offered by mobility. Both internal and external business processes are studied, modeled, and incorporated with mobility during MET-based transformations, which result in streamlined and optimized business processes. Business Process Modeling Notation (BPMN) and Unified Modeling Language (UML) activity diagrams are being used to achieve this process optimization.

- **Dynamic customization of products and services**: MET equips the business to dynamically modify and update its offerings to the customer. This depends on the context of the customers, which is dictated by their location, density, urgency, etc. The context of the mobile user is discussed in detail in Chapters 3 and 5.

- **Organizational structure**: MET brings about changes to the organizational and team structures to ensure they are lean and effective, and not rigid and hierarchical. Flexibility in team structures is positively enhanced by mobile usage.

- **Cost reduction**: Through MET, a business aims to reduce its cost of operation, marketing, services, and support. Business decision makers are convinced of MET only after they look at their return on investment (ROI) (Younessi 2008).

- **Profit enhancement**: Results from better customer service, increased number of customers, and improved and optimized external and internal business processes.

- **Competition**: MET enables the organization to remain competitive by capitalizing on mobile technology before its competing businesses do so.

- **Personalization of customer service**: Customers are increasingly demanding services that are tailored to their needs. These needs are highly personalized, not only for the customer but also in the context in which the customer is looking for that service. MET provides an opportunity for the business to tailor its offerings to a particular customer at a particular location. Furthermore, such personalization significantly improves the overall experience the customer has with the business.

- **Value-adding to customer services**: Through MET, employees are able to spend more time with customers at the customer’s premises or sites. Employees can also use their mobile devices connected to their enterprise servers to access mobile enterprise applications (e.g., sales), know their internal inventories, and thereby respond immediately to the demands of the customer.

- **Timely service to customers**: MET ensures that the organization not only provides services but also does so in a timely fashion. Thus, MET enhances the ability of the organization to provide prompt service to its customers, which, in turn, opens up opportunities for newer kinds of services.

- **Accessibility**: MET improves the ability of the organization to reach out to the customer and also makes it easy for the customer to access the organization’s services. Thus, with MET, both the customer and the business are “available” to each other as and when they want. For example, an airline passenger can
access flight times while being driven to the airport in a taxi without actually ringing the airline, and a preset parameter can ensure that the relevant information is obtained by the passenger through an SMS on his or her mobile device. Similarly, the accessibility of sports scores, medical information, etc., is increasing with ease. Rapid growth and availability of hot spots is enabling connectivity around airports, hotels, restaurants, schools, and universities.

- **Reaching wider and dispersed audience:** This goal is significant in MET as it enables the organization to “tap” into audiences (and potential customers) that it would not have access to otherwise. Furthermore, this extension through mobility is at a global level because, through the “roaming” features of modern-day mobile gadgets and networks, a customer need not be in the vicinity of the business to transact business with it. City, country, or regions do not matter, especially when the business wants to access and provide service to the “registered” customer.

- **Image creation:** Formal use of mobility in all dimensions of business helps to create and promote the image of the organization as a progressive one. This image can potentially lead to improved business.

- **Environment and sustainability:** This goal of MET enables an organization to launch green initiatives through the use of mobility. Mobility has the opportunity to provide environmentally responsible business strategies, as discussed by Unhelkar and Dickens (2008). Environmental issues with green mobile are further discussed in detail in Chapter 9.

- **Operational efficiency:** Increased internal business process efficiency can be achieved by applying mobile technologies to those business processes. For example, mobility can assist in human relations (HR), inventory management, time management, and supply-chain management systems by improving information flow within and between these systems. Decisions are taken quickly and accurately by making the necessary information available between people through systems.

- **Ability to capture data at the source:** With mobility, there is considerable reduction in duplication and errors in sourcing of data for organizational systems. Portable mobile and wireless devices enable critical data to be captured at the time and place of its creation, which, in turn, helps reduce mistakes in capturing data and improves data information quality. For example, an RFID-enabled inventory management system will directly provide stock levels to the system and will not have any translation.

- **Flexibility in the workplace:** Mobility provides great opportunities for teleworking. Work need not be limited by office space and office hours in the mobile age, and therefore the concept of work itself is evolving with mobility. Mobile technologies enable people with families to balance their work and personal life, as also people who are physically challenged from sickness or past injuries, to find a new avenue for offering their skills and services in the workforce. However, great care needs to be taken to ensure the privacy
of mobile employees. The personal quality of life of workers should not suffer as a result of mobile intrusion. A carefully implemented “working away from workspace” plan can help alleviate the challenge of loss of privacy in the workplace, improve employee morale, and also potentially reduce staff turnover.

- **Increased employee productivity**: MET enables employees and workers in the organization to access various services such as e-mails, personal and corporate calendar, and other groupware enterprise applications while they are on the move, in meetings, participating in conferences, or traveling. Mobility offers the opportunity to productively use otherwise nonutilized time periods by providing employees and managers with direct access to decision support systems.

- **Improved management understanding and control**: MET enables management at all levels of the business to be involved in the decision-making process. Therefore, there is high potential for integrated decision making by the various stakeholders in the business, leading to a much improved management understanding, structure, operation, and control of the business than before MET.

- **Facilitating collaboration among various businesses**: Web-enabled portals and corresponding mobile gadgets open the doors not only to “business-to-customer” interaction but also between multiple businesses. Collaboration is the fourth layer of the triangle, as discussed in Chapter 1. Enabling this collaboration through mobility among businesses is a major goal of MET.

- **Generating content for services**: MET aims to help the business generate timely and relevant content by facilitating user input in the content-generating process. MET ensures sourcing of content, which is a major activity for the mobile business. Transitioning of business is able to generate content through various sources, including user input, regular Web-services-based updates, subscriptions from other service providers, and so on.

- **Virtual team formation and facilitating team collaboration with no hindrance to team formation**: Mobility opens up enormous opportunities for the creation of virtual teams based on the niche skills of various employees, consultants, and managers. As physical location is not a limitation, these various business players can get together to serve the needs of a particular customer. Further, such virtual teams can also lead to a reduction in staff numbers as it enables the business to tap into the skills of consulting professionals outside the business for shorter and specific durations. The purpose of such reengineering of processes is not focused on staff reduction; however, it does lead to a much leaner team structure (http://www.theleanway.com/).

- **Outsourcing/smart sourcing**: Globalization has opened the doors to optimizing the utilization of resources. Thus, through online, real-time communication facilities, businesses are able to utilize physically dispersed resources. This giving out of work to areas where there is an abundance of workers is called outsourcing. Outsourcing has evolved beyond mere transfer of work for cheap labor. MET creates an environment for collaboration among businesses with
data, knowledge, and experience to offer in addition to labor. This collaboration is called smart sourcing, as discussed by Hazra (2006).

- **Improved disaster recovery:** The ability of the business to resume its operations as quickly and efficiently as possible after a disaster occurs is enhanced by MET, mainly because the business is not tied down to a single location in terms of carrying out operations.

**MET and Internal Organizational Factors**

An organization undergoing MET has an important effect on the organizational structure. As alluded to in the top layer of Figure 2.2, mobility changes it to a “mobile” one. This change results in the flattening of existing hierarchical reporting mechanisms. The mobile organizational structure also provides the customer with easy and direct access to the organization as he or she need not go through a step-by-step bureaucratic process to reach the right person. Through reengineering and new engineering of mobile business processes, customers are able to directly access the relevant employees who can provide them with the service they want. The internal organizational factors, such as internal team structures, reporting hierarchies, number of resources, and their job descriptions are also affected by MET. These internal factors undergoing MET further include the operational processes of the organization, as discussed in Chapter 1, under the business usage triangle

![Figure 2.2 Mobile Enterprise Transition (MET) fundamentals—detailed.](image-url)