Journal of

Business and Strategic Management

(JBSM)

CARI Journals

Journal of Business and Strategic Management

ISSN 2520-0402 (Online)

Vol.6, Issue No. 4, pp 46 – 59, 2021

www.carijournals.org

Business Model Transformation and Business Process Reengineering in Information Technology Companies in Nigeria

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ABSTRACT

Purpose: This study examined the relationship between business model transformation and business process reengineering of information technology companies in Nigeria.

Methodology: The study adopted a cross-sectional research survey. The population of the study was the 4 major information technology companies that met the capitalization base condition as listed in Nigeria Stock Exchange. Questionnaire was the major instrument for data collection and the pilot survey was distributed to 50 respondents to help ascertain the possible response outcome on the long run if the entire respondents are examined. A Cronbach alpha of 0.7 was used to determine the level of reliability of the research instrument. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0.

Results The findings revealed that there is a significant relationship between business model transformation and business process reengineering of information technology companies in Nigeria. The study specifically found that there is a significant relationship between business model transformation and process formation in information technology companies in Nigeria.

Also, the study found that there is a significant relationship between business model transformation and enhanced capabilities in information technology companies in Nigeria. Finally, the study found that that there is a significant relationship between business model transformation and efficiency improvements in information technology companies in Nigeria. Based on the study findings, the researchers conclude that domain transformation significantly relate with business process reengineering in information technology companies in Nigeria.

Unique contribution: The study recommends that preference to expertise can be emphasized through the acknowledgement and appreciation of skill and creativity within the workplace in a manner that recognizes and encourages knowledge development and skill upgrades within the organization, thereby driving competence in the workforce of the organization.

Keywords: *Business Model Transformation, Business Process Reengineering, Process Modeling, Enhanced Capabilities, Efficiency Improvements*

INTRODUCTION

The reengineering approach in BPR seeks to eliminate activities that do not add value to the organizational goods or services output. Therefore, BPR can advance the productivity of business processes. In addition, it can demolish the 'walls' between functions while also building 'walls' around processes that enables customer focus, yet creates 'windows' between processes. By focusing on customer requirements, it can enable firms to enhance effectiveness of their processes as well. However, for business processes to work effectively, there is a need to infuse technology; technological changes have the propensity to influence firms' effectiveness and efficiency as well as plays a major role in the BPR.

In the desire to have an acceptable definition or explanation on what should be seen as business process reengineering, different scholars have come up with various views as to what they think business process reengineering is. To some school of thoughts, business process reengineering (BPR), is a well-defined fundamental rethinking and radical redesign of business processes using information technology to bring about dramatic improvement in key areas of performance such as quality, cost, and speed (Hammer & Champy, 1993). Additionally, business processes are changes organizations exert considerable efforts in other to re-evaluate and reengineer processes in an attempt to meet the demands of the changing business environment (Jain & Aggarwal, 2011).

Huge (2000) posits that organizations should not ignore the place of business re-engineering because of the dynamism in the business environment. Emphasizing that it should be included, in their day-to-day planning, as it relates to, resource allocation, mobilization and utilization for improved performance. Therefore, meeting the demands of changing business environment and making organizations align to its operations by co-opting business process reengineering help to sustain and improve their competitiveness. As a result, business process reengineering is a fundamental re-thinking and re-structuring of business processes that enables a sustainable improvement in the operational management of an organization, hence guaranteeing the desired performance (Huge, 2000).

The modern businesses are characterized by stiff competition as a result of increased demand and expectations of customers both locally and globally. To survive in this turbulent environment, business organizations have to adapt to changes in their operations. These have necessitated the businesses to enhance their professional capability by engaging in process reengineering that brings about efficiency and accuracy to meet customers' needs. These initiatives inevitably involve redesigns and alterations of the existing structure, management system and the use of information technology that supports the processes in order to improve organizational performance (Okundi, 2013).

This study was guided by the following research questions:

i. What is the relationship between business model transformation and process formation in information technology companies in Nigeria?
ii. What is the relationship between business model transformation and enhanced capabilities in information technology companies in Nigeria?
iii. What is the relationship between business model transformation and efficiency improvements in information technology companies in Nigeria?

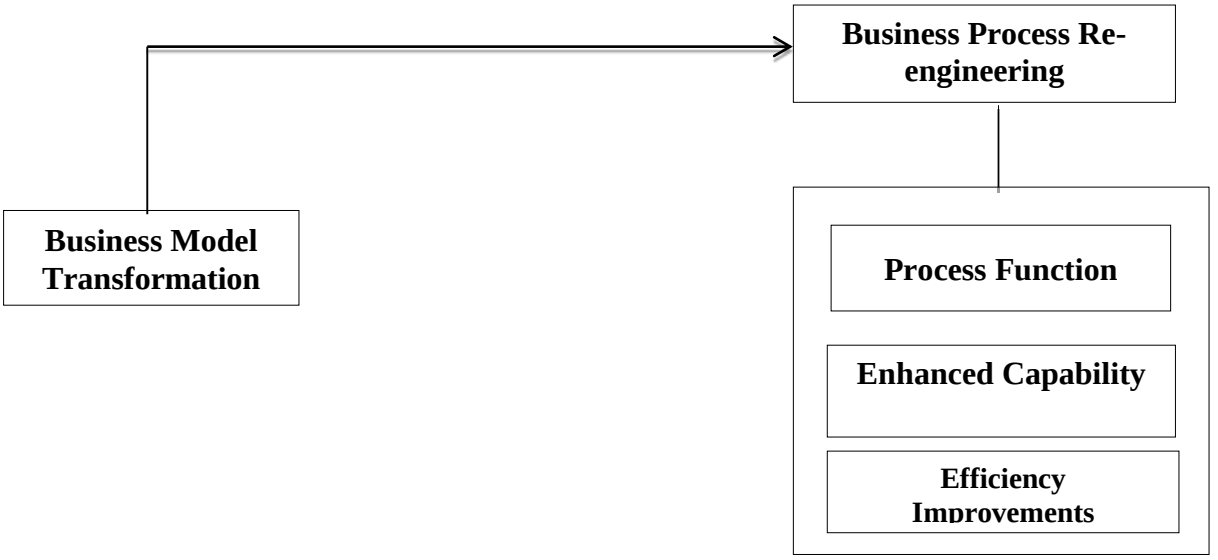

Fig.1 Conceptual framework for business model transformation and business process transformation

Source: Desk Research (2021)

LITERATURE REVIEW

Theoretical Foundation

Business Action Theory

Business Action Theory which was propounded by Goldkuhl (1996). The theory assumes that the changing environment of business operations predispose organizations to take certain business actions in re-evaluating their performance in the light of the stated objective of the organization. This, however, is premised on the ground that the dynamism of business environment is orchestrated by the interplay among various elements of the environment, and as such, organizations must exert considerable efforts to improve their performance by strategically redesigning their business processes in meeting the demands of the environment. Goldkuhl (1996) identified six critical but largely divergent phases that predisposed organizations to take business actions. They are: business establishment phase, exposure to business environment phases, contact establishment phase, contractual phase, fulfillment phase and completion phase. These phases according to Goldkuhl (1996) described various business actions that enable organizations to interact with its environment especially when re-evaluating the business processes. The assumptions of the theory are as follows: i) Improved organizational performance is essentially enhanced when operations managers proactively respond to its changing environment. ii) The ability of organization to re-evaluate their business processes sustain and improve their competitiveness. iii) Organizations take certain business actions in redesigning their business processes in an attempt to meet the demands of the environment. The theory overtly relates to the

present study as it laid emphases on the need for organizations to take abreast of its changing environment in order to effectively re-design its business process for improved competitiveness. The aforementioned presupposes that organizational performance largely depends on the way operations managers re-evaluate and re-engineer their business processes giving the dynamism of the business environment.

Business Model Transformation

A business model is an outline of how a company plans to make money with its product and customer base in a specific market. At its core, a business model explains four things: what product or service a company will sell. How it intends to market that product or service; what kind of expenses it will face and how it expects to turn a profit because there are so many types of businesses out there, business models are constantly changing. To staying competitive within the continuously changing business environment, enterprises are increasingly forced to adapt their current business models to dynamic external and internal factors (IBM 2010).

A business model is about delivering value and capturing a portion of that value in the form of revenues and profits. And while some business models have always existed, others are new, and more are waiting to be discovered or revealed to the world. So, the question every board should be asking its CEO is, "Are we setting out to create the new normal in our industry or are we waiting for a known or unknown competitor to do it and erode our competitive edge, market share and profit?" And, "Is our CEO thinking radically? Is he or she adjusting their governance rules for experimentation and creating an environment where innovation and new business models can thrive?" We've seen a fundamental shift in how companies compete. The big success factor in business is no longer better quality or lower prices. It's all about having a superior business model. And while a successful business model is dependent on the right operating model, and the right operating model is dependent on the right people, processes and technology. Clearly it is the business model that determines how a company creates value and makes money. And if that business model isn't effective in a digital world, the company will eventually find itself in trouble.

A business model is commonly viewed as a mediator between strategy and business processes, which reflects in different granularity levels of the concepts (operational vs. tactical vs. strategic) (Morris et al., 2005). Thereby it explains the way a company performs by representing an abstract view on aspects such as resources or supply chains of certain products within the company (Scheer, 2001). During the internet boom the concept of business models established itself and gained importance ever since (Magretta, 2002). Meanwhile business models are not only popular in the area of e-business, but also in the research fields of strategic management and information systems (Osterwalder & Pigneur, 2010), especially in terms of diffusions of innovation from information technology into business, making the concept of business models increasingly important (Magretta, 2002).

Business Process Reengineering

Business process reengineering is the process of rethinking and redesigning work processes. It begins with an assessment of the mission, goals and objectives of the organization as well as the requirements of customers. According to Gouranourimi (2012), reengineering of business processes really calls for getting to the roots of the issues and also making far reaching changes rather than superficial ones in order to effectively solve all the underlying problems. It calls for

interrogation of the status quo and questioning the way an organization usually operates giving answers to the questions that provide insight as to why an organization does what it does with a goal of accomplishing its mission.

The market environment keeps on constantly changing making it imperative for organization to constantly adopt their activities in order to succeed. Various organizations change approaches and methods that have been developed to enhance performance of business making them more effective, efficient and responsive to the turbulent environment changes. One such organizational change is called business process reengineering (Johnson and Scoles, 2006). Chase, Jacobs and Aquilano (2004), defines business process re-engineering as the process of changing of fundamental business processes in order to achieve dramatic improvements in critical business performance measures such as service delivery speed, quality, and cost. It starts with an assessment of the organizational vision, mission, strategic objectives and customer requirements. Macdonald (1995) noted that there is need for organizations to undergo radical changes in the way they are working as steady products and improvement of services is not enough for a business to survive in a competing business environment. Therefore, reengineering of business processes lead to fundamental changes in various aspects of the organization which includes job characteristics, organization structure, performance measure and reward systems.

Process Function

Over the last decade, the concept of "business process" has entered the business mainstream. Leading organizations in virtually every industry have discovered that by harnessing, managing and redesigning the organization's business processes, organizations can achieve spectacular improvements in business performance and customer service. Business process is a structured, measured set of activities designed to produce a specified output for a particular customer or market. It implies a strong emphasis on how work is done within an organization. (Davenport 1993). Business processes are characterized by three elements: the inputs, (data such customer inquiries or materials), the processing of the data or materials (which usually go through several stages and may necessary stops that turn out to be time and money consuming), and the outcome (the delivery of the expected result). The problematic part of the process is processing. Business process reengineering mainly intervenes in the processing part, which is reengineered in order to become less time and money consuming (Zygiaris, 2000).

Mlay, Zlotnikova and Watundu (2013) cited in Ross and Moore (2006) stated that business process is a set of logically related tasks performed to achieve a defined business outcome. A business process is designed to add value for the customers and therefore should not include unnecessary activities. It has a goal, specific inputs and outputs, uses the resources, has a number of activities that are performed in some order, may affect more than one organizational unit and creates value for the customer (Mlay, Zlotnikova & Watundu, 2013). Process is not simply the management fad of reengineering, but a more pervasive issue, requiring serious attention. 'Process thinking has become mainstream' (Grover et al., 2000).

Process function or modeling is concerned with the assemblage of tasks that relatively create value for customer (Veer, 2000). Process function, according to Champy (1993) makes reengineering process fragmented across many departments in organization. For instance, order fulfillment is a process, which cut across many organizational units such as sales, accounting, production, and

delivery of value of customers by the operations managers. The second key word is 'radical', which is derived from the Latin word 'radix', meaning root. Radical redesign means getting to the root of things: not making superficial changes or fiddling with what is already in place, but throwing away the old. In reengineering, radical redesign means disregarding all existing structures and procedures and inventing completely new ways of accomplishing work. Reengineering is about business reinvention – not business improvement, business enhancement or business modification (Hammer & Champy 1993). BPR is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service and speed. The major benefit of BPR is that it eliminates redundancies of work and improves accuracy. BPR can transform the basic ways that people and departments work and allow users to work better and often to produce higher quality work. Business Process Reengineering (BPR) is the organizational procedure required to align people, processes and technology with strategies in order to accomplish business integration. It can be considered as taking a business in its current state and forming an organizational and operational blueprint to redirect skills, polices, information (data), cultural values, organizational structures, processing and incentives towards targeted improvements.

Enhance Capability

Enhance capability or creative rethinking is a process of conceptualizing a constructive idea that is novel, new and potentially useful. Creative thinking allows the organization to take advantage of opportunities which emanate from the changing environment (Tosin, 2000). Creative thinking is the act of turning new and imaginative ideas into reality. It is characterized by the ability to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate solutions (John, 2000). Senge (1990) wrote about the importance of systems thinking in line with understanding workflow, business processes, and the impact of feedback. In any system, events will occur that have an effect elsewhere in the system, and possibly on the event itself. In order to have a full understanding of the effects of what is being done, it is necessary to understand the whole process and how it fits into the organizational system. It has the capability of providing the means to achieve breakthrough performances in organizational systems. The vision, however, must come from understanding both the current and potential processes. This reality requires a more holistic view than that taken in traditional Total Quality Management programmes (Chang, 1994; Petrozzo and Stepper, 1994). The changes documented by Hammer (1990) at Ford, and by Davenport and Short (1990) at Xerox, involved radical redesign of the processes concerned.

Efficiency Improvement

Some authors tend to see it as efficiency improvement and it suggests that operations managers must ask some basic questions about the organizations on their mode of operations, their vision, mission statement, value system, and organizational norms to guide them in making pertinent decision on re-engineering processes (Hickson, 2009). Fundamental rethinking of operating processes and organization structure focused on the organization's core competencies to achieve dramatic improvement in organizational performance. Fundamental rethinking must consists the 6R's. It does not involve wiping out the formal structures and pattern of operations in order to come up with a process. It is an entirely new pattern that permits dramatic improvement on quality

and efficient service delivery in the organization (Veer, 2000). Since the environment of business operations is in a state of flux, Hickson (2009) opined that operations managers should take abreast of its environment and proactively respond to it for business sustainability. On the other hand, radical design of strategic value added business processes and the system's policies and organization structure that support them is needed to optimize the workflows and productivity in organization.

Business Model Transformation and Business Process Reengineering

Akam and Kekeocha (2016) in their study of Banks on the effect of business process reengineering in Anambra state Nigeria, examined the effect of business process reengineering on organizational performance. The main objective of this study was to bridge the gap in the business processes and redesign the structure and management system to achieve improvement in organizational performance. The study employed both primary and secondary sources in generating the data for the study. The total population of the study was 1883, and the sample size was 330 using Taro Yamane's statistical tool. 330 copies of questionnaires were distributed, out of which, 304 were valid for the study. The statistical tool used for testing the hypotheses was t-test and correlation analysis. Major finding reveal that adoption of business process reengineering in redesigning structure of organization and management system through appropriate information technology improves organizational performance. The study therefore concludes that business process reengineering has the potential to improve organizational performance and it recommends that, management should make reengineering efforts a top priority for any organization that seeks for improvement in their overall performance.

Business process reengineering is defined as a total transformation of a business, an unconstrained reshaping of all business processes, technologies and management systems as well as organizational structure and values to achieve quantum leep in performance throughout the business. It is the analysis and redesign of work flow within and between enterprises (Hammer & Champy, 1993). Stoica, Clawat and Shin 2004), see business process reengineering as the evaluation and amendment of strategy, process, technology, organization and culture which involves plummeting organizational goals that are no longer valid and could not achieve result. It helps organization that is aggressive to stay on top or transform an organization that is in the verge of bankruptcy to become an effective competitor. Business Process Reengineering entails reinventing processes by abolishing the old ones and finding imaginative ways of accomplishing work while designing completely and radically new processes (Goksoy, Ozsoy & Vayvay, 2011). Effectively, BPR has risen as a solution for companies to improve their performance by assuring a higher quality of product and services at lower cost, larger added value and faster response time, thus increasing their efficiency and gaining competitive advantage in this permanently changing and developing world.

Based on the foregoing, the study thus hypothesized that:

Ho_1: There is no significant relationship between business model transformation and process modeling in information technology companies in Nigeria.

Ho_2: There is no significant relationship between business model transformation and enhanced capability in information technology companies in Nigeria.

Ho_3: There is no significant relationship between business model transformation and efficiency improvements in information technology companies in Nigeria.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self- administered questionnaire. The population for the study is the seven (7) information technology companies listed on the stock exchange market in Nigeria but for better accessibility and good response, the population was defined as four (4) information technology companies in Nigeria that has market capitalization strength that is over 1 billion and that has been in operation for more than 5 years in the Nigeria Stock Exchange Market. The sample size of 200 was determined using census method. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Business Model Transformation and Measures of Business Process Reengineering

The level of relationship between business model transformation with each of the measures of Business Process Reengineering is to examine the extent business model transformation can impact on the outcome of each measure of Business Process Reengineering.

Table 1: Correlation for Business model transformation and business process reengineering measures

			Business model transformation	Process modeling	Enhance capability	Fundamental rethinking
Spearman's rho	Business model transformation	Correlation Coefficient	1.000	.771**	.892**	.878**
		Sig. (2-tailed)	.	.000	.000	.000
		N	239	239	239	239
	Process modeling	Correlation Coefficient	.771**	1.000	.845**	.917**
		Sig. (2-tailed)	.000	.	.000	.000

	N	239	239	239	239
Enhance capability	Correlation Coefficient	.892**	.845**	1.000	.909**
	Sig. (2-tailed)	.000	.000	.	.000
	N	239	239	239	239
Fundamental rethinking	Correlation Coefficient	.878**	.917**	.909**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	239	239	239	239

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output version 21

Interpretations:

RQ1: How does business model transformation influence process modeling in information technology companies in Nigeria?

The correlation coefficient (r) shows a significant relationship between Business model transformation and process modeling. The *rho* value 0.771** indicates this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on this result the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Business model transformation and process modeling amongst information technology companies in Nigeria.

RQ2: How does business model transformation influence enhanced capability in information technology companies in Nigeria?

The correlation coefficient (r) shows a significant relationship between Business model transformation and enhance capability. The *rho* value 0.892 indicates this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on this result the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Business model transformation and enhance capability amongst information technology companies in Nigeria..

RQ3: How does business model transformation fundamental rethinking improvement in information technology companies in Nigeria?

The correlation coefficient (r) shows that there is a significant relationship between business model transformation and fundamental rethinking. The *rho* value 0.878** indicates this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a high correlation indicating

a strong relationship. Therefore, based on this result the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between business model transformation and fundamental rethinking.

DISCUSSION OF FINDINGS

Business model transformation impact on process modeling in information technology companies in Nigeria. This finding corroborates findings from extant literature. For example, Oyedijo (2012) investigated the effects of product market diversification strategy on corporate financial performance and growth and the study revealed that the financial performance and sales growth of firms in Nigeria are affected by the mode or intelligence on product market diversification used. Oyedijo's assertion is consistent with previous researches on the subject of the relationship between product marketing intelligence offering and corporate performance (Dirisu, Iyiola & Ibidunni, 2013). In the same vein, Oghojafor, Ladipo and Rahim (2012) in their study of the influence of product characteristics on consumer purchase judgment in the Foods and Beverages industry, investigated how product qualities impact consumer purchase decision in Nigerian Foods and Beverages industry and concluded that there is a positive correlation between product characteristic and consumer purchase decision which in effect affect the corporate performance. Oghajafor *et al*., (2012) position agrees with the finding of this hypothesis test and previous studies on consumer behaviour that posit that consumers value product characteristics because they are used as the basis for assessing a product in relation to the benefits the consumers seek when buying such product (Belch and Belch, 1995; Mowen, 1993; Kotler, 1996).

Business model transformation and enhanced capability in information technology companies in Nigeria. In agreement with this assertion, Onuoha (2013) on a study of factors working against the global competitiveness of manufacturing firms in Nigeria, where he highlighted the main challenges and problems of the industry to include: failing infrastructures; high production costs; unpredictable government policies, stiff competition from imported goods; limited opportunity of operation; financial limitations; among a countless of other obstacles.

Business model transformation leads to efficiency improvements in information technology companies in Nigeria. This result is in consonance with extant literature and theories in strategic management especially, Porter's theory of competitive advantage earlier reviewed in this study in terms of its power of suppliers in competitive dynamics. It then means that information technology companies who are able to efficiently and effectively manage their marketing intelligence strategies will be better positioned to compete favourably in the industry. Tummala *et al*. (2006) also assert that making modifications to the marketing intelligence strategy helps to lower cost and allows a company to easily compete with rivals. Kumar and Chang (2007) also corroborate this finding by highlighting that better cost management in a company increase net income and the performance of a marketing intelligence decides the company's success. Shahabuddin (2011) found in his study that businesses that espoused marketing intelligence processes were more profitable than those that did not.

CONCLUSION AND RECOMMENDATION

From the data analysis and research findings, the conclusion of this study bothers on the identified role of business model transformation in the actualization of business process reengineering for

information technology companies in Nigeria. The study affirms to the imperatives of collectively and shared consciousness in the advancement of the business reengineering construct and its measures like process function, enhanced capability and efficiency improvement which enable the organization to address the innovation needs and expectations of its market as well as the changing dynamics and trends in its market.

The study recommends that preference to expertise can be emphasized through the acknowledgement and appreciation of skill and creativity within the workplace in a manner that recognizes and encourages knowledge development and skill upgrades within the organization, thereby driving competence in the workforce of the organization.

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