Exploring Business Process Re-Engineering as a Response to Organisational Survival Strategy

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***Abstract*—This study demystifies the concept of business process reengineering and evaluates its relevance to organizational survival strategies across both public and private sectors, with a specific focus on Sterling Bank Plc. The primary objective is to examine the relationship between business re-engineering and three key strategic approaches: cost leadership, product differentiation, and customer-focused strategies. Employing a survey research design, data were gathered from 121 respondents through the use of a structured questionnaire. The Pearson Product-Moment Correlation (PPMC) analysis revealed a significant relationship between the implementation of business re-engineering and the effectiveness of cost leadership, product differentiation, and customer-focused strategies. Based on these findings, the study recommends that Sterling Bank should enhance its cost leadership and product differentiation strategies while adopting a more customer-centric orientation. These efforts should be integrated within a holistic organizational survival strategy to boost competitiveness and ensure long-term sustainability.**

***Index Terms*—Business Re-engineering, Organizational Survival, Strategy, Cost Leadership, Customer focused Strategy, and Product Differentiation.**

I. BACKGROUND TO THE STUDY

Organizations in the public and private sectors are forced to change their operating procedures in order to maintain a competitive edge globally due to the growth of information and knowledge as well as people's demands for high-quality goods and services. As individuals become more informed and discerning, many organizations particularly financial institutions are driven to enhance the quality of their customer service in response. To achieve a significant leap in efficiency, productivity, or profitability, a substantial redesign of an organization's operational processes is essential. Reengineering is a useful tool that has been adopted by and hailed as one of the current major agents of change within many organizations (Graham 2020). Business process reengineering is playing a vital role in the enhancement of the productivity and efficiency of many organizations. Business process reengineering (BPR) is a popular management tool for dealing with rapid technological and business changes (Ranganathan & Dhaliwal, 2021). It was first introduced by Hammer (1990), as a radical redesign of processes in order to gain significant improvement in cost, quantity, and service (Ozcelik, 2020). According to the Harvard Business School research on business and organization failure, over 82% of new businesses do not survive the first 2 years, while 75% of the remainder do not survive the next 5 years.

Several models were used to improve organization performance and global competitiveness (Ozcelik, 2020). Furthermore, the implementation of cost leadership strategy, product differentiation strategy, and customer focus strategy plays a crucial role in improving organizational survival strategies and enhancing global competitiveness. This modern tool is what is named business process re-engineering. It is a holistic approach that identifies, analyses, and redesigns an organization’s core business processes, human capital, and technology and information management. Business process reengineering creates changes in people (Behaviour and culture), processes, and technology. (Al-Mashari, Irani & Sari, 2001), it

does not seek to alter or fix existing processes, but it forces companies to ask whether or not a process is necessary. And then seeks to find a better way to do it. BPR integrates all departments into a complete process that has been designed to fulfill a specific business goal (Cheng, Tsai & Xiao, 2016). Successful implementation of BPR enables organizations to achieve dramatic gains in business performance.

Business process reengineering is one of the disciplines in management that analyzes and redesigns current business processes and its components in terms of efficiency, effectiveness, and added value to the objectives of the business. In an attempt to improve their customers' satisfaction, BPR is applied by various organization across the world to change the traditional process and new economic challenges. The business process reengineering commences with planning and organizing activities, this is followed with the creation of a business process reengineering team. Meanwhile, it is a fact that banks in Nigeria have also undergone significant change in form of online banking, point of services and others to remain competitive, have competitive edge and enhances customer's satisfaction. Other sectors including the telecommunication, education manufacturing and others have also followed suit in completely overhauling their business procedures.

Specifically, businesses are under a lot of pressure to be more productive and stay competitive in the global market, as well as to be more aware of their responsibilities to society and the environment (Taddeo, Simboli, Di Vincenzo & Ioppolo, 2019; Muñoz-Villamizar, Santos, Viles & Ormazábal, 2018). Businesses are now focusing on business sustainability (BS), which is the ability to create value for their stakeholders in the short, medium, and long term while having the least negative effect on society and the environment (Medne & Lapina, 2019).

Despite being new, managers in the Nigerian banking sector have recognized the value of business process reengineering (BPR) in gaining a competitive edge. However, they lack a thorough understanding of the concept and the key success factors that are necessary for the BPR project to be implemented successfully. Another problem is that, in addition to being efficient, processes also need to be made more customer-friendly while informing staff members of the need for change.

Furthermore, Altinkerner et al. (2018) and Quasim et al. (2014) contended that business process reengineering not only causes employee and customer dissatisfaction but also has not been able to help firms meet their immediate and strategic objectives, despite the fact that Alzoubi and Khafajy (2015) and Omale and Oriaku (2017) pointed out that it improves product and service quality, cost, and cycle time. Therefore, more study is necessary to have a greater understanding of the necessity and advantages of business process reengineering for organizations' performance in light of these contradictory findings. In light of this, this study aims to investigate how much work process innovation and business process reengineering could enhance staff retention, which in turn affects manufacturing organizations' performance in Nigeria and North-Central Nigeria in particular.

II. CONCEPTUAL REVIEW

Business Process Reengineering

Business Process Reengineering (BPR) has attracted considerable attention in the field of change management in recent years. Today, more and more organizations are adopting the BPR trend (Kabiru, Mohamed & Norlena, 2022), business processes are essentially a series of activities that convert inputs into outputs (goods or services) using people and equipment. These processes encompass a wide range of activities, including procurement, order fulfillment, product development, customer service, and sales (Okafor & Okeke-Ezeanyanwu, 2018).

Kristie (2019) submitted that the benefits accruable to reengineering an organization on both the strategic and immediate bases is to all the stakeholders. Reengineering refers to starting over in a systematic manner and reinventing the way an organization or firm performs its functions. Therefore, reengineering involves radical redesign of business processes with a view to accomplishing a radical and dramatic improvement in the firm's overall output. Akam et al (2018) in their words describe business process reengineering as a transformational process designed

to formulate a larger component with the singular aim of enabling firms to empower one another with the most recent business ideologies, techniques, and solutions.

Orogbu, Onyeizugbe, and Onuzulike (2015) refer to BPR as process innovation and initiative to redesign the organization for enhanced efficiency and effectiveness by concentrating on daily operational processes rather than traditional business functions. BPR principles are founded on four key words: radical, fundamental, spectacular, and processes, which aim to optimize goods, products, services, and process management in the most cost-effective manner, necessitating process redesign (Serban, 2015).

Therefore, whether in manufacturing or services, organizations should continuously strive for innovation in their processes and how they produce and deliver products or services to customers (Serban, 2015), with a focus on key success factors (vom Brocke et al., 2014). This approach facilitates economies of scale resulting from mass production while enabling product and service customization; work is performed where it is most efficient, minimizing non-value-added work; reconciliation is reduced through fewer external contact points and the formation of business alliances; customers are provided with a single point of contact; and a hybrid centralized/decentralized operation is adopted. Hammer (2020), as cited in Nneji (2023), argues that BPR is the fundamental rethinking and radical redesign of business processes to achieve significant improvements in critical contemporary performance measures such as cost, service quality, and speed. From a logical standpoint, businesses often organize around departments, creating physical communication barriers.

Cost Leadership

Maintaining a low cost structure is the major goal of the cost leadership strategy. As the researcher reviews the literature, it will become clear that many authors and marketing practitioners have slightly different perspectives on cost leadership. Cost leadership is one possible source of competitive advantage within an industry, according to Drummond and Ensor (2019). According to Drummond and Ensor (2022), the goal of cost leadership is to gain a competitive edge by lowering costs relative to all rivals, which increases economic value through better profit margins.

Blythe (2019) postulates that for an overall cost leadership to be obtained a company must minimize its cost, it can either reduce its prices or increase its profitability, thus obtaining a competitive advantage over other companies. He further posited that developing efficient systems will aid in the minimizing cost. Kotler (2015) slightly differ from the views of Cost Leadership of these his marketing colleagues. For instance, he explains the concept as, 'The business works hard to achieve the lowest production and distribution costs so that it can price lower than its_competitors and win a large market share'. Thus, unlike most authors who looked on this concept, Kotler cite that the sole motive behind achieving low production and distribution costs in pursuing Cost Leadership as to lower prices.

Kasman (2012) who examined influence of cost-efficiency with economies of scale on technological growth in Turkey's bank concluded that both the cost-efficiency with economies of scale positively influenced profitability. Also, Rainey (2020) in his study opined that overall cost leadership is a strategy which involves achieving a low-cost position across the value chain and even the whole value delivery system to compete with rivals. He further emphasised that the it would allow the leaders to have a competitive edge and increase its market share in the industry. Another study in 2014 by Richter on German manufacturing industry in his submission which is translated to indicated that economies of scale significantly affected the performance of manufacturing firms. The study postulates this hypothesis in an effort to investigate the connection between business engineering and effectiveness of cost leadership strategy.

H_{01}: The implementation of business re-engineering has no significant impact on the effectiveness of cost leadership strategy.

Product Differentiation Strategy

Product differentiation strategy can be a tool of competitive advantage, which is adopted by organizations in order to provide products that satisfy individual customers' needs. In satisfying individual

customers' needs, quality has become a major differentiating factor among products (Shammot, 2021). As a result, customers are willing to pay more for products that cater to their individual size, taste, style, need, or expression. Hence, achieving competitive advantage through product differentiation becomes the main focus of this study.
According to Kotler and Lehemann (2016), they submitted that firms using a differentiation approach has the capacity to develop an high-quality and distinctive offers to separate themselves from competitors. Product differentiation is a marketing strategy that enhance market competitiveness. In addition, Marangu et al. (2017) define product differentiation as a strategy that entails developing distinctive traits and features in an offering that consumers view as valuable and distinct and enable firm to attain a competitive advantage. It also has specific target groups hence, it is helpful in brand positioning.

Product differentiation is the process by which a business modifies essentially identical products in a specific way to trick consumers into thinking they are distinct and engendering various preferences. Product disparities are typically common, with the exception of monopolistic markets (single items) and completely competitive markets (uniform products). Thus, product differentiation not only sets the enterprise apart from other businesses in the same market and competes for an advantageous position in the market competition based on product differences, but also forces external entrants to spend huge amounts of cash to win the loyalty of existing clients and thus creates some obstacles. Product differentiation is therefore extremely important to businesses' advertising strategies. Finally, Mosakowski (2023) study's results generally supported the hypotheses that, when the focus and differentiation strategies are established, performance is higher than for other firms. In an attempt to further confirm this positon, the researcher formulated this hypothesis:

H_{02}: Business re-engineering does not significantly influence the level of product differentiation strategy within an organization.

Consumer-Focused Strategy

Customer-focused tactics promote customer interaction practices that can add value and distinctiveness to the customer experience. Establishing a customer-focused culture across the organization, which is mirrored in customer-oriented staff, is necessary to provide exceptional customer value across the board. Businesses nowadays are fighting to stay afloat in a very unpredictable business environment. They are searching for methods to become more inventive, competitive, and creative. According to Berry and Parasuraman (2018), they submitted that customer satisfaction is an increasingly important component of an effective organization in today's competitive business environment. Customer focus is one of the factors that influence organizational performance, among other factors. Across the globe, various organization that adopted a customer focus have not only succeeded in building a customer-focused strategy but have also institutionalized it. Appiah-Adu (2018) also lends his voice to the submission, where he opines that there is a strong relationship between customer focus and overall profitability. The success of a business is determined by how well it meets the needs of its customers. This is a key factor in the overall health and potential success of the company, and it can greatly affect its future performance.

Drucker (2016) established that customer satisfaction creation is the only justifiable definition of business purpose, which every firm primarily established to create and serve customers. According to research conducted by Fornell (2020), he suggests that customer satisfaction enhances loyalty, making it challenging for competitors to attract customers from another company. Satisfied customers are less prone to switch to cheaper alternatives and less influenced by competitors' strategies. Furthermore, high satisfaction can reduce future transaction costs, minimize expenses related to failures, lower customer acquisition costs, and enhance the company's reputation. The study postulates this hypothesis in an effort to investigate the connection between business engineering and an organization's capacity to sustain a customer-focused approach.

H_{03}: The adoption of business process re-engineering does not have a substantial relationship with the organization`s ability to maintain a customer-focused strategy.

III THEORETICAL REVIEW

Resource Based View (RBV)

The Resource-Based View (RBV), introduced by Barney in 1991, is grounded in the idea that organizations' core resources and capabilities can differ significantly across firms. Competitive advantage can be achieved when these resources are effectively combined and strategically mobilized. According to Barney (1991), firm resources can be classified into three categories: physical resources (e.g., plants and equipment), human capital (e.g., employees' skills, training, and experience), and organizational resources (e.g., formal and informal planning, control, and reporting systems).

RBV emphasizes that these resources and capabilities drive organizational growth and survival by fostering transformation and innovation, often facilitated through business process reengineering (BPR). The RBV approach goes beyond merely generating innovative resources to remain competitive in the market; it advocates cultivating a sustainable culture of creativity and innovation to consistently deliver value as perceived by customers.

Given this perspective, the present research on business process reengineering and firm performance is anchored in the Resource-Based View, recognizing its practical relevance to the decomposed independent variable BPR (work process innovation) and the decomposed dependent variable (employee retention).

iV. Empirical Review

Eze, Adelekan and Nwaba (2019) investigated the effect of business process reengineering on the performance of insurance firms in Nigeria, by employing two components of business process reengineering. Survey research design was adopted, through the administration of structured questionnaires on some selected staff of insurance companies at their head offices in Lagos, Nigeria. It was concluded that, business process reengineering components are important drivers of insurance firms' performance. It is recommended that, insurance firms should introduce new technology that will aid insurance penetration, especially information communication technology (ICT

Bako and Banmeke (2019) examined the Impact of Business Process Reengineering (BPR) has on Organizational Performance focusing on Commercial Banks and Micro-finance Banks in Ilaro, Ogun state. The respondents returned one hundred and twenty-four (124) completed questionnaires. The data was analyzed using multinomial regression analysis. From the findings, it showed that all the four alternative hypotheses tested were accepted. Therefore, business process reengineering has positive impact on organizational performance.

Business process reengineering and organizational performance were examined by Nisar, Ahmad, and Ahmad (2014), who also clarified the several elements that make BPR successful. Because the study is qualitative in nature, interviews were done with banking industry senior management who participated in the BPR process to find out how they effectively implemented BPR and how it affects bank performance. According to the findings of the literature and the interviews, business process reengineering significantly and favorably affects organizational performance.

The effect of business process re-engineering (BPR) on supermarket performance in Mombasa City County, Kenya, was investigated by Muthimi & Mwarora (2023). The measuring of business process reengineering through process redesign was the study's specific focus. A structured questionnaire was the primary study tool. Frequencies, averages, percentages, and standard deviations were used to display the data for this study. Software called Statistical Packages for Social Sciences (SPSS) was used to analyze the data. This led to the conclusion that, supermarket performance in the Kenyan county of Mombasa was impacted by business process change.

Finally, Hajo in 2021 conducted research on business process management: The evolution of a discipline. The research was aimed at examining the linkages between business process management and accomplishment of enterprise immediate and strategic objectives. The research adopted content analysis and findings shows that there is linkage between business process management and accomplishment of enterprise immediate and strategic objectives thus requires to be

Methodology

Descriptive method of survey was adopted to determine the method and procedure adopted in this research report is also important since it gives the reader background information on how to evaluate the finding and conclusion of the study. This method according to Adefila (2014) is a research survey design that involves surveying the respondents with the view to collecting their responses for the purpose of analysis. According to the Annual report 2022, the population of this study comprised the entire management, Senior and Junior staff of 150 Sterling bank workers in Ojo local government and Alimosho local government, Lagos State, Nigeria. Due to the population of Sterling Bank workers in Lagos State, Nigeria, the study make use of the total population as its sample size. The study adopted questionnaire as its method od data collection. The questionnaire was divided into two sections. Section A seeks to elicit responses on personal data of respondents while Section B contained statement which were related to the hypothesis developed for the study. The tool of analysis covers frequency counts and simple percentages. Whereas, all stated hypotheses will be tested using inferential statistics of Spearman's Rank correlation with the aid of the Statistical Package for Social Sciences (SPSS 23.0).

IV. DATA ANALYSIS AND PRESENTATION OF RESULTS

Table 1. Descriptive Analysis for Business Re-Engineering and Cost Leadership Strategy.

	LEVEL OF AGREEMENT			
	SA	A	D	SD
In order to provide competitive pricing, re-engineering helps businesses manage and lower production costs.	62 (51.2%)	40 (33.1%)	10 (8.4%)	9 (7.4%)
Businesses can keep cost leadership in the market by using BRP to track and evaluate competitors' pricing practices.	50 (41.3%)	40 (33.1%)	20 (16.5%)	11 (9.1%)
Leveraging economies of scale to attain cost leadership is made possible by effective re-engineering.	62 (51.2%)	36 (29.8%)	14 (11.6%)	9 (7.4%)
Re-engineering enhanced cost efficiency within the organisation.	64 (52.8%)	40 (33.1%)	11 (9.1%)	6 (5.0%)

Source: Field Survey, 2025.

Interpretation: The degree of agreement among respondents about the impact of cost leadership strategy and business re-engineering is shown in the table. As can be seen from the above table, 62 respondents highly agreed with the first statement, 40 agreed, 10 disagreed, and 9 severely disagreed. The frequency expressed as a percentage is 51.2%, 33.1%, 7.4%, and 7.4%, in that order. This shows that to provide competitive pricing, re-engineering helps businesses manage and lower production costs.

Additionally, it indicates that 50 people highly agree with the second statement, 40 agree with it, 20 disagree with it, and 11 severely disagree with it. The frequency expressed as a percentage is 41.3%, 33.1%, 16.5%, and 9.1%, in that order. This shows that businesses can keep cost leadership in the market by using BRP to track and evaluate competitors' pricing practices.

It also reveals that 62 respondents highly agree with the third statement, with 36 agreeing, 14 disagreeing, and 9 strongly disagreeing. The frequency expressed as a percentage is 51.2%, 29.8%, 11.6%, and 7.4%, in that order. This shows that Leveraging economies of scale to attain cost leadership is made possible by effective re-engineering.

Additionally, it reveals that 64 respondents strongly agree with the fourth statement, 40 respondents agree, 11 disagree, and 6 strongly disagree. The

frequency expressed as a percentage is 52.8%, 33.4%, 9.1%, and 5.0%, in that order. This shows that Re-engineering enhanced cost efficiency within the orgnisation.

Table 2: Descriptive Analysis of Business Re-Engineering and the Level of Product Differentiation Strategy Within an Organization.

	LEVEL OF AGREEMENT			
	SA	A	D	SD
Business re-engineering helps organization to monitor analyze competitors` products to maintain a competitive advantage through differentiation.	64 (52.8%)	30 (24.8%)	20 (16.5%)	11 (9.1%)
More production process flexibility made possible by re-engineering enables more customized goods.	62 (51.2%)	34 (28.1%)	19 (15.7%)	6 (5.0%)
Re-engineering encourages organizations to align their operations with strategic goals and customer needs.	48 (40.0%)	40 (33.1%)	23 (19.0%)	9 (7.4%)
BPR lead to better quality control and consistency in product manufacturing or service delivery.	50 (41.3%)	42 (34.7%)	14 (11.6%)	15 (12,40%)

Source: Field Survey, 2024.

Interpretation: The table presents respondents' levels of agreement on the impact of business re-engineering on product differentiation strategies within an organization. According to the data, 64 respondents (52.8%) strongly agreed with the statement, while 30 (24.8%) agreed. Conversely, 20 respondents (16.5%) disagreed, and 11 (9.1%) strongly disagreed. These results indicate that business re-engineering helps organization to monitor analyze competitors` products to maintain a competitive advantage through differentiation.

The table further reveals that 62 respondents (51.2%) strongly agreed with the second statement, while 34 respondents (28.1%) agreed. On the other hand, 19 respondents (15.7%) disagreed, and 6 respondents (5.0%) strongly disagreed.This indicate that more production process flexibility made possible by re-engineering enables more customized goods.

Moreover, the table indicates that 48 respondents (40%) strongly agreed with the third statement, while 40 respondents (33.1%) agreed. In contrast, 23 respondents (19.0%) disagreed, and 9 respondents (7.4%) strongly disagreed. This indicate that re-engineering encourages organizations to align their operations with strategic goals and customer needs.

50 respondents (41.3%) strongly agreed with the final statement, while 42 respondents (34.7%) agreed. Meanwhile, 14 respondents (11.6%) disagreed, and 15 respondents (12.4%) strongly disagreed. This shows that BPR lead to better quality control and consistency in product manufacturing or service delivery

Table 3: Descriptive Analysis of Business Process Re-Engineering and Customer-Focused Strategy.

	LEVEL OF AGREEMENT			
	SA	A	D	SD

BPR wants to continue to place a high priority on client loyalty and satisfaction.	65 (53.7%)	36 (30.0%)	10 (8.3%)	10 (8.3%)
Effective procedures brought about by BPR can free up funds that could be used for initiatives that improve client interaction.	60 (50.0%)	42 (34.7%)	11 (9.1%)	8 (6.6%)
BPR encourages organizations to focus on understanding and meeting customer needs more effectively.	50 (41.3%)	40 (33.1%)	22 (18.2%)	9 (7.4%)
BPR foster a culture of customer orientation within the organization.	62 (51.2%)	34 (28.1%)	14 (11.6%)	11 (9.1%)

Source: Field Survey, 2025.

Interpretation: Interpretation: The table highlights respondents' levels of agreement concerning the impact of celebrity endorsements on their perceptions. According to the data, 65 respondents (53.7%) strongly agreed with the first statement, while 36 respondents (30.0%) agreed. In contrast, 10 respondents (8.3%) disagreed, and another 10 (8.3%) strongly disagreed. This shows that BPR wants to continue to place a high priority on client loyalty and satisfaction.

Moreover, it shows that 60 respondents strongly agree to the third statement 42 respondents agree, 11 respondents disagree and 8 respondents also strongly disagree. The frequency in percentage is given as 50%, 34.7%, 9.1% and 6.6% respectively. This shows that Efficient processes resulting from Effective procedures brought about by BPR can free up funds that could be used for initiatives that improve client interaction.

Furthermore, the table indicates that 50 respondents (41.3%) strongly agreed with the fourth statement, while 40 respondents (33.1%) agreed. Meanwhile, 22 respondents (18.2%) disagreed, and 9 respondents (7.4%) strongly disagreed.

This shows BPR encourages organizations to focus on understanding and meeting customer needs more effectively.

Lastly, it shows that 62 respondents strongly agree to the last statement, 34 respondents agree, 14 respondents disagree and 11 respondents also strongly disagree. The frequency in percentage is given as 51.2%, 28.1%, 11.6%% and 8.1% respectively. This shows that BPR is capable of fostering a culture of customer orientation within the organization.

4.3 Test of Hypotheses and Discussion of Findings

Hypotheses One

H_{01}: The implementation of business re-engineering has no significant impact on the effectiveness of cost leadership strategy.

Table 4: Correlation Analysis Showing Significant Relationship Between the Business Re-Engineering and The Components of Organisational Survival Strategy.

		Businessre-engineering	Cost leadership strategy	Product differentiation strategy	ustomer-focused strategy
Business re-engineering	Pearson Correlation	1			
	Sig. (2-tailed)	.000			
	N	121			
Cost leadership strategy	Pearson Correlation	.648**	1		
	Sig. (2-tailed)	.000	.000		
	N	121	121		

Product differentiation strategy	Pearson Correlation Sig. (2-tailed) N	541* .000 121	524* .000 121	1 .000 121	
Customer-focused strategy	Pearson Correlation Sig. (2-tailed) N	592* .000 121	567* .000 121	528* .000 121	1 .000 121

**. Correlation is significant at the 0.05 level (2-tailed). Source: SPSS Computation, 2025.

The results presented in Table 4 indicate that the Pearson correlation coefficient (r = 0.648) for the relationship between the implementation of business re-engineering and the effectiveness of the cost leadership strategy is statistically significant, with a p-value of 0.000. Since the p-value is less than the alpha level of 0.05, the null hypothesis is rejected. This confirms that the implementation of business re-engineering has a significant impact on the effectiveness of the cost leadership strategy. Therefore, the hypothesis stating that business re-engineering has no significant impact on cost leadership effectiveness is rejected.

The result of the present study is in consonance with some empirical findings such as those off Stice & Stice, (2020) who posited that for an overall cost leadership to be obtained a company must minimize its cost, it can either reduce its prices or increase its profitability, thus obtaining a competitive advantage over other companies. Blythe (2019) further opined that minimizing cost may be a result of developing efficient systems. It further aligns with the RBV theory which indicated that organizational resources and capabilities are adopted to induce firms' growth and survival.

Hypothesis Two (H_{02}): Business re-engineering does not significantly influence the level of product differentiation strategy within an organization.

The hypothesis stating that business re-engineering does not significantly influence the level of product differentiation strategy within an organization is tested in Table 4. The Pearson correlation coefficient (r = 0.541) indicates a statistically significant relationship, with a p-value of 0.000, which is less than the alpha level of 0.05. Consequently, the null hypothesis is rejected. This confirms that business re-engineering has a significant influence on the level of product differentiation strategy within an organization. Therefore, the hypothesis which states that business re-engineering does not significantly influence the level of product differentiation strategy within an organization is hereby rejected.

The result of the present study is in consonance with some empirical findings such as those off Adimo (2018) who opined that product differentiation had a positive relationship with organizational performance, Kamau, (2013) showed that product and physical differentiation play a major role in activating annual sales performance at the supermarkets, Nolega, Oloko and Oteki (2015) who demonstrated that product differentiation influences market dominance, Ajayi and Oladejo (2020) characterized product differentiation as a crucial strategy for companies to differentiate themselves from competitors and attract a target market by providing distinctive features, benefits, or attributes that establish a competitive advantage aligned with consumer preferences, while Ofori, (2025) further posited that a robust approach to product differentiation, aligned with strategic marketing initiatives, is pivotal to sustained market competitiveness of firms.

It further aligns with the RBV theory which indicated that organizational resources and capabilities are adopted to induce firms' growth and survival through the transformational and innovativeness anchored by the instrumentality of Business process Reengineering.

Hypothesis Three:

H_{03}: The adoption of business process re-engineering does not have a substantial effect on the organization`s ability to maintain a customer-focused strategy.

The results from the table 4 shows that the Pearson's Correlation r = 0.592 computed for effect of the adoption of business process re-engineering on the organization`s ability to maintain a customer-focused strategy is significant with p-value = 0.000 which is less than Alpha level of 0.05, thus the null hypothesis

is therefore rejected. This confirming that the adoption of business process re-engineering has a substantial effect on the organization`s ability to maintain a customer-focused strategy Thus, the hypothesis which states that the adoption of business process re-engineering does not have a substantial effect on the organization`s ability to maintain a customer-focused strategy is thereby rejected.

The result of the present study is in consonance with some empirical findings such as those off (Gruca and Rego, 2018) who posited that customer satisfaction is an increasingly important component of an effective organization and has been recognized as an important part of corporate strategy, Fornell et al., (2016) further affirm that customer satisfaction has been a key driver of firms' longterm profitability and market value, Aksoy (2019) posited that there is strong relationship between customer-focus and overall profitability and Appiah-Adu (2018) who concluded that the extent to which the business firm is able to satisfy its customers is an indication of its general health and its prospects for the future; it has a direct long-term impact on the future performance of the firm.

V. CONCLUSIONS AND RECOMMENDATIONS

This paper set out to demystify the concept of business process reengineering and determine its contribution to organizational survival strategy in Sterling bank Plc. It highlights the increasing need for organizations, particularly banks in developing countries, to adapt their operational processes in response to growing global competition, information access, and customer expectations. The paper carried out a comprehensive review of conceptual and empirical literature, analyzing and synthesizing scholar’s arguments and reports on antecedents and consequences of business process reengineering and its contribution to organizational survival strategy. The evidence in literature suggests that product differentiation is a key determinant of market competitiveness. Business Process Reengineering (BPR) is presented as a crucial tool for achieving significant improvements in efficiency, productivity, and cost reduction.

The study concludes that business process reengineering is a critical and positive determinant of all the organizational survival strategy measurements (cost leadership, product differentiation and customer focused strategy).

Recommendations

In line with the findings of the study, the following recommendations are proposed:

- It is recommended that Sterling Bank undertake a detailed diagnostic assessment of its existing business processes prior to initiating any business re-engineering efforts. This will help pinpoint specific inefficiencies and operational bottlenecks that require strategic improvement.
- The Bank should strengthen its cost leadership and product differentiation strategies while integrating a more customer-centric approach. These efforts should be aligned with a comprehensive organizational survival strategy to enhance competitiveness and long-term sustainability.
- The bank should institutionalize a robust monitoring and evaluation framework for its business re-engineering initiatives. Regular performance reviews will aid in tracking progress, identifying implementation gaps, and ensuring alignment with the intended strategic objectives.

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