

Phase	Aspects of change
1 Cross-individuals	Broke down barriers between functional experts themselves and between this group and the executives responsible for managing core parts of a business, particularly operations
2 Cross-functions	Facilitated links between functions by requiring and helping the interchange between different parts of the same business
3 Cross-businesses	Impacted the way companies conducted business by removing barriers within an organization and between parts of the immediate supply chain
4 Cross-corporations	Continued the cross-corporate changes by facilitating cooperation of businesses within a supply chain including tier 2 suppliers

**EXHIBIT 9.18** The evolving role of IT in managing a supply chain