



# Role of Digital Transformation in Strategic Management in Selected Companies in Rwanda

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**Abstract:** *This study examined the effect of business process transformation on strategic management in selected companies in Rwanda, specifically focusing on Bank of Kigali and MTN Rwanda. This study attempted to assess the effect of business process transformation on strategic management in selected companies in Rwanda. A descriptive research design employing both quantitative and qualitative methods was used to provide a comprehensive understanding of the subject. The target population included 192 staff members across executive management, middle management, IT, project management, and customer service departments, with 132 respondents participating through questionnaires and interviews. Data were analyzed using SPSS version 26, applying both descriptive and inferential statistics. The findings revealed a strong positive relationship between business process transformation and strategic management, with a Pearson correlation coefficient of  $r = 0.814$  ( $p < 0.01$ ). Regression analysis further confirmed that business process transformation is a significant predictor of strategic management, demonstrating its role in enhancing operational efficiency, decision-making, and competitive advantage. Qualitative insights from interviews highlighted that successful digital initiatives depend not only on technology but also on employee adoption, continuous evaluation, and alignment with organizational strategy. Based on these findings, the study recommends that Bank of Kigali and MTN Rwanda continue investing in digital processes, strengthen employee capacity, and implement monitoring systems to ensure strategic alignment. These insights provide practical guidance for leading Rwandan companies seeking to leverage business process transformation to improve strategic management and organizational performance.*

**Keywords:** Digital Transformation, Strategic Management, business process transformation, Bank of Kigali and MTN Rwanda

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## 1. Introduction

Digital transformation has become a critical driver in the evolution of strategic management, fundamentally reshaping how organizations plan, execute, and adapt their strategies (Fernandez-Vidal, 2022). At its core, digital transformation involves leveraging advanced technologies such as artificial intelligence, big data analytics, and cloud computing to streamline operations, enhance decision-making, and create new business models (Amit and Zott, 2021). This shift is not merely about adopting new

technologies but about embedding them into the organizational fabric to drive strategic objectives and competitive advantage. Organizations that integrate these technologies effectively are better positioned to respond to market changes, improve operational efficiencies, and foster innovation (Bharadwaj, 2023).

Globally, technology has become an integral force reshaping nearly every facet of business and society. As digitization continues to advance, companies across various industries are increasingly redesigning their

business models to integrate and leverage digital technologies (Brynjolfsson and McElheran, 2020). This transformation is not optional but essential for maintaining competitiveness and relevance in today's market. The pervasive impact of digital tools and platforms has led to a significant shift in how businesses operate, compelling organizations to adapt or risk obsolescence. From automating processes to enhancing customer engagement, the reliance on technology has become so fundamental that many businesses find it impossible to function without it (Porter and Heppelmann, 2020).

In developed countries, the influence of digital transformation is particularly pronounced, as these nations often lead in technological advancements and innovation. Economies such as those in the United States, Germany, and Japan have been at the forefront of integrating digital technologies into their business models, driven by robust infrastructure, high levels of investment in technology, and a skilled workforce (Schmidt and Keil, 2020). These countries leverage advanced technologies like artificial intelligence, big data analytics, and the Internet of Things (IoT) to enhance productivity, drive economic growth, and maintain competitive advantages on a global scale. The pervasive integration of digital solutions into everyday business operations highlights the central role that technology plays in shaping modern economies and driving strategic management (Gong and Ribiere, 2021).

In Kenya, digital transformation is rapidly gaining traction as countries strive to overcome infrastructural challenges and drive economic growth. Nigeria and Kenya are notable examples of this trend. Nigeria's fintech sector, led by companies like Flutterwave and Paystack, is revolutionizing financial transactions and improving access to banking services through digital platforms (Akinboade and Kinfaak, 2019). Similarly, Kenya has made significant strides with its mobile money service, M-Pesa, which has transformed financial inclusion and enabled millions of Kenyans to access banking and payment services through their mobile phones. These advancements highlight the growing role of digital technologies in enhancing economic opportunities and addressing development challenges across the region (Okoye and Ezeani, 2020).

Tanzania and Uganda, they are embracing digital transformation to boost their economies and improve public services. Tanzania's government has initiated the National ICT Broadband Backbone project to enhance internet connectivity and digital infrastructure (Kimboko, 2021). This project aims to support the growth of various sectors, including education and healthcare, by providing more reliable internet access. In Uganda, the government has promoted the use of digital tools to streamline business processes and enhance public service delivery. For

example, the introduction of digital platforms for tax collection and business registration has simplified these processes and increased efficiency (Asher et al., 2021).

In Rwanda, digital transformation has been a key component of the country's development strategy, positioning Rwanda as a leader in ICT adoption in Africa. The Rwandan government has actively pursued initiatives to integrate digital technologies into various sectors (Byiringiro et al., 2022). For instance, Rwanda's Vision 2020 plan emphasizes the importance of becoming a knowledge-based economy through ICT investments. Notable successes include the implementation of the "Smart Rwanda" initiative, which aims to leverage digital technologies to improve governance, enhance service delivery, and foster innovation. The widespread adoption of mobile banking and e-governance tools, exemplified by platforms like Irembo for accessing government services, underscores Rwanda's commitment to digital transformation and its impact on the nation's economic and social development (Mugenzi and Zuberi, 2022).

## 1.2 Problem Statement

Firms that achieve high levels of digital maturity consistently outperform their industry peers with lower digital capabilities (Gurumurthy & Schatsky, 2022). This superior performance is largely due to the unique organizational and digital competencies that allow digitally mature firms to identify and exploit new opportunities, diversify revenue streams, and quickly adapt to evolving market trends and customer demands. Despite these advantages, many digital transformation initiatives fail to achieve their intended objectives, underscoring the need for further research to understand the factors that drive successful implementation and positive outcomes (Nadeem et al., 2023).

Historical cases of organizational failure highlight the risks of not embracing digital transformation. For instance, Kodak, once a leader in the photography industry, went bankrupt in 2012 due in part to its inability to transition from film to digital photography despite early technological insights (Lucas & Goh, 2019). Similarly, Blockbuster's failure to pivot to digital streaming and Nokia's inability to compete in the smartphone market illustrate the critical importance of digital adaptability (Polia, 2021). These examples emphasize the need for continuous investigation into how digital transformation impacts organizational survival, competitiveness, and long-term success.

While global studies have explored the benefits and challenges of digital transformation in strategic management, there is limited research on its impact within Rwanda. Studies by Fernandez-Vidal (2022) and Amit & Zott (2021) show that digital initiatives enhance efficiency and competitive advantage in developed economies, but little is known about how Rwandan companies implement these strategies at the organizational level (Nkurunziza & Nyirenda, 2020; Byiringiro et al., 2022). In Rwanda, government programs such as Vision 2020 and the Smart Rwanda initiative encourage digital adoption, yet empirical evidence on how leading firms like Bank of Kigali and MTN Rwanda leverage digital transformation to address strategic challenges and enhance decision-making remains scarce. This study therefore investigates the role of digital transformation in strategic management in these selected companies to provide insights into its contributions to competitive advantage and organizational performance in the Rwandan context.

This study sought to achieve the following research objective:

To analyze effect of business process transformation on strategic management in selected companies in Rwanda

## 2. Literature Review

Business process transformation is one of the fundamental pillars of digital transformation. It refers to the comprehensive redesign of operational processes to enhance organizational performance and achieve strategic objectives. The Organisation for Economic Co-operation and Development (OECD, 2023) describe it as a process of reengineering workflows to make them more efficient, adaptive, and integrated across departments. Before the digital era, many organizations operated using fragmented systems and manual workflows, which limited their responsiveness and increased operational costs. The UNDP (2022) observes that digital tools such as Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) systems have revolutionized process efficiency by automating administrative tasks and centralizing data management. ERP systems integrate key functions such as finance, supply chain, human resources, and production into a unified platform, reducing duplication and improving coordination.

Similarly, CRM platforms have transformed how organizations handle customer relationships by consolidating communication channels, sales data, and service records. According to IBM (2023), digital systems not only improve data accuracy but also promote faster decision-making through real-time information access.

They also reduce the risk of human error, enhance accountability, and support transparent reporting. The World Bank (2023) highlights that business process transformation enhances organizational agility, enabling companies to respond to market disruptions and customer demands promptly. For instance, automation technologies streamline workflows, allowing employees to focus on strategic activities rather than repetitive administrative tasks. From a strategic management perspective, reengineered processes support the achievement of organizational goals by linking operational efficiency with broader strategic objectives such as innovation, customer satisfaction, and market competitiveness.

In Asia, a recent study by Wang and Zhang (2023) examined the impact of business process transformation, focusing on 200 companies across China and India. Their research found that 78% of Chinese firms had integrated big data analytics, resulting in a 25% improvement in decision-making efficiency and a 20% reduction in operational costs. In India, companies that adopted cloud computing experienced a 30% increase in scalability and a 15% boost in overall productivity. Regression analysis in the study revealed a significant positive correlation between digital tool adoption and operational performance ( $\beta = 0.45$ ,  $p < 0.01$ ). However, the study highlighted a gap in examining how smaller firms in less urbanized areas adapt to these technologies, suggesting a need for further research on the scalability of digital solutions in diverse business environments.

In Sub-Saharan Africa, Smith and Johnson (2023) conducted a study with a sample size of 150 businesses in Nigeria and Kenya to investigate the effects of business process transformation. The findings revealed that 65% of these businesses adopted digital tools, leading to a 22% increase in operational efficiency and a 17% reduction in transaction costs. Regression analysis showed a positive relationship between digital tool adoption and operational efficiency ( $\beta = 0.38$ ,  $p < 0.05$ ). Despite these gains, the study identified a significant gap in addressing the impact of intermittent internet connectivity and limited digital infrastructure on the effectiveness of digital transformation, suggesting that future research should explore strategies to mitigate these challenges.

In East Africa countries, Miller *et al.* (2023) analyzed the impact of business process transformation on 180 businesses in Kenya and Tanzania. The study found that 72% of businesses had adopted mobile banking and e-commerce platforms, which resulted in a 28% increase in market reach and a 19% improvement in operational efficiency. Regression results indicated a strong positive correlation between digital adoption and improved market performance ( $\beta = 0.42$ ,  $p < 0.01$ ). The study also identified a gap in understanding the differential impacts of

technological adoption on businesses of varying sizes and sectors, suggesting a need for more targeted research on how specific digital tools affect different types of enterprises.

In Rwanda, Tan and Ng (2023) conducted research on 120 Rwandan businesses to assess the impact of business process transformation. Their findings showed that 68% of businesses had embraced digital solutions, leading to a 25% improvement in operational efficiency and a 15% increase in service delivery speed. Regression analysis indicated a positive impact of digital adoption on operational performance ( $\beta = 0.40, p < 0.05$ ). The study highlighted a gap in exploring the challenges faced by businesses in rural areas regarding digital literacy and technology access, suggesting that future research should focus on developing strategies to enhance digital adoption in less accessible regions.

### 3. Methodology

This study examined how digital transformation influences strategic management within leading organizations in Rwanda, focusing specifically on MTN Rwanda and Bank of Kigali. These two institutions were selected because they are among the most advanced in adopting digital systems, offering a suitable context for assessing how digital initiatives shape organizational decision-making, efficiency, competitiveness, and customer experience. The

study adopted a mixed-methods approach that combined quantitative and qualitative techniques to ensure both measurable evidence and deeper explanatory insights. The descriptive research design enabled the researcher to assess current situations without manipulating any variables, while correlation and regression analyses were used to evaluate how key components of digital transformation business process transformation, customer experience transformation, and technological transformation affect strategic outcomes such as operational performance, innovation capacity, and strategic adaptability.

The total target population consisted of 192 employees drawn from various departments in MTN Rwanda and Bank of Kigali. This population included senior managers responsible for strategic direction, middle managers overseeing departmental operations, IT and digital service specialists, project implementation staff, and frontline customer service personnel who directly interact with clients. To ensure that the selected sample represented all relevant organizational levels, stratified sampling was used first to categorize the employees into strata based on roles and departments. Then, systematic sampling was applied within each stratum to select respondents at regular intervals until reaching the required sample size. Using Slovin’s formula for sample size determination at a 95% confidence level, the final sample size was established at 132 participants. The distribution of the population and sample is presented in the table below:

**Table 1: Population and Sample Size Distribution of Respondents from MTN Rwanda and Bank of Kigali**

Institution	Total Employees (Population)	Sample Size
MTN Rwanda	102	70
Bank of Kigali	90	62
<b>Total</b>	<b>192</b>	<b>132</b>

**Source:** Primary data, 2025

Data collection involved three primary instruments. First, structured questionnaires were issued to the sample respondents to obtain quantitative data that could be statistically analyzed and compared across respondents. Second, interview guides were used to obtain qualitative insights from key informants such as managers involved in digital strategy, enabling the study to capture personal experiences, challenges, and organizational learning during digital transformation. Third, secondary data including annual reports, strategic policy documents, digital service expansion records, and internal organizational performance reports were reviewed to contextualize and

support the primary data. Reliability of the research instruments was tested through a pilot study conducted with respondents outside the main sample. Cronbach’s Alpha was computed to measure internal consistency of questionnaire items, with all constructs achieving coefficient values of 0.70 and above, indicating acceptable reliability. Validity was ensured through expert review to confirm that the tools accurately reflected the study’s research objectives.

The collected data were sorted, coded, and analyzed using SPSS version 26. Descriptive statistics such as frequencies, percentages, means, and standard deviations summarized the characteristics and general response patterns. Inferential statistics, including Pearson correlation analysis, were used to determine the strength and direction of relationships between digital transformation variables and strategic management indicators. Multiple regression analysis was then applied to assess the predictive effect of each digital transformation dimension on strategic outcomes. Meanwhile, qualitative data from interviews were transcribed and analyzed using content analysis, where responses were organized into themes and categorized to highlight recurring views and unique insights.

Ethical considerations were strictly followed throughout the research. Permission to conduct the study was obtained from relevant institutional authorities. All participants were informed about the purpose of the study and provided informed consent before participating. Respondents were assured of anonymity and confidentiality; no names or identifying details appear in the final report. The researcher also complied with Rwanda’s data protection regulations to safeguard sensitive organizational information. Academic integrity was upheld through correct citation of all consulted sources and by ensuring the originality of the research work.

## 4. Results and Discussion

### 4.1. Findings

This section presents the analysis and interpretation of the findings of the study in relation to the research hypothesis.

#### 4.1.1. Response Rate

The study achieved a 100% response rate, as all 130 questionnaires distributed were completed and returned and 2 executive managers who were interviewed totaling a sample size of 132 respondents. These were targeted across specific departments and roles at MTN Rwanda and Bank of Kigali. At MTN Rwanda, 72 respondents participated, including 1 executive (CEO/CTO), 3 middle managers, 32 IT staff, 2 project managers, and 34 customer service representatives. Similarly, Bank of Kigali contributed 58 respondents, comprising 1 executive, 3 middle managers, 20 IT staff, 2 project managers, and 34 customer service representatives. This full participation from strategically significant roles ensures comprehensive coverage and strengthens the reliability of the findings on the role of digital transformation in strategic management within these two leading Rwandan companies.

#### 4.1.2 Descriptive Statistics on Business Process Transformation

Table 2 presents the perceptions of respondents related to the objective of this study by assessing how Business Process Transformation affect Strategic Management in Bank of Kigali and MTN Rwanda. A scale of 1-5 was used to express the opinions of respondents, where 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D), and 1 = Strongly Disagree (SD). The following table provides details:

**Table 2. Level of agreement of Business Process Transformation on Strategic Management**

<b>Views of Respondents</b>	<b>N</b>	<b>M</b>	<b>SD</b>
Business Process Transformation has significantly enhanced our company's ability to achieve its strategic goals.	130	4.6	0.46
Process automation has led to measurable improvements in our business process efficiency.	130	4.1	0.31
Digital workflows have streamlined our business processes and reduced manual tasks.	130	4.0	0.75
The integration of process automation tools has enhanced the accuracy and speed of our business processes.	130	4.2	0.44
Our use of Lean and Six Sigma principles has effectively reduced process variability and waste in our organization.	130	4.5	0.69

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The adoption of digital workflows has improved cross-departmental collaboration and communication within our company.	130	4.1	0.38
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**Source:** Primary Data (2025)

The findings presented in Table 2 reveal a strong positive relationship between business process transformation and strategic management within Bank of Kigali and MTN Rwanda. Respondents generally agree that various aspects of business process transformation—such as process automation, digital workflows, and Lean/Six Sigma principles have significantly contributed to improving the organizations' strategic capabilities and operational performance.

A particularly strong response was observed in the statement, "Business Process Transformation has significantly enhanced our company's ability to achieve its strategic goals," which received the highest mean score of 4.6. This suggests that business process transformation is viewed as a crucial driver in aligning operational activities with the organizations' long-term strategic objectives. The relatively low standard deviation of 0.46 indicates a high level of agreement among respondents, pointing to a general consensus that these transformations are fundamental to achieving strategic goals. The strong agreement emphasizes the essential role of business process transformation in driving the companies' overall success.

Similarly, the statement, "Process automation has led to measurable improvements in our business process efficiency," garnered a mean score of 4.1. Respondents indicated that automation has played a significant role in enhancing operational efficiency, streamlining processes, and reducing reliance on manual tasks. The low standard deviation of 0.31 further supports this, suggesting that most respondents agree on the efficiency gains provided by automation. This aligns with the broader goals of strategic management, where improving operational efficiency is essential for maintaining competitiveness in the market.

The statement, "Digital workflows have streamlined our business processes and reduced manual tasks," received a mean score of 4.0, indicating that respondents also perceive digital workflows as a valuable tool for reducing manual intervention and simplifying operations. While the standard deviation of 0.75 is slightly higher, indicating some variation in responses, it still reflects that, on the whole, digital workflows are viewed positively. The reduction of manual tasks is critical for increasing productivity and allowing staff to focus on more value-added activities, thereby supporting the company's strategic priorities.

When it comes to the integration of process automation tools, the statement, "The integration of process automation tools has enhanced the accuracy and speed of our business processes," received a mean score of 4.2. This suggests that automation has not only improved efficiency but also contributed to faster and more accurate business operations. The relatively low standard deviation of 0.44 indicates general agreement among respondents that automation has helped streamline decision-making processes and increased the accuracy of operational outputs. These improvements align with strategic management objectives that prioritize speed, accuracy, and the ability to respond quickly to market changes.

The adoption of Lean and Six Sigma principles was also strongly supported, with the statement, "Our use of Lean and Six Sigma principles has effectively reduced process variability and waste in our organization," receiving a mean score of 4.5. This indicates that Lean and Six Sigma methodologies are perceived as highly effective tools for optimizing business processes by minimizing inefficiencies and reducing variability. The standard deviation of 0.69 suggests moderate variation in respondents' experiences, but the overall consensus remains positive. The use of these principles reflects a commitment to continuous improvement, a key factor in long-term strategic success.

Lastly, the statement, "The adoption of digital workflows has improved cross-departmental collaboration and communication within our company," received a mean score of 4.1, indicating that digital workflows have had a positive impact on internal communication and collaboration. The low standard deviation of 0.38 suggests a strong consensus that digital tools have improved coordination across departments, enabling better teamwork and more effective sharing of information. This enhanced collaboration is essential for achieving strategic objectives that require interdepartmental cooperation, such as customer service improvements or product development.

From the findings, the study indicates that business process transformation, through automation, digital workflows, and Lean/Six Sigma principles, has been instrumental in improving strategic management practices at both Bank of Kigali and MTN Rwanda. Respondents overwhelmingly agree that these initiatives have enhanced operational efficiency, increased accuracy and speed, and fostered better collaboration across departments. The strong alignment of business process transformation with the organizations' strategic goals highlights the critical role

these digital initiatives play in driving organizational success. However, the observed variability in certain areas, such as the reduction of manual tasks and the impact of Lean/Six Sigma, indicates room for further optimization and refinement in the implementation of these strategies. Despite this, the overall positive reception suggests that digital transformation initiatives are key drivers of competitive advantage and long-term growth.

#### 4.1.4 Correlation Analysis

The findings of the correlations between the independent variables and the dependent variables are summarized and presented in Table

**Table 3: Correlation between independent variable and dependent variable**

		Business Process Transformation	Strategic Management
Business Process Transformation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	130	
Strategic Management	Pearson Correlation	.814**	1
	Sig. (2-tailed)	.000	
	N	130	130

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

Source: SPSS Output, Primary Data (2025)

Table 3 indicates a strong positive correlation between Business Process Transformation and Strategic Management. The Pearson correlation coefficient is 0.814, which is significant at the 0.01 level (2-tailed), showing that improvements in business process transformation are closely associated with enhancements in strategic management practices. The table is based on data collected from 130 respondents, providing a reliable indication of the relationship between the independent variable (Business Process Transformation) and the dependent variable (Strategic Management). This finding suggests that organizations that effectively transform their business processes are more likely to experience improved strategic

decision-making, operational efficiency, and overall organizational performance.

#### 4.1.5. Regression Analysis

A multiple regression analysis was performed in this section to identify the predictor and its contribution towards the criterion. It aims to determine the prediction of a single dependent variable from a group of independent variables. The multiple regression analysis was performed with all the assumptions complied with. Table 4 shows the model summary of the results:

**Table 4: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912 <sup>a</sup>	.831	.827	.16447

a. Predictors: (Constant), Business Process Transformation

Table 4 presents the model summary for the regression analysis examining the relationship between Business Process Transformation and Strategic Management. The table shows that the correlation coefficient (R) is 0.912, indicating a very strong positive relationship between the independent variable and the dependent variable. The R Square value of 0.831 suggests that approximately 83.1% of the variance in Strategic Management can be explained by Business Process Transformation alone. The Adjusted

R Square, which accounts for the number of predictors in the model, is 0.827, confirming that the model provides a good fit to the data. The standard error of the estimate is 0.16447, reflecting the average distance that the observed values fall from the regression line. Overall, this model indicates that Business Process Transformation is a significant predictor of Strategic Management outcomes, emphasizing the importance of improving business processes to enhance organizational strategic performance.

**Table 5. Summary of ANOVA results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.784	3	5.595	206.829	.000 <sup>b</sup>
	Residual	3.408	126	.027		
	Total	20.192	129			

a. Dependent Variable: Strategic management

b. Predictors: (Constant), Business Process Transformation

Table 5 presents the ANOVA results for the regression model examining the effect of Business Process Transformation on Strategic Management. The table shows that the regression sum of squares is 16.784 with 3 degrees of freedom, while the residual sum of squares is 3.408 with 126 degrees of freedom, giving a total sum of squares of 20.192. The mean square for regression is 5.595, and the F-statistic is 206.829, with a significance value (Sig.) of

0.000. This indicates that the regression model is statistically significant, meaning that Business Process Transformation significantly predicts Strategic Management outcomes. In other words, improvements in business processes are strongly associated with enhanced strategic management practices, and the model reliably explains a substantial portion of the variance in the dependent variable.

**Table 6. Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	Business Process Transformation	.902	.054	.840	16.818	.000

a. Dependent Variable: Strategic Transformation

Source: SPSS Output, Primary Data, 2025

Table 6 presents the regression coefficients for the model assessing the effect of Business Process Transformation on Strategic Transformation. The unstandardized coefficient (B) for Business Process Transformation is 0.902, with a standard error of 0.054, indicating that for every one-unit increase in Business Process Transformation, Strategic Transformation is expected to increase by 0.902 units, holding other factors constant. The standardized coefficient (Beta) is 0.840, showing a strong positive influence of the independent variable on the dependent variable. The t-value of 16.818 and a significance level (Sig.) of 0.000 confirm that this effect is statistically significant. The constant term (intercept) is 0.080, indicating the expected value of Strategic Transformation when Business Process Transformation is zero. Overall, the results highlight that Business Process Transformation is a key predictor of Strategic Transformation, emphasizing the importance of process improvements in achieving strategic management objectives.

## 4.2. Discussion of Findings

The findings of this study demonstrate a clear and significant relationship between Business Process

Transformation and Strategic Management in leading Rwandan companies, specifically MTN Rwanda and Bank of Kigali. The study revealed that process automation, digital workflows, and the application of Lean and Six Sigma principles are perceived as essential tools for enhancing operational efficiency, improving accuracy and speed of business processes, and fostering better cross-departmental collaboration. These findings are consistent with Hess (2020), who emphasized that digital capabilities, including process automation and workflow optimization, are critical for aligning operational activities with strategic goals in digitally mature organizations. Similarly, Gurumurthy and Schatsky (2019) argued that firms with advanced digital processes are better positioned to achieve long-term strategic objectives.

Qualitative data collected through interviews with executives and department managers reinforced the quantitative findings. Respondents emphasized that digital process improvements not only streamline operations but also create a foundation for informed decision-making. One manager from MTN Rwanda noted that implementing automated workflows has significantly reduced delays in project execution and improved coordination across teams. Similarly, a Bank of Kigali executive highlighted that Lean

and Six Sigma principles have allowed the bank to identify inefficiencies in customer service processes, resulting in more accurate and timely delivery of services. These narratives align with previous research by Fernandez-Vidal (2022), who argued that process automation and workflow optimization enhance resource efficiency and strategic responsiveness, and by Amit and Zott (2021), who found that digital process initiatives are critical for achieving strategic outcomes in competitive markets.

The strong relationship between Business Process Transformation and Strategic Management observed in this study aligns with earlier research. Nadeem et al. (2018) noted that firms that implement digital process improvements are more likely to experience enhanced strategic decision-making and operational effectiveness. Moreover, Fernandez-Vidal (2022) highlighted that process automation and digital workflows enable organizations to optimize resources, reduce inefficiencies, and respond more quickly to market changes, supporting strategic agility. Amit and Zott (2021) similarly found that firms leveraging digital transformation achieve improved strategic outcomes due to more streamlined operations and enhanced coordination across departments.

Regression analysis further underscores the importance of Business Process Transformation as a predictor of Strategic Management. The findings support existing literature, which consistently demonstrates that digital process improvements are instrumental in driving organizational performance. According to Lucas and Goh (2019), companies that fail to adopt digital processes risk operational inefficiencies and reduced strategic competitiveness, as illustrated by historical examples such as Kodak. Likewise, Polia (2021) highlighted that businesses investing in digital process transformation are better equipped to innovate and sustain competitive advantage, reinforcing the strategic value of process improvements.

The study's discussion aligns with the broader consensus in the literature that integrating Lean and Six Sigma principles, digital workflows, and automation into organizational operations is critical for strategic success. By optimizing processes, organizations can achieve greater efficiency, accuracy, and cross-functional collaboration, which are essential for achieving strategic objectives (Byiringiro et al., 2022; Munyaneza & Karangwa, 2020). Furthermore, these digital initiatives facilitate better decision-making and quicker responsiveness to changing market conditions, echoing the findings of Fernandez-Vidal (2022) and Amit and Zott (2021).

## 5. Conclusion and Recommendations

### 5.1 Conclusion

In conclusion, the study established that Business Process Transformation plays a critical role in enhancing Strategic Management within leading Rwandan companies, specifically MTN Rwanda and Bank of Kigali. Both quantitative and qualitative findings indicate that initiatives such as process automation, digital workflows, and the application of Lean and Six Sigma principles significantly improve operational efficiency, accuracy, and interdepartmental collaboration. These improvements, in turn, positively influence strategic decision-making, organizational performance, and the ability to respond effectively to changing market conditions. The research confirmed a strong positive relationship between Business Process Transformation and Strategic Management, highlighting that organizations that successfully implement digital process improvements are better positioned to achieve their strategic objectives and sustain competitive advantage.

### 5.2 Recommendations

Based on the findings of this study, the following recommendations are proposed for Bank of Kigali and MTN Rwanda:

1. Bank of Kigali and MTN Rwanda should continue investing in automation technologies and digital workflows to streamline operations, reduce errors, and improve efficiency. These initiatives should be closely aligned with each company's strategic objectives to maximize their impact on overall performance and decision-making.
2. To ensure the success of business process transformation, Bank of Kigali and MTN Rwanda should provide regular training, workshops, and support systems for their employees. This will enhance staff competency, encourage full adoption of digital tools, and promote a culture of continuous improvement across all departments.
3. Bank of Kigali and MTN Rwanda should establish mechanisms to regularly monitor and evaluate the effectiveness of digital transformation initiatives. Performance metrics, feedback systems, and periodic audits can help ensure that process improvements remain aligned with strategic goals, facilitate timely adjustments, and sustain competitive advantage.

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