Chapter 6
Conclusion

In this SpringerBrief, a theoretical framework for process-oriented dynamic capabilities was developed. This framework is able to serve as a basis for understanding and analyzing BPM and service innovation from a theoretical perspective. Thus, it is a valuable step in closing the existing research gap of a missing theoretical understanding of both concepts and serves as an answer to RQ.1. Next, the framework was applied in multiple case studies. Results suggest that the framework is valid and useful for analyzing BPM and service innovation in organizations. Here, several contributions could be identified. Moreover, the framework was used for two quantitative studies. Results show that collaboration and IT support both play an important role for the success of process-oriented dynamic capabilities. Thus, the developed process-oriented dynamic capability framework is valid and useful (ad RQ.2). Based on empirical applications of the theoretical framework a method for the creation of conceptual business models for the service industry (ProcBiz) was developed and implemented in a first software prototype (OctoProz). Both ProcBiz and OctoProz serve as answers to RQ.3.

The developed and empirically validated process-oriented dynamic capability framework that can be used to understand, structure, and analyze BPM and service innovation serves as the main contribution to theory. The developed method (ProcBiz) and the corresponding tool (OctoProz) are the main contributions to practice.

This publication is limited with regards to the choice of sector (mostly service industry) and country (mostly Germany). Moreover, the generalizability of BPM and service innovation to other process-oriented dynamic capabilities and to dynamic capabilities in general is up to future research. Other avenues of future research include further applications of ProcBiz and OctoProz, further analysis of the collected data set in the service industry, and further tests and applications of the process-oriented dynamic capability framework.

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