

An analysis of the process of investment from the client's decision to completion – the architect's perspective

Ágnes CSISZÁRIK-KOCSIR, Ph.D. ¹, Tibor Pál SZILÁGYI ²

¹senior lecturer, ²student

¹ Óbuda University Keleti Károly Faculty of Business and Management, H-1084 Budapest, Tavaszmező Street 17. kocsir.agnes@kgk.uni-obuda.hu

² Szent István University Faculty of Business and Management, H-2103 Gödöllő, Péter Károly Street 1.szilagyitp@gmail.com

Abstract: The topicality of the theme is underpinned by the fact that the investment project investigation to the architectural sector up to now approached in the first place the problem of the process rationalization from the architect's prospective. In the present paper we try to investigate the relevant process of the investor from the perspective contest to the approximation of the scientific literature. The basic purpose of our investigations was of the architectural work in opening of the individual solution mechanisms by phrases. We tried to learn the techniques which can be adopted to a standardized process model, having information extendable to the entire sector. We applied international and national scientific literature and primary investigations to obtain our purpose. In these frames we have carried out qualitative profound interview by the aid of semi-half structured interview sketch for opening the professional opinions. As a result of our investigations we were able to define the elements and steps of the investment project process, hence we created a process model, and to make it valid will be the main purpose of a following quantitative investigation.

Key words: investment project management, standardized process model

1 Scientific literature background

We focused on the theoretical conclusion dealing with the process management in the national and international scientific literature.

The processes were already classified by many people according to many kinds of criteria in the scientific literature.

Starting from the value chain model of Porter and Miller (1985) Earl (1994) already differentiates key processes serving external clients and processes supporting internal clients.

According to certain authors the process in the organism are different in the forms of operative and management [1]. The significant part of the direction processes covers the claims of capacity of operative tasks and their arrangement. The operative processes are connected with the completion of the organizational basic activity. The direction is attached to the design, distribution and efficient usage and later their checking. The valuable processes are necessary for the satisfaction of the claims of the costumers. If the costumer pays the process and that which has the result as an output, so the value, the process creates worth. If the process produces only expenses and there is no consumer demand for it, that is a loss.

The development of the product and the consumer management has an advantage in the competition. Good means for this is to accompany the client and the consumer in the process, and open the valuable stages with control feedback.

In accordance with Business Process Reengineering (BPR) we appoint appropriately the necessary works and later we organize in extreme way the already exiting recently created operations or the organizational structures.

The Business Process Improvement (BPI) is a refined intervention into the operation of the organism, as it changes the focus yet it does not destroy the processes. It is a project like approach, and achieves the development by piecemeal alternations. The analysis helps us to receive information about the quality and the cost of the processes, the time of the production, and their valuation [2]. For the improvement of the performance the emphasis is on the bettering of the indicators of the processes. The decisions influence the efficiency of the achievements considerably to a great extent.

The Business Process Management (BPM) helps to clear up the changes occurred of strategy in the processes. It provides the measuring of the performance and the analysis.

It carries the novelties comparing to the till now-known methods in the process management, that it takes control on the processes responsibilities, duties shaped by the special fields [2].

The efficiency of the process management system is good if it is connected to the company performance valuation system. In this way the efficiency of process is well measurable in the achievement. The advantage of it being that the control of the process becomes the part of the daily operative work. The instant feedback also can have manifestation in the individual compensation, in other words the efficiency of the managerial motivation [3].

The process management has to fit in the strategy of the organism since this designates the basic company object. We would stress in the first place the 5

strength of Porter out of the strategic analytical methods, because it is good to define the competition context of an organization. The application of the model throws light on the operation of the enterprise or organization respectively what sort of powers and challenges affect its operation. It clarifies the systems of conditions, in those the enterprise has to work [4].

The classic SWOT analysis puts the focus yet on the company and not on the circumstances. It operates in the dimensions of strength, weakness, possibilities and dangerous [5].

PEST analysis examines the changes and the barriers of the environment; those have an effect on the organization processes. This is a method of environmental strategic analysis [6].

The model of McKinsy- GE-matrix gives a more detailed environmental analysis about the enterprises. It phases the environmental possibilities and the quality of the competition situation into a matrix (with other words it compares the size of the market with the proportion of share of market and the size of profit – sharing with the operation flexibility). In this way the analysis yields much perception [7].

The analysis based on value chain model creates connection between strategy and process analysis. With is contribution the process of an increase in value of the organization can be revealed. The processes can be well separated and the main activities studied.

In this way those can be stressed, which are worthy of necessity or support. It examines in details the own internal possibilities and knowledge of the company. This helps to explore the lacks of the needed conditions. The analysis project the existence of basic knowledge management strategic analysis. The analyses are necessary for the realization of a strategy since their help makes it possible to open the competences and the occasional deficiencies as well [7], [8].

The trend analysis helps not only in the design of processes but also makes early diagnosis because reports back not only the present situation. The alterations of attitudes, influencing factors, and the customs of the consumers are shown as well [9], [10].

We used the practical experiences obtained in the LEED Litkey Architect and Design Studio beside the references of the scientific literature for the model formation as well as the arising professional scientific knowledge of architectural planning and executing works. So beside the theoretical relations the practical knowledge and the professional experiences get place in the model creation.

2 Methodology

Beside secondary research the application of qualitative technique in the frame of an empirical investigation, with a semi-structured individual interview sketch (GUIDE).

The topics of the semi-structured interview sketch were the followings:

Processes, the phases of work (through a random access example)

Systematization of the tasks (establishment of connections, selection, obtaining of commission, course of agreement, proposal, work processes, documentation, supplementary or additional work)

Systematization of work processes on time (chronology, duration, separate pitfalls of the phases and their effects)

Preparation of execution (separation of roles of investor, designer and contractor)

Financial matters (size of the budget, fees and realization)

Our research deviates from the general “architectural program” approach and from the traditional economical “investment program” risk analysis. In our research we studied the factors influencing the processes and the decision makers. The research process model demonstrates properly that where is the investigation performed by us and which kinds of further investigations we would perform for better knowledge of the topic.

The investigation model is presented by Figure 1.

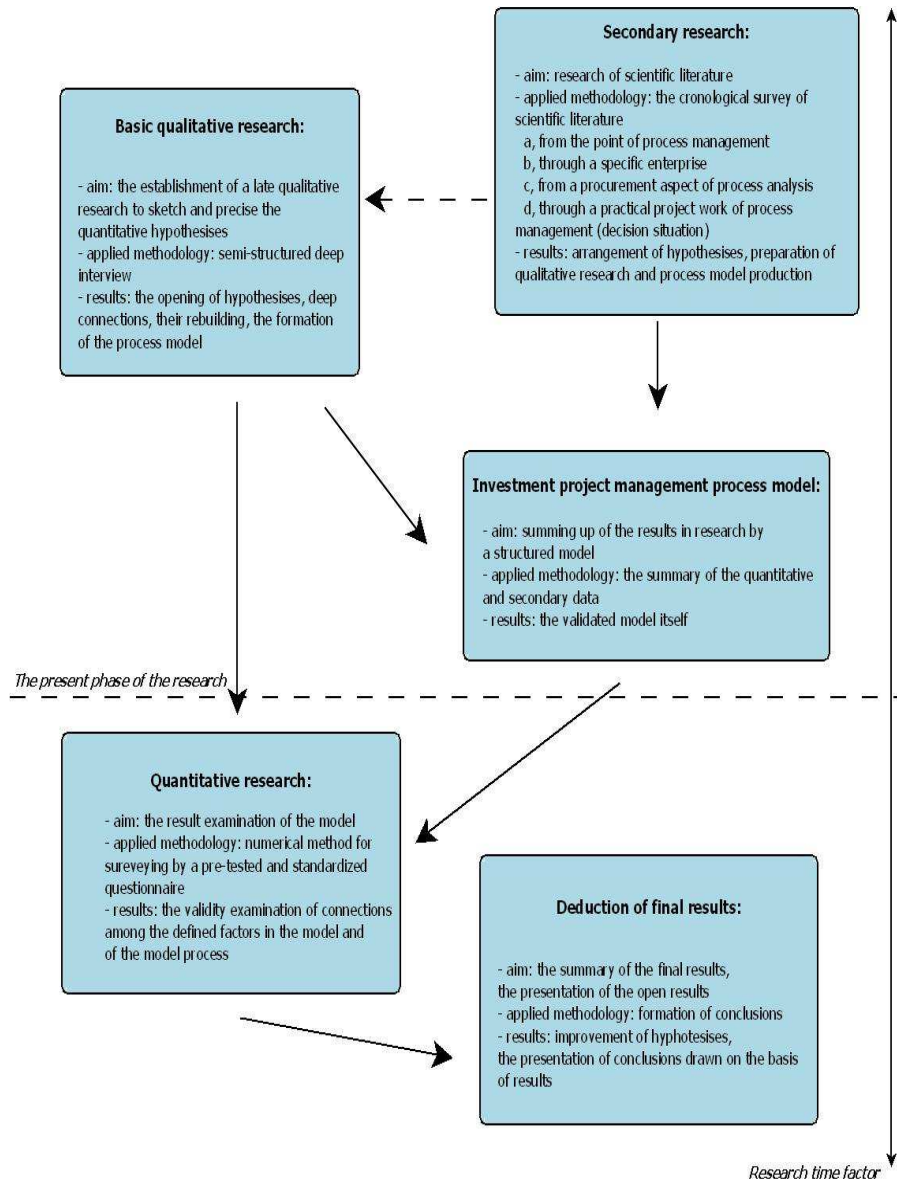


Figure 1: Research process model

Source: The single process sections shown on the figure were put together on the basis of our own research according to the known method, appropriately to our own research.

3 Results

3.1 Results of the research interview

We established that the preference system of the investors is characterized by the qualitative elements connected to the service and the price dominance. The regulation of the acting architect and his office the location of the investment, and the office of the designer, the eligibility of the particular services have the same importance, it threw light on the performed investigation that the structure of the preference system is determined by the economic environment, the period of the investment and its duration, the segment (for example the future purpose is to sell luxury services), the rise of investment funds and the formation of personal contacts, as emotional factor. In the development of the latter mentioned there is an important role of the acquisition of confidence. That is the basis of the clients' representation of interests during the longitudinal transverse section of the processes. Its loss can result in passing of the interest and this can lead to the loss of the assignment.

The delivered facts by the specialist interviews confirm that the service users consider that as a confidential product, and they consult first of all with their friends and require the experiences, opinions of other consumers before taking a decision in order to decrease the risk associated with it.

The tasks of the process management are distributed among the participants of the process. The single decision levels and duties deviate from each other; the partial permeability of the levels is the condition of the efficient project management and the efficient flow of information. It is not enough only to delegate the tasks; they should be efficiently checked. The static hierarchy of construction and structure of a company significantly can hinder the course of the process in the designer office and in the local unit of the investing company.

The designing and the investing processes are built on each other. A detailed analysis of the situation, the feasibility study, and an architectural progress and the investment program done by the previous one and made parallel helps the realization of the investment.¹ The interrelation of the builder and the designer during the process is characterized by interdependence; they are able to work efficiently only in cooperation. Besides these, namely the personal competence and the claim of origin the architectural and investment program regulate full-scale the schedules sequence of the tasks.

In the topic of "execution preparation" the distribution of the roles we drew the following information from the received answers: in the case of the planning

¹ Government Decree 191/2009. (IX.15.) regulates the construction activities, and for the benefit of the building project implementation it sets forth the provisions pertained to the personal scope, their tasks and rights, the requirements of the planning documentation.

proves as well as in the case of investment process the optimization of the tasks, and the level of the willingness of the reduction in costs and the risk pledge influence what kind of roles can be the same characters tasks. Where a law gives order for obligation to separate the tasks, there it is kept. The experience and the management ability are among the equally important competences of the architect.

It is interesting the formation of the client trends and the examination of the generating reasons behind those which are illuminated by the qualitative investigations. The builders already recognize that the well prepared decision facilitates the choosing of the best investment possibilities.

The development of client trends point at the following ones: the reason of style changes of certain clients hint to the difference of age groups and cultural values. According to our observations the actual trend following means much rather the copying of the fashion than the order of values or a conscious practice of a form of behavior. The designer appears in this case as a brand or article and not as the embodiment of quality. Consequently, the employment of the service can be regarded as prestige consumption, which is in other words the expression of following of the trendy way of life being the cardinal motivation. Among the members of the youngest generation there are also persons who consider the qualitative material consumption as a primary preference not by fashion but by reasons of good taste or by other consideration, and they do this not in order to catch the attention of other people. However, there is also a typically older generation who put the emphasis on preserving the values.

Consequently, the investors' decision-making is influenced not only by the age, the financial possibilities but also by the actual trends to a great degree.

3.2 The theoretical model of the investment management

The structural and theoretical constitution of our investment project management process model well demonstrates open results. We set an aim for our further investigations as the validity of examination of this model.

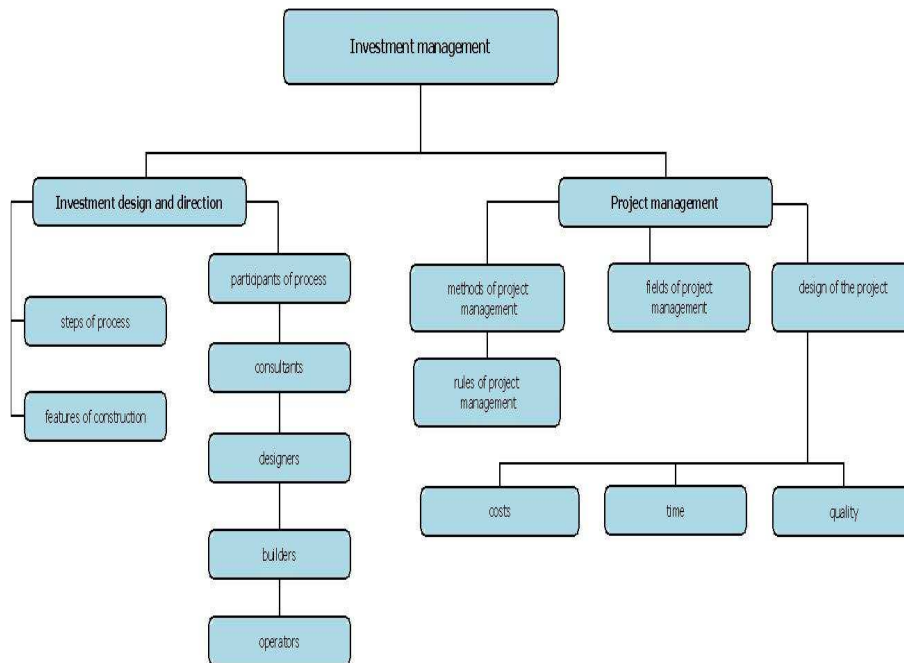


Figure 2:

Theoretical construction of investment management

Sources: Revised according to our own viewpoint system [11].

Conclusions and suggestions

We strive to learn by our future quantitative research the following:

What kind of offer structure is regarded as ideal service by the participants, hence on of our goals in the examination is the determination of the directions of the probable service developments and enlargements.

We will endeavor to analyze in detail the parting, the overlapping and the construction of the architectural processes and of the investment process by the investment program;

We would also aim to investigate the differences caused by age groups and cultural values in the reasons of the style selection of certain clients,

as well as other reasons of the size of the investment expenditure.

Given by the qualitative character of the present research phase the greatest obstacle of our investigation (stemming from the methodology) is that our results cannot be extended to any basic multitude. We would therefore reduce and supplement this deficiency by the quantitative phase executed at a later stage. And

lastly, we would also seek to support the validity of the structure of our model with numerical data.

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