Chapter 4
Collaborative Business Process Engineering (CBPE) Model

Our problems are man-made; therefore they may be solved by man. No problem of human destiny is beyond human beings.

John F. Kennedy (1917–1963)

CHAPTER KEY POINTS

- Introduces the *Collaborative Business Process Engineering (CBPE)* model as the core model for business collaboration.
- Discusses clusters versus collaborations as means for businesses to interact with each other using *CBPE*.
- Discusses the limitations and challenges in the way businesses currently collaborate.
- Discusses how *CBPE* helps multiple organizations to collaborate with each other irrespective of the knowledge of their physical whereabouts and their technological boundaries.

INTRODUCTION

This chapter describes the ***Collaborative Business Process Engineering (CBPE)*** model. This model is the core model for business collaboration and is the main contribution of this book to the literature on collaborative business. The descriptions of the technologies that facilitate ***CBPE*** were presented in earlier Chapter II. That discussion on the technologies as well as the underlying basis for collaborative environment discussed in the previous chapters is expanded here, together with the limitations of and expectations from the ***CBPE***. Most of the discussion undertaken in this chapter is based on examples; this is so because we believe that demonstrating the concepts of CBPE through the examples is best way to ensure the model gets applied in practice immediately. Furthermore, this chapter also discusses what we mean by a business cluster. This understanding of a business cluster also provides further clues to the challenges and limitations of the current as well as proposed collaborative environments. The identification and discussion of concepts and technologies such as Web Services (WS), Enterprise Application Integration (EAI), Service-oriented Architecture (SOA), Enterprise Service Bus (ESB), Mobile and Web 2.0 technologies also takes place in this chapter. This exploration of the aforementioned technologies, beyond what was mentioned in the earlier Chapter II, is undertaken here to enable us to utilize them in the collaborative business.

DEVELOPMENT OF CBPE MODEL

The Collaborative Business Process Engineering (CBPE) model provides the basis for organizations to interact, innovate and integrate. The rapid evolution of the telecommunications industry has made it possible for businesses to collaborate electronically through their software applications and components. The development of an organization into a collaborative organization is based on the choice of a suitable website and applications, its document orientation, content and graphic design, budget and time constraints and the changing technology (based on Deshpande and Ginige, 2001). The capabilities of telecommunications, however, need to be further supported by appropriate processes that provide customers with effective product and service information.

The introduction of the World Wide Web opened the door of opportunities for many companies who were seeking to collaborate in a global environment. The Web made it easy for companies to expose products online. As companies strive to reduce expenditures by outsourcing jobs to locations beyond their boundaries, they also want to grow revenues by attracting international business. However, developing a process to deliver products in a timely fashion and ensure availability of items is the challenge.

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