

Influence of Business Process Re-Engineering on Customer Satisfaction in Corporate Organisations: A Case of Sterling Bank PLC.

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ABSTRACT

Business Process Re-Engineering (BPR) has emerged as a crucial strategic tool for organisations aiming to enhance performance and competitiveness in today's dynamic market. This study examines the influence of BPR on customer satisfaction within corporate organisations, with a particular focus on Sterling Bank Plc. A survey research design was adopted, utilising structured questionnaires to collect quantitative and qualitative data from 100 bank employees. The data were analysed using multiple linear regression to determine the influence of BPR practices and customer satisfaction in corporate organisations. The results reveal a strong positive correlation, with an adjusted R-squared value of 56.8% and a standardised coefficient of 0.775, indicating that effective BPR implementation significantly enhances customer satisfaction (p -value = 0.000). The findings demonstrate that BPR is essential for improving customer loyalty, service quality, and overall organisational success. It underscores the role of BPR in fostering a customer-centric approach, which is critical in a highly competitive business environment. To maximise these benefits, the study recommends that organisations continuously review and refine their BPR strategies, invest in employee training, and leverage advanced technologies to optimise business processes. Furthermore, fostering a culture of innovation and responsiveness and implementing regular feedback mechanisms is vital for ensuring that BPR efforts align with customer expectations and drive long-term improvements in organisational performance.

Keywords: Business Process Re-Engineering, Corporate Success, Customer Satisfaction, Organisational Performance

1. INTRODUCTION

Complexities and setbacks in the business environment are inherent events. Thus, organisations operate in an increasingly complex system; the business environment is more volatile, diverse, dynamic, interconnected, and far less predictable, which has led to the collapse of promising businesses that cannot adapt and navigate these complexities. Most start-ups do not succeed; two-thirds fail to deliver positive returns to their investors (Connolly et al., 2018). While these complexities have led to the downfall of so many organisations, other organisations continue to thrive by taking proactive actions and implementing strategies to ensure organisation's survival and resiliency; these organisations have taken advantage of the opportunities these complexities provide (Akanbi & Oiku, 2023).

Business Process Re-Engineering (BPR) has emerged as a powerful tool for corporate organisations seeking to enhance their overall performances. In today's highly competitive market environment, customer satisfaction has become a key determinant of business success.

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Organisations increasingly recognise that to meet the ever-changing demands of customers; they must not only refine their products and services but also overhaul their underlying processes. Kaplan (2004) places BPR at the center of their approach to measuring a firm's progress in implementing strategy. In transitioning to a process-oriented enterprise, managers must thoroughly analyse which aspects of process performance are most directly linked to achieving the organisation's objectives. BPR involves radically redesigning core business processes to dramatically improve productivity, product quality, cycle times, service delivery speed, reasonable pricing, and quality control.

While the primary focus of BPR has traditionally been on internal efficiencies and cost reductions, there is a growing realisation that these process improvements can also profoundly impact customer satisfaction. Streamlined processes can lead to faster response times, improved service quality, and greater personalisation—all of which contribute to higher levels of customer satisfaction. However, the successful implementation of BPR often requires a complete cultural shift within the organisation, substantial investment in technology, and a willingness to embrace change at all levels of the business. Most organisations implementing BPR agree that it offers numerous benefits, including cost savings, faster service delivery, more efficient execution of tasks, improved customer focus, and better integration across the organisation, enabling them to satisfy customers. The quality of products and competitive pricing contribute significantly to customer satisfaction. Therefore, this study aims to examine the influence of BPR on customer satisfaction in corporate organisations.

For this study, a null hypothesis was formulated: H₀: There is no significant influence of BPR on customer satisfaction in corporate organisations.

2. LITERATURE REVIEW

2.1 Business Process Re-Engineering (BPR)

Business Process Re-Engineering (BPR) is a strategy designed to redesign workflows and processes within an organisation to enhance its ability to survive in competitive and volatile business environments (Dagher & Fayad, 2024). Over the last three decades, BPR has significantly transformed organisations' operations, significantly improving production and consumer satisfaction (Zaini & Saad, 2019). At its core, BPR involves fundamentally rethinking business processes and implementing radical changes to improve performance in cost, quality, service, and speed (Hashem, 2020). This comprehensive approach to restructuring operations makes BPR an essential tool for companies seeking to achieve operational excellence and adapt to ever-evolving market demands.

The concept of BPR has gained global recognition for its ability to manage change and facilitate significant gains in organisational performance. Many organisations have adopted BPR to succeed in today's competitive global market, deriving benefits such as improved productivity, efficiency, and quality service while maintaining compliance with regulations. According to Hicks (2020), BPR employs a logical methodology to assess weaknesses, identify process gaps, and implement opportunities for streamlining business operations.

In addition, BPR's success relies heavily on coordinating information technology (IT) within organisations. Integrating IT improves efficiency, reduces costs, provides faster service delivery, and improves quality, increasing customer value (Dutta et al., 2020). Furthermore, BPR enables organisations to reengineer their internal operations in response to environmental demands, resulting in great improvements in Customer Relationship Management (CRM), service quality, and overall operational efficiency (Andrea & Santoso, 2020). The widespread adoption of BPR

globally demonstrates its relevance as a powerful strategic tool for enhancing organisational performance and customer satisfaction.

BPR is not about making marginal changes or fine-tuning existing processes but implementing dramatic transformations. It is suited for ambitious companies willing to make substantial changes to achieve remarkable improvements in organisational performance. Some practices that organisations adopt during reengineering include leadership change, focusing on customers, using information and communication technology, and fostering innovation.

BPR is founded on a distinct approach that diverges from traditional process improvement methods. Rather than focusing on incremental enhancements, BPR operates on the assumption that the current processes may be obsolete and necessitate a complete redesign. This 'clean slate' perspective allows organisations to conceptualise new processes that better align with customer needs and organisational goals. Key considerations include:

- What should the redesigned process look like?
- How do our customers expect the process to be?
- How do leading companies in the industry approach similar processes?
- What could we achieve if current technologies did not constrain us?

BPR aims to transform inefficient processes by creating innovative, customer-focused solutions. However, BPR projects have experienced mixed results, underscoring the importance of careful planning and execution to enhance customer satisfaction successfully.

2.2 Relationship between BPR and Customer Satisfaction

One of the key areas where BPR can have a significant impact is customer satisfaction in corporate organisations. By optimising processes, BPR can lead to improved service quality, reduced lead times, enhanced customer experiences, and more personalised offerings (Al-Shammari, 2023). These improvements can result in higher customer satisfaction, which is essential for retaining customers and building brand loyalty.

Improved service quality is a direct outcome of BPR efforts. Organisations can deliver higher-quality products or services that better meet customer needs and expectations by re-engineering processes to eliminate inefficiencies and improve consistency. This can increase customer satisfaction and loyalty, as customers are more likely to return to a business that consistently provides high-quality offerings (Sungau & Ndunguru, 2015).

Reduced lead times are another BPR benefit that can positively impact customer satisfaction. By streamlining processes and eliminating unnecessary steps, organisations can deliver products or services more quickly, improving the overall customer experience. This can be a significant competitive advantage in industries where speed is critical, such as fast fashion or tech products.

Enhanced customer experiences are a key focus of BPR. By rethinking customer interactions and touchpoints, organisations can make them more efficient, personalised, and enjoyable. This can lead to higher customer satisfaction and loyalty, as the organisation values and understands customers.

2.3 Critical Success Factors for BPR in Enhancing Customer Satisfaction

Below are essential elements that determine the successful implementation of BPR initiatives and their impact on improving customer experiences.

- **Strong Leadership and Commitment:** Effective BPR requires strong leadership to guide the process and ensure alignment with the organisation's vision. Leaders must be committed to driving the change, providing clear direction, and mobilising resources to achieve desired outcomes.
- **Customer-Centric Focus:** BPR initiatives should be designed with the customer in mind. Understanding customer needs and expectations is crucial for redesigning processes that enhance customer satisfaction through improved service quality, faster delivery, or better product offerings.
- **Employee Involvement and Training:** Engaging employees at all levels is vital for successful BPR. Employees involved in the redesign process and receiving adequate training are more likely to embrace the changes and contribute to achieving customer satisfaction goals.
- **Effective Use of Technology:** Leveraging modern technology is key to BPR. Advanced information systems and communication technologies enable more efficient processes, better data management, and quicker responses to customer demands, contributing to higher customer satisfaction.
- **Clear Communication and Change Management:** Effective communication of the BPR objectives, processes, and expected outcomes is crucial for ensuring all stakeholders are on board. Proper change management practices help mitigate resistance and ensure a smooth transition to the new processes, ultimately improving customer satisfaction.

2.4 Empirical Studies on BPR

Getele and Jean (2018) conducted a study to examine the impact of BPR on customer satisfaction within e-commerce platforms, specifically Taobao and JD.com. The research evaluated how BPR initiatives influenced customer experience and operational efficiency. The study addressed several issues, including customer perceptions of BPR objectives, changes in transaction times before and after implementation, customer awareness and usage of BPR services, and overall satisfaction with e-commerce services post-BPR. Primary data was collected through a survey administered to a random sample of 402 student customers. The findings revealed that BPR implementation significantly improved time efficiency and service quality, with customers experiencing notable time savings and enhanced service quality. The impact of BPR was found to be more significant on customer satisfaction than its effect on employees or overall platform performance. The study highlights the advantages of BPR in enhancing customer satisfaction and operational efficiencies within e-commerce environments, suggesting that e-commerce platforms can benefit from refining BPR strategies to meet customer expectations better and maintain competitive advantage.

Kumar and Mathew (2020) studied BPR's strategic issues and challenges in cooperative banks and their impact on clients. The study employed both primary and secondary data collection methods. Questionnaires were distributed to customers and bankers to assess the effects of BPR implementation. The sample consisted of cooperative banks focusing on the impact of BPR on service delivery, customer satisfaction, and operational efficiency. The data was analysed using descriptive analysis techniques. The findings revealed that BPR initiatives, such as introducing alternate channels (e.g., ATMs, internet banking), reduced customer density at branches, allowing bankers to offer superior customer service. However, it was observed that while BPR increased customer satisfaction and improved product mix, it also led to increased working hours for bankers, negatively impacting work-life balance. Despite this, most bankers were neutral about the effect on work-life balance, acknowledging the positive aspects of enhanced service delivery. The study concluded that BPR significantly impacted cooperative banks by improving service quality, increasing transparency, and enhancing customer satisfaction. Customers expressed satisfaction with the expanded product offerings, including non-banking services such as insurance and mutual funds. The migration of customers to alternate banking channels reduced

operational costs by up to 90%, contributing to the bank's profitability. Although implementing BPR resulted in longer working hours for bank employees, improved business processes, enhanced security measures, and better cross-selling opportunities were seen as positive outcomes. Kumar and Mathew (2020) recommended further improvements in mobile banking and call center services to meet customers' needs in emerging markets like India.

Kutama and Manzini (2021) conducted a comprehensive study on the role of IT in BPR with a focus on the banking sector in Bulawayo. The research assessed how IT facilitates BPR implementation to enhance customer satisfaction amidst a rapidly evolving business environment. Employing a pragmatic research paradigm, the study utilised a mixed-method approach, incorporating a cross-sectional survey with 76 respondents and data collection through quantitative and qualitative methods. The analysis, performed using IBM's Statistical Package for Social Sciences (SPSS) version 22, revealed that IT is a pivotal enabler of BPR, playing a significant role in its successful execution. The results, presented in tables, pie charts, and bar graphs, demonstrated that achieving the goals of BPR, particularly in improving customer satisfaction, is easier with effective IT integration. The study concluded that IT is indispensable for BPR implementation and recommended that banking institutions continue to advance their technological capabilities to remain relevant and competitive. Overall, Kutama and Manzini's (2021) study underscores the crucial link between IT and BPR, highlighting the necessity of technological investment to drive process improvements and enhance customer satisfaction in the banking sector.

Hidayatullah et al. (2024) investigated the effect of BPR and service quality, alongside the utilisation of technology, on the performance of educational institutions at the national university, with stakeholder satisfaction as an intervening variable. The study employed a quantitative approach, collecting data through surveys from various institution stakeholders, including leaders, lecturers, education personnel, students, and parents. A total of 200 respondents were selected. The data were analysed using statistical tools to determine the impact of BPR, service quality, and technology on institutional performance. The findings revealed that BPR significantly enhances institutional performance by improving operational efficiency, reducing costs, and boosting the quality of educational services. The integration of IT in service delivery also positively impacted institutional performance, demonstrated by higher satisfaction levels among students and staff, as well as reduced operational costs and time.

Additionally, BPR was found to increase stakeholder satisfaction by aligning services with stakeholder needs and expectations. Similarly, the effective use of technology in delivering educational services improved satisfaction by offering faster services, more accessible access to information, and simpler administrative processes. The study concluded that stakeholder satisfaction is mediating, indicating that BPR and technology utilisation significantly enhance institutional performance through increased stakeholder satisfaction.

3. THEORETICAL REVIEW

3.1 Dynamic Capability Theory

Dynamic Capability Theory, introduced by David Teece and colleagues in 1997, provides valuable insights into how organisations can adapt and succeed in rapidly changing environments (Teece et al., 1997). This theory emphasises the importance of an organisation's ability to integrate, develop, and reconfigure its internal and external resources to meet the demands of dynamic markets (Cyfert et al., 2021). Dynamic capabilities are vital in BPR's success and improving customer satisfaction. Barreto (2010) and Di Stefano et al. (2010) explain that dynamic capabilities enable an organisation to systematically tackle challenges by identifying opportunities and threats, making swift, market-responsive decisions, and adjusting its resource

base accordingly. Through BPR, organisations can leverage these dynamic capabilities to redesign processes that respond to changes in the business environment and proactively shape them, thereby maintaining a competitive edge and improving customer satisfaction (Quansah et al., 2022).

However, despite its theoretical contributions, Dynamic Capability Theory has faced criticism, particularly regarding the difficulty in empirically measuring these capabilities. One key challenge is its abstract nature, making it difficult to operationalise and measure in practice. The theory often needs more specificity in defining which capabilities are critical for success and how these should be developed and sustained over time. Additionally, it assumes that organisations can continuously evolve, which may overlook constraints such as resource limitations, organisational inertia, and external factors that hinder adaptability.

3.2 Resource-Based View (RBV)

The Resource-Based View (RBV) Theory, initially proposed by Penrose (2009), asserts that a firm can achieve a sustainable competitive advantage and superior performance by effectively leveraging its unique and valuable resources and capabilities. These resources encompass tangible assets like equipment and facilities, intangible assets such as brand reputation and intellectual property, and human capital including knowledge, skills, and experience (Lubis, 2022). In relation to BPR and customer satisfaction, RBV suggests that for a firm to enhance its competitive position and improve customer satisfaction, it must utilise valuable, rare, inimitable, and non-substitutable resources (VRIN). These distinctive resources enable firms to deliver unique value to customers, differentiate themselves from competitors, and maintain their competitive edge over time through effective BPR initiatives (Purba et al., 2023).

However, critics of RBV argue that the theory can be static and may need to explain fully how specific resources contribute to sustained competitive advantages. Additionally, firm-specific resources can be vague and challenging to measure, complicating their practical application (Salsabila et al., 2022). Despite these critiques, RBV remains influential in strategic management, particularly in emphasising the role of internal resources and capabilities in achieving competitive advantage and enhancing customer satisfaction through BPR (Ismail et al., 2012). Scholars continue refining and developing RBV to address its limitations and improve its relevance in today's dynamic business environment.

3.3 Change Management Theory

Change Management Theory focuses on the processes and strategies organisations use to manage the transition from current practices to new ones effectively (Rosenbaum et al., 2018). This theory is crucial in BPR as it helps organisations navigate the complexities of redesigning processes to improve customer satisfaction. Successful BPR requires careful planning, communication, and support to manage resistance and ensure employees adapt to new methods. Effective change management facilitates smoother transitions, minimises disruptions, and ensures that BPR initiatives align with customer needs and expectations (Idogawa et al., 2023).

The theory emphasises the importance of involving stakeholders at all levels, providing clear and consistent communication, and offering training and support throughout the transition (Hayes, 2022). By addressing the human factors involved in BPR, Change Management Theory helps organisations achieve their goals of enhancing customer satisfaction and improving overall performance. It ensures the new processes are embraced and effectively integrated, leading to better outcomes and sustained customer service and satisfaction improvements.

4. METHODOLOGY

This study employed a descriptive survey research design to examine the influence of BPR on customer satisfaction within corporate organisations, using Sterling Bank Plc. as a case study. The survey approach was deemed appropriate due to its effectiveness in gathering primary data from a broad demographic, which aligns with the study's objective of assessing BPR's strategic relevance. Questionnaires and interview guides were utilised, enabling comprehensive quantitative and qualitative data collection. The decision to use this mixed-method approach was guided by the need for an unbiased investigation, allowing the research to explore fundamental questions surrounding BPR's impact on corporate survival and customer satisfaction. This method provided detailed insights into the 'who, what, when, where, and how' of the research question while leveraging descriptive statistics for data interpretation. The sample size for the study was determined using Taro Yamane's formula, and 100 respondents were selected from the population of Sterling Bank staff in Lagos. The structured questionnaire was divided into sections to capture demographic data and respondents' insights on BPR's influence.

Lagos, Nigeria, was selected as the area for this study due to its status as the country's commercial and financial hub. As a major business center, Lagos houses the headquarters of numerous corporate organisations, including Sterling Bank Plc. This makes the city an ideal environment for exploring the impact of BPR on customer satisfaction in a dynamic and competitive market. The diversity of businesses and the concentration of corporate activities in Lagos provide a rich context for understanding how strategic tools like BPR influence operational performance and customer experiences. For data analysis, inferential statistics, specifically multiple linear regression analysis, were used to test the study's hypothesis and assess the relationships between BPR implementation and its impact on customer satisfaction in corporate organisations. This approach allowed for a comprehensive evaluation of how BPR influences customer satisfaction, providing insights and recommendations for enhancing BPR practices in corporate organisations.

5. FINDINGS AND DISCUSSIONS

5.1 Demographic Data

As shown in Table 1, the data indicates a gender imbalance among respondents, with males constituting 62% and females 38%. This suggests a potential overrepresentation of men in the sample, reflecting a broader gender imbalance in the banking sector or possible survey bias. Regarding age, most respondents are relatively young, with 76% under 36 years old. Most fall within the 26-35 age range, highlighting a predominance of mid-career professionals, while individuals over 46 years are minimally represented, indicating fewer older employees in the industry.

Educationally, the respondents are highly qualified, with 57% holding a Bachelor's degree and 30% having a Master's degree. This reflects a strong emphasis on higher education in the sector. Only 4% have a high school diploma, and 9% hold a PhD, suggesting a highly educated workforce. Experience levels vary, with 35% having 1-5 years of experience, 32% with 6-10 years, and 17% with 11-15 years. A small proportion, 2%, have over 15 years of experience, indicating a relatively young and mid-career professional workforce with few long-term employees.

Table 1 Demographic Data of Respondents

Variables	Sample Composition	Frequency	Percentage
Gender	Male	62	62%
	Female	38	38%
	Total	100	100%
Age	18 – 25 years	31	31%
	26 – 35 years	45	45%
	36 – 45 years	19	19%
	Over 46 years	5	5%
	Total	100	100.0%
Educational Background	High School	4	4%
	Bachelor’s Degree	57	57%
	Master’s Degree	30	30%
	Ph.D or equivalent	9	9%
	Total	100	100.0%
Years of Experience in the Banking Industry	Less than 1 year	14	14%
	1 – 5 years	35	35%
	6 – 10 years	32	32%
	11 – 15 years	17	17%
	Over 15 years	2	2%
	Total	100	100%

5.2 Test of Hypothesis

The adjusted R-squared value of 0.568, as detailed in Table 2, demonstrates that BPR accounts for 56.8% of the variance in customer satisfaction. This suggests that the factors in the BPR model account for a substantial variation in how satisfied customers are with the organisation's processes and services. This implies that BPR considerably impacts customer satisfaction and is a meaningful predictor of customer perception and experience.

As shown in Table 2, a regression analysis was performed to evaluate the null hypothesis (H0), which proposed no significant influence of BPR on customer satisfaction in corporate organisations. The standardised coefficient of 0.775 reveals a strong positive impact of BPR on customer satisfaction within these organisations. As BPR efforts increase, customer satisfaction is also expected to increase significantly. The calculated p-value of 0.000 is below the conventional threshold of 0.05, indicating a statistically significant relationship between BPR and customer satisfaction. This result provides strong evidence against the null hypothesis, suggesting that BPR significantly influences customer satisfaction in corporate organisations.

Table 2 Results of Regression Analysis

Independent Variable	Customer Satisfaction (Standardised Beta)	Significant (p)
BPR	0.775	0.000
F Value	52.147	
R ²	0.541	
Adjusted R ²	0.568	

Consequently, the null hypothesis (H0) is decisively rejected, and the alternative hypothesis is accepted with a high confidence level at a 5% significance level. This analysis underscores the importance of BPR in corporate settings, showing that effective BPR implementation can lead to

increased customer satisfaction. It highlights the value of BPR as a strategic tool for improving customer experience and satisfaction, which can ultimately contribute to corporate organisations' overall success and competitiveness. The data reveals a notable gender imbalance among respondents, with 62% male and 38% female, suggesting a potential overrepresentation of men. This imbalance could reflect a broader gender disparity in the banking sector or a possible bias in the survey sample. Regarding age, most respondents are relatively young, with 76% under 36 years old. Specifically, the 26-35 age range is the most common, indicating a predominance of mid-career professionals. At the same time, individuals over 46 years old are underrepresented, reflecting a smaller presence of older employees in the industry.

Educationally, the sample is highly qualified, with 57% holding a Bachelor's degree and 30% possessing a Master's degree, indicating a strong emphasis on higher education within the sector. Only 4% have a high school diploma, and 9% have a Ph.D, highlighting the advanced educational background of the workforce. Experience levels vary, with 35% having 1-5 years of experience, 32% with 6-10 years, and 17% with 11-15 years. Only 2% have over 15 years of experience, suggesting a predominantly young and mid-career workforce. The adjusted R-squared value of 56.8% and the strong positive impact of BPR on customer satisfaction, as shown by a standardised coefficient of 0.775 and a p-value of 0.000, underscore the significant role of BPR in enhancing customer satisfaction. This analysis demonstrates that BPR efforts are crucial for improving customer experience and achieving higher satisfaction levels in corporate organisations.

The findings indicate that BPR is essential for boosting customer satisfaction and loyalty, enhancing service quality, and contributing to corporate organisations' overall success and competitiveness. Effective BPR implementation can result in measurable improvements in customer satisfaction, underscoring its significance as a strategic tool for organisations seeking to elevate customer experience and enhance business performance. These results align with the previous studies conducted by Jovanoski et al. (2017), Getele and Jean (2018), Makudza et al. (2019), and Hidayatullah et al. (2024).

6. CONCLUSION

This study shows that BPR significantly improves customer satisfaction in corporate organisations, as demonstrated by Sterling Bank Plc. The analysis indicates that BPR accounts for 56.8% of the variation in customer satisfaction, with a strong positive relationship evidenced by a standardised coefficient of 0.775 and a highly significant p-value of 0.000. These results highlight the important role of implementing effective BPR strategies to enhance customer experiences, positioning BPR as a key factor in organisational success and competitiveness. To maximise the benefits of BPR, organisations should continually assess and refine their strategies to meet changing customer needs. Investing in employee training and technological upgrades will enhance BPR effectiveness and increase customer satisfaction. Fostering a culture of innovation and responsiveness is essential for maintaining a competitive edge and achieving ongoing improvements in customer experience. Regular feedback mechanisms will help organisations adjust BPR initiatives to address customer concerns better and support long-term success. Future research should explore how specific BPR practices affect different demographic groups and industries and investigate the long-term impacts of BPR on organisational performance and customer satisfaction.

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