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CONCEPTS OF THE REORGANIZATION OF SERVICE PROCESSES

Theoretical Articles

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M15

Abstract

In this article the literature based review of the developing of (logistificated) business processes and their reorganizations are shown briefly. The research of the service processes is also actual in our time giving work to managers and researches alike. In the narrowing market the increasing competition and the dominance of customers is a warning to the companies to carry out continuous rationalization and reductions of costs in order to increase efficiency. In this essay we would like to show briefly how we started our research primarily concentrating on technical literatures. First of all we concentrate on the improvement assets of processes. We will show some major tendencies in the process of Business Process Amelioration (BPA) evolution. The production focused approach of services can mean significant process improvement therefore it is a good analysis method of the process improvement.

INTRODUCTION

The processes of economically included service systems can be very different depending on their place in the system and their internal structure and their operating parameters. The processes in the system can be production or logistical, IT, informational, economical, management and marketing processes according to their role in the system. They apparently show significant deviation. These systems do not differ from what they have at least one „object" flows and transforms through a main process or a sub-process.

During our analyses we have observed that the process can belong to any structural unit but in every case the flow of the object determines the efficiency of the entire process. It is also known that in many cases the processes in the systems don't derive from the inner attributes of the system but inherited from an earlier cancelled or changed process or from a bad „ingrained habit" therefore they are not really efficient. A system is optimal if it contains only its necessary real processes and does not contain elements which are unnecessary or redundant. In case we manage to remove these elements from the system – as it is in stone sculpture making – we will get the really effective system of new processes that is managed and determined through the elements flowing into the system.

In the research "logistification" – as applied techniques – it is used as modeling and analytical asset for the analyses of the processes. (Gubán&Gubán, 2012) The names come from the so defined and well modeling logistical processes rather than the processes of the supply chain. This way we can do complete analyses for the processes in the economical organization and flow system in the first place. The logistification is a modeling and analytical method of system processes with respect to its temporal, spatial changes from the point of efficiency optimality and sensibility. We will do the logistification with the help of fluids within the process.

TECHNICAL LITERATURE ANTECEDENTS

In the first phase we analyzed research since there is a great number of technical literatures in the world's main scientific journals as well as in the international scientific periodicals such as Engineering and Process Economics, Engineering Costs and Production Economics, Journal of Operations Management, International Journal of Production Economics, European Management Journal, Journal of Management, Journal of Supply Chain Management and Production and Operations Management. We reviewed nearly 1151 articles in these sheets (1978 and onto 2013 years relevantly), that can be related with the correction of processes. Among these we found 55 articles, which are relevant to our research concept directly. If we look at the frequency of the publications we can have a more interesting picture. Michael Hammer's writing that appeared in Harvard Business Review in 1990 triggered off a smaller avalanche. The real publication deluge starting in 1996, is well exemplified in figure 1.

TENDENCIES IN THE BPA TECHNOLOGIES

In spite of the fact that we have a great number of BPA technologies they were tried to be developed primarily for production processes and they did not cover the service processes. The services dominate the examination processes rather continually today. The differences between the view of the manufacturer and service provider system leaders is that BPA methods are successfully used only in the development of the producer processes, but the service leaders do not consider it a suitable device. The BPI method was developed because of this for the financial services and the public health areas. (Hammer and Goding, 2001; Does et al., 2002; Hoerl, 2004).

THE ANTECEDENTS OF THE EXAMINATION OF SERVICE PROCESSES

The internationalization of the services differs from the globalization of the products. In the case of service activities only the uniform systems can be implanted in countries with a different culture. The most difficult task of the globalization of services is the bridging of the demographic habit differences. (Veres&Illés, 2015) Two basic models carried this heavy mission out successfully anyway and turned into the determining factor of our age in the areas of services and productions.

The examination of a process from a logistic aspect means the canalizations of the information-, material-, resource- an emission flow, and from this viewpoint it can already be modeled, even with mathematical and information technology methods. In as much we have an opportunity to contemplate a service process from a logistic aspect the previously available examination modeling as well as simulation methods can be saved onto them with a suitable tuning. (Gubán & Kása, 2014) So further on we will place the examination of material, information etc. flow under the logistication of other service and perhaps not purely defined processes into the center of our examination. To do it we examine the relevant globalized service models shortly.

The analysis of the processes with a logistic aspect provides help then, if not we are curious about what the elements of the process do primarily, how they work in parts, but for the processes of the full system their connection and cooperation with each other, we would like to observe the flow of material being attached to the processes (vouchers, documents, components, semi-finished products, possibly themselves the people or perhaps other abstract elements such as information, etc.) . (Mezei&Sándor 2014)

Material flows with a type like this can be found in the processes of all systems, in the case of hospitals patients circulating, and transporting may demand an examination just like that, as the contract and system motion of documents (vouchers) in a bank. This would be of course a very simplistic manner of the analysis of the processes. Information flows going on at a time with these material flows are already most important today. Of course in many cases these two basic processes cannot be separated since a paper basic order is a material itself as well as information (Avornicului, 2012).

According to the above definition we will use the logistification as a modeling and analysis device for the examination of service and other processes appearing in economy. As we are thinking in systems we will assign the system borders in first step. We look up the processes in the analysis system defined and we will logistificate these (Tamás, 2016). The service and production processes are not static so the fluid flow will be an interesting question for us. We will examine the processes revealed in the system from a flow viewpoint we will look up what there will be the initial that is in turns with the flow access the initial points and closing that is output points, where there will be processes attached to other processes and what kind of type the joint points are. In the system only limited number of processes can be in an opposite case – in as much it's possible – it is necessary to select a process with a limited number of processes that are the most important from the point of examination. (This does not cause a big problem in the case of economic systems.)

From a model we got as the result of analyzing of a type like this the disturbing elements provided by the economic environment and the unnecessary elements of analysis can be made bare.

The flow of fluid can be divided into two groups from the flow viewpoint: nodal flow, constant flow. In case of nodal flow the fluid transformation can be perceptible only on the nodal point and expounds its effect there, in a continuous case the effect of transformation can be effective on any dots of the process. From the viewpoint of our examinations – the nodal flow will be important for us since we would like to do the simulation of service processes, and we review only this.

The exploration of real service processes sets out from the analysis of the previous system. In the basis model of all systems previously specified and partly or completely written down basic processes are known or possibly defined. We make use of this for the examination of the system and its modeling as a starting ground. To reveal the real processes we have to define the flow of fluids. This step demands a very precise analysis. We do not examine the significance of the fluid in the course of the exploration since all streaming fluid can play a determining role in a wrong working service system.

A very important and heavy task is to define which processes can be considered equivalent. It increases the complexity, that the flows make different fluids circulations and possibly on a nodal set differing slightly. Naturally there may be a difference in the chains between the modals the question is which are the flows that can be considered nearly identical.

CONCLUSION

The qualitative correction of the service processes means a very complex and in many cases demands a unique solution activity. There is an opportunity in single processes to reach into the fundamental construction of the processes in a case like this the logistification provides a very good theoretical basis. I do not go into details about the solutions since it is one of tasks of the modeling subgroup of the research team. However there are service processes the contraction of which we can reach into only in a very small measure. There is an opportunity in this case for potential correction of the process on the one hand with the alteration of the inner transformations and the fusion and the decomposition of the nodals. This task will also be solved by the modeler subgroup. Another solution is the correction of the different users' perceptions, one of the index-numbers of this can be the perceptional entropy taken off the processes. In as much the perceptional entropy can be approached to the entropy of the real system participant inside or exterior users can treat the processes with a bigger efficiency and repair the function of the process hereby.

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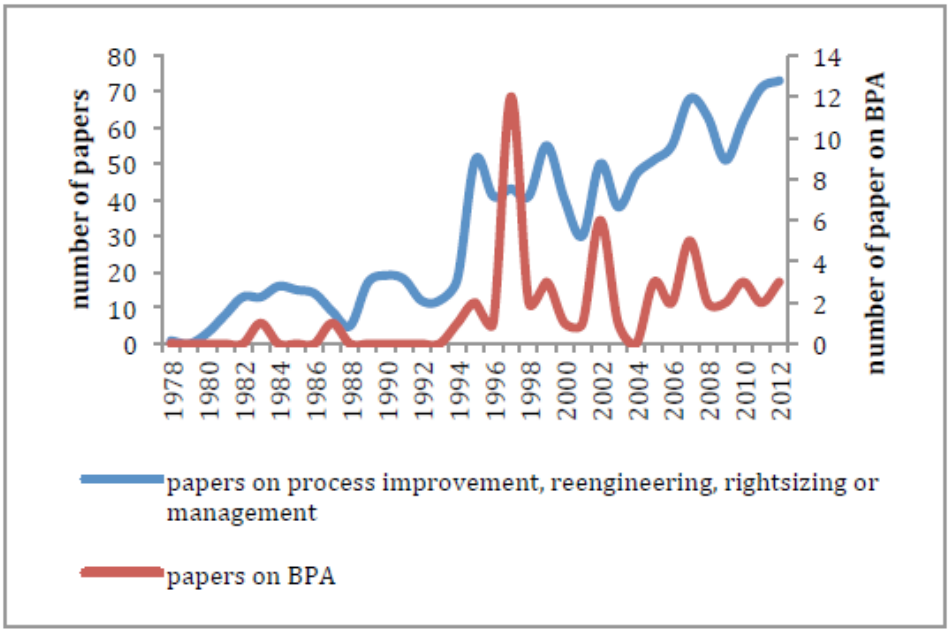
ANNEXES

Figure 1. The formation of professional articles that appeared between 1978-2012 in the process corrections



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