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BUILDING IT CHANGE-READINESS CAPABILITIES IN THE MOBILE SERVICE DELIVERY: A CASE STUDY IN THE EXHIBITION INDUSTRY

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Abstract

The mobile technology is applied in more and more aspects in our life. It is used not only in communication, but also business activities. As the great progress of wireless transmission, commercial information can be delivered to one's handheld devices immediately, no matter where he or she is. Many companies attempt to introduce such convenient technology as their new strategy to perform their real-time services. Individual-oriented information delivery is also a beneficial function for these companies. This research will examine the organization star-model to find out the critical factors how an organization successfully adopts mobile technology. In-depth interviews will be provided for validation.

Keywords: Organizational Transformation, Mobile Technology, Change-ready IT Capability, U2EX

Research Objective

Mobile technology nowadays has played a more and more important role in our daily life. Almost everyone has at least one kind of handheld devices, such as cellular phones, notebooks, and PDAs. This circumstance creates a huge and potential service market. Mobile service has some advantages to offer users more helpful functions. First of all, mobile technology makes user have the real-time ability to receive information and transact their business everywhere. Second, people are no longer constrained by time or place to deal with their transactions because of using the wireless transmission technology. Furthermore, it makes possible that service providers can deliver location-based and individual-based services, i.e. customization services, to their customers. Many companies are trying actively to adopt mobile technology in order to change their business capabilities and be more competitive in their industries.

The goal of this research is to verify the star-model of an organization and modify the contents of the five elements. The reformed model can help us determine the critical factors and solutions of these five dimensions in an organization transformation which is caused by adopting mobile technology as a new strategy. Specifically speaking,

this research examines the following two questions:

- What are the design elements of an organization which adopts mobile information system to build change-ready capabilities?
- How can such designs improve managerial effectiveness of organizational transformations?

Research Framework

This framework defines the capabilities of an organization and classifies them into five components (see Figure 1): (1) strategy: change-ready IT capability, (2) structure, (3) process, (4) people, and (5) reward system. There must be some organizational changes when a new IT is adopted to deliver new service. The framework determines the change-ready IT capabilities which an organization need to execute the strategy successfully. Structure and process redesign is necessary for efficient business operation and service delivery. Furthermore, employees should be integrated and trained different skills for their smooth work in the new organization. A good reward system, however, always encourages employees to work hard and to be loyal to their organization.

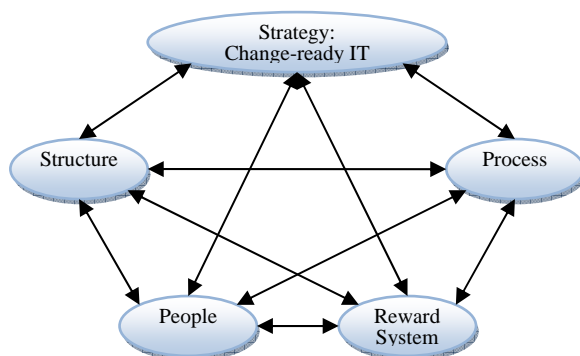


Figure1. The star-model of change-ready IT capability

Literature Review

The design starts from the star-model which developed by Galbraith [10] and Lawler [18]. They defined the five elements and conceptualized what capabilities an organization should have to be more effective and efficient. Clark, Cavanaugh, Brown and Sambamurthy [7] used their own experiences in an IS organization to reform the star-model and defined change-ready IT capabilities in strategy

dimension. They also described what to do in organizational change to achieve different capabilities in the other dimensions.

The strategy component is graphically drawn at the top of the model. The core and organizational capabilities define the fundamental abilities of an organization [19]. IT capabilities enhance competitive agility by IT-based products, services, and business applications [4] [5] [18], and strategic information system (SIS) is one of the important information systems to achieve them [25]. Dynamic capabilities [9] [12] [23] [24] [27] make organizations change their business behaviors rapidly to accommodate to the changeable market. The leader should as well as rethink his role of the organization, and how he can lead it to success [2] [3] [6] [17] [20].

Organization structure redesign is necessary to be more effective [1]. A functional team which is composed of employees from different departments is significant in present companies [7] [10] [17] [22]. Processes among teams or departments show how they collaborate and their relationships [11] [16]. A good integrator has to communicate and coordinate teams to make sure the missions going smoothly [7].

Besides, an integrator needs to survey and integrate the existing skills, decide the required skills, and set up training plans for other employees [13] [15] [22]. However, a good reward system, which establishes flexible pay measurement based on one's performance, is always a good way to encourage employees work hard and be loyal to their organizations [5] [7] [14] [18] [26].

Research Plan

We chose MICE (Meetings, Incentives, Conventions, and Exhibitions) industry to test our reformed design. The exhibition department of TAITRA (Taiwan External Trade Development Council) is developing a new wireless communication platform in the new-built Taipei World Trade Center Nangang Exhibition Hall. This project, as known as U2EX, allows exhibitors to deliver customized marketing messages to their clients, and clients to search information about the exhibition via the specific handheld devices. We will schedule three in-depth interviews with the representatives of MICE industry. The interviews will focus on their business capabilities before and those after executing U2EX project. We will classify the interview data to map to our model. We will include some of their customers in our follow-up sessions if necessary.

Deliverable

The final deliverable is first to examine the star-model for an organization transformation in MICE industry, and find out the critical capabilities when a new mobile IT strategy is adopted. It also

defines the items needed to be done and processes about how to finish these goals in the five dimensions. Change-ready capabilities are the most important subjects in this research. The reformed model will assist companies to be a guidance of organization transformation when mobile service delivery is chosen as their strategy.

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