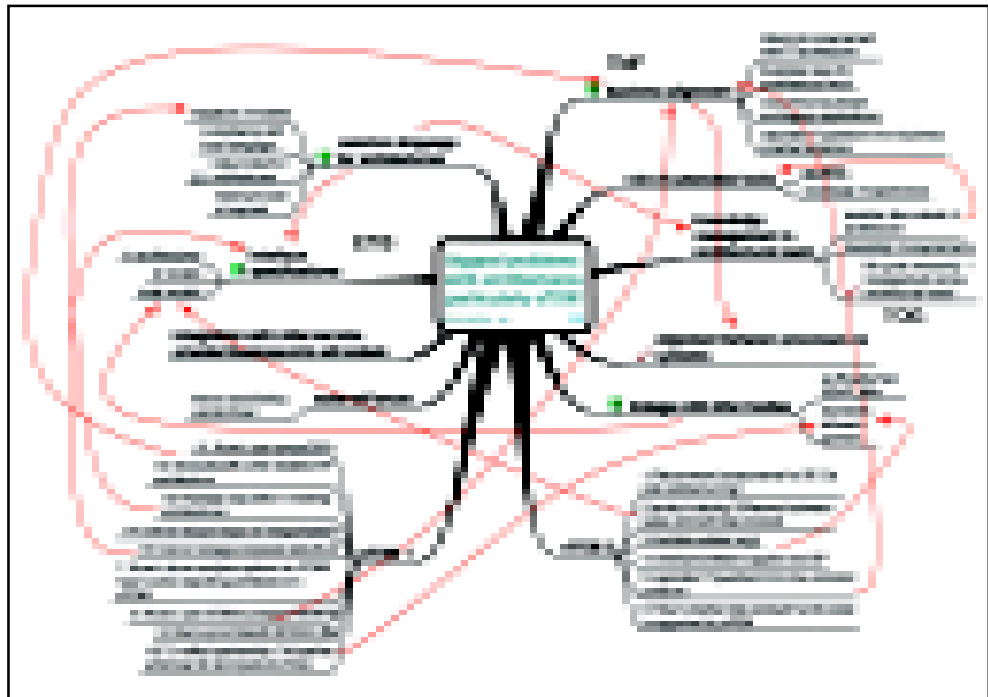
The group is keen to see what value different approaches to Architecture can bring, and it is therefore systematically considering various strategies and techniques. For example, the meeting in February heard from Telcordia about their Integrated Operations Infrastructure, IONA Technologies about WEB Services, as well as TMF on e-TOM and NGOSS. Cramer Systems also spoke about their approach to justifying the use of Architecture on a purely financial basis. Future meetings will hear from Groups such as OMG on Model Driven Architectures, the Gartner Group, META Group and so on.

The outcome of the syndicates held during the meeting is shown in the attached "Mind Map". It identifies those areas where work is being done by different organizations, as well as those where ETIS might find a need to do work in order to meet the special needs of Telcos. This has been used to determine the future work of the group. It may help potential participants for the group to see the areas where the group is working, and so where it might be of value to them.

New members will be welcome!

Enquiries to Ian Clark - [ic@etis.org](mailto:ic@etis.org).

## IT Architecture work areas



# IT organisation

The effective Organisation and Management of IT Resources of all kinds is a major focus for ETIS and for its participants. We have run several workshops related to this general topic. The most recent example of the genre was held in Oslo in September 2001, by courtesy of Telenor, who hosted a similar workshop almost two years before. The meeting took place on 13/14 September, but it was overshadowed by the tragic events in United States on 11 September. Attendance was much reduced due to companies grounding their managers as a security measure. Nevertheless, the meeting went ahead and the attendees were well pleased with it. Following an introduction to the role of the CIO and a revealing exercise to establish the position held by the different participants within the corporate “pecking order”, given by Petter Gottschalk from the Norwegian School of Management and formerly CIO of ABB in Norway, Leif Almqvist from Telia spoke about the increasing involvement of the IT specialist when new business ventures are being considered. Alfred Spill, Chief IT Architect of ABB, explained ABB’s current approach to IT especially in the realm of IT Infrastructure, which is intended to ensure coherence throughout the group.

A relative newcomer to ETIS, Therese Van den Hurk provided an alternative way of looking at the organization of IT by looking at the different models and ways of working being adopted by telcos, and the different kinds of IT organization these require. Ivo Galea from Maltacom spoke of his own experiences, in particular on the topic of ‘outsourcing’. Christer Juhl Nielsen of Sun Micro Systems told how his company ensures the alignment of Business Objectives and IT Strategies.

Richard Sitruk introduced the idea of combining Knowledge Management and e-learning. The theme of “The Knowledge Based Company” was elaborated by Grete Skeie from the Telenor University.

There will be further deliverables related to IT Organisation this coming year.

*Help! I'm stuck in the CPU.*

# The Electronic Billing / XML Working Group

The ETIS Electronic Billing Group (EBG) has devoted the last 10 years to developing standards in the area of telecom billing. Many operators have been using the solution formulated for reproducing billing data in the EDIFACT format.

Following the request from international key accounts to receive all incoming electronic invoices in a standard format, several European telecommunications companies now use the ETIS standard to transmit their billing data. It is clear that a standard format is needed across the industry. Accordingly, the ETIS format has been used for fixed network services as well for mobile invoices. Even electronic invoices used for billing transactions between carriers are prepared in the ETIS format.

## EDIFACT - an explanation

EDIFACT stands for Electronic Data Interchange for Administration, Commerce and Transport.

EDIFACT is an internationally accepted and used standard for all business areas; it offers many different message types to help exchange electronic messages e.g. for order, invoices, price catalogues.

The means of transmitting an EDIFACT file has no influence on the message itself. EDIFACT files can be transmitted via a network or downloaded from Internet.

## EDIFACT advantages

It is a standard used worldwide, UN/ISO-approved and maintained, used for more than 10 years in B2B e-commerce, independent of transmission means and accepted as a legal format in some countries.

## Electronic Billing Group deliverables

- PRICAT Message to describe product and price information
- INVOIC Message to describe all relevant data for telecom billing
- CODE LISTS to give additional information to INVOIC Message
- DATA MODEL used as a basis for EDIFACT subsets and further development

## XML (Extensive Markup Language)

Over the last few years, the ETIS Electronic Billing Group has been involved in creating a Telecom XML schema to depict billing data. The XML solution covers Fixed- and Mobile Billing as well as Interconnect solutions for National- and International Settlements. In doing so, the XML variant is regarded as a complement to the EDIFACT solution. Both messages are based on the same datamodel – the same content can thus be depicted in both variants.

Since leading Internet browsers support the XML format, the recipient can depict information that has been received without extensive tools. The XML solution is thus increasingly aimed at “Small and Medium Enterprises” and possibly even at residential customers, so its value can be appreciated.

Major deliverables from the ETIS Electronic Billing Group for the Telecom XML solution will be available during the second half of 2002.

# External activities and EC funded projects

Part of the ETIS mission is to work with associations having complementary activities and expertise. Such co-operation with organisations such as ETSI, CEN/ISSS, TMF, TOG, EMF, OMG, ITU-T, increases the value that we deliver to our members. This article describes some of these activities.

ETIS has been working with the CEN/ISSS (Electronic Commerce Workshop Electronic Commerce Architectures). Richard Sitruk is a vice chairman of the organisation.

This group has been compiling an extensive list of Architectural models which are used by various industries to support e-commerce. The work will be further elaborated to compare and assess the architectures and models themselves, as well as the methodologies used by each.

eBES (The e-business Board for European Standardisation)

ETIS experts have been working with eBES on ebXML activities, adding Telecom knowledge to the overall development.

The objective of the work is to create a single global electronic marketplace where enterprises of any size and in any location can meet and conduct business, by providing a complete modular electronic business framework.

Work will focus upon registry, business process, trading partner agreements and messaging.

The ETIS Telecom XML development together with the XML development by ebXML will be widely supported by UN/CEFCAT and OASIS, numerous industry associations, Software vendors and several end-user projects.

ETIS has been involved in several European funded activities and projects. The Business Architect Project (BAP) and the recently awarded project Customer-Adaptive Web Interface for the Configuration of Products and Services with Multiple Suppliers, (CAWICOMS) are two examples.

The Business Architect Project (BAP) is developing a service for 'venture coaching' whose aim is to increase the level of success in new business development.

BAP is developing a set of methods and tools to support three essential activities in the process of implementing new technology-based ventures:

- 1] Identifying and evaluating business options
- 2] Finding the appropriate partners
- 3] Creating organisational structures.

BAP has developed support services for each of these which are geared to help entrepreneurs.

The first targets the top management team and its strategic decision-making process. It is based on real options reasoning. In rapidly changing environments, this service contributes to adapting the new venture's strategy and aligning members of the top management team as well as financiers and other main stakeholders.

The second service targets the human resources aspect of creating new ventures. As new ventures mostly emerge from existing networks, this service improves the configuration of high-performing teams within virtual environments.

The third service addresses organizational design to sustain the rapid growth of the business with scalable organizations. Its advantage resides in its focus on organizational processes and self-coordination of the organization's members.

The BAP consortium initiated test cases for the three services. Intracom, as BAP prime user, started its test case, implementing a business plan. The second case concentrates on the joint venture between the Dutch Telecommunications company 'KPN' and the American software development company 'Perrot Systems'. The third case by DLR focuses on the start-up of SMEs. Other cases also exist.

The feedback from tests cases was used by BAP to build up the three Business Architect tools:

- the Operational Design tool (OD tool) for process modeling,
- the Value Quantification tool (VQ tool) for strategic alignment creation and
- the Team Configuration tool (TC tool) for team creation and member assessment.

All tools have reached a fully functional status and continue to be supported.

The overall result of the Business Architect Project is an integrated and modular service package for new business development that has been validated in different settings, e.g. project-based organizations, start-up companies, or joint ventures. Currently BAP is completing the validation of the Business Architect Services (its methods and tools). The consortium is also making a special effort to disseminate the results from the project and as a final target we plan to migrate from development to business exploitation.

There was a most successful Gate Review in November 2001, in which the BAP concept was validated internally, by external industry and by the EU Commission. The final review will take place in June of this year.

## Customer-Adaptive Web Interface for the Configuration of Products and Services with Multiple Suppliers (CAWICOMS)

The aim of CAWICOMS is to enable businesses to market complex customisable products and services by the new methods of e-commerce. CAWICOMS creates the technology for developing *configurators* that will be able to deal simultaneously with multiple suppliers over a network and to interact with other *configurators* as well as with component catalogues; and Web-based human computer interfaces that will be able to adapt the interaction according to the skill-level, preferences, and needs of the customer.

CAWICOMS will have benefits both for customers and suppliers: personalisation will help *consumers* to better specify their needs and to select the most appropriate solution when buying goods and services over the Web. This also enables *suppliers* to sell their goods better.

CAWICOMS also contributes to *supplier co-operation* along the supply chain by addressing the interoperability of product configuration. Since services are also considered, the proposed solution widens the application configurators to co-operating service providers rather than just product suppliers.

ETIS members will have access to innovative and valuable results and deliverables on advanced web technology. They will be directly involved in test and validation processes. ETIS will have substantial funding for developing knowledge and skills. It will extend its external network and open up new opportunities for extended visibility.

# Agreement between ETIS & ITU-T regarding the International Settlements standards: leading the way to more co-operation

Press release - 30 January 2002

As highlighted during a recent meeting called in Geneva by Mr. Houlin Zhao, Director of TSB (ITU Telecommunication Standardization Bureau, the secretariat of ITU-T), co-operation among International Telecommunications bodies and Forums is becoming very important. Improving communication between Forums and International bodies in order to ensure efficient collaboration and minimise of duplicating work is a critical success factor to achieve such co-operation.

In that context, ETIS, e-and telecommunications information services and the ITU-T are pleased to have established a formal agreement between their respective working groups dealing with EDI exchange.

ETIS, a non-profit organisation, has established a formal two-way communication agreement with ITU-T

ETIS-EDI (\*) Group is an organisation, more than 40 international operators from all continents, to develop and implement EDI solution for the rapid exchange of international traffic accounts. The ETIS-EDI (\*) Group has developed the ETIS-codetables supporting the EDI-solution for international traffic accounts based on the ITU-T Recommendation D.190 and has also developed a Translator for the EDI exchange of information.

ETIS will submit contributions, by release the ETIS Code tables, to ITU-T Study Group3 based on the Recommendation D.190, the revisions will be processed via the ITU-T Rapporteurs Group.

ETIS will grant a license for the ETIS Codetables to an unrestricted number of applicants on a worldwide, non-discriminatory basis.

The ITU-T and ETIS are looking forward to more improved communications and co-operation in fields relevant to both organisations in the future.

For more information, please contact:

*Mr Richard Sitruk, Director External Relations, ETIS*

*Mr Houlin Zhao, Director of TSB, International Telecommunication Union*

*(\*) ETIS-EDI refers to the International Settlements Group.*