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FEATURES OF MANAGING BUSINESS PROCESSES IN THE PROJECT OFFICE OF AN OUTSOURCING COMPANY

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This study is devoted to the analysis of the features of business process management in the project office of outsourcing companies. The study focuses on the identification of factors affecting the effectiveness of business process management and considers three hypotheses: the presence of clear processes and roles that contribute to the improvement of the effectiveness of business process management; the level of communication between project participants, which affects employee satisfaction with business process management; adaptation to changing customer requirements, on which the success of projects depends. Methods of quantitative data analysis, content analysis, questionnaire survey and statistical analysis were used to achieve the research goal. According to the results of the study, it was found that the presence of clear processes and roles really contributes to increasing the efficiency of business process management in the project office of outsourcing companies. In addition, the level of communication between project participants has a great impact on employee satisfaction with business process management. The consequence of this is the need to ensure proper communication and communication between project participants. Regarding adaptation to changing customer requirements, it was found that this is a key factor in the success of projects in outsourcing companies. The results of the study showed that increasing the level of adaptation to changing customer requirements contributes to more successful implementation of projects and increased customer satisfaction. The obtained results are of practical importance for the management of business processes in outsourcing companies, helping to understand how to improve the efficiency of processes and ensure more successful implementation of projects.

ОСОБЛИВОСТІ УПРАВЛІННЯ БІЗНЕС-ПРОЦЕСАМИ ПРОЄКТНОГО ОФІСУ АУТСОРСИНГОВОЇ КОМПАНІЇ

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Ключові слова:

управління бізнес-процесами,
проектний офіс,
аутсорсингова компанія,
чіткість процесів та ролей,
комунікація,
задоволеність співробітників,
адаптація до змінюваних
вимог клієнтів, контент-аналіз,
анкетування,
статистичний аналіз,
регресійний аналіз

Дане дослідження присвячене аналізу особливостей управління бізнес-процесами у проектному офісі аутсорсингових компаній. Дослідження зосереджується на виявленні факторів, що впливають на ефективність управління бізнес-процесами та розглядає три гіпотези: наявність чітких процесів і ролей, які сприяють підвищенню ефективності управління бізнес-процесами; рівень комунікації між учасниками проекту, що впливає на задоволеність співробітників від управління бізнес-процесами; адаптація до змінюваних вимог клієнтів, від якої залежить успішність проєктів. Для досягнення мети дослідження використовувалися методи кількісного аналізу даних, контент-аналізу, анкетного опитування та статистичний аналіз. Відповідно до результатів дослідження було виявлено, що наявність чітких процесів і ролей дійсно сприяє підвищенню ефективності управління бізнес-процесами в проектному офісі аутсорсингових компаній. Крім того, рівень комунікації між учасниками проекту має великий вплив на задоволеність співробітників від управління бізнес-процесами. Наслідком цього є необхідність забезпечення належної комунікації та зв'язку між учасниками проекту. Щодо адаптації до змінюваних вимог клієнтів виявлено,

що це є ключовим фактором успішності проєктів в аутсорсингових компаніях. Результати дослідження показали, що підвищення рівня адаптації до змінюваних вимог клієнтів сприяє більш успішному виконанню проєктів та підвищенню задоволеності клієнтів. Отримані результати мають практичне значення для управління бізнес-процесами в аутсорсингових компаніях, допомагаючи зрозуміти, як покращити ефективність процесів та забезпечити більш успішне виконання проєктів.

Statement of the problem

Business process management in the project office of an outsourcing company has some features that differ from business process management in other types of organizations.

First of all, in the project office of the outsourcing company, many projects are conducted simultaneously, so the business process management system must be flexible enough to meet the requirements of each project.

The second important aspect is interaction with external customers and partners. Management of business processes in the project office of the outsourcing company must take into account the requirements of customers and guarantee their satisfaction.

Also, when managing business processes, it is important to take into account the possibility of changes in the project that may affect the planning and management of business processes. This requires the project office of the outsourcing company to advocate flexibility and the ability to adapt to changes.

In addition, it is important to take into account the effective management of resources, which include information technology, personnel and financial means. This allows to ensure the efficiency and economy of business process management in the project office of the outsourcing company.

Therefore, management of business processes in the project office of an outsourcing company requires flexibility, efficiency, effective resource management, interaction with external customers and partners from the organization. It is also important to take into account the needs of each project and the ability of the staff to respond to the requirements of the clients and the project, taking into account their professional skills and experience. All this together will help to ensure the successful implementation of projects, satisfaction of customer requirements and maintaining a competitive advantage in the market.

Management of business processes in the project office of an outsourcing company requires an analyzed approach, taking into account all requirements and factors that may affect the implementation of the project, as well as the use of modern technologies and resources to ensure maximum efficiency and economy of business process management, which ultimately leads to to increase the efficiency and competitiveness of the organization.

Analysis of recent studies and publications

The study of the features of business process management of the project office of the outsourcing company is devoted to the work of many researchers who cover various aspects of project management, organizational culture,

international standards, innovative methods and tools for optimizing business process management.

In the Project Management Handbook, Harold Kerzner [1] provides a comprehensive overview of the basic principles, methods, and tools used in project management. The author considers a systematic approach to planning and control, which is relevant for the analysis of the project office of outsourcing companies.

One of the most important sources of project management knowledge used in outsourcing companies is the PMBOK® Guide from PMI [2], which includes a description of processes, essential tools and techniques.

The key principles, topics and processes that help ensure effective project management are presented in the PRINCE2® international project management standard [3], which is used by many outsourcing companies.

A comprehensive approach to risk management in projects using international standards ISO 31000 and IEC62198 is provided in the Project Risk Management Manual [4], in which the author discloses the methods of identification, analysis and response to risks, as well as provides recommendations for the implementation of an effective risk management system in outsourcing companies.

The analysis of the influence of organizational culture on the management of business processes in the project office of outsourcing companies examines Edgar Shane [5], who reveals the influence of organizational culture on the success of companies, as well as the role of leadership in the formation and development of such culture.

In his work [6], Thomas Davenport considers the possibilities of using information technologies to optimize business processes. The work reveals strategies and approaches to the reengineering of work processes through the introduction of the latest technologies, which is an important aspect for research in the context of the project office of outsourcing companies. In the article [7], the authors present a model of the success of information systems, which considers critical success factors for the implementation and evaluation of the effectiveness of information systems in various organizational contexts. The model can be used to analyze the impact of information technology and automation on business process management of the project office of outsourcing companies.

In the studies of Kaplan and Norton [8], the concept of a balanced system of indicators is presented, which helps organizations to translate their strategy into concrete actions, which allows to develop methods of measuring the effectiveness of business process management in the project office of outsourcing companies.

In their work, Jeff Sutherland and Ken Schwaber offer a deep understanding of the Scrum methodology – an agile approach to project management that can be applied

in the project office of outsourcing companies to increase flexibility and adaptability in managing business processes and resources.

Despite the large number of scientific works devoted to the peculiarities of business process management of the project office of the outsourcing company, several problems remain unsolved, namely: the issue of distribution of roles and responsibilities to improve the efficiency of the project office of outsourcing companies; communication and coordination practice for the project office; effective adaptation of the project office of outsourcing companies to changing customer requirements without losing control over resources and the quality of project execution.

Objectives of the article

The purpose of this article is to study the peculiarities of business process management of the project office of an outsourcing company in order to develop methods and recommendations for improving the efficiency of project management.

The main material of the research

The business process management of the project office of the outsourcing company has its own characteristics related to the provision of services to clients with different requirements and the remote location of the team. A careful analysis of the features of these processes made it possible to put forward the following hypotheses:

1. The presence of clear processes and roles helps to increase the efficiency of business process management in the project office of outsourcing companies.

In project offices of outsourcing companies, it is important to have clearly defined processes that meet customer requirements and can be easily adapted to different situations. A clear definition of the roles of employees allows responsible distribution of tasks and facilitates a quick response to changes in the project. This may include development of documentation, allocation of roles and responsibilities, monitoring of work progress and implementation of control points, which will contribute to increasing the efficiency and success of projects.

2. The level of communication between project participants affects employee satisfaction with business process management.

Analysis of scientific literature and practical experience indicate that effective communication between project participants plays an important role in ensuring quality management of business processes. The different communication channels used in outsourcing companies, such as e-mail, phone calls, video conferencing and collaborative work platforms, how often employees interact with each other and with clients, and the quality and timeliness of information shared between them were investigated. Based on this analysis, it was established that a high level of communication between project participants can increase employee satisfaction and contribute to the effective management of business processes. Good communication allows teams to quickly respond to changes and solve problems, which contributes to the successful completion of projects.

3. Adaptation to changing customer requirements affects the success of projects in outsourcing companies.

Outsourcing companies adapt to changing customer requirements, which requires flexibility and the ability to quickly switch between different projects and tasks. Planning, risk assessment, quality control, and reporting practices that can facilitate adaptation to changing customer requirements were reviewed. On the basis of this analysis, the hypothesis was put forward that companies that successfully adapt to changing customer requirements achieve greater success in their projects.

To achieve the goal of the research and to test the proposed hypotheses, the study used a combination of several methods of data collection, which made it possible to obtain a comprehensive and objective analysis of business process management in the project office of outsourcing companies. Data collection methods include:

- analysis of documents, such as: project management procedures, descriptions of processes and work instructions, the structure of the project office, reporting templates, other materials characterizing the organization's business process management;

- structured interviews with key employees of the project office of outsourcing companies, such as: project managers, analysts, coordinators, customer representatives, who helped to collect primary data about the experience and impressions of the participants regarding business process management; the problems they face; proposals for optimization of business processes;

- a survey that included questions aimed at measuring the level of satisfaction of project office employees of outsourcing companies with business process management and the influence of various factors on their effectiveness. The questionnaire was sent anonymously to all employees of the project office of outsourcing companies, which made it possible to collect data from a larger number of participants and obtain a more representative sample.

To ensure the representativeness of the study, a random sample was formed. This means that the target group was divided into several categories according to their roles in the project office of outsourcing companies. Thus, representatives of various levels of management and functional units responsible for project implementation were involved.

The categories into which the target group was allocated include:

- project managers;
- analysts;
- coordinators;
- quality specialists;
- developers;
- testers;
- representatives of customers.

For each category, participants were randomly selected to conduct structured interviews and fill out questionnaires. As a result, data was collected that reflect different perspectives and experiences of the participants, which helped to obtain a more detailed and objective understanding of business process management in the project office of outsourcing companies.

After the data were collected, they were analyzed using different methods depending on the type of data and research questions. Content analysis was used to analyze the documents, which helped to highlight key topics and problems related to the management of business processes in the project office of outsourcing companies. Content analysis also made it possible to compare the internal procedures and practices of companies with the norms and standards described in [2; 3].

During the content analysis, the internal documents of the project office of outsourcing companies were reviewed, such as: project management procedures, process descriptions, work instructions, the structure of the project office, reporting templates, etc. The content analysis procedure was divided into the following stages:

Stage 1 – Data collection. At this stage, internal documents of various outsourcing companies related to the management of business processes in the project office were collected. The materials included documentation related to various aspects of project management, such as: planning, resource allocation, quality management, risk control, and reporting.

Stage 2 – Data preparation. During this stage, the collected documents were systematized and divided into categories: types of processes, roles of participants, stages of projects, etc. This simplified further analysis and comparison of documents.

Stage 3 – Coding. During the third stage, a coding manual was developed [10], which included several categories of codes related to various aspects of business process management in the project office, namely: project goals, key performance indicators, communication between project participants, resource allocation, quality control and others.

Stage 4 – Analysis and interpretation. During the fourth stage, documents were coded according to the coding manual, identifying general trends, relationships and patterns in business process management. For example, it was found that some companies actively use project management methodologies such as Scrum or PMBOK, while others develop their own approaches adapted to their organizational culture and customer needs.

Based on the analysis, key challenges and problems faced by project offices of outsourcing companies in the process of business process management were identified. These include: insufficient standardization of processes, problems with communication between project participants, misallocation of resources, as well as the difficulty of adapting to changing customer requirements and market conditions.

Thematic analysis method was used to analyze data from structured interviews. This method consists in coding

the responses of the participants and grouping them according to common themes or patterns. The thematic analysis helped identify common problems, challenges and proposals for business process management, as well as understanding the specifics of the experiences of different groups of participants.

Statistical methods were used to analyze the data from the questionnaires, such as: descriptive statistics, correlation analysis, regression analysis. These methods made it possible to assess the level of employee satisfaction with the management of business processes, determine the factors affecting the efficiency of processes, and test the proposed hypotheses.

Statistical indicators were calculated: average values, medians, standard deviations and other characteristics for answers to questionnaire questions (Table 1), which made it possible to assess the overall level of employee satisfaction with business process management.

Table 1 – Statistical characteristics for answers to questionnaire questions

Correlation analysis was used to determine the relationships between various factors that can affect the effectiveness of business process management, such as: x_1 – the presence of clear processes and roles, x_2 – the level of communication between project participants, x_3 – adaptation to changing customer requirements. As a result of the correlation analysis, the following correlation coefficients were obtained:

$$r(x_1; x_2) = 0.65;$$

$$r(x_1; x_3) = 0.55;$$

$$r(x_2; x_3) = 0.60.$$

According to the obtained correlation analysis values, the presence of clear processes and roles x_1 positively correlates with the level of communication between project participants x_2 . With a correlation coefficient of 0.65, indicating a moderately strong linear relationship between these variables. Having clear processes and roles x_1 is also positively correlated with adapting to changing customer demands x_3 with a correlation coefficient of 0.55, indicating a moderate linear relationship between these indicators. A positive correlation is also observed between the level of communication between project participants x_2 and adaptation to changing customer requirements x_3 . A correlation coefficient of 0.60 indicates a moderately strong linear relationship between these variables.

Several regression models were built to test the proposed hypotheses. The first hypothesis stated that the presence of clear processes and roles positively affects the effectiveness of business process management. A regression model was built with the effectiveness of

Table 1 – Statistical characteristics for answers to questionnaire questions

Statistical indicators	Availability of clear processes and roles	Level of communication between project participants	Adaptation to changing customer requirements
Average value	3.75	4.1	3.9
Median	4	4	4
Standard deviation	1.2	1.1	1.3

business process management as the dependent variable y_1 and the presence of clear processes and roles x_1 as the independent variable:

$$y_1 = 2.5 + 0.8 x_1. \quad (1)$$

The results of the regression analysis showed that the presence of clear processes and roles has a positive effect on the effectiveness of business process management, confirming our hypothesis.

A regression analysis was also conducted for other proposed hypotheses, such as the impact of the level of communication x_2 on employee satisfaction y_2 :

$$y_2 = 3 + 1.2 x_1. \quad (2)$$

and the impact of adapting x_3 to changing customer requirements on the success of projects y_3 :

$$y_3 = 4 + 0.9 x_1. \quad (3)$$

As a result of testing these hypotheses, statistically significant results were obtained, which made it possible to identify factors that affect the effectiveness of business process management.

Based on the analysis of the data from the questionnaires, the main factors influencing the level of employee satisfaction with business process management and the efficiency of the processes were determined, namely:

Clarity of processes and roles – Companies with clearly defined business processes and employee roles have more effective business process management. The project offices of the outsourcing company, which define the responsibilities and duties of each employee, can better control the work process and ensure a high level of productivity. A company that develops and implements clear rules and procedures for project management, team coordination, communication with clients, achieves more effective project management and increases the overall efficiency of business processes.

Communication level – Effective communication between all stakeholders is an important factor for successful business process management. A high level of communication ensures quick identification and resolution of problems, as well as increases employee satisfaction. The project office, which practices regular meetings, ensures quick resolution of problems and conflicts, timely transfer of information, allows employees to be informed about the status of projects and tasks.

Adaptation to changing customer requirements – The ability of an outsourcing company to quickly adapt to new customer requirements and changes in market conditions is a key factor in the effectiveness of business process management. Adapting processes and structures can improve a company's ability to respond to customer needs and ensure project success. A company that uses Agile methodologies in its projects provides more flexible processes and can respond more quickly to changes in customer requirements, which provides better management of business processes and increases the success of projects.

Training and development of employees – Investments in training and development of employees increase their competence and efficiency in managing business processes. Training can help open up new opportunities for improving

processes and developing employee competencies. The company, which regularly conducts trainings and educational activities for its employees, ensures constant updating of knowledge and skills, which allows to increase the efficiency of business process management and ensure high quality of services.

Use of technology – The use of modern technologies, such as automation, project management systems and communication tools, can improve the effectiveness of business process management. Innovative solutions can provide better planning, control and monitoring of projects, as well as improve communication between stakeholders. A company that implements project management systems such as Trello or Asana can see improvements in team coordination, task control, and reporting. It helps to monitor the progress of projects, ensure timely response to problems and ensure a high level of efficiency of business process management.

Internal company culture – A corporate culture that promotes openness, cooperation and support among employees can create an environment conducive to effective business process management. Support from management and mutual assistance between colleagues create the basis for successful work. A company that supports a culture of openness and cooperation, where employees can freely exchange ideas and openly discuss possible problems, ensures the stability of business processes and increases the efficiency of their management.

All these factors interact to improve the efficiency of business process management in the project office of the outsourcing company. Understanding and optimizing these factors will help companies succeed in managing their projects and meeting the needs of their customers. It can also increase employee satisfaction, improve overall productivity, and strengthen a company's competitive advantage in the marketplace.

To further improve the efficiency of business process management, outsourcing companies can consider the following additional steps:

- deeper customer involvement, constant feedback from customers can help the project office better understand their needs, improve processes and adapt their strategies;
- assessment and monitoring of project success, the use of performance indicators (KPI) and project metrics will allow the project office to monitor the success of projects, identify problems and make timely corrections;
- ensuring continuous improvement of processes using Lean or Six Sigma methods can help the project office systematically optimize its business processes, reduce costs and increase the quality of work;
- a focus on innovation, the development of innovative solutions and the support of a culture of innovation can help the project office remain competitive and progressive in the market, as well as open up new opportunities for improving the efficiency of business processes. Taking into account these factors and recommendations will help the project office of the outsourcing company to increase the efficiency of business process management, as well as to ensure the stability, success and growth of its business. Focusing on continuous improvement, innovation,

adaptation to changes and ensuring customer and employee satisfaction will allow the company to establish itself as a leader in the outsourcing market and create a sustainable competitive environment.

The effectiveness of business process management in an outsourcing company depends on a combination of various factors that require an individual approach and analysis. Regularly reviewing and evaluating these factors, as well as providing resources to improve them, will help the outsourcing company succeed in its business and meet the needs of its customers at the highest level.

Conclusions

The effectiveness of business process management in the project office of an outsourcing company depends significantly on a number of factors, the main ones of which are: the presence of clear processes and roles, the quality of communication, adaptation to changing customer requirements, a culture of continuous learning and innovation.

The level of employee satisfaction with the management of business processes in the project office correlates with the effectiveness of the processes. This study confirmed some of the hypotheses concerning the influence of various factors on the effectiveness of business process management.

The use of statistical methods made it possible to better understand the interrelationships between factors that affect the effectiveness of business process management. The results of data analysis helped to confirm the proposed hypotheses, which, in turn, can contribute to the development of effective business process management strategies in the project office of outsourcing companies.

The results of the study can be useful for practitioners who work in the field of project and business process management.

Therefore, taking into account the results of the study, which provide an additional understanding of the peculiarities of business process management in the project office of the outsourcing company, it is recommended for project managers, managers and other specialists in this field:

- ensure clear definition and documentation of business processes and roles in the project office to increase efficiency and employee perception of responsibilities and duties;

- maintain active and effective communication between all project participants, in particular, taking into account the needs of various departments, parties and interests, to increase the level of employee satisfaction;

- to develop a culture of adaptation and flexibility in project management, ensuring the company's ability to quickly respond to changing customer requirements and market conditions, by implementing flexible project management methodologies (Agile, Scrum or Lean) and developing internal employee training and development programs;

- to conduct regular monitoring and analysis of business process management efficiency indicators in the project office, in particular using statistical methods to identify correlations and cause-and-effect relationships between various factors.

These practical recommendations will be able to help managers and specialists monitor current trends, successful approaches, innovative solutions that can be adapted and applied in their own practice of managing business processes in the project office of outsourcing companies.

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