Chapter VIII
# Transitioning of Existing Business Processes to Collaborative and Mobile Business Processes:
## An Action Research Based on a Security Service Organization

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## ABSTRACT

*This chapter is based on a study at a selected organization to evaluate the impact of mobile technology and collaborative environment on its business processes. The existing business processes of the organization are placed within the proposed model of mobility. Also, additional collaborative business processes are engineered to operate on Collaborative Web-Based System (CWBS) in order to examine how an organization can benefit from the model. This chapter will also explain the shortcomings of the proposed re-engineered and engineered processes enabling better understanding of them. This study will help the organization under study to understand and experience the importance and value of the two important technologies of mobility and WS and the need to adapt them in order to remain competitive.*

## INTRODUCTION

This chapter reports the outcome of an action research project carried out in a security business named MAS Venue Services. The main objective of the study was to introduce mobile technologies and collaborative business environment to the business processes of the organization and observe the impact of such introduction. The theoretical background used was the m-transformation model described by (Arunatileka, 2006) and the collaborative business model presented by Ghanbary (2006a). As per (Unhelkar, 2005b) mobile technologies are at the crux of this communication revolution. These new mobile technologies have

contributed to the elimination of physical connectivity for people, resulting in a significant impact of how organizations carry out their business processes. Therefore, mobile technologies and collaborative environment were considered important to MAS Venue Services business processes and was specifically studied here.

There has been many discussion on mobile transformation and a framework for such transformation is provided by Basole (2005b), Kalakota and Robinson (2002), Marmaridis and Unhelkar (2005) and Tsai and Gururajan (2005). Mobility is becoming increasingly important in business. This is so because mobility provides businesses with the unique ability to communicate independent, of their location. The importance of mobility is further underscored in its application to the business processes (Hawryszkiewycz & Steele, 2005). According to Arunataileka (2007) a mobile organisation has its internal and external business processes fully integrated with mobile technologies. This integration produces "location-independent" business processes that aim to improve productivity and efficiency, as compared with "non-mobile-enabled" business processes. Based on Ghanbary and Arunataileka (2006) the concepts of mobile communication, digital networks and service providers have advanced very rapidly in the last few years. This impact of mobile technology on the business processes has lead to consideration of mobile communications and corresponding network providers way beyond the well known data and voice transmissions and into the realm of mobile web services.

Based on (Barjis, 2006) a well-engineered, well-designed, and well-integrated m-business supports not only conducting business, but also adds collaboration, coordination, instant communication, and management features in the business.

The environment in which e-business systems operate is also changing. Businesses are no longer likely to have total control over the systems and networks upon which their e-business applications depend. E-business is the carrying out of business activities that lead to an exchange of value, where the parties interact electronically, using network or telecommunications technologies *(*Jones, Wilikens, Morris and Masera, 2000).

To achieve our aim of research, we have classified this chapter in the following sections: a) abstract b) introduction c) description of the action research organization d) re-engineered and engineered processes and e) conclusions.

## DESCRIPTION OF THE ACTION RESEARCH ORGANIZATION

MAS Venue Services has 230 plus regular employees in their security and training operations. 99% of them have mobile phones (only 2 out of 230 do not have a mobile). Since the training arm is a regular operation and does not need mobility as a requisite. Our action research was focused upon the security operations arm.

The security operation of MAS Venue Services is two fold.

1. Operations with regular on-going services
2. Ad-hoc operations with sports/entertainment venues

The operations with regular on going services provide security services to organizations in various industries. Their regular customers are in the hospitality industry, business and education. They provide security personnel to cover regular shifts in these locations. The ad-hoc operations are services provided to events such as sports events and concerts. These services differ from one another and always had to be organized at the last few days since the actual requirements are received only in that period.

The operations manager at MAS Venue Services wanted the researchers to concentrate on the mentioned business processes namely;

Reengineered Processes:

• Creating the employees rosters
• Time sheet operations

Engineered Processes:

• Requesting staff from other venues
• Advertisement for the performed services by MAS Venue Services
• Recruiting staff

These business processes were looked at for re-engineering and engineering in order to introduce mobility and identify how the engineered processes will function in a collaborative environment across multiple organizations.

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