

**SYNERGY OPPORTUNITIES IN THE OPERATION OF BUSINESS  
SERVICE CENTRES IN RELATION TO MISKOLC AND DEBRECEN**



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# SYNERGY OPPORTUNITIES IN THE OPERATION OF BUSINESS SERVICE CENTRES IN RELATION TO MISKOLC AND DEBRECEN



## Challenges, ideas for the future of business services and the development of networks in Debrecen and Miskolc.

In the concept of network cooperation, knowledge and learning are the accelerators of the innovation process. Network cooperation between organisations plays a significant role in the interactive learning process and thus raises the question of how a firm/organisation is able to develop and operate through network connections and how they are able to exploit the competitive advantages that are potentially available through their connections. We are convinced that the development of competences is an indispensable prerequisite for the effective network operation and the exploitation of potential benefits. In order to operate a network effectively, it is necessary to have knowledge of how each partner works, to manage organisation-specific attributes and to be able to manage trust.

Keywords related to the network and partners:

- opportunities for cooperation; risks; directions of the innovation process and their organisational functions; possible ways of asserting interests; objectives, opportunities and constraints of each partner.

The network competence elements of business service centres:

- communication skills; cooperative culture; trust; visioning skills; strategic thinking; competence in making cooperative agreements and implementing cooperation.

## Description of the task

Based on the process of developing change management models and service strategy, plan how Debrecen and Miskolc could become a network of regional business service centres, jointly developing the North-East Hungary Economic Zone.

Using a methodology of choice, prepare a presentation of the current situation, and then identify a possible mission (or mission statement), vision and main elements of an intervention strategy.

Make a strategic map and a network competence map!

Identify the proposed actions related to the objectives.



## Deadline for submission of competition essays: 30 April 2025.

- The assignment consists of an executive summary (1-2 pages) and a 15-minute PPT supporting the presentation.
- Competition essays can be submitted in English or in Hungarian, please send your competition essay to the following email address: [eszter.reka.jurak@uni-miskolc.hu](mailto:eszter.reka.jurak@uni-miskolc.hu).
- The selected competition essays will be presented on 6 May at the Miskolc Campus Forum Green and Smart conference, where the leaders of the two cities and universities concerned will also be present.
- The 1st place winner of the competition will receive HUF 300.000, the 2nd place winner HUF 200.000 and the 3rd place winner HUF 100.000.
- Criteria for the evaluation of competition essays:
  - creativity
  - feasibility
  - professionalism
  - proposed cooperation solutions
  - Aligning with the North-East Hungary Economic Development Zone programme
  - taking into account the key factors identified by the theoretical background and models presented in the competition description.

## Theoretical background - summary

Below you will find some definitions that are relevant to the topic:

<b>Business network</b>	A business network is an economic organisation that is simply a set of collaborations and a series of active cooperations.
<b>Network competence</b>	The set of resources and activities through which an organisation creates, develops and manages a business network. (Gemünden & Ritter, 1997)
<b>Business Service Center</b>	Organising the existing parallel support activities of the company/organisation into a separate department.
<b>Shared Service Center</b>	It means that the client outsources to a specialised company all the sub-processes that are not directly related to its activities - finance, HR, IT services, facilities, logistics, administration, sales or customer service. SSC business services can bring benefits such as reduced costs of decentralisation, increased quality and professionalism of business support processes, greater strategic flexibility, and reduced costs of support services, which according to industry benchmarks can average 50% and in some cases up to 70%.
<b>Mission</b>	A mission that the organisation wants to fulfil in the future. Why does the organisation exist? The mission is a short one-sentence statement.
<b>Vision</b>	Desired future state and position of the organisation. (Where do we want to get to?) It can be related to a specific future date. It often includes bold ideas to encourage the organisation's members to make an effort. (Salamonné, 2000)
<b>Values</b>	Value is what is important to us.
<b>Strategy</b>	A strategy is a long-term plan or planning process that sets out an organisation's goals and the steps needed to achieve them. The strategy helps to determine how the organisation will use its resources, exploit opportunities and address challenges in order to achieve its goals.
<b>Change</b>	The process by which an organisation successfully moves from state A to state B and is able to rise to a new level of performance. - higher level of performance, e.g.: improvement - lower level of performance, e.g.: liquidation. Change is necessary because the environment is constantly changing and it is necessary to adapt to this change in order to remain competitive. The focus can be on several areas, e.g.: management, organisational structure and functioning, workflow, technology, strategy, etc.
<b>Service Strategy</b>	The service strategy is the definition of the organisation's long-term goals and guidelines in the area of services, taking into account the market environment, customer needs and the activities of competitors. Its aim is to provide its customers with a unique value that distinguishes it from its competitors and contributes to the achievement of a sustainable competitive advantage. The service strategy involves defining the types of services provided, the target groups, and the optimisation of resources and processes.
<b>Strategy map</b>	The strategy map is a visual representation of the strategy. It is based on the principles of: balancing the opposing forces of strategy; differentiating customer value; the value created by business service centres; and creating coherence between intangible assets.

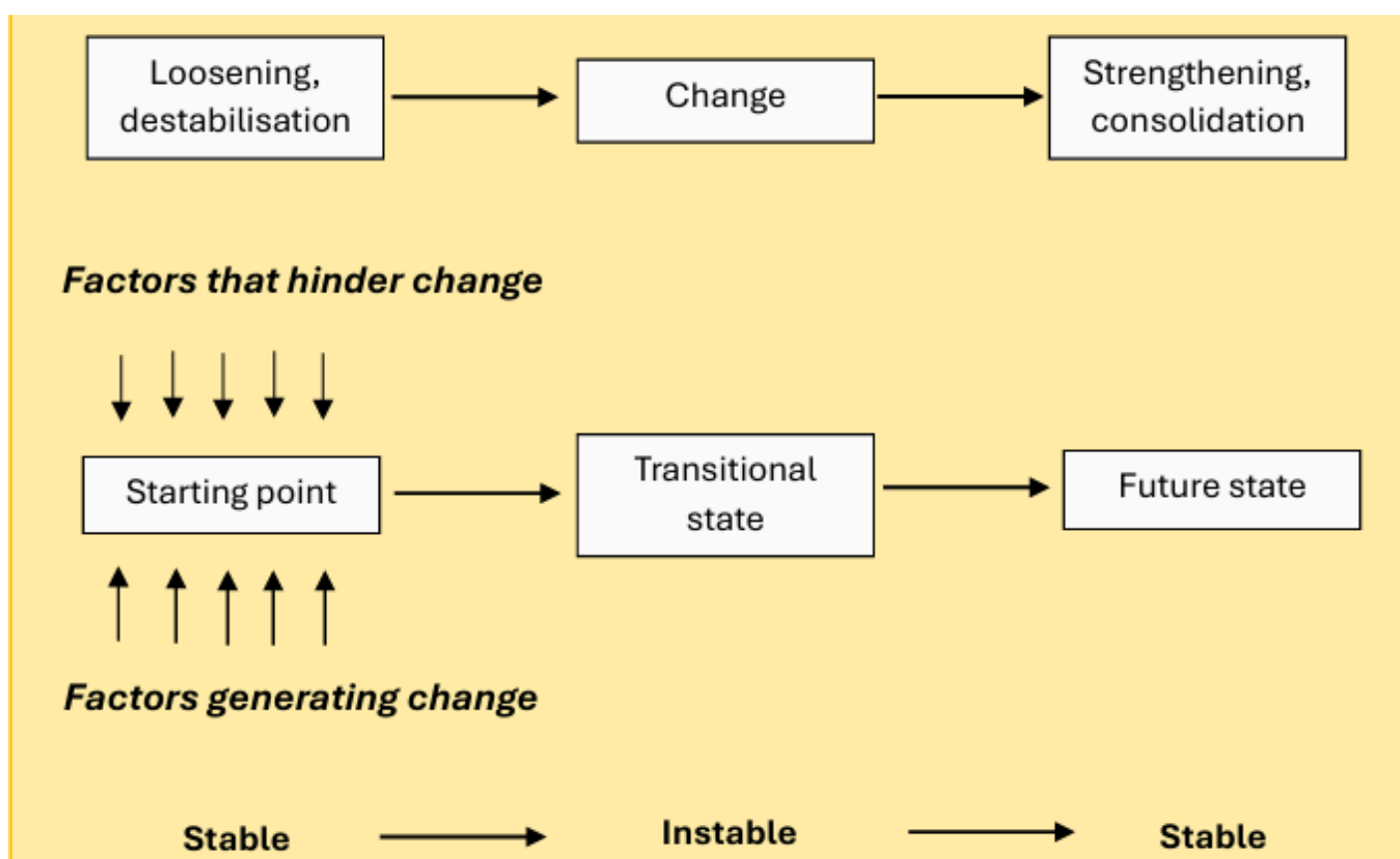
# Models

A possible model for the process of change



(Balaton, 2022)

Változás folyamatának egy lehetséges modellje



We wish you a successful work!