

How to Make the Best Decision Which Services Should Be Centralized, Which Should Not, and Why: Theoretical Propositions and Applications

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This discovery came from the work in the U.S. Army attempting to create and centralize common services. Sometimes centralization worked well, saved money and resources, and was effective. At other times, centralization was a failure, leading to demoralized and ineffective organizations, both the organization that was centralized and the one(s) receiving the services. What has gone wrong and why has been unclear.

This research paper suggests very special criteria that predict and advise which service should be centralized, and which should not.