

## Chapter 8

# Further BPS Research

### ABSTRACT

*The goal of this chapter is to offer a “roadmap” for further research around BPS and the actual BPS value creation. Along five distinct directions—and partly already based on some initial findings from research in progress—paths for further research are suggested.*

*Global standards should change over time. As Henry Ford said “If you think of standardization as the best, that you know today, but which is improved tomorrow – you get somewhere. But if you think of standards as confining, then you stop.” (Ford and Crowther, 1926) (Tregear, 2010, p. 319)*

### 8.1 A ROADMAP FOR FURTHER BPS RESEARCH

In addition to the further research directions discussed in sections 7.3 and 7.4 to cope with potential limitations of the methodology and approach applied within this book, in this chapter we propose a roadmap along five distinct research directions. Table 1 gives an overview of the five proposed directions for further research which we will describe in detail in the following sections.

The first two of the five proposed directions for further research aim at developing an even more comprehensive research model around BPS – comprising both drivers/antecedents as well

as additional consequences/value dimensions of BPS. The next two of the five proposed directions for further research aim at shedding light on the interplay of BPS with both data standards and Service Oriented Architecture (SOA). The last of the five proposed directions for further research aims at analyzing how to enhance BPS towards a continuous BPS competency.

**Further Research Direction 1:** *Extend the research model by analyzing further dependent variables.* First research results indicate that it seems promising to further analyze the impact of BPS on further dependent variables besides business process performance and business process flexibility, for example the business process innovative potential or the business process confidence.

**Further Research Direction 2:** *Extend the research model by analyzing drivers and antecedents of bps and the corresponding contingencies.* After having gained a good understanding of the consequences/value

Table 1. Overview of proposed directions for further research

Further Research Direction	Description	Section
1	Extend the research model by analyzing further dependent variables	8.2
2	Extend the research model by analyzing drivers and antecedents of BPS and the corresponding contingencies	8.3
3	Analyze the interplay between process and data standards	8.4
4	Analyze the interplay between SOA and BPS Analyze the way to and the effects of enhancing	8.5
5	Analyze the way to and the effects of enhancing BPS towards a continuous BPS competency	8.6

dimensions of BPS it seems promising to analyze drivers/antecedents of BPS – as first indicative research results indicate. This comprises the identification of drivers and antecedents as well as an analysis of the contingencies of the drivers/antecedents on the actual BPS value creation.

**Further Research Direction 3:** *Analyze the interplay between process and data standards.* First research results confirm that it seems promising to further analyze the interplay between process and data standards. A result of this research will be a better understanding of the respective impact of process and data standards on selected dependent variables, for example business process performance.

**Further Research Direction 4:** *Analyze the interplay between SOA and BPS.* SOA might be a driver/antecedent of BPS. Research in this field will investigate the role that SOA plays for achieving efficiency potentials from BPS.

**Further Research Direction 5:** *Analyze the way to and the effects of enhancing bps towards a continuous business capability.* Most organizations run BPS activities as one-time efforts. Research in this field will shed more light on the question how organizations can enhance their BPS initiatives towards a continuous business capability that allows for repeated and seamless BPS activities.

## 8.2 FURTHER RESEARCH DIRECTION 1: EXTENSION OF RESEARCH MODEL WITH FURTHER DEPENDENT VARIABLES

This first direction for future research aims at extending the research models developed and presented in this book (basic, detailed and extended research model – compare section 4.1) by further dependent variables.

In chapter 2 (State of the art of BPS research) we provided an overview of the status quo of BPS research including an overview of consequences/value dimensions of BPS as they appeared in the 119 research publications analyzed (section 2.3). In Table 7 in chapter 2 we presented the following 14 consequences/value dimensions identified:

1. Process performance increase (*analyzed in this book*),
2. Process (cycle) time reduction (*analyzed in this book*),
3. Process cost reduction (*analyzed in this book*),
4. Process (output) quality increase (*analyzed in this book*),
5. Process flexibility increase (*analyzed in this book*),
6. Process control increase,
7. Process outsourcing readiness,
8. Process outsourcing success,

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