

# Chapter 17

## The Business Transformation Framework and Its Business Engineering Law Support for (e)Transactions

**Antoine Trad**

*Institute of Business and Information Systems Transformation Management, Switzerland*

**Damir Kalpić**

*University of Zagreb, Croatia*

### ABSTRACT

*In order to restructure the global economy in a sustainable manner, the integration of business engineering-related legal standards is fundamental. Today, these legal standards are mature and can help in the transformation of traditional business environments to become a part of the newly interconnected global economy. An important factor in continuously transforming a traditional business environment into an innovative and lean business engineering services-oriented business environment are the roles of the business transformation manager (BTM) and the needed business transformation framework. This framework is also needed to support the business environment's legal integration in the globalized environment.*

### INTRODUCTION

In order to restructure the global economy in a sustainable manner, the integration of business engineering related legal standards is fundamental. Today, these legal standards are mature and can help in the transformation of traditional business environments to become a part of the newly interconnected global economy (Trad & Kalpić, 2014b). An important factor in continuously transforming a traditional business environment into an innovative and lean business engineering services oriented business environment are the roles of the Business Transformation Manager (BTM) and the needed business transformation framework. This framework is also needed to support the business environment's legal integration in the

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globalized environment. To achieve this legal support and integration, Critical Success Factors (CSF) must be used to legally assert, govern, automate, trace, monitor and control the Business Transformation Project's (BTP) artefacts. The CSFs can be used to manage the differences in business or (e)business local and international laws. Business environments must have the capacity to proactively and automatically recognize erroneous transactions, illegal activities, fraud and tax evasions (Trad & Kalpić, 2015a; Trad & Kalpić, 2015b; Trad, 2015b). A holistic legal assertion component for such projects is non-existent and is very complex to implement and an (e)system approach (or view) is suited for complex undertakings like the integration and use of the Business Engineering Legal Assertion (BELA) component via the use of atomic building blocks and atomic solution blocks (Daellenbach & McNickle, 2005). In this research the focus is on the (e)transaction's legal assertion component that is a part of the this research project's control and monitoring module.

## **BACKGROUND**

An BELA Component can be used in various business transformation and business engineering fields and this component is the main focus of this research phase. The BELA is a part of the Control and monitoring module (Cm). The Cm is in turn a part of the Selection management, Architecture-modelling, Control-monitoring, Decision-making, Training management and Project management Framework (SmAmCmDmTmPmF, for simplification in further text the term *Environment* will be used), that supports various aspects of BTP's activities. In this article the authors present a set of BELA managerial recommendations and a reusable pattern in the form of an (e)transaction legal support reference architecture (ISO, 2000; ISO, 2007; Trad 2015c; Trad c). The *Environment's* BELA must be synchronized through the architecture development method's phases, where each building block circulates through the architecture development method's phases. The building blocks contain sets of CSFs (Sugumaran & Lavanya, 2014). These CSFs can be applied for: 1) the selection of the BTMs; 2) the implementation of BTP's architecture and modelling strategies; 3) the decision support system, in order to estimate the actual status of the BTP and to decide whether to stop or continue the on-going project (Gartner, 2013); 4) the control and monitoring engine with the needed BELA mechanisms; 5) the training needs of the BTP's team; and 5) the project management module's support.

A well-designed business architecture, as shown in Figure 1, must define (Analysing business, 2013): 1) the BTP's objective(s); and 2) a loose coupled BELA component that is a part of the control and monitoring system (Trad & Kalpić, 2015b). (e)Business or business engineering driven business environments refer to various types of businesses that are conducted using different types of avant-garde technologies, electronic media and services oriented technologies; where the most common form is the business that makes its transactions and revenue via the web, using automation (e-business, 2014). In 2015, we can simply talk of plain business engineering, because many engineering artefacts like service oriented architecture, business process choreography have merged with business engineering fields; therefore there is a need for BELA robustness that is supported by the *Environment's* control and monitoring module, which covers the business engineering domain. The global research topic's and final research question (hypothesis #1-1) is: "Which business transformation manager characteristics and which type of support should be assured in the implementation phase of an business transformation project?" The

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