

## Association for Information Systems AIS Electronic Library (AISeL)

AMCIS 2009 Proceedings

Americas Conference on Information Systems  
(AMCIS)

2009

# You Can Have Your Pudding: A Service-Oriented Approach to Process Standardization

Matt Wimble  
*Michigan State University*

John Tripp  
*Michigan State University*

Derek Hilton  
*Michigan State University*

Brian Pentland  
*Michigan State University*

Follow this and additional works at: <http://aisel.aisnet.org/amcis2009>

### Recommended Citation

Wimble, Matt; Tripp, John; Hilton, Derek; and Pentland, Brian, "You Can Have Your Pudding: A Service-Oriented Approach to Process Standardization" (2009). *AMCIS 2009 Proceedings*. 29.  
<http://aisel.aisnet.org/amcis2009/29>

This material is brought to you by the Americas Conference on Information Systems (AMCIS) at AIS Electronic Library (AISeL). It has been accepted for inclusion in AMCIS 2009 Proceedings by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact [elibrary@aisnet.org](mailto:elibrary@aisnet.org).

**You Can Have Your Pudding: A Service-Oriented Approach to Process Standardization***Matt Wimble<sup>1</sup>, John Tripp<sup>2</sup>, Derek Hillison<sup>2</sup>, Brian Pentland<sup>1</sup>*

1. Michigan State University, East Lansing, MI, USA. 2. Accounting & Information Systems, Michigan State University, East Lansing, MI, USA.

**Abstract:**

Since the emergence of the Theory of Scientific Management, a key dimension against which business processes have been judged is by their repeatability, consistency and efficiency. Transformational “manufacturing” processes have been designed with emphasis on controlling both the process in action (sequence), and the outcome (product). Conventional process standardization focuses on the avoidance of and control of exceptions in the name of quality. However, when dealing with service delivery, in which delivery quality is impacted by the ability to accommodate exceptions rather than by avoidance, a new approach to process standardization is needed, one that ensures that process services provided are performed consistently, while embracing the flexibility in delivery sequence and product composition required in service delivery. In this paper, using an analytic model we illustrate the limitations of the conventional process standardization approach vary with both the number of service providers and the amount of provided services.