

BUSINESS PROCESS REENGINEERING (BPR) AND COMPETITIVE ADVANTAGE IN A RECESSED ECONOMY. A STUDY OF SELECTED BREWING FIRMS IN ANAMBRA STATE, NIGERIA

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ABSTRACT: *The economic condition in Nigeria has thrown up a lot of issues that are disturbing and constitute threat to the very existence of businesses. This necessitated this study to examine how organizations will implement reengineering so as to stem the tide of recession and remain competitive. Specifically, the study sought to examine the type of relationship that exists between management commitment and innovative strength of the studied firms in a recessed economy. The study population consisted of 872 staff of Life Breweries Plc and SABMiller Plc while the sample size was 274. Data were collected using questionnaire and analysed with the use of Correlation Analysis using Pearson's Product Moment Correlation Coefficient. Findings indicated that there was a significant positive relationship existing between management commitment and innovative strength with a correlation coefficient of .975 and a p-value of .000. The study recommended among other things that management of the focused firms should lead the change processes by example so as to motivate their followers to buy into the idea.*

KEYWORDS: Business Process Reengineering, Management Commitment, Competitive Advantage, Innovative Strength.

INTRODUCTION

Background of the Study

Organizations from time to time find themselves in different kind of problems which may be self inflicted; that is arising from an internal source. These problems may be because of one bad management decision or the other, breakdown of relationships and trust issues, equipment malfunction and low employee moral which may result to low productivity. These kinds of situations can be comfortably handled by the organization using different measures and strategies. That is, they are under the control of management or the organization. Problems may as well be as a result of external influence coming from different angles. It may be socio-political issues, religious unrest or related to economic issues. Nigeria is presently grappling with recession which has affected business activities in the country in different ways. Many businesses have closed down, there is massive retrenchment and sack of workers, inability to pay salaries and cut in salaries. Other problems associated with this problem are cash crunch, scarcity of fund, crash in the money and capital market, devaluation of the currency and most importantly, exchange rate volatility. The effect is felt both by the Federal Government (FG), State Government and even at the Local Government Level. Many business ventures, multinational businesses, corporations and Small Businesses are feeling the impact. To stem the tide of these unwanted situations, business need to think of new ways of doing things so as to respond appropriately to harsh economic conditions. This brings the concept and strategy of Business Process Reengineering (BPR) to the fore. The rise of BPR is often explained by the reality that organizations old ways of doing things no longer works (Hammer & Champ, 1993).

BPR is a tool or strategy used in responding to changes in the business environment. It is a change enforcing strategy that moves an organization closer to a desired future better performance and competitive achieving state. Ranganathan and Dhaliwal (2001) posit that BPR is a popular management tool for dealing with rapid technological and business changes. It was first introduced by Hammer in 1990 as a radical redesign of processes in order to gain significant improvements in cost, quality, and services (Ozcelik, 2010). The goal of business process re-engineering is to redesign and change the existing business practices or process to achieve dramatic improvement in organisational performance (Adeyemi & Mukaila, 2008). Organizations in competitive environment are forced to re-evaluate their business models and underlying business processes to cope with the changing condition (Akingbade, 2014).

As a result of changes in economic conditions which resulted in recession in the Nigerian economy, it becomes pertinent that organizations like the Brewing firms studied in Anambra state to think of new ways and ideas to be used in matching these changes so as to come up tops at the end of the period. This propelled this study to examine how Life Breweries Company Plc and SABMiller Nigeria Plc located in Onitsha will effect radical changes in their processes and procedures and how these changes introduced will be influenced by management commitment so as to have the desired effect of improving performance and creating a competitive edge over others.

Statement of the Problem

The Nigerian economy was thrown into turmoil in 2016 when it posted a negative GDP growth in the four quarters of 2016 as follows: -0.36%, -2.06%, -2.24% and -1.3% for the four quarters of 2016 respectively (NBS, 2016). There are indicators that the economy will exist recession in 2017 if positive GDP Growth emerges. World statistics in African economy in the mid-year of 2016 rated Nigerian economy as second largest economy with GDP of \$296 billion U.S. dollars next to South Africa with GDP of \$301 billion U.S. dollars. This is however a reversed trend because as at 2014, Nigerian economy was rated as the largest and leading economy using 2014 rebase figures (Muftah, 2017). Economic recession in Nigeria has affected businesses in which the studied firms are no exception. The problems faced by the focused firm as a result of this situation include exchange rate volatility, increase in prices of raw materials, low patronage as a result of cash crunch and a host of other issues. If the status-quo is maintained in the organizations studied given the situation of things, the companies may be thrown into bigger trouble in future, thus calling for changes in the way things are done. As a result of this, the study intends to look at how reengineering will help the organizations to remain viable and competitive despite the economic uncertainty. Thus, this study looks at how commitment of management to these changes help in creating competitive edge over other firms through innovating the activities in the firms.

Objective of the Study

The broad objective of the study is to determine the relationship that exists between Business Process Reengineering and Competitive Advantage in Selected Brewing Firms in Anambra state. Specifically, the study examines:

- a) The nature of relationship that exists between management commitment and innovative strength of the studied firms in a recessed economy.

Decomposition of Variables

Independent Variable – Business Process Reengineering (BPR)

Decomposed Variable – Management Commitment

Dependent Variable – Competitive Advantage

Decomposed Variable - Innovative Strength

Research Question

- a) What is the nature of relationship that exists between management commitment and innovative strength of the studied firms in a recessed economy?

Research Hypothesis

- a) H₁: There is a significant positive relationship between management commitment and innovative strength of the studied firms in a recessed economy.

Scope of the Study

This study focused on the role played by management commitment on enhancing the innovative strength of Life Breweries Plc and SABMiller Plc in navigating the muddy waters of recession so as to remain relevant in the economic space.

REVIEW OF RELATED LITERATURE

Conceptual Review

Business Process Reengineering

The Originators of the term Business Process Reengineering are Michael Hammer and James Champ in 1990. Reengineering is an attempt to change the way work is performed by simultaneously addressing all the aspects of work that impact performance and competitive advantage. This include the process activities, people's jobs and reward system, the organization structure and the roles of process performers and managers, the management system, and the underlying corporate culture that holds the beliefs and values that influence everyone's behaviour and expectations (Cypress, 1994).

BPR is defined as the 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 leaps in performance throughout the business (Crowe, Fong & Zayas-Castro, 2002). It is the fundamental rethinking and redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed (Hammer & Champ, 1993). Davenport and Short (1990) give the definition of a business process as correlated tasks logically arranged and performed to achieve a certain outcome. Talwar (1993) on the other hand emphasizes on rethinking and reconstructing the organizational structure, workflow and value chain. Ricy (2004) posits that it is re-packaging of business functions to suit modern ways of business necessary to attract sufficient clients to keep the business, while Pantiscoria (2001) thinks of it as a productive

technique, borne out of challenges from competitors who themselves are market leaders in order to prudently snatch market leadership by total quality productions, occasioned by innovative ideologies. Carpenter (2001) opines that reengineering recognizes that the company has not been doing marvellously, is lacking in modernity, is not attracting required customers, but now has taken concrete steps to reposition it gallantly through innovations attractive to customers.

According to Hammer and Champy (2009), there are three kinds of businesses that undertake reengineering: those that find themselves in deep trouble, those that are not in trouble but whose management can see trouble coming, and those that are in peak condition and see an opportunity to develop a lead over their competitors. A host of factors have been observed to influence the success of BPR projects. These factors include: management commitment, communication of change, processes and systems management and monitoring and evaluation (Osano & Okwena, 2015). Despite the sound theoretical background and striking results, business process reengineering has not always led to stellar performance. In fact, Bashein, Markus and Riley (1994) show that only 30% of BPR projects achieved performance breakthrough. Reasons for large failure include:

- a) Lack of sustained management commitment and leadership
- b) Unrealistic scope and expectation
- c) Resistance to change
- d) Non encouragement to conceptualization of business process e) Non- detailing of rewards and recognition with new business process.

Elements of Reengineering in an Organization

From the work of Abolo (1997) and Thomas (1996) cited by Ezigbo (2003), the essential elements or principles of reengineering include the following:

1. Rethinking the theory of the business.
2. Challenging old assumptions and discharging old rules that are no longer applicable.
3. Breaking away from conventional wisdom and the constraints of organizational boundaries.
4. Using information technology not to automate outdated process but to redesign new ones.
5. Externally focus on customers and the generation of greater value for customers.
6. Internally focus on harnessing more of the potentials of people and applying it to those activities that identify and deliver values to customers.
7. Encourages training and development by building creative work environment.
8. Think and execute as much activity as possible horizontally, concentrating on flows and processes through the organization.

Management Commitment

Reengineering in organizations face some major obstacles that hinder its smooth implementation and success. Malhotra (1998) states that the biggest obstacles that reengineering faces are: lack of sustained management commitment and leadership; unrealistic scope and expectations and resistance to change. Having recognized the need for change, it is also important that this necessity of change is approved by top management. Top management's commitment and support should also be gained and sustained over the orientation of the project through its implementation to guarantee that things are done smoothly. Commitment and leadership from top management are often cited as the main factors that influence the success of BPR projects (Hall, Rosenthal, & Wade, 1993).

BPR efforts will be normally implemented in the most effective manner through sound management and leadership (Bashein, Markus & Riley, 1994). Top management commitment, support, championship, sponsorship, and effective management of risks are the most noticeable managerial practices that seem to directly influence the success of BPR execution (Zairi & Al-Mashari, 1999). In an organization implementing change, it is a prerequisite that the leaders be visionaries, motivators, communicators, and lag breakers. Leadership has to be fully committed to the change but middle managements' view of the change and unwillingness to change is one issue that remains a problem (Elmuti & Kathawala, 2011). Paper and Chang (2005) therefore suggest that top-down imperatives should be tempered with involvement from people along the process path.

Competitive Advantage

Reengineering has been observed by researchers to be of great importance for top organizations continued existence and obtaining performance edge over other similar organizations. Research proves that many organizations that have undertaken reengineering projects report significant benefits from their BPR experience (Cafasso, 1993; Grover and Malhotra, 1995) in several areas, such as customer satisfaction, productivity and profitability (Goll & Cordovano, 1993). In a volatile global world, organizations enhance competitive advantage through BPR by radically redesigning selected processes (Adeyemi & Mukaila, 2008). BPR is purported to produce positive results for firms including improvements in critical, contemporary measures of performance, such as cost, productivity, service, customer satisfaction, and speed (Fliedner & Vokurka, 1997; Raymond, Bergeron & Rivard, 1998) and can be used to bring about major internal and external quality increases, thus increasing value for both the employee and the customer (Dean, 1996).

Majed, Al-Mashari, Irani, and Zairi (2001) stated that, every firm wants to achieve efficiency and effectiveness in reducing cost of production, improving quality of product and also by providing timely and speedy products and services to the customer thus, these requirements are well delivered by BPR. Thus, BPR is the only consistent tool of applied properly will produce ground breaking results (Weerakkody, Janssen & Dwivedi, 2011).

Innovative Strength

The speed of rapid changes in the markets, shorter product life cycles and consumers' high expectations and demands require fundamental changes within an organization's structure, culture and other management processes (Goksoy, Ozsoy & Vayvay, 2012). BPR is going to

continue being a popular tool for change management in many decades, as BPR can be one of the best approaches to challenge all the above mentioned factors, because:

- 1) BPR is about innovation and improvement
- 2) Process redesign and IT are essential ingredients of BPR (Thyagarajan & Khatibi, 2004).

BPR helps organizations to come up with new ideas and ways of doing things that will be beneficial to the organization. The radical changes and amendments in the way things are done throws up new and innovative activities. Sharma (2006) posits that business process re-engineering implies transformed processes that together form a component of a larger system aimed at enabling organizations to empower themselves with contemporary technologies, business solutions and innovations.

Theoretical Framework

This work is anchored on Contingency Management Theory credited to the work of Sally in 1990. According to this theory, there is no best way of tackling or managing a given situation in an organization, rather each situation is managed based on the situation on ground. Ideomy (2010) wrote about contingency management approach that a manager's task is to identify which technique will, in a particular situation, under particular circumstances, and at a particular time, best contribute to the attainment of management goals.

This theory relates to this work because the present condition of affairs in the economy of Nigeria is no longer as it was from 2010; a lot of things have changed for the worst. Management of the focused firms therefore need to study the situation of things on ground and deploy strategies that best suit the present economic realities.

Empirical Review

Akingbade (2014) carried out a study on business process re-engineering and customer responses in selected food and beverages companies in Lagos State and assessed customer responses in selected food and beverages industry in order to further make strategic decision for improved performance and competitiveness. Survey research method was adopted for the study and 2150 copies of questionnaire were given to the respondents which were selected randomly, out of which 1900 returned duly completed and properly filled questionnaire. Correlation was used to test the hypotheses for data analysis. Findings showed that provision of quality product enhances customer satisfaction, and competitive prices in the industry improved customer retention. The study recommended that BPR should be used by company for production of quality product, quick service delivery, charging of reasonable price, cost reduction which results in profitability and cost savings for the company in the long run.

Adeyemi and Mukaila (2008) assessed the impact of reengineering on organizational performance and to uncover how business process reengineering can help organizations to effect innovative and strategic changes in the organisation in Nigeria. Data for the study were obtained from primary source and were analysed through simple percentage analysis and regression analysis. The result indicated that about 89% of the variability in the success of organisational performance is being accountable for by the BPR in the organization while the 11% that remained unexplained could be attributed to the random fluctuation on other unspecified variable. It concluded that business process reengineering has become useful

weapon for any corporate organisation that is seeking for improvement in their current organizational performance and intends to achieve cost leadership strategy in its operating industry and environment. It recommended that reengineering process remains effective tool for organizations striving to operate as effectively and efficiently as possible, and organizations are required to reengineer their business processes in order to achieve breakthrough performance and long term strategy for organizational growth and performance.

Osano and Okwena (2015) studied the Kenyan banking sector to investigate factors that influence performance of BPR projects. The study adopted a descriptive and inferential research design. The target population was 4,066 employees of KCB Ltd from which a sample size of 351 was derived to participate in the study. The study found that management commitment, communication of change, processes and systems management and, monitoring and evaluation influence the performance of BPR projects at KCB Ltd. The study conducted a correlation analysis and regression analysis to test the hypothesis. The result showed that there was a positive correlation between management commitment and communication of change as shown by a correlation figure of 0.331, and a positive correlation between performance of BPR projects and monitoring and evaluation with a correlation figure of 0.564 significant 0.001 (2-tailed). From the results of regression, it was clear that the four independent variables moderately predict the performance of BPR at KCB Ltd (adjusted R squared = 0.703). That means the model explains 70.3% the variance in the performance of BPR, 29.7% of variations are brought about by factors not captured in the objectives. The study concluded that employees at KCB Ltd were communicated early enough on the business processes; the needs for change were clearly communicated to them. The study concludes that monitoring and evaluation affect BPR through the kind of support offered and participation in strategy formulation. The study recommended that effective change management is a success factor for BPR; organizations should therefore ensure that communication of change is made to enhance the meeting of project objectives and effectively prepare their organizations for change.

Mahmoudi and Mollaei (2014) investigated the effect of business process re-engineering factors on organizational agility using path analysis in Ports and Maritime Organization of Iran. The data gathered in provided the possibility to present a conceptual framework for the study. Subsequently, through interviewing with experts, some indices for evaluating the variables in the model were identified. On the following stage, a questionnaire was developed. The questionnaire included 55 items, based on a 5-point Likert scale. 120 copies of questionnaire were distributed to marine, training, assessment, financial, and information technology (IT) divisions of Ports & Maritime Organization. Using path analysis, with partial standardized regression coefficient, the priority and grade of every independent variable could be defined based on affecting the dependent variable. The results of the research revealed that leadership and empowerment variables had the most effect on organizational agility than other variables.

Nzewi, Nzewi and Moneme (2015) explored the effect of BPR on performance of Courier Service Organizations in Anambra State Nigeria. The study employed descriptive research design. Data were obtained from primary sources and were analysed using Principal Component Analysis and Multiple Regression Analysis. The result of the analysis revealed that there was a significant relationship between BPR factors (change management, process redesign, management commitment, and IT infrastructure) and overall organisational performance of the selected Courier Service Organisations. Based on the finding, the study concluded that BPR is a vital model for improvement in firms' operational performance

and achievement of long term growth and competitive advantage. It was recommended that for BPR to serve as effective tool for organizations' renewal and transformation, IT strategy must be aligned with organisations' business strategies, training and education of employees on newly introduced operational processes.

Nwodo (2012) carried out a study on reengineering Nigeria public sector organizations for efficiency. The study investigated the reasons for failure of public sector organizations in Nigeria; to evaluate how to reengineer Nigeria public sector organizations especially the PHCN and NNPC; to identify the impact of reengineering in Nigerian public sector organizations; to evaluate the problems that can be encountered in reengineering public sector organization in Nigeria. Primary and Secondary data were used. The population of the study was 1800, from which the sample size of 327 was determined using Taro Yamane's formula. The research instruments used were questionnaire and interview. Chi-square was used to test the hypotheses. The findings from the study reveal that; maladministration, government interference, corruption are the reasons for failure of Nigeria public sector organizations; adequate funding, training and developing employees' are required to reposition public organizations in Nigerian. Privatization and commercialization could reengineer Nigeria public sector organizations. Reengineering Nigeria public sector organizations could lead to provision of quality goods and services. Financial constraints, corruption, bureaucratic bottleneck are challenges of reengineering public sector organizations in Nigeria. It was recommended among other things that government should endeavour to motivate staff adequately to enhance efficiency and productivity. Infrastructural facilities should be improved as a matter of urgency for sustainability of public organizations and Nigerian public sector organizations should be privatized or commercialized to avoid imminent collapse. Transparency, good moral and ethical standards should be introduced as a rule in Nigerian public sector organizations.

SUMMARY OF REVIEW OF RELATED LITERATURE

BPR has been in focus in management for the past three decades. It was first brought to limelight by Hammer and Champ in 1990. It deals with massive restructuring, drastic change and discontinuities in the way of doing things. It entails abandoning archaic and obsolete ways of doing things and embracing innovative and ingenious ways. Many factors have been observed to hinder and thwart the implementation processes and procedures of BPR, more prominent amongst these factors is management commitment. Nothing will go as planned if leadership does not show enough commitment and lead the change process by example. This informed the researchers decision to proxy management commitment for BPR. Competitive advantage is the edge organizations have over others which could be created in various ways or areas like in cost leadership, product quality, level of innovation, customer satisfaction and service delivery, etc. This study could not have come at a better time than this era of recession where the Federal Government of Nigeria and organizations are grappling with a lot of economic uncertainties and pressure. Thus, this study seeks for ways to ensure that organizations respond appropriately to this negative changes through reengineering so as to become more competitive and increase their innovative strength.

METHODOLOGY

Research Design

The study adopts a Survey Research Design because data were sought through the use of structured questionnaire.

Population of the Study

The population of the study consist of 872 employees. Life Breweries Plc has a total of 384 employees while SABMiller plc has a total of 488.

Sample Size and Sampling Technique

Applying Taro Yamane formula $n = \frac{N}{1+N(e)^2}$ the sample size of n=274 was obtained. Bowley's allocation formula was used to allocate the questionnaire appropriately to the studied firms.

$$nh = \frac{nNh}{N}$$

Where:

nh = Bowley's Allocation Formula

Nh = Number of items in each stratum in the population.

n = total sample size.

N = population size.

Applying the formula, we have:

$$\text{Life Breweries PLC} = 384 \times 274/872 = 121$$

$$\text{SABMiller PLC} = 488 \times 274/872 = 153$$

Instrument of Data Collection

A five point Likert Scale structured questionnaire was used in collecting data. It was structured thus: Strongly Agree (5), Agree (4), Disagree (3), Strongly Disagree (2), and Undecided (1).

Validity of Instrument

Validity of the instrument was carried out using face and content validity with the help of instrument validation experts and management experts.

Reliability of the Instrument

The study instrument was tested for internal consistency using Cronbach Alpha and the result obtained was 0.866, this means that the instrument was reliable. The result is shown in the reliability table below:

Reliability Statistics

Cronbach's Alpha	N of Items
.866	8

Source: Field Survey, 2017

Computation: SPSS, Ver 20.

Method of Data Analysis

Data were analysed using Pearson's Product Moment Correlation Coefficient at 0.05 level of significance with the aid of Statistical Package for Social Sciences (SPSS) version 20.

DATA PRESENTATION AND ANALYSIS**Data Presentation****Table 4.1.2: Distribution of responses**

S/N	Questionnaire Items	SA	A	D	SD	UD	N	Mean
	Management Commitment	5	4	3	2	1		
1	I will follow the examples of my supervisor.	98	140	8	16	3	265	4.18
2	I prefer accepting change when management leads by example.	176	87	-	-	2	265	4.64
3	If management show seriousness to a change being introduced, I will also be serious in implementing it.	129	121	9	1	5	265	4.39
4	Things have really changed and we also need to change in my organization and management need to lead by example.	89	88	45	30	13	265	3.78
	Innovative Strength							
5	To remain in business, my organization needs to improve on their activities.	113	145	7	-	-	265	4.40
6	New ways of doing things is important to be having advantage over other organizations.	198	67	-	-	-	265	4.75
7	My firm contributes to the economic activities of the nation through its innovative ways of production.	132	89	23	12	9	265	4.22
8	My firm really needs to find better ways of doing things so as to remain relevant and contribute to economic activities in the country.	87	155	1	18	4	265	4.14

Source: Field Survey, 2017.

Test of Hypothesis**Table 4.2.1 Correlation result**

		Correlations	
		MANGTC OM	INNOST R
MANGTC OM	Pearson Correlation	1	.975**
	Sig. (2-tailed)		.000
	N	265	265
INNOSTR	Pearson Correlation	.975**	1
	Sig. (2-tailed)	.000	
	N	265	265

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey (2017)

Computation: SPSS Ver. 20.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**Summary of Findings**

The findings revealed that there is a significant positive relationship existing between management commitment and innovative strength with a correlation coefficient of .975 and a p-value of .000

DISCUSSION OF FINDINGS

The result obtained from the findings indicated that management commitment positively correlates with innovative strength in the focused firms. This implies that as management show more commitment to the changes introduced in the firms to improve their performance, that employees will be more inclined to buy into the idea and be more innovative and creative to ensure success of the process. The finding align with that of Adeyemi and Mukaila (2008) who concluded that business process reengineering has become useful weapon for any corporate organisations that is seeking for improvement in their current organizational performance. similarly, the finding is also in line with Osano and Okwena (2015) who studied the Kenyan banking sector to investigate factors that influence performance of BPR projects and found out that management commitment, communication of change, processes and systems management and, monitoring and evaluation influence the performance of BPR projects at KCB Ltd. Also, Mahmoudi and Mollaei (2014) revealed that leadership and empowerment variables had the most effect on organizational agility than other variables.

CONCLUSION

The study concludes that for reengineering to achieve its aim of transforming the activities and processes in the focused organizations so as to create competitive advantage and contribute to economic growth and prosperity, that management of the organizations need to show commitment to the processes and procedures of implementation.

Recommendations

In view of the findings, the study recommended that:

- a) Management of Life Breweries Plc and SABMiller Plc should lead the change processes by example so as to motivate their followers to buy into the idea.
- b) Management of the focused firms should appeal to the conscience of the employees and consider their contribution to the changes initiated so as to give them a sense of belonging. This will go a long way in reducing resistance to the changes introduced and increase success ratio.

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APPENDIX I*Sample Questionnaire***INSTRUCTION: Please tick (√) as it represents your view.****Keys:****SA = Strongly Agree****A = Agree****SD = Strongly Disagree****D = Disagree****UN = Undecided**

S/N	Questionnaire Items	SA	A	D	SD	UD
	Management Commitment					
1	I will follow the examples of my supervisor.					
2	I prefer accepting change when management leads by example.					
3	If management show seriousness to a change being introduced, I will also be serious in implementing it.					
4	Things have really changed and we also need to change in my organization and management need to lead by example.					
	Innovative Strength					
5	To remain in business, my organization needs to improve on their activities.					
6	New ways of doing things is important to be having advantage over other organizations.					
7	My firm contributes to the economic activities of the nation through its innovative ways of production.					
8	My firm really needs to find better ways of doing things so as to remain relevant and contribute to economic activities in the country.					