

# **The new bureaucracy is mobile: mBURO Bureaucracy will be mobile or it won't be at all**

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## **Abstract:**

We face the transition from the e-bureaucracy to mobile bureaucracy: *eBURO-2-mBURO*. Mobility gives us more flexibility and comfort in our work and life. A new model challenges us: *mLS -Mobile Life Style*. New jobs are linked to these activities and to the operations of the new flexible working and to the new forms of bureaucratic management styles and m-Working. Applications in cloud computing, mobile social networks, mobile social media and mobile social games are faster developed and adopted by the new generation of mobile bureaucrats: netG (net generation).

## **Key Words:**

mobile bureaucracy, mBURO, TM –*Total Mobility*, mLS-*mobile Life Style* (mLS), mKM – *mobile Knowledge Management*, m-Working, m-Worker, mBoss, cloud computing, mobile social networks, mobile social media and mobile social games.

## **1. From "e-" to m-bureaucracy (mBURO)**

The new economy based on knowledge and application of the advanced information and communication technologies (ICT) has brought a new bureaucracy, we called it: *mobile bureaucracy* (mBURO), considering the new technologies it uses.

eBURO-2-mBURO is the abbreviations of the transition process concerning the bureaucracy of the second decade of the third millennium.

This new Internet-based global structure acts locally by each individual connected to the network from his virtual office and performs globally due to mobile web.

Space and time reduce their importance, as connecting and networking can be done anywhere- anytime, with any terminal and by anyone. The challenge **TM-Total Mobility** is reached and from now we can focus more on quality, comfort, pleasure, satisfaction and enjoying work and life. The new lifestyle becomes *mobile Life Style* (mLS).

The current change from eBURO to mBURO is fast and the transition period from the archaic, anachronistic, sclerotic, wasteful of resources, corrupted and inefficient classical bureaucracy is closing now. A new flexible and efficient bureaucracy class emerges from the *Net Generation* - **netG** and is going to quickly seize the power in the global economy.

## **2. Mobility creates the comfort**

Since 1998, our works concerning the mobile business (mBIZ) were focused on the mobility considered as the behavior and how people (bureaucrats) think-and-act in the context of

the new ICT (Information Communication Technologies) fast development. Our researches were linked with the transition from the industrial economy to information economy and now to the competitive economy based on knowledge.

The mobile Internet is generating *TM-Total Mobility* through relocation, dematerialization, decentralization, rapid transfer in space-and-time, as well as the accessibility offered to all users for information and communication systems/networks.

The new concept launched in the present work refers to *TM – Total Mobility*. It is supported by *mI-mobile Internet / mobile WEB* and the concept of the *4A: anybody-anytime-anywhere-anything*.

We think that "*the Web will be mobile or will not be at all*" and "*we will be more-and more mobile.*" The optimal comfort is achieved when you attend the *Total Mobility for Global Communication (TM-4-GC)*.

The *Free Mobility (FM)* involves free movement of people, goods, services, capital, information and knowledge across borders or barriers of any kind. *FM* strengthens the *Social Mobility, Business Mobility, Government Mobility, Life Mobility* and more.

*e-Mobility* or *Virtual Mobility* is a new attitude and technology of work-and-life. It improves the quality of our life, through the mobile ICT applications, such as: *m-working; m-education; m-training; m-health; m-consulting; m-government; m-business; m-management, m-payment, m-network, m-enterprise, m-computing, e/m-Music-webMusic-cybermusic-music-on-the-web; mArt-mDesign-mArchitecture...*

The recipients are experiencing and challenging now the new mobile social media which is focused on the personal demands. The mobile social networks are replacing the eMail and are competing with the telephone communications. The mobile social games are prepared to succeed the social networks' activities such as googleing, twitting, facebooking, mobile entertaining. The *cloud computing* and the mobile tablet PC are preferred because now you need only a browser to have what a compute may offer you more, the mobile users may:

- realize *M@W = MOVE-and-WORK; T@W = TRAVEL-and-WORK; M&E = MOVE-and-ENJOY...*
- develop mobile feelings and mobile senses: *m-view, m-sound, m-smell, m-taste, m-touch...*;
- replace the text communication with audio and video applications:
- create and develop new network: *O2O one-to-one, U2U User-to-User, P2P Peer-to-Peer, n2n or Network-to-Network or Networking the Networks...*;
- develop new targets *BE MOBILE - BE CREATIVE*;
- make profit from *TAM - Total Autonomy and Mobility* offered by the *mobile Internet* and new *mEQ - mobile equipments*.

The *e-Mobility* helps us to be more competitive and to achieve economic growth using fewer resources. The elements for sustainable development have a large range of manifestation, evolution and innovation. A new *clean and green economy* is quick developing due to the virtualization of many of the actual activities huge consuming materials, energy and human resources.

The current barriers to increasing mobility "*Barriers-to-mobility*" are:

- Technical: slow development and implementation of the *mBBI - mobile Broadband Internet*; small memory on tabletPCs;
- Cultural: the lack of mass culture of mobility, 'mobility culture', *mCULT, mobiCULT; Mobile Life Style*;
- Commercial: low number of *mA - mobile Applications* on the market; high prices for *cloud computing* devices, soft and communication channels.

**m-Applications** aim to optimize the relationship *SPACE-TIME-SPEED*, ensuring efficient movement and placement of the provider and mobile user in:

- **SPACE**, with *mEQ-Mobile Equipment*. For example fitting a car, airplane, yacht, vehicle with intelligent navigation systems such as: *eMapZoom*, *eStreetList*, *Intelligent Routing*; GPS equipped with *Touch Screen / Voice Command / Eyes mouse* for easy access and report of visual-sound parameters: Km-traveled, miles-to-destination, consumption, limits and optimum speed, traffic, diversions, obstacles, weather, time, date;
- **TIME**, optimum performance in real time;
- **SPEED**, given by the optimum ratio **SPACE / TIME**; shows how much we undergo in a time unit to achieve the real physical and / or virtual target.

The **m-IDEAS** for success-and-comfort in the mobile work and life are designing new trends such as: "All mobile, removable, portable, wireless" or "calling with cells as small as possible, light, elegant and with full autonomy "or "*keep-on - moving* "

Today the **4M** techniques, respectively **mMmM – Mobile MultiMedia Management**, develop more and more as a result of the increased number of applications and business operations of media management, digital photo-audio-video libraries, dTV programs and DigiRadio. Intelligent Documents - iDOC gradually replace the ones that today cause technical or operational problems. **ASP - Application Service Providers** have integrated mobile knowledge management solutions to handle eDOCs that become mDOCs, both separate and integrated in the virtual platforms.

A large part of **CDMS - Collaborative Document Management Systems** operations are object to *mobile outsourcing*, a new activity that is rapidly developing in the context of decentralization, dematerialization, relocation and reduced bureaucracy processes, led by the new **mKM – mobile Knowledge Management** techniques.

### 3. Management forms and styles in the new mobile bureaucracy (mBURO)

The **mKM** is the evolved form of Knowledge Management, which involves gradual replacement of the bureaucratic operations and activities carried out physically with the e-applications made digital by the **tablets** and **mobile smart phones**.

The **mKM** gather **KH - Know How** and **IS - Intelligent Soft**.

The **KH** cumulates a multitude of knowledge that allows knowing how to be conducted for example a research process for a product or to develop a service or activity or generate creative activities and innovation.

The **IS** is a software designed for the bureaucratic processes with specific characteristics, such as: accessibility, reliability, flexibility, adaptability, update, stability, scalability, security, interoperability with other software and standards. The IS permits flexible access to resources, creates added value at minimal cost, assures quick management, easy to use and control in TM - total mobility or 4-O (anyone-anywhere-anytime-anything).

mKM is characterized by the following aspects:

- is the advanced mobile form of management based on knowledge for both the resources and the relationships (internal-and-external), as well for POCC activities (Planning, Organizing, Commanding, Controlling);
- is a flexible and multi-user, multi-program, multi-project, multi-lingua, multi-disciplinary multi-lateral/versatile Management;
- requires continuous adaptation of leadership style to the dynamic environment of virtual enterprises conditioning their quick reaction to the external stimulus and the to the change of situation;

- is a management in terms of risk and uncertainty, using ICT to alleviate and eliminate them. The massive use of electronic communication has reduced the direct human physical contact and created significant changes in the scope of business relations;
- provides increased business effectiveness-and-efficiency;
- knows different forms and styles customized to each m-Boss or m-Manager;
- uses m-work working style, based on the "5W: work-what-when-WHERE-U-Want". The old style: face-to-face, is gradually replaced by the new style: mobile teleworking. The digitalization of the bureaucracy reduces the inefficiency and eliminates the corruption; strengthens the impartiality, neutrality, credibility and trust in the mBIZ relationships.

The **mKM** style is defined primarily by the ability of the *mBoss* or *mobile manager* to inform, communicate and conduct business using the mICT - mobile Information and Communication Technologies and the *mobile web*. He is adding his knowledge, science-and-art of creating and using a collaborative system through which to audio-view fast-and-easily the e-documents (for instance, e-mail correspondence, e-files, e-agenda, e-reports ...), as well the relations with his partners (ex. clients, suppliers, investors, staff ..) being connected anytime-anywhere. mICT imprints to the users a personalized style of leadership, work-and-life. Also, develops cooperation, communication for building-maintaining-developing relationships with all partners using a multitude of efficient principles such as: G&T = GIVE-and-TAKE; u2p = USER-to-PARTNERSHIP; b2p = BUYER-to-PARTNER; e2e = END-to-END; u2u = USER-to-USER; the direct communication or without intermediaries: "from me-to-you "or "one-to-one 1-2-1.

The **e-Work** is a dematerialized activity that reduces or eliminates material components: paper, supplies, office space and furniture, car transportation to the office and fuel consumption, saves energy and other important resources. It also reduces the stress of employees who do not have to go to work and consume incentives such as coffee, cigarettes, medication. Comfort is gained by relaxing with teleshopping, iBanking, teleconference, ePaper, eBook or social games and media. The e-Work reduces absenteeism, re-energizes employees and increases work productivity.

The **m-Working** is the advanced form of e-Work. It is a motivated chance to prepare, reconvert, rotate or transform most of the employees in more competitive and innovative workers, by improving their professional qualities and "digital skills -multi skills". More and more have switched to this style of work-and-life and signed e-services contracts for full-time, part-time, sub-Contracting, shift time, temporary work or self-employed. M-Working is creating "more jobs - but - better jobs" and a new lifestyle known as: e-Life Style, Flexible Work style, e-Living, Digital Living, m-Comfort Living.

*The work comfort means a better life quality*

The **m-Work** is a virtual work using mobile devices by the m-workers for participation in a team or virtual teams. They create mobile project teams whose members are in different locations using TM-total mobility techniques. The m-JOB requires coordination and direct supervision from a distance, made by the mBoss / mManager. The m-JOBs are more and more used because of their flexibility and increased productivity, saving time and cost.

The m-Workers' efficiency results also from personal benefits, such as the spending of more time at home with family or in the desired location, removal from office stress and the costs of going-to-work. Communication between employees is done through e-mail, messenger and / or audio-video conferencing over the Internet. Now the social networks, the social media and games are more attracting to communicate. Team meetings in the virtual environment not only facilitate project collaboration, but also encourage the creative thinking and stimulate innovation. The main forms of virtual meetings are:

- **Video conference** is used for: the boards or policy makers meetings when they are located in different locations; the training of dislocated staff; the analysis of the

projects and the contracts between the project managers and remote experts; the marketing consultations between the center and territorial offices in order to launch new products and services, etc.

- **Teleconference** - requires more people at a distance, to meet through the audio system and the chat simultaneously. It is used where there are no video facilities and the advantage is that the video conference server can be used for teleconferencing server. In many cases some participants have their own video-phones or video conferencing systems and they can be connected via fixed or mobile phones to listen, debate and to make interventions.
- **Web conference** – requires that all persons be connected to the Internet with mobile terminals (equipped with video cam and microphone-headset). Text form of this system is also available. For example, through Yahoo Messenger or Skype multiple people participate to virtual meetings, can see-and-hear wherever they are or can write messages to individuals and group: <http://messenger.Yahoo.com>, [www.Skype.com](http://www.Skype.com).

The **e-Work** is a human activity characterized by: relocation, dematerialization, *detritorialization*, *deintermediarization*, reduced bureaucracy and depersonalization. The latter could create the danger of *desocialization*, excessive individualization, alienation and marginalization. Therefore, mKM has to imprint a continuing education by all e-Worker e-learning/e-training-s for their transformation into kW - knowledge workers and members of the Knowledge Company aware that social life in Community Knowledge is beautiful and mobile: LIFE IS BEAUTIFUL & MOBILE.

The **e-TEAM** or the Virtual Teams include multidisciplinary and multicultural groups of people who work in different geographical areas, using ICT to conduct business. Virtual team members are physically separated (in time and/or space) and interact electronically. Virtual teams are characterized by the following factors:

- Members are mutually accountable for team results;
- Members are dispersed geographically (nationally or internationally);
- Members work more separately than in the same location;
- Team solves problems and makes decisions in a uniform manner;
- The team usually has less than twenty members;
- Team members do not need to be gathered together;
- No need to travel to meet;
- Team members may work in different shifts;
- Team members may or may not be friends, acquaintances or to know each others.

The virtual team models may consider:

- The **Executive teams** are made up of managers who become members of the team due to their position in the organization. Teams have semi-permanent life, with responsibility for specific divisions within the organization.
- The **Project teams** are designed to achieve specific projects. Team members are selected according to their role and their experience in the project. These teams are active only during the project.
- The **Practice teams** help people who have the same tasks or work in the same area and could benefit from specialist expertise of the team. Members of these teams are volunteers.
- The **Ad-hoc teams** come together temporarily to achieve specific goals or tasks.

#### 4. *Quo vadis* bureaucracy?

Today the office has become virtual and the bureaucrat mobile.

Officers, state employees, bureaucrats of all kinds use Internet not only from office but rather from home or where they are and whenever they need or have time.

*Mobile Bureaucracy* - mBURO requires more researchers, designers and manufacturers for the smaller and smaller mobile equipment, with more features and increased intelligence. Our vision is beyond *organic computers* to help *telepathic communications* to revolution at the next decade.

Among the most recent products using the mobile web and mICTs we can mention the sustainable energy robots, the 3D display for mobile phones developed by LG, the tablet PCs with 4GB memory and 500GB hard drive developed by Compaq, the new endowments of mobile terminals with wireless and Bluetooth, the *cloud computing* developed by Google or Microsoft with “all in the browser”, the smart grids and networks, the operating systems and intelligent software that increase the versatility of appliances, the comfort of communication and the efficiency of the results.

#### 5. mCAT – the first virtual and mobile business center

Since 1996, our team from the Centrul de Afaceri Transilvania Business Center Cluj (CAT) launched the idea and obtained the first notable results in the development of the new e-business and especially **mBIZ** applications.

During the last 15 years we can notice on the CAT portal relevant innovations concerning the first virtual market v-Market, the **TM** – *Total Mobility* and **mKM** – *mobile Knowledge Management*, the integration concept of the “*networking-the-networks*” system named **n2n** (*network-to-network*) and many others predecessors of the actual *mobile life style* created by our first virtual business center: [www.e-CAT.ro](http://www.e-CAT.ro), [www.v-Market.ro](http://www.v-Market.ro), [www.e-Bursa.ro](http://www.e-Bursa.ro). More we have developed since 1999 the first multi-cultural cyber city: [www.ClujNapoca.ro](http://www.ClujNapoca.ro) – [www.Kolozsvar.ro](http://www.Kolozsvar.ro) – [www.Klausenburg.ro](http://www.Klausenburg.ro).

Next we will present a **study case** realized by us at Centrul de Afaceri Transilvania.

We have selected from the multiple eTools used in our mBURO one concerning the eNewsletter, disseminated to approx. 70.000 subscribers, associated or member companies. In 2010 there were 10 campaigns and **604,787** e-mails sent.

Analyzing the synthetic table (Table 1) we created the following chart representing the evolution in time of the unique opens, unique clicks on link and unsubscribes for each newsletter campaign sent in 2010.

The average rate of unique opens of the campaigns is 6.85 %.

We see that the lowest rate is registered by the campaigns sent in the month of summer (June, July, August and September).

The lowest rate 2.41 % is registered in June, while the highest is registered in January 10.07%

The rate of clicks on the link ranges from 0.39 % in the September campaign to 2.7% in the January campaign.

The unsubscribe rate is low throughout the entire year 2010 between 0.04% and 0.26%.

Analyzing the total unsubscribes number, we reach the following chart:

Taking into consideration only the recipients who opened the campaign we created the following chart representing their further interest in the information received. We observe that in the first campaign (January) 27% of the recipients that opened the campaign also visited the webpage to get more details.

The campaigns are not opened only in the following few days after it is sent. The campaign sent in January 2010 received opens until 25<sup>th</sup> February 2011, the campaign sent in February 2010 received opens until 13<sup>th</sup> February 2011.

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- 2013

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**Key area of intervention 1.5:** Doctoral and post-doctoral programmes in support of research.  
Contract **POSDRU 6/1.5/S/3** – „DOCTORAL STUDIES: THROUGH SCIENCE TOWARDS SOCIETY"

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**Table 1. Centrul de Afaceri Transilvania newsletter statistics 2010**

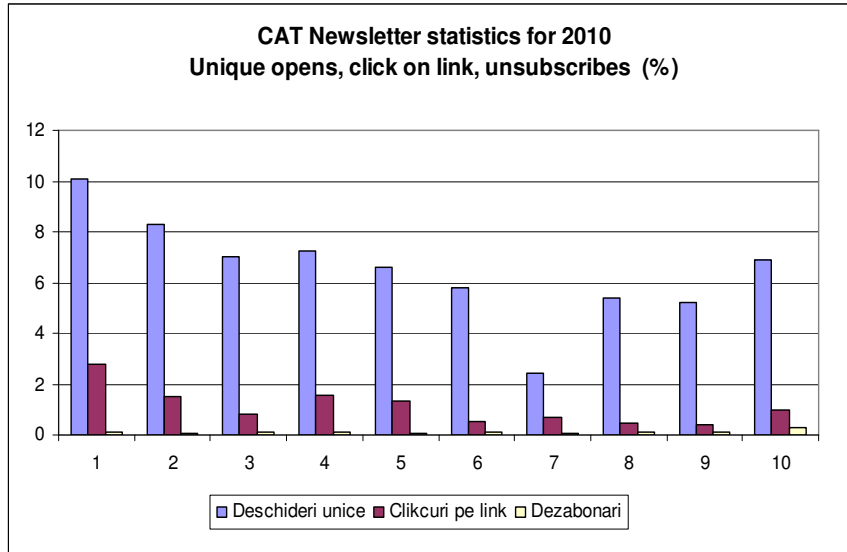
No	Newsletter Subject (in Romanian as sent)	Month/Year	Number of Recipients	Number of Unique Opened	Total number of Opened	% Opened	Number of Recipients who Clicked Links	% Recipients who Clicked	Total links Clicked	Number of Unsubscribed	% Unsubscribed	% Clicks for details	% Opened but not clicked for detail
A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	STIRI - Baietii destepti profita de criza si in 2010	January 2010	69565	7009	10445	10.1	1919	2.76	2265	92	0.13	27.38	72.62
2	FlashNews: Fara intermediari si comisioane se pot realiza economii de peste 15-20% ...	February 2010	69493	5749	8045	8.3	1032	1.486	1285	29	0.04	17.95	82.05
3	Last Minute pentru Targul din aprilie de la Canton/China, cu decontare pe firma	March 2010	73297	5140	7439	7.0	616	0.846	799	65	0.09	11.98	88.02
4	Flashtiri - fara intermediari si fara comisioane	March 2010 [2]	75308	5436	7453	7.2	1184	1.576	1648	77	0.10	21.78	78.22
5	Flash News "Nemtii si chinezii au iesit din criza... acum-i momentul fratilor!"	April 2010	74402	4898	6786	6.6	977	1.316	1224	42	0.06	19.95	80.05
6	Preturi mai mici pentru servicii de calitate	May 2010	72852	4206	5849	5.8	368	0.506	431	80	0.11	8.75	91.25
7	Mai ieftin nu se poate...	june	19979	481	606	2.4	142	0.71	154	7	0.04		
8	Daca TVA-ul a crescut preturile	July 2010	39845	2158	3060	5.4	178	0.45	199	40	0.10	8.25	91.75

	raman in continuare scazute...												
9	Daca TVA-ul a crescut preturile raman in continuare scazute...	Septem ber 2010	70782	3682	4947	5.2	279	0.39	302	65	0.09	7.58	92.42
10	Promotii Octombrie- Noiembrie Revelion... <b>TOTAL results for 2010</b>	si Novem ber 2010	39264	2704	3632	6.8	398	1.01	460	104	0.26	14.72	85.28
			<b>604787</b>	<b>41463</b>	<b>58262</b>	<b>6.8</b>	<b>7093</b>	<b>1.17</b>	<b>8767</b>	<b>601</b>	<b>0.10</b>	<b>17.11</b>	<b>82.89</b>

The columns represent and were calculated as follows:

<ul style="list-style-type: none"> <li>• C – the month and year when the newsletter campaign was sent</li> <li>• D – total number of recipients</li> <li>• E – unique number of recipients who opened the campaign. If one recipient opened the campaign multiple times it will still be counted only once</li> <li>• F – total opens of the campaign. If one recipient opened the campaign 3 times it will be counted as 3</li> <li>• G – percent of recipients who opened the campaign (unique opens). It was calculated by the formula: <math>G = E * 100 / D</math></li> <li>• H – unique recipients who clicked the link in the campaign. Clicking the link opened the webpage with the additional details for the offers. If one recipient clicked the link multiple times it will be counted only once (unique clicks)</li> </ul>	<ul style="list-style-type: none"> <li>• I – percent of recipients who visited the campaign webpage at least once. Is was calculated by the formula <math>I = H * 100 / D</math></li> <li>• K – number of recipients who clicked the unsubscribe link</li> <li>• L – percent of recipients who licked the unsubscribe link. It was calculated by the formula <math>L = K * 100 / D</math></li> <li>• M – percent of recipients who clicked the link towards the details page from the recipients who opened the campaign. It was calculated by the formula <math>M = H * 100 / E</math></li> <li>• N – percent of recipients who opened the campaign but did not click on the link to read the details of the offers/ news. It was calculated by the forma <math>N = 100\% - M</math></li> </ul>
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**Figure 1 – Centrul de Afaceri Transilvania, Newsletter statistics for 2010**



**Figure 2 – Centrul de Afaceri Transilvania, Newsletter unsubscribes during 2010**

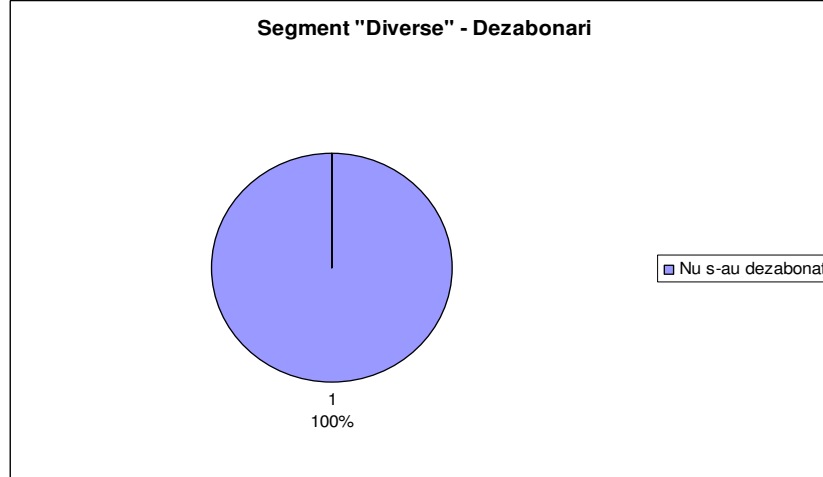


Figure 3 – Centrul de Afaceri Transilvania newsletter interest in the information received

