

Chapter 11

Case Study 1: A Security Organization (Medium Size Organization)

“We all agree that your theory is crazy, but is it crazy enough?”

Niels Bohr (1885-1962)

CHAPTER KEY POINTS

- Introduces a security organization that forms basis of the case study
- Discusses how to plan the transformation to a **CBPE**-based organization
- Discusses how to undertake the transformation to a collaborative business
- Shows how the feedback is obtained from the transitioning organization to improve the functioning of the organization
- Discusses the utilization of the **CBPE** model in the organization.
- Discusses the global factors of the collaboration for the organization under study.
- Discusses the restructure of the organizational hierarchy based on the implementation of the proposed collaborative environment.

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INTRODUCTION

This chapter describes a case study that is carried out in an organization that provides physical security services in Australia. The case study has been carried out with the aim of applying the **CBPE** model to some parts of this medium-sized organization that is called upon by event organizers such as those managing large public meetings, conventions and exhibitions, and so on. The primary focus of this chapter is to present how the **CBPE** framework helps in introducing newly-engineered processes for the organization. These new processes, mainly internal in this case, are able to make practical utilization of the concept of collaboration in order to reduce their time and cost. Similarly, there are some external processes that benefit external people who collaborate with the organization on regular basis.

The interface between collaboration as a business process and information communications technology as the implementer of that business process is an important factor in achieving the advantages from **CBPE**. Information and communications technology provides the tool for the efficient coordination of the different process links throughout the collaboration. While the company discussed in this case study will acquire the advantage in terms of collaborative customer service, the advantage is also derived internally by use of collaboration. The technology discussed here serves as a new channel of interactions as well as an efficient tool of communicating with each other within and outside the organization.

ORGANIZATION DETAILS

Perpetual Resources Group specializes in the provision of fully licensed and professional security operatives to the hospitality industry. Perpetual Resources Group focuses its business on hospitality - providing event, site, and asset protection. According to the organization's business portfolio and the organization's training documentation, Perpetual Resources Group is an organization that has been trading since 1989 in Sydney, New South Wales, Australia. Perpetual Resources Group believes that its ability to adapt to the changing needs of the industry is its main reason for success. Perpetual Resources Group holds a regular client base in the Sydney metropolitan area, with a number of licensed venues. Apart from being a service provider for the industry, Perpetual Resources Group is also a Registered Training Organization (RTO for the Vocational Education and Training Accreditation Board (VETAB in New South Wales. Perpetual Resources Group is also fully licensed to carry out training activities in Victoria and Queensland.

New licensing requirements came into effect in February 2005, requiring a Certificate 1 in Security Operations (Pre-License) to be the entry point of work in

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