

Strategic Business Reengineering and Corporate Robustness of Hotels in Imo State Nigeria

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ABSTRACT: *This study investigates the relationship between strategic business reengineering and corporate robustness of hotels in Imo State, Nigeria. Specifically, it examines how two key dimensions of business reengineering—process redesign and technological innovation—relate to corporate robustness indicators such as service automation and guest experience. The study adopted a cross sectional research design. The population comprises 185 managers and supervisors of 25 hotels in Imo State. A sample of 127 was drawn using Krejcie and Morgan's (1970) sampling table. Structured questionnaires were used to measure the constructs, and the data were analysed using Spearman's rank-order correlation. Findings revealed strong and statistically significant relationships between process redesign and both service automation and guest experience). Similarly, technological innovation was significantly correlated with service automation and guest experience). The results underscore the strategic importance of reengineering business processes and embracing innovation in building robust hotel operations. The study recommends that hotel managers adopt structured reengineering initiatives and invest in smart technologies to enhance service efficiency and guest satisfaction. These insights contribute to the growing body of knowledge on hospitality management and offer practical directions for resilience-building in Nigeria's hotel sector.*

Keywords: Strategic Business Reengineering, Process Redesign, Technological Innovation, Corporate Robustness, Service Automation, Guest Experience.

Introduction

Corporate robustness is critical for hotel operations, particularly in dynamic and often unpredictable environments like Nigeria. Hotels' robustness allows them to continue operating and providing consistent service in the face of external shocks such as political instability, inflation, insecurity, and infrastructure shortages. For example, during the COVID-19 epidemic, Nigerian hotels with diverse service channels (e.g., digital booking, home delivery, and long-term accommodation packages) were more able to stay open than those with rigid business models (Nwachukwu & Ogidi, 2021). This illustrates that strong organizational structures may ensure business continuity during crises, lowering revenue loss and reputational damage.

Furthermore, robust hotels show higher adaptability to changes in consumer behaviour and market trends. As digital preferences continue to impact guest expectations, hotels that do not incorporate smart technologies risk falling behind. Okon et al., (2023) discovered that hotel chains in South-South Nigeria that used digital check-in services, AI-powered customer care, and smart room technology reported higher customer satisfaction and loyalty. These digital transitions demonstrate strength, not just in terms of technological integration, but also in the organization's commitment to invest in creative solutions that ensure long-term viability and competition.

Corporate robustness is essential in dealing with internal issues such as employee churn, cost volatility, and operational risks. Robust hotels frequently have robust human resource systems that provide training, retention tactics, and crisis management. Ibrahim and Yusuf (2022) discovered that hotels in Abuja and Lagos that adopted agile HR practices, including as remote work structures, wellness initiatives, and digital performance tracking, had decreased employee attrition throughout the epidemic. This demonstrates that robustness is more than just external resilience; it also includes internal operational and staff sustainability, which has a direct impact on service quality and customer happiness.

Strong corporate structures promote strategic decision-making and stakeholder confidence. Hotels with robust governance structures, contingency plans, and financial buffers are more appealing to investors and partners. Eze and Nwankwo (2022) stressed that strategic agility and robustness were critical to the sustained performance of premier hospitality brands in Nigeria, especially during economic downturns. Investors and customers are more likely to trust companies that practice consistency and proactive risk management. Thus, robustness provides a competitive edge that increases a hotel's long-term survivability in a continually changing business environment.

Nigeria's hospitality business, particularly the hotel sector, is undergoing substantial upheaval in response to shifting market needs, technology improvements, and global economic constraints. In this setting, Strategic Business Reengineering (SBR) has emerged as an important strategy for hotels looking to improve operational efficiency, save costs, and provide higher customer value. SBR entails radically redesigning company processes, systems, and structures in order to significantly increase performance indicators

such as quality, speed, service, and profitability (Hammer & Champy, 1993; Oiku & Davidson, 2024; Omolayo & Adebayo, 2023). To remain competitive in an increasingly globalized and digitally driven hospitality industry, Nigerian hotels must implement strategic reengineering strategies.

At the heart of SBR is the need to rethink established business models and connect them with shifting customer expectations and technological advancements. Many hotels in Nigeria continue to use traditional methods of service delivery and administrative processes, leaving them subject to inefficiencies and service failures. Strategic reengineering enables these businesses to automate repetitive operations, optimize workflows, and improve service responsiveness (Ibrahim & Yusuf, 2022). Hotels can improve their operations by integrating solutions like property management systems, customer relationship management software, and digital booking platforms (Okon et al., 2023).

Closely related to SBR adoption is the idea of corporate resilience, which refers to an organization's ability to absorb disturbances, adapt to change, and retain performance in turbulent settings. Corporate resilience is not only desirable, but also necessary for hotels functioning in Nigeria's sometimes volatile economic and sociopolitical backdrop. Challenges such as fluctuating exchange rates, irregular power supply, security concerns, and public health emergencies such as pandemics have all emphasized the importance of Nigerian hotels developing robust and adaptive capacities (Nwachukwu & Ogidi, 2021).

Strategic company Reengineering drives robustness by incorporating flexibility and responsiveness into essential company operations. Understanding the convergence of Strategic Business Reengineering and corporate resilience provides useful insights into how Nigerian hotels might achieve long-term growth. Hotels that proactively rethink their processes and systems are better able to deal with internal and external shocks, provide constant value to consumers, and ensure long-term profitability (Eze & Nwankwo, 2022). Despite several studies on strategic business reengineering (Hammer & Champy, 1993; Oiku & Davidson, 2024; Omolayo & Adebayo, 2023; Okon et al., 2023) and corporate robustness (Eze & Nwankwo, 2022, Ibrahim & Yusuf, 2022; Nwachukwu & Ogidi, 2021), this study is motivated by a lack of empirical research on the intersection of strategic business reengineering and corporate robustness in Imo State's hotel sector. As a result, the study aims to address this gap by investigating how strategic reengineering approaches affect the corporate robustness of hotels in Imo State, Nigeria.

Statement of the Problem

Corporate robustness, defined as an organization's ability to resist disruptions, adapt to dynamic circumstances, and retain performance under stress—is becoming increasingly important in Nigeria's hotel business. In Imo State, where the hotel industry is critical to tourist and economic growth, robustness is required to maintain service quality and operational continuity in the face of infrastructural and economic problems. According to Nwachukwu and Ogidi (2021), robust hotel operations in Nigeria have allowed some facilities to remain competitive in the face of economic downturns, security issues, and public health crises. However, many hotels in Imo State continue to lack the structural flexibility and strategic depth needed to be really resilient.

A lack of corporate resilience can cause substantial operational and financial failures for hotels. Hotels that fail to create resilience are more likely to have service disruptions during crises such as fuel shortages, inflationary surges, or swings in consumer demand. This frequently results in higher cancellations, reputational damage, and decreased consumer loyalty (Ibrahim & Yusuf, 2022). Furthermore, in the absence of strong processes, hotels face uneven service delivery, supply chain interruptions, and insufficient resource management factors that might jeopardize long-term sustainability and profitability (Okon et al., 2023).

In addition, insufficient robustness can have a detrimental impact on labour stability and customer experience. Hotels with inadequate internal processes frequently endure significant employee turnover, ineffective crisis management, and slow recovery from operational disturbances. Eze and Nwankwo (2022) argue that when hospitality companies lack a strong organizational culture and flexible management structures, they frequently fail to respond properly to external stressors, resulting in staff discontent and guest turnover. Many hotels in Imo State continue to use obsolete management methods, limiting their ability to adapt to quick environmental changes.

Although some Nigerian hotels have attempted to implement discrete enhancements such as technology upgrades and personnel retraining to improve operational resilience, these initiatives have been primarily fragmented and reactive. According to Oiku and Davidson, (2024 and Omolayo and Adebayo (2023), most interventions lack comprehensive, systemic methods and frequently fail to address the underlying causes of low robustness. The problem persists in Imo State, in part because there are no empirical, evidence-based frameworks linking process reengineering to organizational resilience outcomes. Without a systematic revamp of key business processes, many hotels continue to struggle with adaptability and consistency of performance.

This study aims to solve this ongoing difficulty by investigating how Strategic Business Reengineering (SBR) can be effectively used to increase the corporate robustness of hotels in Imo State. SBR entails fundamentally rethinking and radical redesigning business processes to produce major gains in crucial areas such as quality, speed, and flexibility (Hammer & Champy, 1993). This study aims to provide actionable insights by empirically investigating how SBR practices, such as service automation, workflow restructuring, and technology integration—can enhance hotel resilience.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between strategic business reengineering and corporate robustness of hotels in Imo State, Nigeria. The specific objectives are to;

- i. Examine the relationship between process redesign and service automation of the hotels in Imo State.
- ii. Determine the relationship between process redesign and guest experience of the hotels in Imo State.
- iii. Investigate the relationship between technological innovation and service automation of the hotels in Imo State.
- iv. Ascertain the relationship between technological innovation and guest experience of the hotels in Imo State.

Research Questions

The following research questions were given in the study;

- i. What is the relationship between process redesign and service automation of the hotels in Imo State?
- ii. How does process redesign relate with guest experience of the hotels in Imo State?
- iii. How does technological innovation relate with service automation of the Hotels in Imo State?
- iv. What is the relationship between technological innovation and guest experience of the hotels in Imo State?

Research Hypotheses

The following research hypotheses were stated and tested in this study;

H₀₁: There is no significant relationship between process redesign and service automation of the hotels in Imo State

H₀₂: There is no significant relationship between process redesign and guest experience of the hotels in Imo State

H₀₃: There is no significant relationship between technological innovation and service automation of the hotels in Imo State

H₀₄: There is no significant relationship between technological innovation and guest experience of the hotels in Imo State.

Conceptual Framework



Figure 1: A conceptual model showing the relationship between Strategic business reengineering and Corporate robustness

Source: Adapted from Hammer and Champy (1993).

Strategic Business Reengineering

Strategic Business Reengineering (SBR) is the radical rethinking of an organization's essential business processes to achieve significant increases in productivity, cycle time, and quality (Oiku & Davidson, 2024). In the hospitality industry, SBR has been used to restructure operations, eliminate redundancies, and implement customer-centric innovations. Omolayo and Adebayo's (2023) study of Lagos-based service enterprises discovered that companies who implemented structured reengineering strategies saw measurable improvements in operational efficiency and client responsiveness. In Nigeria's hotel industry, SBR has proven critical to survival, particularly in the face of obstacles such as rising operational expenses, unreliable power supply, and shifting consumer behaviour.

In Nigeria's hospitality industry, SBR is rapidly being acknowledged as a strategic necessity rather than an optional innovation. Beyond operational savings, it enables hotels to redefine their brand in a fiercely competitive and uncertain industry. For example, a case study by Udu and Anazodo (2021) found that hotels in South-Eastern Nigeria that implemented full reengineering approaches, such as centralized supply chain systems and digital guest tracking, earned a competitive edge in service consistency and brand uniqueness. This demonstrates how, when correctly implemented, SBR may profoundly change how hotels operate, connect with

consumers, and respond to market changes.

Redesign

Process redesign is an important aspect of SBR, including a comprehensive revamp of existing corporate activities to improve performance. In the hospitality industry, this can imply rearranging front desk procedures, housekeeping logistics, or food and beverage workflows. According to Ibrahim and Yusuf (2022), hotels in Abuja and Lagos that reconfigured internal procedures, such as decreasing manual check-in delays with self-service kiosks, had faster turnaround times and improved client satisfaction. This transition from bureaucratic, time-consuming processes to lean, agile technologies saves time while also improving operational scalability.

Effective process redesign entails more than just rearranging jobs; it necessitates a complete transformation of processes to remove inefficiencies and align with strategic objectives. Hotels that revamped their cleaning, front-desk, and culinary services using lean concepts were able to decrease bottlenecks and increase turnaround times. A recent review by Chinedu and Okeke (2023) of mid-range hotels in Owerri, Imo State, found that structured redesign resulted in a 27% reduction in guest wait times and a 22% improvement in internal communication flow. This evidence indicates that well-executed process reform leads to tangible performance improvements.

Technological Innovation

Technological innovation has a transformative impact on the hotel sector by improving service delivery, efficiency and competitiveness. In Nigeria, ICT solutions such as mobile booking apps, AI chatbots, and smart room technologies are becoming increasingly popular. Okon et al. (2023) investigated hotels in South-South Nigeria and discovered that ICT integration greatly increased customer satisfaction and operational effectiveness. These technologies have enabled hotels to provide tailored services, collect real-time feedback, and reduce reliance on manual operations—all of which are critical in a rapidly expanding digital market. Technological progress has also enabled data-driven decision-making in the hotel industry, allowing managers to anticipate market trends. Hotels may use guest data analytics to personalize experiences, estimate demand, and optimize inventory. Eze and Ezeh (2022) found that hotels in Enugu and Port Harcourt that used customer relationship management (CRM) systems had higher retention rates and revenue per customer. This demonstrates how technological tools not only automate operations, but also improve strategic intelligence and marketing efficacy, so boosting the hotel's competitive position.

Corporate Robustness

Corporate robustness is an organization's ability to absorb external and internal shocks while being operationally stable and growing. This is especially crucial in Nigeria's turbulent climate, where inflation, insecurity, and insufficient infrastructure frequently jeopardize hotel operations. Nwachukwu and Ogidi (2021) found that Nigerian hotels with diverse revenue streams, flexible staffing methods, and effective crisis management practices performed better during the COVID-19 epidemic. Robustness, therefore, is not a luxury, but rather a must for business continuity and competition.

Building corporate robustness necessitates the use of risk management systems that anticipate and mitigate disturbances. Hotels using crisis communication systems, emergency resource allocation, and adaptive pricing strategies have demonstrated greater stability during economic downturns. Adeoye and Elegunde's (2022) assessment of hotels in the South-East found that businesses with strong operational buffers—including backup energy sources and diverse supplier contracts—recovered more quickly from revenue disruptions. These proactive strategies allow hotels to not only survive but also adapt and grow during tough times.

Service Automation

In hotels, service automation refers to the use of technology to accomplish operations that were formerly done manually, such as room reservations, client check-ins, and concierge services. Hotels that automate these operations frequently experience lower labor expenses, fewer human errors, and increased client convenience. According to Eze and Nwankwo (2022), Nigerian hospitality businesses who utilized automated booking and payment systems had a 35% boost in operational efficiency and a 25% decrease in client complaints. Automation also allows workers to focus on higher-level service demands, which improves the overall guest experience. Service automation not only improves productivity but also helps to standardize service quality, particularly in multi-branch or chain hotel operations. Automation guarantees that guest interactions, such as online booking and automated feedback gathering, are uniform across several locations. Musa and Bello's (2023) study on hotel chains in Lagos and Kano discovered that the employment of automated chatbots and mobile room control systems improved brand reputation while decreasing customer complaints. The study stressed that automation not only increases efficiency, but it also helps to establish trust by providing consistent and responsive customer experiences.

Guest Experience

The guest experience includes all interactions a consumer has with a hotel, from booking and arrival to stay and post-checkout services. In today's experience-driven economy, improving the journey is critical for customer retention and brand loyalty. Ibrahim and Yusuf (2022) discovered that hotels in Nigeria who used customer-centric technologies, such as smartphone apps for room

service or AI-driven guest feedback systems, experienced a 40% increase in return reservations. Personalized experiences, fast service, and attention to detail have become critical differentiators for hotels looking to flourish in competitive marketplaces. Improving the guest experience also promotes favourable word-of-mouth marketing, which is essential in the hotel sector. Personalized welcome greetings selected local experiences, and smooth digital interactions all contribute to memorable stays and increased customer loyalty. In a recent study, Akpan and Nwosu (2022) discovered that boutique hotels in Imo and Abia States that adapted services to individual client profiles (e.g., preferred room temperature, dietary alternatives) saw a 30% boost in repeat reservations and online ratings. This demonstrates the close link between a positive guest experience and long-term business success.

Dynamic Capabilities Theory

The Dynamic Capabilities Theory posits that organizations must develop, integrate, and reconfigure internal and external competences to respond rapidly to changing environments (Teece, Pisano, & Shuen, 1997). This approach emphasizes an organization's ability to actively adapt and reinvent its resources, processes, and structures to stay competitive and weather turbulence. Hotels' strategic business reengineering and corporate robustness benefit from the method. Strategic business reengineering—process reform, technical innovation, and service automation—enables dynamic responses to disruptions and market changes. Teece (2018) found that resilient organizations have stronger adaptive ability and resilience when they regularly change their business strategies. Nigeria's hotel industry relies on dynamic capacities to survive and thrive in altering economic and infrastructure situations. Strategic reengineering helps strong hotels achieve dynamic traits including rapid process adaption, proactive crisis management, and innovation-driven service models, according to Nwachukwu and Ogidi (2021). This theory provides a good framework for understanding how hotels may strategically adapt and remain resilient to change.

Empirical Review

Edewhor and Okoh (2024) studied the impact of Business Process Reengineering (BPR) on organizational performance at five major commercial banks in South-South Nigeria. The authors questioned 151 bank managers with standardized questionnaires and used Pearson correlation to evaluate the results. Their findings revealed a strong positive relationship between BPR methods, such as process redesign and IT adoption, and increases in profitability, process efficiency, and organizational flexibility. This demonstrates how reengineering improves business robustness by allowing institutions to respond more effectively to competitive and operational difficulties.

Enyinna, et al. (2023) investigated the impact of BPR on organizational performance in commercial banks in Imo State. The researchers selected 248 people from a total of 694 personnel taken from various banking institutions. Using regression analysis, the study found that top management commitment had a large positive effect on responsiveness and strategic implementation, whereas other BPR elements, such as IT use, had a minor impact. These findings are useful in understanding how leadership commitment in strategic reengineering promotes company resilience.

Ogbo, et al. (2018) conducted a large-scale study on how BPR promotes competitiveness and robustness in Nigerian deposit money institutions. The authors used random sampling procedures to select 504 employees from over 17,000 in the North Central region. Their statistical analyses, which included Pearson correlation and Z-tests, demonstrated that business reorganization and radical rethinking improve market performance, service quality, and competitive advantage. These findings lend support to the idea that business reengineering can be used as a strategic tool to improve resilience and robustness in competitive industries.

Attah et al. (2021) examined BPR's impact on performance at commercial banks in North-Central Nigeria. The study, which included 501 employees from 12 banks, employed structured surveys and interviews to investigate variables such as process speed, restructuring, and process expertise. The researchers discovered that faster procedures and greater process understanding have a substantial impact on profitability and sustainability. Their findings demonstrate that adopting reengineering principles helps organizations become more robust and agile in turbulent business environments.

Methodology

The cross-sectional survey was used in this study. The accessible populations comprise of 185 managers and supervisors of hotels within Imo State. A sample of 127 was drawn using Krejcie and Morgan 1970 Table. The primary data was obtained using a well-structured questionnaire. The independent variable, strategic business reengineering, was operationalized using two dimensions: process redesign and technological innovation. Each of these constructs was measured using a set of five items. Five items were used in measuring process redesign (e.g., "Our hotel has restructured key service processes to improve efficiency"). Likewise, five items were used in measuring technological innovation (e.g., "We have adopted new digital technologies to enhance operational performance"). On the other hand, the criterion variable, corporate robustness, was measured using service automation and guest experience. Five items were used to measure service automation (e.g., "Guests can check in and out using automated systems without staff assistance"). Five items were also used to measure guest experience (e.g., "Our guests consistently report satisfaction with personalized service delivery"). Face and content validity were used to determine the validity of the instrument used in this

investigation. The reliability was determined using Cronbach's Alpha. The Cronbach's Alpha reliability level of 0.7 was used in the investigation. Values above 0.7 are considered composite reliable. Spearman's rank correlation analyses were used for the analysis.

Results and Discussion

127 questionnaires were distributed, but only 125 copies were returned, and this constitute the valid questionnaire. The hypotheses test is undertaken at a 95.5% confidence interval and the decision rule is stated below.

Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

Table 1: Correlations between Process redesign and Dimensions of Corporate robustness

		Process redesign	Service automation	Guest experience
Spearman's rho	Process redesign	Correlation Coefficient	1.000	.775**
		Sig. (2-tailed)	.	.000
		N	125	125
	Service automation	Correlation Coefficient	.775*	1.000
		Sig. (2-tailed)	.000	.000
		N	125	125
	Guest experience	Correlation Coefficient	.760**	1.000
		Sig. (2-tailed)	.000	.000
		N	125	125

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

Source: SPSS Output, 2025.

Process redesign and Service automation: As shown in Table 1, the Spearman's rho value is 0.775 ($p = 0.000$), which is less than the significance threshold of 0.05. The coefficient of determination (r^2) is 0.601, indicating that approximately 60.1 % of the variation in service automation can be explained by process redesign. Based on these results, the null hypothesis (H_{01}) is rejected, and the alternative hypothesis (H_{a1}) is accepted. This indicates a significant and positive relationship between process redesign and service automation.

Process redesign and Guest experience: Table 1 reveals a Spearman's rho value of 0.760 ($p = 0.000$), which is also below the alpha level of 0.05. The r^2 value of 0.578 suggests that 57.8% of the variance in guest experience is attributable to process redesign. Consequently, the null hypothesis (H_{02}) is rejected in favour of the alternative hypothesis. This confirms a strong and positive relationship between process redesign and guest experience.

Table 2: Correlations between Technological innovation and The Dimension of Corporate robustness

		Technological innovation	Service automation	Guest experience
Spearman's rho	Technological innovation	Correlation Coefficient	1.000	.720**
		Sig. (2-tailed)	.	.000
		N	125	125
	Service automation	Correlation Coefficient	.720**	1.000
		Sig. (2-tailed)	.000	.000
		N	125	125
	Guest experience	Correlation Coefficient	.735**	1.000
		Sig. (2-tailed)	.000	.000
		N	125	125

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

Source: SPSS Output, 2025.

Technological innovation and Service automation: According to Column Five of Table 2, the Spearman's rho value is 0.720 ($p = 0.000$), which is below the significance level of 0.05. The coefficient of determination (r^2) is 0.518, indicating that 51.8% of the variation in service automation is explained by technological innovation. Given this result, the null hypothesis (H_{03}) is rejected, and the alternative hypothesis (H_{a3}) is accepted. This demonstrates a strong and significant positive relationship between technological innovation and service automation.

Technological innovation and Guest experience: As shown in Column Six of Table 2, the Spearman's rho value is 0.735 ($p = 0.000$), which is less than the 0.05 significance level. The r^2 value is 0.540 indicating that technological innovation accounts for 54% of the variation in guest experience. Based on this evidence, the null hypothesis (H_{04}) is rejected in favour of the alternative hypothesis. This suggests that there is a highly significant and positive relationship between technological innovation and guest experience.

Discussion of Findings

The findings of this study provide strong empirical support for the proposed relationships between strategic business reengineering—operationalized through process redesign and technological innovation—and corporate robustness—measured by service automation and guest experience—in hotels in Imo State, Nigeria. First, the data show a substantial and statistically significant association between process redesign and service automation, with a Spearman's rho correlation of 0.775 ($p = 0.000$). This suggests that hotels that implement process redesign methods, such as streamlining operations, removing inefficiencies, and reorganizing workflows, see a significant increase in service automation. This is consistent with the findings of Udu and Anazodo (2021), who noted that improved business procedures improve responsiveness and operational automation in the hotel industry. According to the coefficient of determination ($r^2 = 0.601$), process redesign accounts for 60.1% of the variance in service automation. This lends credence to the notion that structural and operational transformation are critical factors in the adoption of automated hotel services.

The association between process redesign and guest experience is strong, with a correlation coefficient of 0.760 ($p = 0.000$) and r^2 value of 0.578. This shows that the ability of hotels to innovate and streamline operational procedures accounts for 57.8% of the improvement in guest experience. This result is congruent with that of Chinedu and Okeke (2023), who discovered that process changes greatly improve customer satisfaction and loyalty in hospitality businesses. When processes are well-designed, service delivery becomes more efficient, resulting in speedier check-ins, fewer waits, and a more consistent guest experience.

The study found a substantial positive correlation between technological innovation and service automation, with Spearman's rho of 0.720 ($p = 0.000$) and r^2 of 0.518. This suggests that 51.8% of the variation in service automation may be attributed to the extent of technology innovation applied by hotels. This finding is reinforced by Ibrahim and Yusuf (2022), who discovered that digital advancements such as smartphone apps, keyless room entrance, and AI-based chatbots have increased service automation in Nigeria's hospitality industry. In essence, the more money invested in current technology, the more automated and efficient hotel services become.

The study indicates a favourable and high link between technological innovation and guest experience, with a correlation of 0.735 ($p = 0.000$) and r^2 value of 0.540. This suggests that hotels' technical advancements account for 54% of the difference in guest experience. According to Akpan and Nwosu (2022), personalized experiences facilitated by technology (for example, AI-assisted concierge services or mobile ordering) increase consumer pleasure and engagement. As a result, hotels in Imo State that invest in cutting-edge technology are more likely to experience increased guest loyalty and positive brand perception.

The findings from both correlation tables show that strategic business reengineering has a considerable impact on corporate robustness in the hotel industry. Both process redesign and technological innovation provide significant contributions to enhanced service automation and guest experience, emphasizing the necessity of constant innovation and operational restructuring in improving hotel performance in a competitive and dynamic business climate.

Conclusion

This study investigated the relationship between strategic business reengineering and the corporate resilience of hotels in Imo State, Nigeria. Strategic business reengineering was investigated through the lenses of process redesign and technological innovation, whilst corporate robustness was assessed through service automation and guest experience. The findings demonstrated that both dimensions of business reengineering had a considerable and beneficial influence on organizational robustness. Specifically, process reform significantly improved service automation and guest experience, while technological innovation had a significant impact on both components.

These findings indicate that hotels looking to improve operational resilience, service consistency, and customer happiness should implement complete reengineering strategies that include both structural process improvement and technological progress. In today's competitive hospitality industry, where consumer expectations are continuously shifting, such strategic interventions are not only desirable, but also required for long-term survival and growth. Overall, the study adds to the expanding body of knowledge about business transformation in the hospitality industry and emphasizes the need of strategic business reengineering as a vital tool for improving organizational resilience in tumultuous situations.

Recommendations

- i. Hotel managers should invest in streamlining and reengineering internal workflows such as check-in/out procedures, housekeeping schedules, and booking systems to support the effective implementation of service automation technologies. This will enhance operational efficiency and reduce manual errors.
- ii. Hotels should redesign front-office and customer-facing processes to focus more on personalization and prompt response to guest needs. This can be done by training staff on hospitality best practices and embedding feedback loops to continually improve the guest journey.
- iii. Management should prioritize adopting and integrating modern technological tools, such as mobile apps for room service, AI-powered chatbots, and digital concierge systems, to drive seamless service automation and reduce reliance on manual operations.
- iv. Hotels should leverage data analytics, smart room technologies, and digital feedback systems to create tailored experiences that improve customer satisfaction and loyalty. Regular investment in innovative tech solutions should be guided by customer preferences and usage patterns.

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