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BUILDING ORGANIZATION CHANGE CAPABILTY FOR THE ADOPTION OF THE MOBILE SERVICE: A CASE STUDY OF THE EXHIBITION ORGANIZER

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ABSTRACT

The mobile technology is applied in more and more aspects in our daily life. It is used not only in communication, but also business activities. With 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 examined the star-model framework in the context of mobile service as a new strategy. With a case study, we found some critical factors that an exhibition organizer should focus on when implementing a mobile IT project: a good IT environment, company-wide learning, quick response, flexible structure, elastic processes, a good training system, and an appropriate performance-based reward system.

Keywords: Organizational Transformation, Mobile Service, Change-readiness IT Capability, MICE

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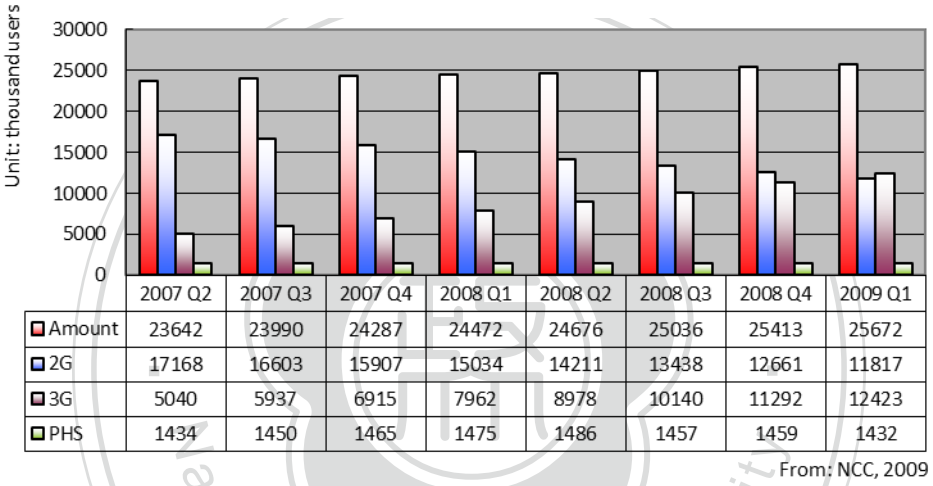
CHAPTER ONE: INTRODUCTION

1.1 Research Motivations

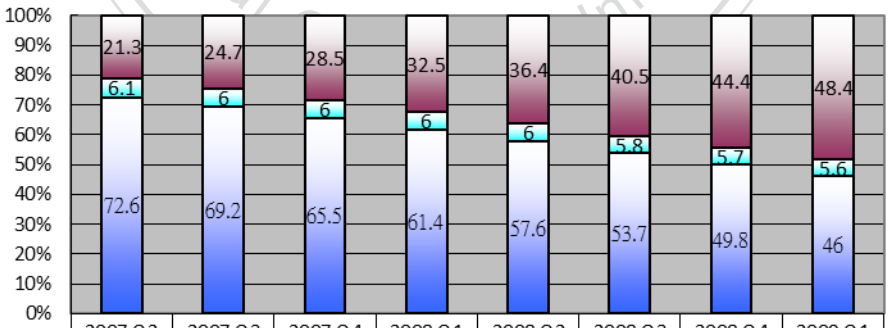
According to statistics published by the NCC (National Communications Commission) in April 2009, there are more than 25 million mobile users in Taiwan, 60.2% of who have access to internet on their mobile devices. The number of 3G users has reached 12 million (see Figure 1) and accounts for 48.4% of market shares (see Figure 2), both of which surpass the value for 2G users in Q1 of 2009.



	2007 Q2	2007 Q3	2007 Q4	2008 Q1	2008 Q2	2008 Q3	2008 Q4	2009 Q1
Amount	23642	23990	24287	24472	24676	25036	25413	25672
2G	17168	16603	15907	15034	14211	13438	12661	11817
3G	5040	5937	6915	7962	8978	10140	11292	12423
PHS	1434	1450	1465	1475	1486	1457	1459	1432

From: NCC, 2009

Figure 1. Mobile Users Amount in Taiwan



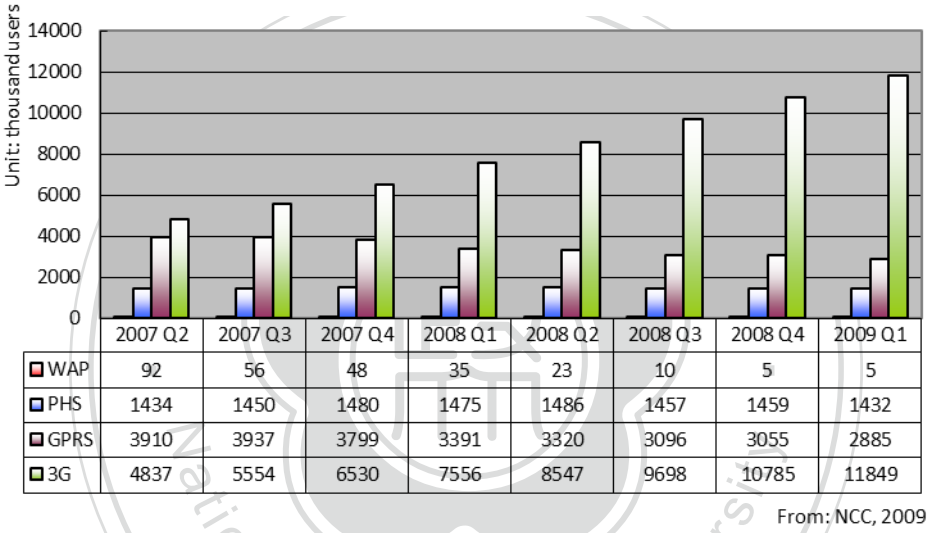
	2007 Q2	2007 Q3	2007 Q4	2008 Q1	2008 Q2	2008 Q3	2008 Q4	2009 Q1
3G	21.3	24.7	28.5	32.5	36.4	40.5	44.4	48.4
PHS	6.1	6	6	6	6	5.8	5.7	5.6
2G	72.6	69.2	65.5	61.4	57.6	53.7	49.8	46

From: NCC, 2009

Figure 2. Mobile Users Market Share in Taiwan

Increased transmission speeds and the high availability of service providers

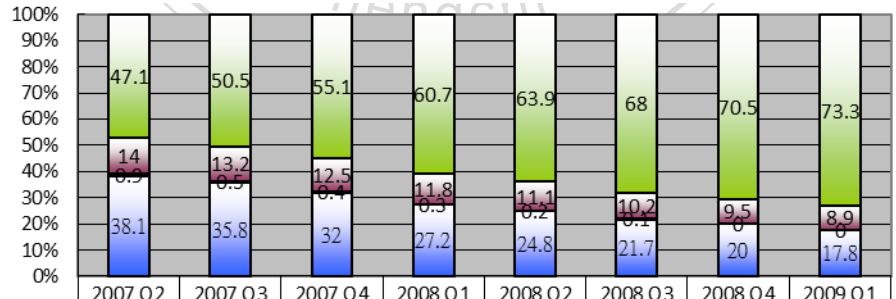
have made more and more users decide to have access internet on their handheld devices to surf websites, check email, search maps, look for restaurants, and more. Since the first 3G cell phone was presented to the public in Taiwan in 2005, the number of 3G mobile consumers has been growing rapidly. Until the first quarter of 2009, the number of consumers who acquired mobile services using the 3G standard increased over 10% each quarter (see Figure 3) with a market share of nearly 73.3% (see Figure 4). In other words, due to the great progress of mobile and wireless technology, service offered through mobile devices has enriched people's lives and business operation models. It has shown that mobile technology has played an increasingly important role in our daily lives and has, additionally, created a huge, potential service market.



	2007 Q2	2007 Q3	2007 Q4	2008 Q1	2008 Q2	2008 Q3	2008 Q4	2009 Q1
WAP	92	56	48	35	23	10	5	5
PHS	1434	1450	1480	1475	1486	1457	1459	1432
GPRS	3910	3937	3799	3391	3320	3096	3055	2885
3G	4837	5554	6530	7556	8547	9698	10785	11849

From: NCC, 2009

Figure 3. M-Service Users Amount in Taiwan



	2007 Q2	2007 Q3	2007 Q4	2008 Q1	2008 Q2	2008 Q3	2008 Q4	2009 Q1
3G	47.1	50.5	55.1	60.7	63.9	68	70.5	73.3
PHS	14	13.2	12.5	11.8	11.1	10.2	9.5	8.9
WAP	0.9	0.5	0.4	0.3	0.2	0.1	0	0
GPRS	38.1	35.8	32	27.2	24.8	21.7	20	17.8

From: NCC, 2009

Figure 4. M-Service Users Market Share in Taiwan

Mobile service companies are offering their customers a variety of helpful functions. First, mobile technology enables users to receive information and conduct their business at any location, in real-time. Second, wireless transmission technology allow people to no longer be constrained by time or place when dealing with their transactions. Third, service providers are able to deliver location-based and individual-based services (i.e. customization services) to their customers. For these reasons, many additional companies have actively adopted mobile technology in order to change their business capabilities and be more competitive in their industries.

As a result, many companies have attempted to introduce such convenient technology as a new strategy to improve their real-time services, keeping in mind the individual-oriented aspects of information delivery. In order to respond the demands of their customers as quickly as possible, companies have to focus on: (1) how to rapidly deliver services, while responding to changing markets and competing rivalries, and (2) how to cultivate desired skills or knowledge to support delivering such a service to their customers (Clark, Cavanaugh, Brown and Sambamurthy 1997). Faced with so changeable and complicated a market, companies must be able to consistently determine what their customers need and promptly offer the appropriate service to meet their demands, for example, having good IT infrastructure and well-trained employees would shorten the response time. Likewise, flexible business process would raise customers' satisfaction, and appropriate rewards would make employees more loyal. These factors, known as organization change capabilities, are key elements in enhancing organizational competence. Especially with such a changing business environment, these abilities could support companies to deliver mobile service which customers need. In sum, a company's ability to build and sustain organization change capabilities will become more and more crucial to its long-term success (Nolan and Croson 1995; Rockart et al. 1996; Ross et al. 1996).

1.2 Research Objectives

This study attempts to examine how an organization should transform to build organization change capabilities, while adopting mobile technology as a new strategy. In order to develop strategic, information system projects, previous studies have proposed the evaluation of organization change capabilities based on five dimensions: strategy, structure, process, people, and reward system (Nolan and Croson 1995; Rockart et al. 1996; Ross et al. 1996; Clark, Cavanaugh, Brown and Sambamurthy 1997). When it comes to mobile service, however, these criteria can only be applied

partially. Previous designs were based on traditional information systems, which focused on building an effective, but static system to increase productivity. For mobile service providers, however, this model would not suffice, because it wouldn't account for the changeability of customer requirements. On the other hand, some scholars have offered new opinions on the five elements during last decade. To modify the new model, we must consider new organization change capabilities and mobile service research, and develop a fixed solution that would make sure an organization is "ready" to deliver services via mobile technology.

Thus, this paper will attempt to contribute to the IT change-readiness capability of mobile services by (1) modifying the critical factors of the star-model of organization change capability, and (2) examining the framework in exhibition industry in Taiwan.

1.3 Research Question

The goal of this research is to investigate the organization change capabilities that an organization should develop, while adopting mobile technology as a new strategy. More specifically, this research will investigate the following questions:

- What are the key capabilities that make an organization ready to deliver services via mobile technology?

1.4 Research Arrangement

The remainder of this research is organized as follows:

Chapter 2: Literature review
Chapter 3: Description of research model
Chapter 4: Research methodology and case background
Chapter 5: Further discussion and managerial implications
Chapter 6: Brief summary and limitations of the study

CHAPTER TWO: LITERATURE REVIEW

In order to stay competitive in the changing business environment, an enterprise must continuously carry out organizational transformation (Zhao and Liu 2010). This kind of transformation would cause huge changes inside the organization, which we may evaluate, using the five dimensions defined in Star Model. In terms of framework, we have reviewed some literature on several subjects and summarized it in the following sections.

First of all, we will explain how the Star Model works by designing an organizational scheme and the key points of each categorization. Second, we will review some papers related to organization change capabilities, since we propose to research the influence of adopting mobile information systems as a new business strategy. The flexibility of organizational structure and process design are elaborated in sections three and four, respectively. In the last two sections, we will discuss the importance of employee skills and the reward system.

2.1 Star Model

The American academic and consultant, Jay R. Galbraith (1995), developed a framework for organization design. This framework, called the "Star Model", is the foundation upon which a company bases its design choices (see Figure 5). It consists of a series of design policies that are controlled by management and which influence employee behavior. These policies are the tools by which management may shape the decisions and influence the behavior of their organizations effectively.

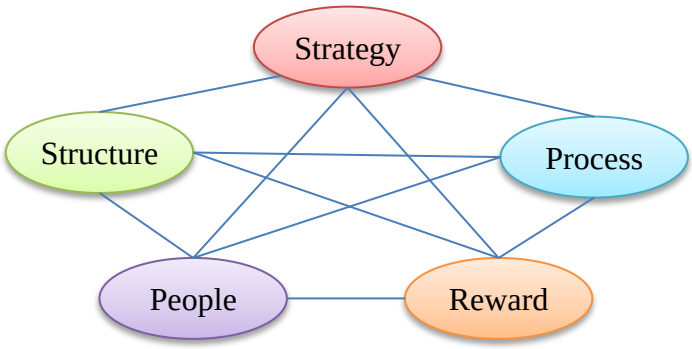


Figure 5. The Star Model

In the Star Model, design policies fall into five categories. The first is strategy, which determines direction of an organization. It is graphically portrayed at the top of the model. The other four categories are designed to achieve company objectives from a holistic perspective (Lawler 1996). The second is structure, which determines the location of decision-making power. The third is process, which has to do with the flow of information, or the means of responding to information technologies. The fourth is the rewards system, which influences the motivation of people to perform and address organizational goals. Lastly, the fifth category refers to the policies relating to people (human resource policies), which often influences employee mind-sets and skills. Lawler (1996) has proposed a new model of integrating the best proven organization design strategies, using the Star Model as a foundation. He defines the following six new principles: (See Table 1)

Table 1. Lawler's "New Logic" for Designing and Managing Organizations

1	OLD: Organization is a secondary source of competitive advantage. NEW: Organization can be the ultimate competitive advantage.
2	OLD: Bureaucracy is the most effective source of control. NEW: Involvement is the most effective source of control.
3	OLD: Top management and technical experts should add most of the value. NEW: All employees must add significant value.
4	OLD: Hierarchical processes are the key to organizational effectiveness. NEW: Lateral processes are the key to organizational effectiveness.
5	OLD: Organizations should be designed around functions. NEW: Organizations should be designed around products and customers.
6	OLD: Effective managers are the key to organizational effectiveness. NEW: Effective leadership is the key to organizational effectiveness.

In our study, we are investigating how an organization should be deliver mobile service as a new business strategy. According to previous research, information technology (IT) strategy has always been considered a supporting business strategy (Chen et al. 2010), one that helps businesses gain and sustain competitive advantage (Brady and Targett 1995; Duhan et al. 2001; Hidding 2001). Therefore, we will focus on incorporating new organization change capability into the strategy component of the Star Model and analyze how it interacts with other design policies to make changes in the organization.

2.2 Change-Readiness IT Capability

The continuing evolution of information technology (IT) has led to a decline in costs for all organizations, so that even the smallest company can afford to develop needed information systems (IS). Considering the effectiveness and efficiency of such systems in today's changeable business environment, the growth and sustainability of change-readiness IT capability has become crucial (Nolan and Croson 1995; Rockart et al. 1996; Ross et al. 1996). There are two main goals for IS development activities: (1) to rapidly deliver IT applications, while adapting to changing markets and competitive rivalries, and (2) to cultivate desired IT skills and effectively use them to facilitate the completion of system projects (Clark, Cavanaugh, Brown, and Sambamurthy 1997).

Claudio and Manzur (1998) argue that IT, as a competitive asset, is becoming more and more important in the implementation of business strategy. Appropriate use of IT will greatly improve the connection between company departments and allow managers to better integrate information from the organizational and marketplace standpoints; this improved connectivity will then allow business managers to make more informed decisions to reach their goals more quickly.

Prior research has examined the concept of IT capability from a number of theoretical perspectives (Table 2 shows the definitions of IT capability in existing literature). Recently, researchers have begun viewing IT capability from both a technological and managerial aspect, rather than from a single viewpoint. Ray et al. (2005) consider IT capability as being composed of two parts: (1) the technology component – raw IT spending, technical skills, and generic information technologies within the firm, and (2) the managerial component which "influences how the technology component is used". Bhatt and Grover (2005), on the other hand, view IT capability as being composed of three components – (1) value capabilities (e.g., IT infrastructure), (2) competitive capabilities (e.g., IT business experience, relationship infrastructure), and (3) dynamic capabilities (e.g., intensity of organizational learning).

In addition, coming from a resource-based view of IT capability, Zhang and Tansuhaj (2007) define IT capability as: a firm's ability to acquire, deploy, and leverage its IT related resources in combination with other resources and capabilities in order to achieve business objectives through IT implementations. At the same time, they conceptualize IT capability as a multidimensional construct that consists of (1)

IT architecture – a high-level map of the information and technology requirements of the entire firm, as well as an organized consensus of the technology, data, and process standards of the company, (2) IT infrastructure – the shared resources that data and applications access through communication networks for organizational use, (3) human IT resource – a valuable human asset that can be used to consistently solve business problems and address business opportunities through IT, and (4) IT relationship resource – the ability of management to trust, deliver mutual respect, communicate, coordinate, and negotiate quickly and effectively.

Table 2. Definitions of Change-Readiness IT Capability in the Existing Literature

Authors	Definition
Clark, Cavanaugh, Brown, and Sambamurthy (1997)	(1) The ability to enhance competitive agility by delivering IT-based products, services, and business applications within short development cycle times (2) The ability to build a highly skilled, empowered, and energized IS workforce with an entrepreneurial orientation toward leveraging technological knowledge into business applications.
Bharadwaj (2000)	The ability to mobilize, and deploy IT-based resources in combination with other resources and capabilities.
Byrd and Turner (2000)	The ability to easily and readily diffuse or support a wide variety of hardware, software, compunctions technologies, data, core applications, skills and competencies, commitments and values within the technical physical base and the human component of the existing IT infrastructure.
Prasad, Ramamurthy, and Naidu (2001)	The ability to use IT to support and enhance its distinctive competencies and skills in other business functions.
Ray, Muhanna, and Barney (2005)	The ability to develop (1) the technology components – raw IT spending, technical skills and generic information technologies within the firm, and (2) the managerial component which "influence how the technology component is used".
Bhatt and Grover (2005)	The ability to develop value capabilities, competitive capabilities, and dynamic capabilities.
Zhang and Tansuhaj (2007)	The ability to acquire, deploy, and leverage its IT related resources in combination with other resources and

	capabilities in order to achieve business objectives through IT implementations.

2.3 Flexible Structure

Structure is a representation of how people work together, their roles and relationships, and their task assignments (Ibrahim Ali 2005). As a result of newly adopted IT strategy, many of the horizontal and vertical gaps in the organization would be gradually reduced. Traditional structure is no longer suitable for keeping a company competitive in the market; instead, to be effective, structures must be designed to be flexible and learning-enabling (Bahrami 1992; Nadler et al. 1992; Tushman and O'Reilly 1996). Due to the high unpredictability of competing companies' strategies, organizations must be constantly redesigning and reassessing their business structures in order to effectively respond to future needs and goals. Thus, managers must make organizational planning and process design a priority.

Daft (2007) categorized organizational structure design into two groups: structural dimensions and contextual dimensions. Structural dimensions, which are used to measure and compare organizations, consist of the following categories of evaluation: formalization, specification, standards, authority hierarchy, complexity, centralization, professionalism and personnel relations. Contextual dimensions, which show the status of organizations and the influence on structural dimensions, include: size, technology, environment, aims, strategy and culture. Some scholars have also included complexity, formalization, centralization, and technology, as key elements for structure design (Matin 2003; Hatch 2006; Mahmoodi 2007; Robins 2008). To elaborate, complexity is indicated by the amount of horizontal and vertical separation in an organization. Formalization is a measure of the rules, laws, policies, and procedures used in an organization. Centralization refers to the decision-making level of an organization; and lastly, technology describes the need and/or use of knowledge, skills and tools.

2.4 Process Design

Including the capability of mobile service delivery as a new strategy would greatly change the methods for producing and delivering, management style, and interdepartmental relationships. Moreover, existing operational processes might

actually become barriers for an organization trying to expand as a new business. Thus, process redesign is necessary for companies set on following a new strategy.

Contemporary organizations need three key processes for focusing their IT strategies (Ghoshal and Bartlett 1995). First of all, an entrepreneurial process helps firms develop creativity and entrepreneurship among front-line employees. It involves collaborating with business partners in order to develop innovative ways for IT to deliver new products and services, reengineer work processes, and reconfigure relationships with external customers and other stakeholders (Clark, Cavanaugh, Brown, and Sambamurthy 1997).

The second is the competence-building process. Since poor communication has always been a huge problem for teamwork (Somers and Nelson 2001), companies must use resource planning to align diverse resources across different departments. This knowledge sharing transfers necessary information across organizational boundaries, which helps interdepartmental cooperation (Dyer and Nobeoka 2000) and helps keep everything working properly.

The last is a renewal process for companies to continuously evolve their operations to keep them effective and competitive. Lifecycle management is a kind of renewal process. From the creation, growth, expansion, decline, and eventually phasing out of service process, managers must identify desired skills and resources for new IT projects and replace existing products and services.

2.5 People Skills

Setting up new IT strategy is the responsibility of high-level managers, but successfully implementing it depends on the cooperation of the employees. More importantly, the success of IT depends on the knowledge and skills of the employees, who will ultimately be the ones executing the new processes.

When looking for new employees, general managers must decide who is not only capable of completing the task at hand, but suitable for the company as well. The importance of training, however, should not be overlooked; new employees have the benefit of gaining experience from existing employees, while existing employees can improve their working competence in delivering new services. After deciding upon a new corporate strategy, the management team has to identify the required knowledge

and skills, and determine what sort of training sessions are needed to educate and inform employees (Hoyte and Greenwood 2007).

2.6 Reward System

There are always some difficulties when carrying out a new IT strategy, either from the business environment or through employee resistance. Appropriate rewards are a usually a good solution to overcome these obstacles and usually encourage employees to work harder for the new business as well. The reward system is one part of organizational structure that attracts, develops, and motivates individuals to further the new organizational capabilities. It is the key to the success of a new design (Gupta et al. 1992; Shuster and Zingheim 1992; Kim and Lee 2006).

The reward system defines the relationship between the organization and the individual member. It details the contributions from members and expresses values which the organization must confirm, as well as the response that individuals can expect to receive as a result of their performance (Kerr and Slocum, Jr. 1987). When employees realize that appraisals from the basis of many important promotion and salary decisions and believe that they are being judged fairly, they will view the appraisal as a way to improve their performance. In addition, the use of an incentive system will also encourage employees to be creative in their work, share existing knowledge, and assist other interdepartmental employees (Purwanti, Pasaribu and Lumbantobing 2010).

CHAPTER THREE: RESEARCH FRAMEWORK

With the revolution of wireless transmission technology, many problems dealing with geography and time limits in delivering service have been overcome. Mobile service (m-service) has gradually replaced traditional electronic service (e-service) as the new product strategy because of its unique value proposition of providing personalized, local goods and services to customers anytime and anywhere (Durlacher 2000).

There are four principal characteristics of m-service: ubiquity (i.e. the ability to receive information and perform transactions from virtually everywhere on a real-time basis), convenience (i.e. the agility and accessibility provided form mobile devices without being constrained by time or place), localization (i.e. the ability to deliver service by identifying consumer demands based on the location of the customers), and personalization (i.e. the ability to offer individual-based messages to various segments, based on time and location) (Clarke III 2008). Combined with the "Star Model" framework, we redefine the contents of each dimension to fit the new organization design. In the following sections, we will interpret each part of the model and the key points which an organization should focus on while delivering mobile service (see Figure 6).

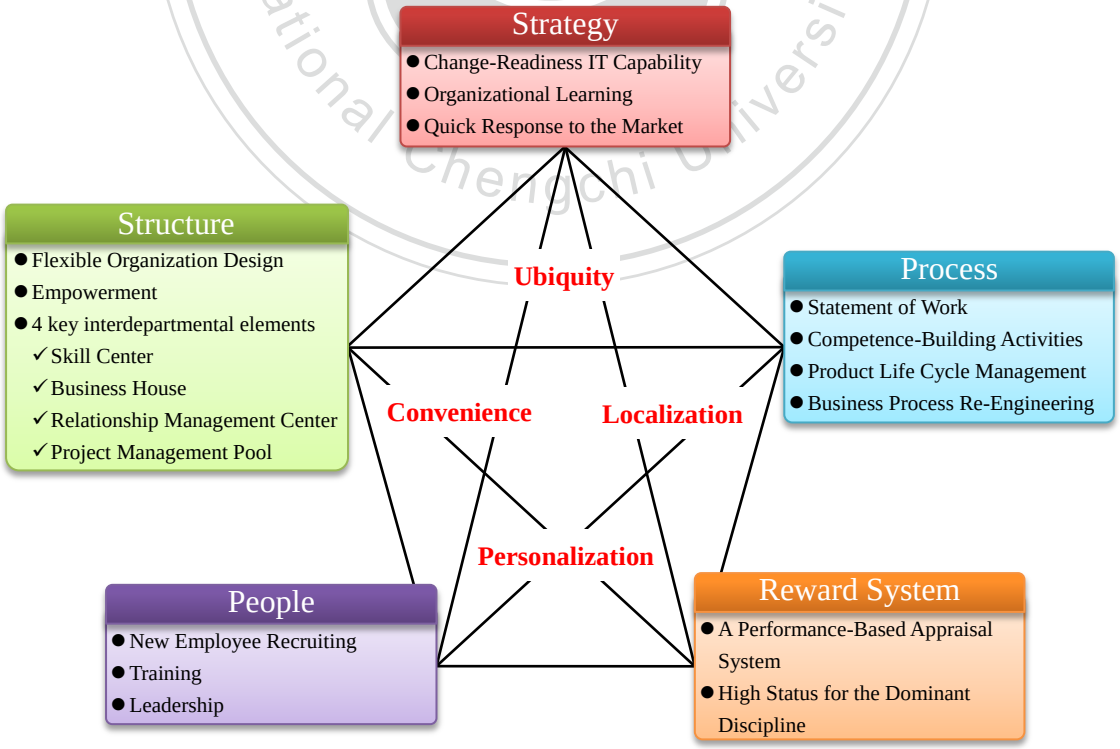


Figure 6. The Star Model in the Context of Mobile Service

3.1 Strategy

Strategy is the formula for winning. It defines a company's core competences and competitive advantages. In order to achieve the four characteristics of m-service, an organization has to establish new business roadmap to develop competitiveness. Here we stress the importance of the following three competences: change-readiness IT capability, organizational learning, and quick response to the market.

3.1.1 Change-Readiness IT Capability

Change-readiness IT capability is always viewed as a strategic tool to help an organization gain and sustain competitive advantage (Brady and Targett 1995; Duhan et al. 2001; Hidding 2001). For m-service, building a ubiquitous wireless transmission environment to develop an integrated platform is a necessity. Well-trained employees who can operate this connecting system and deal with the different requirements thus determine the ability of the company to deliver instant, customer-specified service. That is to say, change-readiness IT capabilities consist of flawless IT architecture and infrastructure, as well as human IT resource and IT relationship resource.

An outstanding change-readiness IT capability not only supports, but could also potentially push the business strategy (Earl 1989; Agarwal and Sambamurthy 2002; Galliers 2004; Preston and Karahanna 2009; Chen et al. 2010). In other words, improved IT capability helps an organization get ready to implement new IT policies when a different business model is designed. Integrating past scholars' opinions and our own research, we define change-readiness IT capability in terms of the following concepts: (1) the ability to enhance competitive flexibility by combining mobile technology with other business resources to efficiently shorten development cycle times and rapidly as well as deliver new services; (2) the ability to regulate service delivery quality and improve learning and communication through market feedback.

3.1.2 Organizational Learning

In our definition of change-readiness IT capability, we emphasize that an organization should have the ability to learn from changes in the market. By analyzing responses from customers and observing new trends in the market, companies rely on organizational learning to adapt and adjust its operational modes to meet the requirements of the changing business environment.

Many researchers have pointed out that learning ability is a key feature of an organization's core capabilities (Katzy et al. 2001; Similarly, Bhatt and Grover 2005; Zhang and Tansuhaj 2007). A knowledge pool includes operational routines, solutions, and managerial experiences. These materials evolve into a shared version which leads to an organization-wide focus on learning (Verona 1999). Additionally, detailed evaluation of present operations and newly adopted ideas are also incentives to learn. The source of extra-learning comes from the market and competitors. Once the market response is known, managers have the opportunity to compare their business models with those of other companies to see what competitive advantages and disadvantages they have from the viewpoint of their target clients. Performing these activities would help organizations find out how they should improve their operational strategy.

3.1.3 Quick Response to the Market

Since mobile service emerged as a new type of electronic service in the late 1990s, providers have transferred both voice and data to their consumers. With the speed-up of wireless transmission and guarantee of electronic transaction security, the number of customers who use mobile services has reached 18.2 million in Taiwan (NCC, 2009) and is still going up with every year.

Consequently, mobile service providers, without exception, are all striving to accelerate their product lifecycle in order to keep them competitive. Continuously monitoring the changing business environment is helpful to finding out customers' needs and designing a new operation model to deliver the new service. Through organizational learning, a company can overcome the interior barriers and integrate all resources to support the new model. Once confirming the new service is acceptable and profitable in the market, the company introduces the new innovation to the public immediately. Responding to the market as soon as possible in order to meet consumers' expectations is unquestionably a major challenge for mobile service delivering organizations (Teece 1995; Moore 1998; Katzy et al. 2001).

3.2 Structure

Mobile transmission technology increases the ability of organizations to manage geographically distant units, while being able to interact with customers on short notice, if needed. In this way, organizational structures can become more flexible,

since it is more possible to make rapid changes in the face of unforeseen circumstances (Geser 2004; Saccol et al. 2011).

The structure determines the construction of an organization. Considering the quick response needed to address market concerns, first-line employees should be adequately empowered to make essential decisions. They should be authorized to deal with customers' problems and complaints as soon as possible to maintain service quality and customer satisfaction. Additionally, interdepartmental teams are getting more significant in implementing commercial projects. In these cases, managers play an important role as the communicators and coordinators of resources between different departments. In the following sections, we will explain four key interdepartmental elements in an ideal structure design.

3.2.1 Skill Center

The major function of the skill center is technology development and support. All necessary skills are collected here and are evolved into more effective ones to produce new products. When a project team is formed, the skill center is responsible for offering needed technological support. In addition, the skill center must introduce new technology to the company and design a training program to improve employees' skills.

3.2.2 Business House

The business house is a combination of the product management and solution management departments. The business house leader strategically groups some members with distinct specialties into an interdepartmental project team; this team is then responsible for the development of a new product for a specific project. The leader and other business experts may also offer needed knowledge and integrate resources to help the team reach their objective.

3.2.3 Relationship Management Center

This center is in charge of managing the relationships between sales and customer groups. In the past, relationship management has focused on producing a continuous relationship with customers; more recently, it has placed more importance on looking for concrete customer requirements. In other words, the relationship management department explores new business opportunities by maintaining and observing

connections with the market.

3.2.4 Project Management Pool

The project management pool consists of high-level managers and some experienced specialists. They evaluate the business opportunities found by the relationship management department, and, if the opportunities are profitable, put them into practice. Once a project team is assembled, the project management pool sets up the goals for the team.

3.3 Process

Process refers to the flow of information and decision-making across the structure. M-service providers that receive requests from remote locations could ideally reduce back-office tasks to shorten delivery time. Furthermore, they could build an open connecting module that would allow customers to directly access product information, manuals, technical documentations, etc. from any place at any time. Operational efficiency would be improved by such simplified processes. They could also generate benefits such as better planning on the location of the mobile workforce, error reduction and better inventory control, as well as faster and more accurate information and communication (Welin-Berger 2004).

The statement of work jointly created by the leaders of skill center, business house, and project management pool encompasses the value-creating applications for each part of the company. Resource planning, knowledge sharing, and interdepartmental communication integrate business resources across structural boundaries to develop a firm's core competences. Product life cycle management, additionally, enables a corporation to quickly respond to the market and switch to a new service delivery. This activity re-assesses the operational processes and directly drives business process re-engineering (BPR).

Since business process re-engineering (BPR) was introduced in the early 1990s by Hammer and Champy, BPR soon became one of the most popular approaches to improving the efficiency and the effectiveness of an organization (De Cock and Hipkin 1997; Røvik 2000; Chen and Tai 2008). New IT strategies would cause dramatic business changes in an organization, and existing operation processes may become the blocks for improving efficiency. The main purpose of implementing BPR

is to be sure that the company is ready to execute new IT strategy and deliver new service. Using process mapping skills, process designers are able to evaluate existing processes and remove the no-value-added activities (Soliman 1998), so that, following the "bottom-up" strategy, they can integrate different processes to increase operation efficiency (Bititci and Muir 1997).

3.4 People

In this area, an organization determines the human resource policies of recruiting, selecting, training, and development. In m-service industry, employees with multiple competences are more highly respected in comparison to traditional employees with only single, consummate ability. Good employees must be equipped with sufficient knowledge to understand customers' demands and have the basic decision-making ability to solve various problems. Internally, a good m-service worker needs good communication and collaboration skills to integrate corporate resources and teamwork capability for working within an interdepartmental group.

3.4.1 New Employee Recruiting

Employee recruiting policy focuses on two major factors: environment evaluation and the employee's competences and characteristics. With respect to environment evaluation, the work itself and the organization structure are two factors considered when measuring whether an employee is suitable for the job opening. On the other hand, hiring employees with various specialties is beneficial for interdepartmental project teams and first-line workers' empowerment. Employees need to have sufficient knowledge to deal with problems on the spot.

3.4.2 Training

Organizations usually ask existing employees to take part in a series of training programs. The skill center provides teaching courses specifically designed to improve employees' skills in handling newly adopted IT production procedures. Employees are trained to have integrated skills, instead of focusing on a single one. Well-trained workers make essential contributions to an organization by creatively coming up with solutions to solve operational difficulties and by applying their skill sets to the tasks at hand; these contributions are essential to keeping a company competitive in the changing business environment.

3.4.3 Leadership

Traditionally, leadership has been considered as a manager's capability to administrate present resources and competences to improve the efficiency of the company's operations. It tends to focus on managing internal process, such as the production process, cost reduction, product quality, and sales volume. In present times, however, additional skills must be added to the scope of leadership in order to stay competitive in today's consumer-driven market.

Nowadays, a manager is expected to be able to explore new business opportunities that will lead to organizational innovation and business growth. New leadership focuses on both the internal and external business environment. On one hand, a manager must play an interactive role as a good communicator and organizer; he should be able to coordinate between different departments and group together an interdepartmental project team that effectively executes business strategy. He must lead the organizational learning to find out new solution for improving operation efficiency. On the other hand, a manager must be an outstanding observer and integrator. Watching the variation of market and seeking potential opportunities, a manager must constantly adjust operational policies and integrate both inside and outside resources to keep his company competitive (Applegate and Elam 1992; Grover et al. 1993; Earl and Feeny 1994; Feeny and Willcocks 1998; Smaltz et al. 2006; Chen et al. 2010).

3.5 Reward System

The reward system is the most efficient instrument through which an organization may provide motivation and incentives for the completion of work (Kerr and Slocum 1987; O' Reilly 1989; Brown 1995). Strategically, a good reward system wouldn't improve operational effectiveness directly, but indirectly, by motivating employees to create new knowledge, share existing knowledge, assist others in completing assigned tasks. That is to say, the optimal reward system would weaken organizational resistance and encourage employees to work hard under new IT policies. Organizational learning and interdepartmental cooperation would be indirectly influenced as well; as a result, the company would be pushed forward in the strategic direction.

In place of the seniority-based system, a performance-based appraisal system

which focuses on individual's competences is most often adopted in contemporary companies (Milikić 2007). An employee is rewarded based on his achievements and overall impact on the organization's performance. In particular, the abilities to find business flaws and promote innovative ideas are especially valued in a successful corporation.

Besides offering substantive remunerations, an organization should also emphasize mental encouragement. Encouragement would motivate an employee to devote himself to work, promote self-learning, and create a sense of honor and loyalty to the company as well. Furthermore, a company who highly respects its employees will be more likely to attract the top talents in the job-seeking market (Leonard-Barton 1992).

CHAPTER FOUR: RESEARCH METHODOLOGY

In this research, a case study was used to verify our framework. We chose to study a major organizer of the exhibition industry in Taiwan and an academic research center that helps the former company build mobile service platforms. First, we will introduce the case background and mobile service platform in this section, and then we will analyze the data to match the five dimensions proposed in our model.

4.1 Research Plan

This research resulted from a study of the organizational transformation that occurred when mobile services were introduced as a new business strategy (see Figure 7).

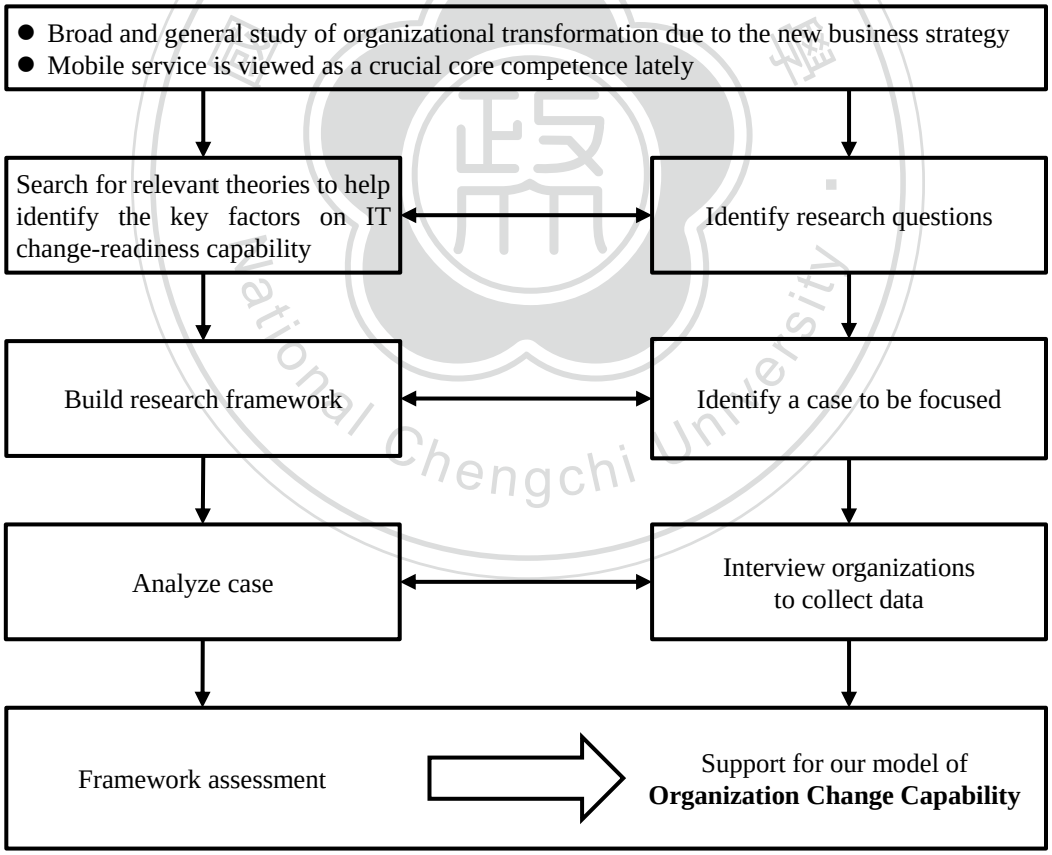


Figure 7. The Research Roadmap

Building organization change capability was considered a key factor to the success of the transformation. We've reviewed relevant theories and proposed a Star Model that would explain what changes an organization should adopt in order to be

"ready" to deliver quality mobile service. The case study has provided us a thorough insight on the verification of "readiness" within each category.

4.2 Case Background

The MICE industry, which stands for "Meetings, Incentives, Conventions, and Exhibitions", is one of the fastest growing segments within the tourism industry, generating millions in revenue for cities and countries around the world. The MICE industry is based on services ranging from the provision of exhibition halls, tourism, food and beverage services, and transportation. Each dollar investment generates 9 to 15 dollars in return. Since there is such a huge return for investment, many countries have invested a great deal of human and capital resources into the MICE industry.

According to the 2010 International Congress and Convention Association (ICCA) report, Taiwan hosted 138 international conferences in 2010, which ranked it 23rd in the world. Taipei hosted 99 conferences, which ranked in 2nd place among Asian cities, bypassing major cities like Shanghai, Hong Kong, Seoul, and Tokyo. The output value of MICE industry has reached over 25.7 billion NT dollars and created approximately 10,000 job opportunities. In light of these huge benefits, the Bureau of Foreign Trade (BOFT) under the Ministry of Economic Affairs (MOEA) launched the "Taiwan MICE Overall Implementation Project" in 2008 to coordinate the resources from the government and each subsidiary program to proactively advance the development of the MICE industry, reinforce MICE-related policies, enhance the competitiveness of Taiwan's MICE industry, and provide recommendations based on research on the MICE industry.

When promoting the MICE industry in Taiwan, there are some disadvantages to be overcome: (1) the limitation of the exhibition scale, (2) competitive pressure from abroad, and (3) the imbalanced development between north and south. These weaknesses are a little improved due to the newly built Taipei World Trade Center Nangang Exhibition Hall. However, the improvement of the business environment still requires more cooperation from the government and civil organizations.

Customer relationship management is one of the most important subjects exhibition organizers must be concerned with. Often, they consume a lot of time and money to collect and analyze data from visitors and customers (i.e. which organizations attended the exhibition and/or by rented booths). Organizers use a great

deal of paper work to measure the effectiveness and overall satisfaction of their exhibitions. In order to increase operational effectiveness and reduce business costs, the Taiwan External Trade Development Council (TAITRA) and Service Science Research Center (SSRC) in National Chengchi University (NCCU) collaborated on a project called the Ubiquitous 2.0 Exhibition Service System (U2EX) to build an integrated mobile service platform, known as Orbi, in Taipei World Trade Center Nangang Exhibition Hall to provide services for the exhibition industry. Via portable devices, visitors could easily access required product information, schedule the route, and interact with other visitors. On the other hand, organizers and their customers could take advantage of the system to deliver diverse information and customized service to each visitor. Operational cost would be sharply decreased since electronic processes are used in place of traditional operation tasks.

In our research, we will adopt a case study to verify our framework. We choose Taiwan External Trade Development Council (TAITRA), the leading exhibition organizer in Taiwan, and Service Science Research Center (SSRC) in National Chengchi University (NCCU) which helped TAITRA develop the Orbi platform. In-depth interviews with these representatives in MICE industry will be scheduled; these interviews will focus on the change of the organizer's business capabilities after executing innovative projects. We will classify the interview data to map to our model and include some of their customers in our follow-up sessions if necessary. The two organizations are described below.

4.2.1 Taiwan External Trade Development Council

The Taiwan External Trade Development Council (TAITRA), which is jointly sponsored by the government, industry associations, and several commercial organizations, was founded in 1970 to help promote foreign trade. As the foremost non-profit trade promotion organization in Taiwan, the three core missions of TAITRA are: (1) to assist Taiwan businesses and manufacturers in developing the international market, (2) to collaborate closely with the Taiwan government to promote international trade, and (3) to provide business alliance consultation and connect international companies with Taiwan partners.

TAITRA owns a well-coordinated trade promotion and information network of over 600 trained specialists stationed throughout its Taipei headquarters, four domestic branch offices in Hsinchu, Taichung, Tainan and Kaohsiung, and over 48 overseas branch offices worldwide. Together with its sister organizations—Far East

Trade Services, Inc. (FETS) and Taipei World Trade Center (TWTC)—TAITRA has created a wealth of trade opportunities through effective promotion strategies.

As one of the originators of the U2EX project, we are going to investigate the objectives of TAITRA and the solutions through which TAITRA achieves them. We will map these solutions into the five categories that an organization should adopt when implementing a new IT strategy and use them to examine our star model framework.

4.2.2 Service Science Research Center in National Chengchi University

The service industry has become a new power for economic growth; advanced countries around the world have all vigorously advanced the innovation and investment in the service industry. As an interdisciplinary approach focusing not only on one aspect of service, but rather on service as a system of interacting parts that include people, technology, and business, service science is considered an indispensable national strategy to promote service industry. For the reason, National Chenchi University (NCCU) instituted the Service Science Research Center (SSRC) as a research organization with quality service scientists who devote themselves to develop service system in order to discover a better future for individuals, enterprises, and governments and societies.

In the U2EX project, the SSRC will assist this research by offering any necessary knowledge and skills. They helped TAITRA design the framework of the mobile service platform, and will be able to make some recommendations on implementing the project. From an academic standpoint, the SSRC is most concerned with the development of our subject matter.

4.3 System Background in the Case

Orbi was the first intelligent and interactive exhibition service platform developed based on the ideas of “Service Science” and “Exquisite Technology”. It provides unique exhibition functions, such as map navigation, intelligent search for vendors and products, and much more.

The process of setting up an exhibition at TAITRA can be divided into three phases: the pre-show, in-show, and post-show (see Figure 8). In the pre-show period,

the subject, scale, date, and place of the exhibition is first set up as part of the annual plan. First, TAITRA's employers contact exhibitors by phone or e-mail and ask them to upload information about their company, products, services, and their type of platform (e-DM to Orbi), instead of the paper introductions used before. Afterward, stall planning, media advertising, and other preparation needs to be done.

During the show, TAITRA originally offered general service and basic IT functions, such as automatic registration for buyers and a wireless transmission environment. Since the operation of Orbi, more real-time IT services have become available with mobile devices. Smart Navigation apps can quickly locate where a particular device keeper is and direct the viewer to the exhibitors, with whom he or she is interested to do business. Intelligent Search apps help a buyer find vendors and products of interests through keyword searches. Otherwise, the Interactive Match could recommend relevant market intelligence and vendors according to the buyers' preferences. Exhibitors could also actively send invitations to increase their chances of finding qualified business partners.

Afterwards, the exhibitors and buyers report their findings to their bosses, and TAITRA analyzes the effectiveness and satisfaction of the expo. Orbi Briefcase helps this process by allowing them to add useful information (e.g. e-business cards, product introduction, questionnaires, and so forth) to an electronic account. The system would then automatically make a customized report right after the exhibition; this function has greatly improved this process in place of the time-consuming paperwork that used to be done by hand.

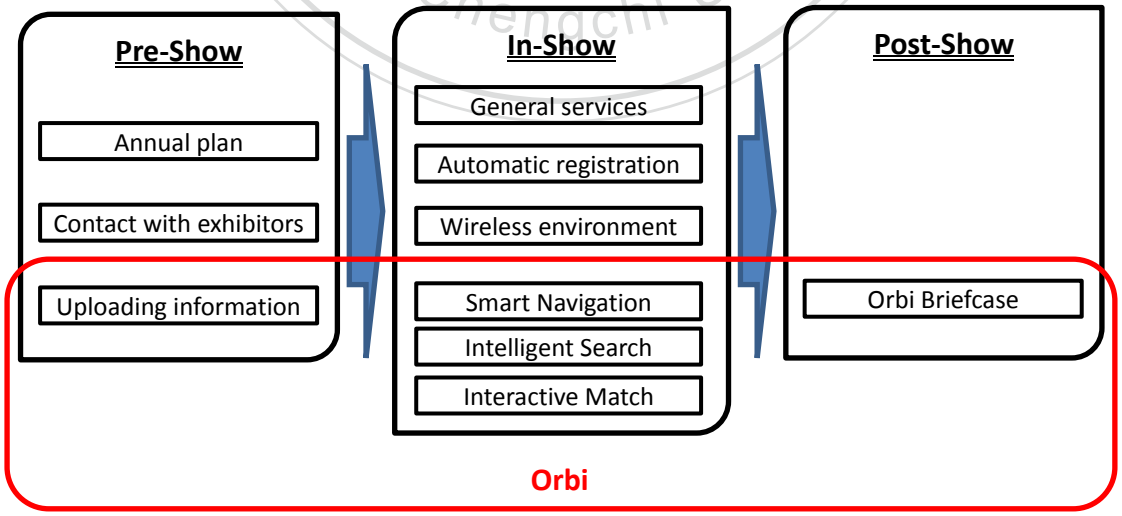


Figure 8. The Process of Exhibition

4.4 Data Collection

The primary data sources collected were personal interviews scheduled from November of 2009 to May of 2011 (see Table 3) with key informants who were able to offer us useful insights about their organizations' method of mobile service delivery. We visited the CEO of the Exhibition Department of Taiwan External Trade Development Council (TAITRA), the leading exhibition organizer in Taiwan, and the head of Exhibition Department of TAITRA as well as one of his subordinates. Additionally, we also visited the project manager of the Service Science Research Center (SSRC) at the National Chengchi University (NCCU). Moreover, follow-up e-mail interviews were conducted to add additional information when necessary. All interviews were recorded, and all the sessions were transcribed before the data was analyzed. In order to enhance the validity and reliability of the case study, we adopted the following recommended case study tactics shown in Table 4.

Table 3. Interview Schedule

Org.	Interviewee	Role in the U2EX project	Date
TAITRA	CEO of the Exhibition Department	The decision-maker of overall project as well as the supervisor of the Orbi platform development	Apr. 10th, 2009
	Head of the Exhibition Department	The manager who leads the exhibition team to provide the needed information to SSRC, and also the coordinator between TAITRA and SSRC	
	One employee of the Exhibition Department	One of the IT-related executors in TAITRA who works with the SSRC team to develop the Orbi platform	May 26th, 2011
SSRC	Project manager	The professional in charge of planning and execution of the project, and the communicator between TAITRA and SSRC	Nov. 13th, 2009 May 7th, 2011

Table 4. Validities and Reliability Tests

Tests	Case Study Tactic (Yin, 2003)	Implementation
Construct validity	Use various sources of evidence in data collection phase	Personal interviews are the major data sources. In addition, official web-sites and industry white paper are considered at the same time.
Internal validity	Do explanation-building in data analysis phase	A series of iterative work were conducted to examine the framework application.
Reliability	Use case study protocol in data collection phase	An interview guide was used. It included several open format questions to allow the participants flexibility in their responses. (see Appendix A)

CHAPTER FIVE: RESULTS AND DISCUSSION

5.1 Case Analysis

We have collected a large array of information on the Orbi platform and business operations from TAITRA and SSRC. In this section, we will analyze the cases according to our Star Model framework.

5.1.1 Strategy

Change-readiness IT capability. Since the Orbi platform uses a specific wireless protocol, so far it has only been able to work on first floor of the Nangang Exhibition Hall. The head of Exhibition Department of TAITRA stated, "It is very tough to build a superior wireless transmission environment in an exhibition hall without our government's support." They also adopted a customized hand-held device to access the system, which substantially increased operating costs. In terms of IT human resource, the problem is that employees don't have the knowledge and skills needed to handle the new service. Additionally, TAITRA's clients and the exhibitors do not know how to operate the system, and are thus unable to upload data or make e-DMs. The SSRC plays a similar role to TAITRA's IT department in the U2EX project. They are in charge of developing the system and building a training program for TAITRA employees, as well as the exhibitors. Otherwise, the employees would not be willing to spend more time to deal with the new service. These issues have created a sort of resistance to the promotion of Orbi. Overall, TAITRA has not been ready to implement the new mobile services at present.

Organizational learning. The goal of learning in an organization is to build a sound knowledge management system; however, TAITRA's weakness lies in that, as the staff of Exhibition Department of TAITRA mentioned, "TAITRA is a huge organization with numerous departments, with knowledge that is not being shared between each department." Though they have built a document management system, senior employees are still used to passing their experiences on through oral description, instead of recording them in the system. As time passes by, changes in personnel or simple forgetfulness may cause valuable information to be lost. This situation has greatly hindered the company's progress towards organizational learning.

Quick response to the market. The primary competitors of TAITRA are international exhibition organizers. The scale of an exhibition follows the prosperity or decline of the respective industry. At the moment, in Taiwan, only bicycle and computer exhibitions are considered to be large-sized international exhibitions. For this reason, it is impractical for TAITRA to invest a large quantity of resources in every show. Additionally, TAITRA is such a huge organization that division of labor is clear and fixed, so they aren't flexible enough to deal with requests from such a rapidly changing business environment. Furthermore, "since the terms of the request for the new IT service are still not clear, we would rather wait than commit ourselves to the new system," the CEO of the Exhibition Department of TAITRA claimed.

5.1.2 Structure

"As you know TAITRA is jointly sponsored by the government, so we are somewhat limited in making any changes to our business strategy or organizational structure," the CEO of the Exhibition Department of TAITRA stated. This clear and definite structure, while organized, only serves to increase TAITRA's inflexibility business-wise.

Skill center. TAITRA has its own IT department that develops internal information systems and new technology. However, the IT members are not able to command the new system, so the SSRC must take charge of building the Orbi platform, training TAITRA's IT members with new skills, and promoting new services to exhibitors and buyers. "We act almost as the IT department of TAITRA," said the PM of SSRC. However, this is just a temporary expediency for TAITRA, until the technology transfers from the SSRC.

Business house. Building a Business House requires interdepartmental knowledge sharing; however, the staff of Exhibition Department of TAITRA stated that in order to access project reports kept in other departments, they need to have an official document that gives permission. Consequently, this difficulty in cross-department communication has resulted in a standstill of knowledge innovation in the launch of new business projects.

Relationship management center. A special group responsible for TAITRA's customer relationship management (CRM) has adopted the Orbi platform to help them strengthen the connection between TAITRA and the exhibitors. During an exhibition, TAITRA could easily observe the interactions between all the exhibitors and buyers

and quickly find out which processes are necessary to facilitate their transactions. “Orbi advances the opportunities of matching up business partners, which makes them more willing to attend an exhibition held by TAITRA,” the head of Exhibition Department of TAITRA said.

Project management pool. As we explained in previous paragraphs, TAITRA is a well-structured company, and the duties of each department are clearly defined in the regulations. Since high-level management and interdepartmental components do not exist in TAITRA, even they discover some opportune business chances via CRM, “it takes a lot of time to evaluate the market value of each opportunity, due to the complicated decision-making procedure involved,” the CEO of the Exhibition Department of TAITRA explained.

5.1.3 Process

Due to TAITRA’s wait-and-see attitude toward innovative mobile services, the company is “still investigating the feedback from our clients to determine if it is a worthy venture to invest in Orbi (the staff of the Exhibition Department of TAITRA).” This hesitancy makes TAITRA not only passive towards SSRC’s support, but bluntly unresponsive to the market; and, still the process of holding an exhibition remains as inflexible as usual. According to both the staff of the Exhibition Department of TAITRA and the PM of SSRC, the company “would rather only provide the necessary information to SSRC, than spend time and manpower to develop a platform.”

5.1.4 People

For many years, TAITRA has reinforced the method of examination for the recruitment of new employees. The head of Exhibition Department of TAITRA said, “we believe that one who passes the test is equipped with the essential knowledge and skills to start a career in TAITRA.” Though on one hand, recruiting new employees via exam could be regarded as a good tool for measuring one’s ability; on the other, the company might be ignoring factors such as the person’s personality, such as creativity, willingness to learn, teamwork skills, optimism, and hard-working attitude. In the future, these characteristics may become key to the success of a business project, in addition to the essential knowledge and skills.

For existing employees, TAITRA has a program for newly hired personnel in order to help them become familiar with their own jobs and the enterprise culture. IT

members are often asked to attend different sorts of training technique course; this sort of continuous on-job training helps to keep employees competitive. When it comes to Orbi, "we haven't designed a distinctive program to educate related employees, because the system is still in its experimental phase (the staff of the Exhibition Department of TAITRA)." In this project, SSRC also functions as a training center that introduces new technology to both TAITRA and prospective exhibitors, as well. Additionally, the SSRC employs many temporary workers for general services and collection of reflections regarding Orbi platform from both exhibitors and buyers in the exhibition. It is predicted that TAITRA will propose a new education system in order to advance employees knowledge in technology transfer.

In terms of leadership, since TAITRA's high-level managers consider Orbi as simply supplementary material, rather than future crucial business strategy, they would not be receptive to making any changes in their leading style, let alone empowerment. "We are not yet sure that Orbi will bring us a great benefit in the exhibition industry," said the head of the Exhibition Department of TAITRA. This rigid system will be of great resistance when bringing such an innovative system into practice.

5.1.5 Reward System

The employee appraisal system is explicitly stipulated in the TAITRA's organizational norm. The staff of the Exhibition Department of TAITRA stated, "we always measure our employees' performance according to the rules; no more, no less." In the case of TAITRA, it is nearly impossible to give an employee extra remunerations for developing an experimental system as of yet; that is to say, a project participant would get no additional compensation for their work, unless Orbi is viewed as a prospective business solution in exhibition industry. In regard to the temporary workers, the SSRC provides some prizes in order to stimulate their work effectiveness, since the PM believes that, "for part-time workers, the best way to advance their performance by substantial compensation." Through this encouragement, SSRC hopes to quickly and completely collect feedback about Orbi, so they can improve the system accordingly.

5.2 Findings

In terms of the analysis in the previous section, we discovered that there are some

goals that TAITRA would benefit from in building organization change capability in mobile service. We've summarized these propositions in the following sections.

5.2.1 Strategy

Change-readiness IT capability. To introduce a new mobile service, firstly TAITRA should establish a flawless mobile IT environment, including improving the IT architecture and IT infrastructure, and making sure that the employees have enough capabilities to deal with the customer relationships via this new technology.

Organizational learning. TAITRA needs to build a knowledge management system to collect not only the know-how about products, but the managerial skills, business experiences, and even operating errors of the business and its employees. Because the management of cross-department business knowledge is crucial to business growth, TAITRA should focus on enhancing this interdepartmental communication, so that knowledge can be easily accessed and shared between all employees in the company. Otherwise, with managers actively working to improve their own skills and encouraging their subordinates to do the same, a company can continuously advance its core competences to remain competitive in the market in today's changeable business environment.

Quick response to the market. The sensitivity of market tendencies can be developed by aggressively observing the market and exploring customers' requirements. In terms of mobile service, providing faster response time to customers would give TAITRA an advantage over other competitors.

5.2.2 Structure

Flat and flexible structure. An organization with too many layers of structure will be rigid in operation. Mobile transmission technology helps divide an organization into easily manageable units and increases its ability to interact with customers. Therefore, adopting a flat structure is considered the best method for increasing flexibility. Moreover, appropriate empowerment is adopted to quicken their response to market trends.

Good cross-department communication. Customers' requests are often different and varied; single-function teams are no longer able to provide these sorts of new services in a quick and efficient way. For this, an interdepartmental project team is needed to

handle the ever-changing requirements of the market. Communication, much like how oil in a machine which keeps everything working properly, serve as a foundation for good teamwork. A requirement for almost every leader nowadays is to be a good communicator, able to resolve conflicts when they occur among different departments.

5.2.3 Process

Elastic operating process. For an interdepartmental team launching a new project, the methods to achieve the proposed objectives should vary with the business environment. TAITRA has a standard operating procedure for most inner functions, but a flexible process is still needed for other, more varied projects.

5.2.4 People

Focusing on employees' multiple competences and characteristics. Since customers' requests are so unique and varied, multiple skills are necessary to deal with their problems. Therefore, TAITRA should focus more on differentiating and broadening their employees' capabilities.

Complete training program. Training keeps workers competitive, so TAITRA has always valued their training program for their employees. But for mobile service, TAITRA should also develop advanced program to improve their skills in that area. IT members, of course, need more knowledge to handle the new technology, but other employees should also learn how to operate the system, so that they can introduce Orbi to their clients.

5.2.5 Reward System

Performance-based appraisal system. To evaluate an employee's performance, TAITRA has a complete set of assessment rules to evaluate his or her achievements. However, there is no extra incentive for working on the development of new services. This is somewhat a barrier for the development of the Orbi platform. Therefore, additional prize should be offered to encourage employees to work hard to innovate new methods for projects.

CHAPTER SIX: CONCLUSION

6.1 Summary

With the fast growth of mobile service in areas such as ubiquity, convenience, localization, and personalization, service providers are making clear efforts to deliver innovative service through improved mobile technology. In this research, we used the Star Model to examine how such an exhibition organizer could transform to build organization change capabilities according to the five dimensions: strategy, structure, process, people, and reward system.

To verify the model, we joined with the U2EX project to develop an innovative mobile service called "Orbi" for use in exhibition industry launched by Taiwan External Trade Development Council (TAITRA) and Service Science Research Center (SSRC) in National Chengchi University (NCCU). Data was collected through several personal interviews conducted during November of 2009 to May of 2011 to observe the changes of TAITRA's operating policies. After a case analysis, we conceptualized some propositions that could evaluate whether or not a company is "ready" to deliver mobile service.

From our results, we found that each component may affect the others in building organization change capability. Good IT environment, organizational learning, and the ability to quickly respond to the market comprise the essential competences needed to deliver quality mobile service. Flexible structure and changeable operating processes allow a company to easily and rapidly react to its customers' requirements. Competitiveness is developed by employees with multiple skills and who have gone through an excellent training system, and motivation to work and innovate is encouraged by a generous reward system. None of the five dimensions should be ignored in order to advance IT competences in mobile service.

6.2 Limitations and Implications for Future Research

In our research, we proposed suggestions for building organization change capabilities based on five categories. Since Orbi was still in the experimental phase, TAITRA didn't like to pay much attention to the integration platform. Moreover, there are more factors that affect the success of organization change needed to be

considered, such as government support, exhibition size, and exhibition types. In the future, we can include these factors in our model to have a better description of the business environment, so we can conduct a more precise study to explain how an organization changes.

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Appendix A: Question List of the Interview (Chinese)

Orbi 採用前

1. 公司辦展上所面臨的難題是什麼?造成主因為何?
2. 採用 Orbi 的考量點是什麼?期望 Orbi 能有怎樣的預期效益?
3. 組織結構上來說,辦展時各部門如何運作?部門間是否有良好的溝通管道及協同作業能力來共同完成一次展覽?
4. 現有的軟硬體設備是否能充分支援資訊系統的運作?限制?
5. 資訊系統提供的功能有哪些?帶來什麼樣的幫助?
6. 資訊系統暫時無法解決的困難點為何?
7. 員工與資訊系統在辦展過程中的角色及功用分別是什麼?
8. 資訊系統在營運流程上提供員工什麼樣的協助?員工是否有充分知識和技術來使用系統?

Orbi 採用後

1. 公司的瓶頸是否有所突破?在哪方面?
2. Orbi 帶給公司最大的效益是什麼?有待改善的部分是什麼?
3. 使用 Orbi 時,各部門間的合作方式有什麼改變?
4. 新系統是否能契合辦展流程?導入期間是否發生衝突與改變?
5. 員工對新系統的態度如何?使用上是否產生因知識或技術不足而無法處理?
6. 客戶對新系統的反應如何?有什麼新需求的產生?
7. 面對新系統可以迅速蒐集客戶資訊,員工是否有足夠能力立即反應,做出適當的回應或服務?
8. 蒐集到的各種資料公司如何運用?帶來哪些效益?
9. 員工核心能力評估是否因新系統的運作而有所改變?公司要如何選用或教育符合期望的人力素質?

對 Orbi 的未來期望

1. Orbi 現在功能以展中為主,對於展前及展後這兩塊,預期新系統能提供什麼樣的服務?
2. 這些新服務對公司營運有什麼幫助?預期效果為何?
3. 針對預期服務,公司內部是否必須在結構,流程及員工能力方面有所改變?
4. 針對現有 Orbi 服務,哪些是未能達到預期效果?公司方面希望方向為何?
5. 透過新的 Orbi,公司方面在營運及客戶管理上有什麼願景?
6. 除了本身的努力,公司方面希望未來政府或技術單位提供怎樣的協助來取得最大利益?