



COMPETITIVE INTELLIGENCE AND ORGANIZATIONAL PERFORMANCE. A STUDY OF SELECTED RADIO STATIONS IN RIVERS STATE

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ABSTRACT

This study examined the influence of competitive intelligence on the performance of selected radio stations of the information sector of the Nigerian economy. The need to explore factors that may likely enhance performance of this emerging sector has been emphasized therefore, this attempt at examining the competitive abilities of the organizations. The fieldwork took place in Port Harcourt and the questionnaire served the primary instrument for obtaining data. The data obtained were descriptive and inferentially analyzed and it was indicated, from the test of hypothesis, sure the firms gather and disseminate information that are useful and has to do with their performance; market related analysis relates significantly with performance; and opportunity identification and innovation relate significantly with performance.

Conclusively, the study has emphasized competitive intelligence as a strategic action that enhances performance of firms in the sector. It was therefore recommended that firms should establish competitive intelligence unit provided with necessary information gathering tools and technical adequacy that guarantee maximum functioning. This will also ensure that resource is timely provided for efficiency and effectively.

Again, this will help radio station managers to diverse a strategic move of monitoring leading competitors and taking prompt action.

KEYWORDS: *organization, performance, competition, information, innovation, analysis, dissemination, strategic action, competitiveness*

INTRODUCTION

There exist huge scholarly in sight on what organizations are doing especially when it all about ensuring globalization that has helped in collapsing business boundaries, lowering trade barriers and creating visual organizations that competes, the geographical location notwithstanding. This entails organizations going out of their way to take strategic steps that will encapsulate all environmental tendencies that acts against the performance goal of firms Fahey (2007) noted that organization should try and search ways that helps them locate all such information and factors, organize them, and create capabilities that enhances strategic actions and spur relative performance. The scholarly insight to competitive intelligence has awoken the organizations to the happenings within its competitive environment and how to tackle it.

Recently, Barnea (2010) argued that competition requires an intelligent model of searching, acquire, process, refine and guide of strategic marketing decisions that position the firm for competitiveness within its operational domain. It involves serious documentation and analysis of

available and required information about products, in relation to what has happened before and the actions taken to solve that issues, develop intelligence assets that aid in fulfilling organizational objective. Intelligence asset in this vein is having robust knowledge regarding markets, products, technologies and organizations.

Fleisher (2003) in his work has also noted strongly that in a competitive market, firms required to adopt those competitive activities that is able to leveraging the understanding that distinguish firms own products offering in a competitive environment which must be utilized by majority of firms in order to be successful.

As earlier said, firm's growth and performance especially with the heightened level of competitiveness need urgent attention, therefore this study will drop its facts and information to other facts and information about competitive intelligence and how it contributes to firm's performance.

STATEMENT OF THE PROBLEM

Literature is replete with works aimed at providing veritable options that helps organizations



remain competitive. Improved technologies have facilitated innovative ability of new products offerings and quality initiatives. Again, organizations have awakened to managing internal and external knowledge around the organizations which will give room for knowing the environmental vagaries and making information available for marketing decisions. The consumption pattern of consumer has taken a different strategic mode thereby making it difficult for organizations to capture a desired market share else be overwhelmed by the heighten competition.

Importantly, Nwokah and Maclayton (2006) espoused that the performance of firms in these competitive circumstances can be steamed with firm ability to acquire and disseminate knowledge among all organizational members. Sin, Yan, Lee, Choro & Lau (2001) mentioned that performance of firms in high technological competition harped on innovativeness but his conceptualization shortfalls lie in the fact that such innovative effort is a function of several variables with which information gathering and analysis central to it. In some vein, Bally (2006) concern for competitiveness evoked the concept of Competitive intelligence and has operational zed against heavily capitalized, firms in the UK. The outcome though interesting when applied, the implication is that based on the industrial characteristics of such firms and environment which makes information gathering less onerous, same might not be the case in another setting therefore this study is aimed at examining the influence of competitive intelligence on performance of firms in the Radio Station. Yole (2006) has observed firms in developing economies in an era of thriving free market policies are fast eloping because they have lacked the intelligence required to function within such business climate that require huge information gathering. This in the researcher mind is the problem of the evolving Radio Station in Nigeria. The choice of this sector is owed to the fact that it is fast evolving within the Nigerian economic sector with huge potentials to survive in the large market available occasioned by the massive Nigerian population. There is however an obvious heighten level of competitiveness considering the government deregulation policies which permits free operation both by private and public participants. In this vein, this study is aimed at investigating the relationship between competitive intelligence and firm performance.

RESEARCH QUESTIONS

The following research questions are raised to guide the study.

1. To what extent do information analysis and dissemination enhance organization performance?
2. To what extent does inter functional communication enhance organizational performance
3. To what extent does market related analysis enhances organizational performance?
4. To what extent do opportunity identification and innovation enhance organizational performances?

Research Hypotheses

The follow hypothesized statements are also made:

- H₀₁:** No significant relationship exists between information analysis and dissemination and performance organization
- H₀₂:** There is no significant relationship between inter functional communication and organizational performance.
- H₀₃:** There is no significant relationship between market related analysis and organizational performance.
- H₀₄:** There is no significant relationship between opportunity identification and innovation and organizational performance.

A study aimed at firms' growth and performance is a serious and expansive one and no one study can cover all issues therein, therefore, this consigned with competitive intelligence and organizational performance.

LITERATURE REVIEW

The Concepts of Competitive Intelligence and Firm Effectiveness

Competitive intelligence, is a new area or a new concept with the focus from marketing research known as "marketing intelligence" (Walle, 1999). Wright et al (2002) placed a distinction between competitor intelligence and competitive intelligence. organization uses competitor intelligence to identify and gain understanding of those competing with them by analyzing their strength and weakness which will aid the organization forecast the next cause of competitors action. While Competitive intelligence is all about gaining an insight on what competitors are doing, looking at issues of production either tangible or intangible from consumers perspectives, and organization takes in decision making process. Competitive intelligence has something profitable to add to organization in terms of product offering and marketing. Competitive intelligence recently is a growing and challenging discipline tie to Walle, 1999.

Competitive intelligence was coined from William T. walle argued that William's work was on intelligence which only gave an insightful



understanding of marketing managements and how management can handle marketing intelligence according to Richard L. Pinkerton's article on the development of marketing intelligence system was argued by Walle that the work is a scratch to what marketing intelligence stand on. Competitive intelligence is no longer on daily competitor's knowledge or how to manage marketing rather centered on information analysis Ahiazu, (2005). The little effect anchor on the effort of Michael E. Porter. Porter's (1980) who did a thorough analysis on strategy and competitiveness hanged on following a particular competitor behaviour and bringing both analysis and strategy of competitor to competitiveness, that lead to the foundation that fix competitive intelligence as being important to business Ahiazu, (2005).

Early 80s those business tycoons only think of making good decision that can affect the business positively by ensuring a well calculated business intelligence that is fully dependent to the technique's arena (Walle, 1999). Ahiazu, (2005) argues and said marketing intelligence is used interchangeably with business intelligence and went on to say Competitive intelligence is the reality of intelligence aiding an organization to increase their strategic advantage. Organization concentrate on aspect of competitive intelligence that varies from the intelligence from these internal and external elements that make possible business connection. Flud (2006) sees these elements to be a mediator between customer and business activities.

Competitive intelligence contemporarily was illustrated by Leonard and Flud and their writing make them consultant of competitive intelligence Walle (1999). Their work as consultant includes providing training, offering a client required competitive intelligence idea suitable for specific need and internet search and the device for the search. Wright et al (2002) work on so many articles that applicable to competitive intelligence and none of them compare competitive intelligence and firm's effectiveness.

Competitive Intelligence

Competitive Intelligence (CI) required the ability to gathering information of different sources that will aid in predicting and foretelling the future happenings. Those acquired information will help the organization know what is going on and plan effectively towards curbing competition (Fahey, 2007). At this point, it is paramount to know that competitive intelligence aid in strategizing when it comes to decision making and as well help an organization gain competitive edge required for sustainability in the advent of competition.

In Competitive intelligence, not all information collected and analyzed are useful but only those related to the challenge at hand are useful at that moment. Therefore, an organization is required to collect and analyze information related to any business issues that will aid forecasting and predicting the outcome of that business issues. It does not take all information but filter those ones that are particular to issues not all that was captured is needful. Those needful among the information at hand required detail analysis so as to figure out the main issues that should be reported to the organization. Competitive intelligence is not concerned with all the facts gathered, but those ones suitable for making decision immediately on issues at hand (Comai et al, 2007).

Nabel (2005) on theorizing competitive intelligence said it all about market research and benchmarking. Competitive intelligence not all about research but resolves and tackle those questions influencing organization marketing goal like:

- How competitors are planning take over the market and build brand loyalty?
- What and when is competitors developing and marketing their new products?
- In what way are we going to differentiate ourselves from other competitors and become the leader in our field?
- How Can an organization survive and remain sustainable; with existing business liens or getting another one?

Brooksbank and Taylor (2002) have argued on the slow pace used by competitive intelligence to make correction seeing the broad scope it takes to gather all necessary data within. Competitive intelligence is synonymously interchanged with business intelligence and knowledge management. For sure, there is something special in them: competitive intelligence practically uses force to penetrate its approach while knowledge management and business intelligence are mechanical in approach not active as competitive intelligence (Brooksbank et al, 2002). All the same, Flud (1985) has contended on the development of competitive intelligence capability inside most organizations especially its application in getting things done. Competitive intelligence takes old fashioned investigation and clarifying, policing issues around and bringing solution to issues discovered without mechanized understanding of competitive intelligence. Not all organization uses the old-fashioned investigation especially those ones that sees it as being good without stress. competitive intelligence fundamentally is distinct in gathering refining and distributing information than all efforts that has to do with intelligence approach.



The need for Competitive Intelligence

Appiah-Adu, Fyall and Singh (2001) observed the surprises and rapid changes associate with the world has hinder the measure, control and prediction of business environment though management. These hinderances resulted from business dynamism towards competitiveness, rapid advancement to innovation and effective communications. It has made customer friendly practices through strategic aim of exploring and acquiring resourceful data for decisions making to shift. Competitive intelligence therefore redirects management thinking towards competitiveness.

The management thought on business environment is never static. Some assumptions are challenged from regular daily occurrences and strategic decisions are bore out of assumption. With time any assumption may be disprove and then become irrelevant but organizations with regular flow of trends of events will succumb to survive (Brooksbank, 2002). The competitive intelligence conceptual scope provides the practical pedestal for making strategic decisions because all assumption is considered and assimilated. Any Competitive intelligence, assumption required testability and validity to fill the knowledge gaps. These pointers direct the need for competitive intelligence according to Appiah-Adu et al (2001) noted as:

- Competitive intelligence aid organization to become a milk cow (leader)
 - Organization can gained in depth understanding to formulating of policy that aid business analysis.
 - Organization can do SWOT analysis easily for improvement.
 - It removes any fear an organization entertain about competition.
- McGonagle, J. J. Jr. and Velle, C. M. gave some principle on how competitive intelligence is to be used.
- When external Competition increases with organizations within.
 - When Competition increases internationally.
 - When production dynamism has hit the household and organization is required to compete favorably.
 - When new entrants are threatening the market, competitive intelligence is necessary.

From the aforesaid, competitive intelligence strategically prepares organization in accessing its environment, observe all competitors and consumers (visible and invisible) and through critical means generate all data that guarantee her competitiveness withstand all innovativeness and knowledge. Fahey (2007) considered all available market opportunities and competitors threats rules used to understand competitive intelligence.

All available market Opportunities

One of the opportunities that must arise is the ability of the organization to understand and fix a product that will be acceptable in the market. The Opportunities are seen differently as values are created and developed for customers: Fahey (2007) made mention of some available market opportunities management addressed regularly in market place thus:

1. Making sure we use what we have to get what we don't have by reaching out to newest opportunities.
2. Looking for the opportunities not at our reach but are existing out there in the market place.

To reach out the newest available market opportunities (Fahey (2007) thought short-term opportunities is trying to sort out and amending existing strategy to fit customers demand. Fahey pointed out three intelligence ways of reaching out for newest available market opportunities. First, the management should the intelligence required for identifying and creating line of opportunities. Second, the intelligence used should display commitment to learning organizational strategy.

Management should develop a strategic stand that is testable in future and look for intelligence that will co-ordinate tomorrow's opportunities in the market place. Some intelligence required to sort for developing possible market opportunities.

1. Specific regulations that are tied to new entrants and sale of certain products must be observed.
2. R and D that is research and development is necessary at all point so as to discover tomorrow leading products.
3. Go for search of the modern technology available for product adjustment or used for production of new products.
4. Go ahead of competitors to offer new products that will attract consumers acceptance which will be used to destabilize competitors.
5. Be ahead of technology developments to product line and offer answers in the market arena.

Fear of Competitors

To be afraid of competitors, you should be aware that opportunities would come when you do not take the presence of your current and potential competitors for granted. Do not see your competitors as per mountain that cannot be surmounted in the market place. Always be on the look-out for a rival strategy that can hinder your success earlier to avoid wastage effort in trying to support a strategy that may not go well. Fear



of competitors can be averted before it come to play, because one can use strategy to adapt or eliminate, amend or avoid his fears. It is certain that the management should prepare themselves with these following three questions:

1. How are our competitors going to affect us badly in our present strategy?
2. Which competitors are we afraid off or threatening us?
3. Look out for optimality in “handling” these threats?

An organization with high intelligence must assess all competitors’ strategic threats whether in time past or present to see how it has been and try to warn the executive on the impending danger Fahey (2007).

The place of Competitive Intelligence in Organization

According to Porter (1998) organization must be competitive globally when it is aware that information is needful for decision making no matter the level in organization at which decision is to be taken. It doesn’t end on getting the information but intelligently directing which information is capable of guiding decisions makers in organizations.

According Gilad (2008) intelligence could be what an organization needs to gain competitive advantage towards particular product line and that can give them competitive edge on that particular product line. As much as intelligence is needed for all management decision making in obtaining organizational sustainability, competitors intelligence must be measured also. The intelligence required on competitors under the strategic intent policy should be aggressive, not distrustful. However, organization doesn’t believe on the selves. Gilad (2008) most organizations are not predictive in intervening on issues rather proactive. Meaning they don’t foresee but act when the incident occurs and they begin to find solution, the insinuation is don’t wait for an incident to occur before you act rather look for ongoing events that will affect organization positively and fit in. Nigeria organizations are weak to taking actions before their competitors rather they like to imitate. That is following behind ‘necodimusly’ that support the idea of ‘competitive imitation’, meaning them watching competitors’ moves, before they move a ‘little better’. According to Bowman and Ambrosini (1997) organizations required competitive intelligence in innovation as that will help them curb competitive uncertainty to minimal proportion”. To succeed on that, organizations need essentially different approach when expanding organizational interests. Intelligence innovation is important in business since those essential differences that a business has at heart will aid in understanding when searching for opportunity. Bowman et al (1997) stated

that the modernized way for competitor analysis is centered on existing resources because these modernized ways will help organization understand, resolve, strengthens, and be creative more than their competitors.”

According to Fuld (1995) competitive intelligence company or corporate environments is the organization that has its interest on issues that concern the competitive environment of the organization, giving early signals to create awareness of intelligence capability which may not supporting decision-making.

Gilad (2008) itemized the five main uses of competitive intelligence as follows:

- It helps in building of competitive advantages that will stand that of competitors
- It helps in create a competitive surprise to quit formal occupants or formal competitive holders.
- It can modify organizational policy when a leader is to be overthrown.
- To influence resources and associations.
- Organizations are shield against competitors surprises though change of policy and creation of new advantages.

Top management use Competitive intelligence as a ‘sensor’ to strategic action that places organization to competition. Nigeria organization and corporations must watch against international competitors for perfect competition with them. For decades Nigerian organizations have been isolated and protected from global market forces. Global organizations are competing globally for opportunities and resources and wish not to trapped by competitors. Some international business entered Nigeria to compete locally with Nigeria organizations of fortunately, Nigerian are not ready to compete locally in the face of globalization. Competitive intelligence in-cooperation to Nigeria organization especially in decision making process have somehow helped organizations locally.

Typology of Competitive Intelligence

The usefulness of competitive intelligence depends on the nature of collection and analysis that matched organizational objectives Wright et al (2002). At any particular point of operation, a project-based outline is tied to analyzing issues that could obstruct the whole system of operation. Organization learning as an organizational theory is needful because it ensures continuous learning by the organization members.

Organizational learning is acquiring continuous useful knowledge and spreading those useful knowledges to areas where necessary (Teo, Wei, Wang, Sia, & Leo 2006). Organizational



learning that is tied to marketing encourages organizations adaptability in the face of business dynamism (walle, 2007). Competitive intelligence is an arm of organizational learning system that give an organization insight to competitors actions and reactions to business challenges therefore the intelligence acquired will aid decision maker to take a stand concerning the competitors (Shnvastava and Grant, 1985), Fahey (2007) conclude that it never easy maintaining market-adaptive capability as the capabilities are not constant generally rather dependent on the available strategy used in organization. In choosing a strategy, an organization should recognize that it all depend on competitive intelligence the organization deemed necessary for that particular problem. Some competitive intelligence that are measured in research, are these (1) Ad Hoc (2) Continuous Comprehensive; (3) continuous-Focused; and (4) Project-Based.

Ad hoc competitive intelligence is affected on an event ongoing in business environment and organization required fist hand information without biased which is done through setting up team or using already existing team to solve issues. Information analysis from the team may vary because the team are set up to settle one event issue that the organization wishes to handled.

Project-Based competitive intelligence is project oriented and the information gathering and analysis should be related to the project on ground skipping formal procedures of competitive intelligence.

Continuous-Comprehensive competitive intelligence required all round search for information that can be used to enhance organization performance and make them competitive match to their competitors daily though identification of modern technology and modern philosophical ideas.

Continuous-Focused competitive intelligence digs deep into search of capturing market share and making returns on their investment drawing regular and continuous models are needful Wright et al (2002).

METHODOLOGY

Considering the study at hand, the survey design is chosen to enable the researcher capture the entire radio stations in Port Harcourt. The Population for this study includes all registered radio stations operating in Port Harcourt, which is made up of seven (7) operational seven as at when conducting this study.

We are however aware that where the population is too large and cannot be feasibly covered, a sample size is usually chosen. For this study, since the population is finite, the researcher has obtained the list of all registered radio stations in Port Harcourt from the Federal Ministry of information & Communication Office in Port Harcourt. Through a purposive sampling exercise, we obtained a sample size of 7 personal which includes three (3) designated as (Business Development, Marketing Manager, R&D Manager and Branch Head) and 4 others as the sample subjects. The choice of these personnel is owed to the fact that they are those vantages positioned by the firm's structure and task assignment to provide such data required for the study.

The sampling techniques used are Yaro Yamen's formular.

Where $n = 6.879 = 7$

Where 3 are designated managers and 4 others personnel which include (Business Development, Marketing Manager, R & D Manager and Branch Head) as the sample subjects. Having obtained the 3 heads, a random sampling exercise was used to obtain the four personnel from the marketing unit of the firms.

This research adopted questionnaire as its primary instrument for data generation. It was administered by direct contract to ensure objective participation that in turn generate realistic inferences. The questions were presented both in close ended and open-ended forms.

Some managers were given the instrument as a pilot attempt and reserved. Their response validates the instrument and through the Pearson Product Moment test, we confirm reliability of instrument.

For the purpose of our study we used the non-parametric and parametric statistical tools of means percentages and the Pearson Product Moment Coefficient of correlation for the testing of our stated hypotheses.

DATA PRESENTATION AND ANALYSIS

The questionnaire instrument was directed to the managers and services marketing officers of the organization as earlier stated and they were strictly followed up for optimal retrieval ensuring strong participation. The table 4.1 below shows data on how the questionnaire were ordered and retrieved.

**Table 4.1: Showing Administration and Retrieval of Questionnaire**

Firms	No of Qstn	No of Qstn Retrieved	% of Success
1	7	5	71
2	7	7	100
3	7	7	100
4	7	6	86
5	7	4	57
6	7	7	100
7	7	7	100
Total	49	43	88

Source: Survey Data 2019

From the table 4.1 above, 7 telecommunication firms were survey and these were essentially the leading firms in the sector. 7 questionnaires were served on each of them. Specifically, they were served on the Business Development Manager, Marketing manager, R & D managers, and 4 senior

officers of the marketing units. This summed up to 49 questionnaires. On retrieval, we obtained 43 of the instruments which implies 88% response rate and was considered significant for the study.

Table 4.2: Extent to which Information Analysis and Dissemination have Enhanced Organizational Performance

NO		SA (5)	A (4)	UD (3)	D (2)	SD (1)	AGEE SCORE	\bar{X}
1	We have always analyzed our business environment to seek information that best maximize our potentials.	5(20) 100	4(7) 28	3(10) 30	2(3) 6	1(3) 3	167	3.88
2	Information obtained are analyzed for critical and strategic business decisions that maximize our rate of success	5(33) 165	4(6) 24	3(1) 3	2(2) 4	1(1) 1	197	4.62
3	Information obtained are analyzed and disseminated to all work levels for prompt decision making and achieve desired result.	5(16) 80	4(21) 84	3(4) 12	2(1) 1	1(1) 1	179	4.16
4	We have always ensured that information flow within work units is a two-way activity so that gaps are not created to hinder productivity.	5(13) 65	4(19) 76	3(6) 18	2(1) 2	1(4) 1	164	3.83
5	We have not down played information relating to our competitors and this has strategically placed us within the sector.	5(20) 100	4(9) 36	3(4) 12	2(6) 12	1(4) 1	164	3.81

Source: Survey Data 2019

Table 4.2 shows the extent to information gathering and dissemination among the telecommunication firms. From the data, the mean score ranges from 3.81 to 4.62 which show that the firms in practicing competitive intelligence, have placed premium

ensuring that information is gathered, and shared amongst all work members for prompt decision making which in turn has enhance their overall performance.

**Table 4.3: Extent to which Inter Functional Communication Enhanced Performance**

NO		SA (5)	A (4)	UD (3)	D (2)	SD (1)	AGEE SCORE	\bar{X}
1	All work units are structured to constantly share information among themselves and this has helped goals attainment	5(17) 85	4(17) 68	3(6) 18	2(1) 2	1(2) 2	175	4.07
2	Our shared value is information exchange among all functional areas and this is why we maintain and sustain our market share.	5(11) 55	4(21) 84	3(7) 21	2(2) 4	1(2) 2	166	3.86
3	All functional heads come together to formulate strategies commonly and that is the reason for the fit that has ensured goal attainment	5(16) 80	4(10) 40	3(7) 21	2(7) 14	1(3) 3	158	3.67
4	A cross-functional linkage is deliberately ensured to build commitment among all departments thereby meeting goals.	5(23) 115	4(10) 40	3(7) 21	2(2) 2	1(1) 1	181	4.21

Source: Survey Data 2019

Table 4.3 shows data on the extent which inter-functional communication is practiced and has enhanced performance. From the data; the firms as a means of being competitively intelligent have ensured communication among all functional departments.

The mean scores which ranges between 3.67 – 4.21 shows that it is practiced and this has also ensured the performance of the organizations.

Table 4.4: Extent to which Inter Functional Communication Enhanced Performance

NO		SA (5)	A (4)	UD (3)	D (2)	SD (1)	AGEE SCORE	\bar{X}
1	Our continued market analysis has helped us to identify areas of competition threat and respond accordingly	5(11) 55	4(27) 108	3(1) 3	2(1) 2	1(3) 3	171	3.98
2	We know as early as possible that market place risk exist to affect our chosen strategy through market analysis therefore has made us reach marketing goals	5(19) 95	4(12) 48	3(8) 24	2(2) 4	1(2) 2	173	4.02
3	Our effort in analyzing our markets has helped us formulate strategies to win rivals and stay competitive	5(21) 105	4(8) 32	3(8) 24	2(2) 4	1(5) 5	172	4.00
4	Market analysis has helped in identify our customers, maintain a relationship with them and kept our share of the market.	5(20) 100	4(9) 36	3(8) 24	2(1) 2	1(5) 5	167	3.88

Source: Survey Data 2019

Table 4.4 shows data on market analysis as a component of competitive intelligence and its influence on firm's performance. The mean values from the data have shown that the firms undertake market analysis and this has also influenced the

performance of the firms. The values which ranges between 3.88 – 4.02 are on the side of agree. From the inferential analysis, market analysis correlates strongly with organizational performance. With an r-value of 0.87, it shows a strong relationship.

Table 4.5: Extent to which Opportunity Identification and Innovation Practices Enhanced Organizational Performance

NO		SA (5)	A (4)	UD (3)	D (2)	SD (1)	AGEE SCORE	\bar{X}
1	Innovative practices are highly encouraged as a means of staying competitive within the business environment and this has enhance our performance	5(14) 70	4(24) 96	3(1) 3	2(3) 6	1(1) 1	166	3.86
2	We make projections that enable us identify new opportunities for new products and emerging customer needs	5(18) 90	4(11) 44	3(6) 18	2(3) 6	1(5) 5	163	3.79
3	Our research and developments units are well equipped to function optimally and identify new product breakthrough areas for future markets	5(23) 115	4(7) 28	2(7) 17	2(2) 4	1(4) 4	172	4.00
4	Our business success is owed to the much we have identified opportunities and adopted appropriate strategies to meet them.	5(19) 95	4(18) 72	3(3) 9	2(1) 2	1(2) 2	180	4.19

Source: Survey Data 2019



Table 4.5 show data on opportunity identification and innovative practices on dimensions of competitive intelligence and their influence on performance of firms in the telecommunication sector. The mean scores of 3.79 - 4.00 attest to the influence. Descriptively, it is show that opportunity identification and innovative practices enhance the performance of the firms. From the hypothesis test, opportunity identification and innovation correlates strongly with performance. Our r-value of 0.961 shows this relationship and with t-value of 3.8 19 @ p=0.05 the relationship is equally significant.

DISCUSSION OF FINDINGS

In this study, we have generally explored the nature of the relationship between competitive intelligence and organizational performance. Specifically, the construct was viewed in the light of information gathering and dissemination, inter-functional communication, market analysis and innovative practices. From the results, the examined variables strong correlate with the performance of the organization which was generically examined. The outcome in information gathering and dissemination as an important action to remain competitive in the business environment has been stressed in management literature and this has been asserted in this study. Information is a vital tool for quality decision making. Industry operation are expected to have in store volume of information and shared among all work member to facilitate all work operations as this will essentially guarantee improved performance. While information gathering and sharing is strongly emphasized, creating an organizational wide network that ensures availability of needed information at levels and functional areas in imperative. Therefore inter-functional communication is also required. In this study, inter-functional communication correlates strong with performance. All work functional areas are expected to have a synergistic relationship that ensures optimal realization of work place goals (Nandue, 2004). Inter-functional communication undermines sub-optimization as all departments work towards the general goal of firm and the findings of the study substantiate what literature presents. In the studied organizations, inter-functional communication has acted a strength that has helped improved employee intra-personal relationship. Infact, in some of the firms, it is a core value that must be sustained.

In terms of market analysis, of course, the survival of firm in the sector which is fraught with competitiveness is built around the extent to which they have information about their market environment and analyzing same for marketing decisions.

Importantly market analysis is aimed at generating relevant information on customer's needs,

product/service behaviour, pre and purchase behaviour of customers and other market related behaviour (Sin et al, 2001). The findings of the study corroborate the author position. The firms investigated; from interviews and observation, they conduct market surveys which enable them have feedback on customers feeling about their products/services. There information has so far helped them in market positioning within the industry to stay competitive. This is made manifest in the level of innovative practices. The sector no doubt has been associated with novelties in terms of product offers. This is targeted at capturing and sustaining a share of the existing market. Though adjudged as an infant sector, they have taken giant strides in service rendering through their rich product portfolio resulting from innovative practices which from the study strongly correlates with performance. Fahey, (2007). Nabel, (2005); Crosby, (2003) have all linked innovation with firm performance and this has earned support from the findings of the study. The need to innovate both in terms of product and work processes and remain in business is observed to have characterized the sector and it attest to their level of growth.

SUMMARY OF FINDINGS

In order to enhance the understanding of the findings of the study they are summarized as follows:

1. It was found in the study that practicing competitive intelligence through information gathering, analysis and prompt dissemination of information to all users enhance the performance of the organizations.
2. The study also found that, as part of staying competitively intelligent, inter-functional communication is highly encouraged as a way of sharing information consistently and synergizing functional activities and this also has enhanced organizational performance.
3. Analyzing market to acquire customer and supplier related information and needs is a strategic imperative for competitiveness. The study revealed that market related analysis is conducted by the firms in the sector and this has assisted in achieving their marketing goals.
4. The study found that opportunity identification and innovative practices resulting from competitive intelligence have helped in ensuring improved firm performance. In other words, identifying business opportunities and innovating both work processes and product of the firms.



CONCLUSION

Through the findings and discussions of the investigation on the influence of competitive intelligence on the overall performance of firms in the telecommunication sector, we thereby Conclude that competitive intelligence is a strategic organizational action that robustly enhance the attainment of marketing goals overall effectiveness of the sector.

Recommendations

Based on the conclusion of the study, the following recommendations are made:

1. Information gathering mechanism of firms should be built upon acquiring information systems that permits making information readily available to all users should constitute a strategic thought amongst managers. Through this; huge volume of quality information that facilitates decision making can be made available in a uniform manner.
2. Cross-functional linkage must be emphasized in organizations as this will help to ensure that there is synergy in all departmental objectives and forestalling the occurrence of sub-optimization were objectives are divergent and in cross-road with overall organizational goals.
3. Firms are encouraged to creating competitive intelligence unit provided with necessary information gathering tools and technical adequacy that guarantee maximum functioning. This will also ensure that resources are timely provided for efficiency and effectiveness. Again, this will help in the monitoring of competitors and taking prompt action.
4. Motivation for the intelligence team is stressed. This could be in the form of empowerment as this will enhance the autonomy for creativeness and associated innovative practices

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