

THE IMPACT OF PROCESS REDESIGN AND AGILE OPERATIONS ON IMPROVING THE QUALITY IN THE SERVICE COMPANIES

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ABSTRACT

Rapidity, reactivity, cost effectiveness, adaptability, and an improvement in the productivity of goods and services are the main goals of the agile supply chain. Over the past 2 decades, the manufacturing and service industries have paid growing attention to this subject as agile businesses offer higher service levels with reduced inventories. The literature on agile operations and business process redesign in the service industries is analyzed in this research. It maps earlier studies in this area across a variety of journals, institutions, and nations. Business process redesign and agile operations are acknowledged as a way to help businesses accomplish fully value-added changes or to increase efficiency. The primary goal of this research is exploring impact of process redesign and agile operations implementations for improvement to increase service quality.

Keywords: *Process Redesign, Agile Operations, Service Companies.*

1. INTRODUCTION

Global project management crews have been dealing with dynamic issues over the past few years that are getting exponentially more difficult as a result of the growing complexity of the jobs they are undertaking [1]–[3]. Organizations must adopt cutting-edge management techniques in place of the more traditional ones in order to meet the constantly changing organizational issues [4]–[6]. In order to improve the services quality and business growth there are number of strategies presented to follow for business progress [7]–[9]. In this research process redesign and agile operations are discussed to examine the impact of these strategies on service sector [10]. Agile operations, often known as AgileOps, is a digital business operating model that builds on DevOps and Agile processes to assist [11], [12] swiftly and effectively adapting to change and redesign the strategies in the organization. Businesses have to restructure and put more of a focus on managing change as a result of competitiveness and globalization [13]–[16]. The primary strategy for company transformation is promoted as process redesign [17], [18]. Business process redesign has provided several large organizations [19], [20] with significant business improvements in terms of quality, cost, speed, and efficiency by leveraging information technology and stressing a customer-driven, process-oriented management approach.

1.1.Problem Statement

Some of the main forces driving change include rising expenses, difficult deadlines, fierce competition, and technology advancements [21], [22]. Since most services are people and process-oriented, implementing change is challenging. Therefore, this research is conducted to explore the investigated strategies and addition to the corporate knowledge.

2. THEORETICAL FRAMEWORK

2.1. Agile Operations

The agile operations have many different types and steps. One of the most popular agile operations is embracing change [23]–[25]. Until and unless organizations do not embrace change, their strategies will always remain the same and eventually they will go out of the market [26]–[29]. This is an important phenomenon to understand because companies need to upgrade themselves so their qualities could be upgraded with time [30], [31]. If employees are not willing to embrace

change, it's the job of the management to implement the change management tactics so that the entire organization could embrace the change [32], [33]. The advantages of change and the effects of not adopting the change should be explained to employees so that they know that embracing change will eventually put them in a better condition than not embracing change [34]–[37]. For this reason, the example of Nokia is here because it did not embrace the change and eventually market forces and competitions eliminated Nokia out of the market [38], [39]. This was a perfect example because Nokia did not realize that people were moving to touch screens and thus it continued to manufacture its old traditional mobile sets and thus the decision cost Nokia and in the end it had eventually pay off in the form of lost market shares and declining revenues and layoffs. Also, in service sector, deliveries matter a lot and they play a crucial role [40]–[42]. Think of Amazon which is the largest online retail chain in the world [43], [44]. Amazon is famous for its frequent deliveries because if the company delivered products very late, people would have preferred to shop physically because they go for online shopping as its not time consuming and is comfortable [45]–[47]. This is one of the biggest examples of agility because frequent delivery is a part of agile operations. And the theory and concept of agile operations suggest that in service sectors, companies should not be delaying their delivery services and time and that's why they should be delivering with a fastest time track [48]. This will enable the organization to develop a strong brand name and image like Amazon because the Jeff Bezos organization is famous for the delivery of its products in a very short span of time and that's why it has a big market share [37], [49], [50] and is eliminating all the small retain companies around the world because it is expanding its market size across the globe and thus Amazon is everywhere especially in the US markets [51] where the research studies have shown that its presence is a blessing for many. And thus agile operations are directly proportional to service.

2.2. Business Process Re-Design

[52]–[54] stated that business process redesign has been helpful for many organization around the world especially the service sectors [55]. When companies realize that their operations are not going according to the strategies they have developed, they sooner or later change their business process designs and thus it helps them in achieving the required market share [56], [57]. This has been done by many organizations in the world. Consider the example of Apple where the company was not doing well in the market [58]. The only thing the company did that it took things outside the box and realized that people needed a smart phone or a touch screen [59], [60]. This was a

completely new process implemented by Apple because the process redesign helped the company go to new heights [61], [62]. And today Apple is one of the biggest companies in the world in terms of market capitalization and revenues [63]. Now Apple has the same style and process design but since it was the first mover in the market, its services have been labeled as exemplary and it has grabbed a huge market share in the global markets around the six continents [64], [65].

The process redesign is not an easy and a flexible task because companies have to go through several measures before implementing a new strategy or a design and its impact is often positive on the service deliveries [66], [67]. The reason is that companies have to take several measures before actually implementing a new process redesign [68]. There are implications involved because the organizations have to manage their resources and budgets. Not every company has unlimited budget and resources and that's why things take time for organizations [69]. The same procedure was followed at Apple as well where the Apple management went through several different steps and strategies before implementing a new process redesign [70], [71]. This was a helpful strategy because all Apple needed was to carefully analyze the processes and see where the changed needed. The company did not have to change the whole process but a certain portion of its manufacturing practices and thus that new strategy too Apple to the top of the world. Many research studied published in German institutes have suggested that process redesign and service quality are directly proportional [72]–[75].

Whenever companies go for new designs, their service quality enhances and that's why they see a surge in their profits [76]–[78]. But the main thing in process redesign is to carefully read the entire new process and search for the loopholes because once implemented [79], [80], there is no going back and that's why companies do not want to lose their market share and customers in the markets by implementing a wrong process redesign strategy [81]–[83]. This has allowed many companies to go for new processes and many companies have even failed as well. The example of Thomas Cook is there which was bankrupted a year ago. The company could not implement a perfect process redesign strategy and thus it lost all the market share in the market in a very short span of time and was sealed from the market.

3. LITERATURE REVIEW

3.1. The impact and relationship between the business process redesign and agile operations and service quality.

It has been investigated in previous studies, the quick service delivery assists clients with small enterprises in implementing efficient strategies gradually [84]–[87]. The idea of user stories makes it easier to test requirements that are clearer, more concise, and lower in size [88]. The phrase "definition of done" identifies the objective and ensures that every stage of organizational development is carried out, from analysis to testing and deployment [89]–[91]. The need assessment and forming the organizational strategies into the new structure can enhance the business performance [92], whereas the customer retention and satisfaction has great impact on business competitiveness. [13], [93]–[96] evaluated that process redesign and agile operations have an impact on the quality of service companies [97]–[100]. The agile operations have a direct relation with the independent variable in this research [101] i.e. business process redesign. The reason is that agile operations allow the companies to mold themselves according to the need [102]–[104]. Everyone, from business managers to middle and high management [105]–[107], should share the goal of a "100% agile shop." The game plan is a must for participation for all the supporting teams, especially the marketing teams [108]. We established a company-wide training program that contributed to the harmony's expansion [109]–[113]. To go above and above, successful organizations established a center of excellence with a knowledgeable group of enthusiastic agilest [114], [115]. The agile team took steps to ensure the need of change and where are the discrepancies [116]–[118]. Let's take an example of Apple [119]–[122]. The company had to implement a new strategy and thus it went to process change. But if it was not for the change management [123], [124], the company would not have been successful because a lot of employees in the companies do not want to embrace change when there is a new process etc [125]–[129]. The same scenario was seen at Apple where people were not willing to embrace the change but the change management practices at Apple were efficient and thus the company was able to let its employees embrace the change and that's why the strategy was successful in the end [130]. Moreover, technical excellence is also a part of agile operations [131]–[134]. For Apple, it was important to have an advance technical understanding and knowledge of the items and processes and that's why Apple needed to implement the new technological advancements [135]–[137]. According to many research studies carried out in European institutes, Apple is one of the most

technically advanced companies in the world because it has spent an unlimited amount on its technological understanding and advancements.

3.1 General Research Model

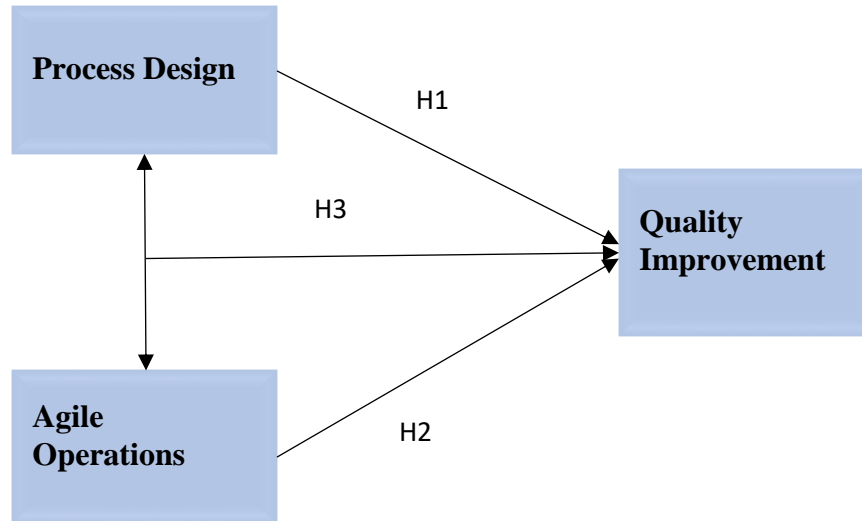


Figure 1: Conceptual Research Model

4. DISCUSSION

In the light of literature and scientific researches it can be said that the efficiency in the service sector can be increased by redesigning the business strategies, the better implementation of the managerial strategies workflows and processes within and across organizations are analyzed and designed as part of the business process. To achieve revolutionary changes in performance measurements, existing business processes must be critically analyzed and completely redesigned. The efficient strategies can include customers in the process of developing an organizational systems and services. Improved services on the basis of customer feedback by initiating competitive strategies that can help to retain the customer intention and business sustainability. Agile offers a platform for informal communication that improves client relationships. Long term contracts and better customer engagements are produced by agile teams.

5. CONCLUSION

Business process redesign can be summarized as the process of improving business processes by identifying and concentrating on them, then streamlining them with the use of contemporary technology and the involvement of the entire organization. This indicates that you are not just focusing on certain aspects of how various technologies are organized. Moreover, the development of the business process, technology, and organization must occur concurrently with the implementation of redesigning and agile practices. In service sector, technologies that are accessible to digitize the organizational operations need to be continually evaluated by the management. Although organizational development service providers prefer using agile practices development that employ to reduce the cost, and increase the services efficiency. Additional requirements to redesign the process enable an organization operations should be used because design team managers need to have a common understanding of the operating environment and high-level requirements for customer satisfaction.

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