

05.06.2015. Center for Quality, Faculty of Engineering, University of Kragujevac



Culture of Quality

**Quality and Social
Responsibility**

**From knowledge
to quality**

**Competition and
globalization**

**Innovation: A key of
quality in
automotive industry**

**From knowledge
to quality and
safe food**

**Quality of life
and excellence**

**Defining and
measuring success**

**Management of
sustainable
development**

**ICT challenges
for future society**

**Excellence of
society organization**



9th IQC
**QUALITY
RESEARCH**

05.06.2015., Kragujevac, Serbia



9. International Quality Conference



CONFERENCE MANUAL

June 05th - 2015, Kragujevac
Faculty of Engineering, University of Kragujevac

9. International Quality Conference Conference manual

ISBN: 978 - 86 - 6335 - 015 - 1

Editors: *PhD Slavko Arsovski*, full professor
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Publisher: **FACULTY OF ENGINEERING**
34000 KRAGUJEVAC
Sestre Janjić 6

CENTER FOR QUALITY
34000 KRAGUJEVAC
Sestre Janjić 6

For publishers: *PhD Miroslav Živković*, full professor
PhD Slavko Arsovski, full professor

No. of copies: 200

Printing: Faculty of Engineering, Kragujevac

Copyright © Faculty of Engineering, University of Kragujevac, 2015.

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Publication of Conference manual and organization of
9. International Quality Conference is supported by:
**Department of Education, Science and Technological Development of Republic of
Serbia**

Izdavanje Zbornika radova, organizovanje i održavanje
9. International Quality Conference podržalo je:
Ministarstvo prosvete, nauke i tehnološkog razvoja Republike Srbije

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NEW SERVICE DEVELOPMENT METRIC IN MEDIUM ORGANIZATIONS

Abstract: One of possible ways for organizations to improve quality of their processes is usually implementation of quality management system and standards. Improving the quality has a major impact on the competitive advantage that organization can get. In this paper, a new service development (NSD), as one of key processes, in medium organizations has been analyzed. The process of NSD represents interesting field, especially because of the rapid development of service economy. Using the process approach, the NSD is analyzed as a network of interconnected sub-processes that are directed to achieve defined objectives. Applying Structural system analysis (SSA) the NSD sub-processes are identified. Process metric for process quality determination is developed and presented. For each sub-process the deterministic characteristics for processes measurement as well as characteristics value were established. Proposed metric is the input for the development of models and software for evaluation and testing of the NSD process from the point of quality.

Keywords: New Service Development, business organization, process approach, process metric

1. INTRODUCTION

Achieving the desired high level of organizational performance depends on the ability of all business processes of the organization to achieve its goals [1], because of that, quality of business processes is a central point, when the achievement of desired organizational performance is concerned. Process approach is technique used in organizations, in order to achieve the desired level of organizational performance and quality levels. Achieving quality is not an easy task, because first of all there are different perceptions of the quality of the various stakeholders, and there are no clearly established and widely accepted approach to define quality criteria and their evaluation.

Process approach for quality achieving is based on the idea that the organization is a system of interrelated processes aimed at achieving a common goal [2]. According to (Ibid.), a business process is partially ordered set of activities of the organization that can be executed so as to obtain given the goal of the organization or labor organization to achieve a desired end result. There are two groups of

business processes that are critical business processes and support processes. Key business processes are processes that create value for customers, while supporting processes are processes necessary for the performance of key processes, but do not create value for the customer (Ibid.).

When there is no established process model at the level of each process, then all elements of process networks face the demands of users (internal and external) that must satisfy (customer - related processes) [3].

In the modern business organizations which made the transition from the hierarchical to a process model of organizational structure, it enables better management and more effective monitoring of operations at all levels of the organization.

On the basis of data on business performance, organizations should carefully define and select the appropriate measurable KPIs, by which it can determine which parts of the process should take appropriate for improvement [4].

CIP - Каталогизација у публикацији
Народна библиотека Србије, Београд

005.6(082)

INTERNATIONAL Quality Conference (9 ; 2015 ; Kragujevac)
Conference Manual / 9. International Quality Conference, June
05th 2015, Kragujevac ; [organized by] Faculty of Engineering,
University of
Kragujevac ; [editors Slavko Arsovski, Miodrag Lazić, Miladin
Stefanović]. - Kragujevac : Faculty of Engineering, Center for
Quality, 2015 (Kragujevac : Faculty of Engineering). - XIV, 676 str, L
20 : ilustr. ; 27 cm

Tekst štampan dvostubačno. - Tiraž 200. - Napomene i
bibliografske
reference uz radove. - Bibliografija uz svaki rad.

ISBN 978-86-6335-015-1

a) Менаџмент тоталним квалитетом - Зборници
COBISS.SR-ID 215331852