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EDITORIAL

Expansion of Professional Services

Professional services involve a range of different occupations that provide support to organizations in the form of advice or effective problem-solving. Some of the key professional services include audit, tax, consulting, and financial advisory. They provide traditional professional services based on specialized knowledge of administrative systems and social affairs such as market research, management services, legal accounting and activities. The professional services firms are based on personal and professional development and offer opportunities for ambitious and motivated graduates who are always looking to improve their skills.

Professional services firms have primary source of competitive advantage their capability to create, to accumulate, and exploit new professional knowledge to develop a customized service solution to satisfy the client's needs. Professions are standardized bodies of knowledge shared among all the professionals of a similar kind. Thus, they provide knowledge-intensive support for the business processes of other organizations. To optimize operational costs, some companies have core teams plus an extended network of on-demand, high-quality consultants and facilitators. These tools provide real-time visibility of resource schedules and their utilization levels.

These companies rely mostly on people to create and deliver value to their clients and consider knowledge as their main competitive resource. The generation and diffusion of knowledge are the main drivers of innovation. Since professional service firms create knowledge assets, they may find value capture even more challenging than other firms. They are involved in the continuous creation and transfer of knowledge through a greater intensity of interactions with external partners and customers. Professional services firms invest not only intangible assets but also in intangible assets, such as skills, intellectual property, information, and knowledge. These financial efforts allow them to gain a long-term competitive advantage. While much innovative output from services firms cannot be effectively protected by patent, the copyright can be a good solution applied to publishing works.

The main trends that will transform professional services are based on technology. Professional services firms speed up their digital transformation in response to the pandemic. They have higher adoption rates for a variety of technologies such as video conferencing, and



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digital collaboration tools. Firms are recruiting valued talent with niche skills from across the globe and use more and more virtual offices and remote work. The emergence of auto-mation and artificial intelligence contribute to increasing productivity and creating additional value, for example, by using Chatbots, Robotic Process Automation, and Block-chain.

Gheorghe Militaru

Senior Editor

ABSTRACTS

Partnership in Service Delivery

Titu-Marius I. Băjenescu

Swiss Technology Association, Electronics Group Switzerland, Switzerland

ABSTRACT: Creating value through the interaction of partners has a special effect on providing services. The value can appear through open innovation. Open and closed innovations are primarily differentiated by how innovation is generated. The purpose of this article is to question the foundations of the two types of innovations and understand the differences.

KEYWORDS: innovation, closed innovation (CI), open innovation (OI), innovation funnel, interactive value creation

Process Structure in Service Projects

Mihaela Carmen Grigore (1), Doina Marina Ștefan (2), Sorin Ionescu (3)

(1) DB Global Technology, Bucharest, (2) Romair Consulting, Bucharest, Romania,

(3) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313 Bucharest, Romania

ABSTRACT: Global organizations working on large portfolios have developed quality assurance arte-facts and working processes to ensure and control projects quality, adapting those to in-dustry and project organization's specifics. A literature review illustrates that most of the existing quality and auditing developed processes are designed for certain industries/ organizations specifics and are under the action and supervision of quality assurance departments. the purpose of this paper is to present the results of research with a defined quality assurance diagram, process and processes, based on previous work results analysis and interpretation, having input from local project management community through online surveys and propose those for a larger input and implementation as process improvement in project management. The quality assurance defined process is designed for the project monitoring phase and introduces the quality assurance team in its flow, placing the monitoring responsibility on project management and targeting the successful delivery of the project in terms of quality. The contribution of this paper is foreseen as important to large project management-oriented individuals and organizations, providing guidance and good practice for designing and implementing improved processes with a focus on resource allocation.

KEYWORDS: quality assurance, control process, project book of work

A Study of Lithium-Ion Batteries and Their Second Life in China

Eleni-Maria Pazi (1), Vito Bobek (1), Tatjana Horvat (2)

(1) University of Applied Sciences FH Joanneum, Graz, Austria

(2) University of Primorska, Faculty of Management, Koper, Slovenia

ABSTRACT: The ever-increasing number of electric vehicles produced, and therefore the highly in-creas-ing number of retired automotive lithium-ion batteries (LIBs), calls for well-defined end of life strategies of retired batteries to promote the automotive industry's transition into an environmentally friendly industry. The paper aims to provide an insight into the status quo, the manufacturing considerations, the possible applications, the impacts, the barriers, and the potential solutions, as well as the required business strategies and policies of the end of life (EOL) management of retired automotive lithium-ion batteries (RALIBs). By applying a Regression Analysis to historical and forecasted data in Excel, the authors extrapolated a possible scenario of how the EOL management market of lithium-ion batteries in China might evolve during the next decade. The forecasted results showed that the LIB available for second life use in China might increase from 1.7 GWh in 2020 to 34.49 GWh in 2030. The authors conclude that there is an impera-tive need for new advanced policies concerning the EOL management of LIB, due to the significantly increased future volume of the retired lithium-ion batteries available for a second life in China inter-industry partnerships might be crucial to succeed that.

KEYWORDS: second life battery, electric vehicle, end-of-life management, sustainability

The Image of Service Organizations

Doina Marina Ștefan (1), Mihaela Carmen Grigore (2), Andrei Niculescu (3)

(1) Romair Consulting, Ștefan Sanatescu str. no 4, Bucharest, Romania,

(2) DB Global Technology, Dimitrie Pompeiu str. no. 6A, Bucharest, Romania,

(3) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313 Bucharest, Romania

ABSTRACT: „The manager must direct the company's resources and actions towards the advantages of achieving economically significant results” by P. Drucker. Making an efficient and functional best practice guide involves implementing methods from the design phase and throughout the implementation, maintenance, development, and improvement of the organization's image. Designing and establishing procedures for evaluating the results obtained, setting significant objectives for changing perception and proposing solutions to improve the image of organizations lead to the initiation of corrective action, but also the definition of improvement actions. The best practices guide is an essential tool for achieving the goals and goals of organizations, and the result is a reliable element for managers, customers, and other stakeholders. Communication with managers to ensure that the application of this guide can lead them to positive results within the organization, improving trust at management level by harmonization information, identifying the potential to improve the organization's activity and changing the perception of the image. Implementing a best practices guide to processing the results of a research study provides an additional element for improving the performance of organizations.

KEYWORDS: perception, best practice guide, organization, image, research

A Model for Software Firms Performance Analysis

Mihai Guran

Guran Consulting Global, Bucharest Romania

ABSTRACT: Internationalization is desirable for software firms in order to maximize performance, in a business model that builds on global scalability of the software products, but it is not easy to execute in practice. Important funds are needed, as well as management competence and international business development experience. An empirical model was developed to analyse the interdependencies between organization development and business growth, with strategy, organizational culture, product and services development, legal processes, financial processes (including funding), human resources (including enablement), operations, marketing strategies and tactics, as well as sales and business development strategies and processes identified as having high impact potential for internationalization, and literature covering the subject identified.

KEYWORDS: software firm, performance, internationalization, business-to-business sales

The Need for Professional Business Services

Cezar Scarlat

University POLITEHNICA of Bucharest, Splaiul Independenței no. 313 Bucharest, Romania

ABSTRACT: The contemporary world is an immense informational ocean, and everybody, as a buyer, has to deal with all kind of business news daily. Unfortunately, among them there are also fake news, manipulation, misinformation, and unprofessional or unfair sales techniques – most of them being simply useless or, even worse, leading to confusion and/or wrong buying decisions. Therefore, this paper is just highlighting some negative effects of online media news that impact the business management area, displaying four cases of misinformation that generate confusion and, ultimately, wrong decisions. Buying decisions are included. Following discussions associated with examples of fake news, misinformation and unprofessional to unfair to illegal sales techniques, the major conclusion is the stringent need for professional business services (as training, consulting, and marketing research), in the framework of better business culture education as well as fair business legislation. The managerial implications are important for business managers and providers of professional business services as well as business educators and press councils.

KEYWORDS: business misinformation, fake news, herd behaviour, digital acceleration, direct marketing