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Competitive Intelligence and Competitiveness of Quoted Foods and Beverages Manufacturing Firms in Nigeria

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Abstract: *This study investigated the effect of competitive intelligence and competitiveness of quoted foods and beverages manufacturing firms in Nigeria. Specifically, the study sought to determine the effect of customer intelligence, marketing intelligence, competitor intelligence and, product intelligence and competitiveness (innovativeness, operational efficiency) of quoted foods and beverages manufacturing firms in Nigeria. A cross sectional design was adopted for the study with a target population of 7,884 personnel and a sample size of 383 was generated scientifically using Yamen's (1967) formula. The study made use of questionnaire as data collection instrument, while simple random sampling was adopted in choosing participants for the study with validity index suitable at 0.791 and overall average reliability index of 0.925. Data collected was analyze using descriptive statistics (frequency counts, percentage ratings, mean scores and standard deviation), and inferential statistics (correlations and regression analysis). Formulated hypotheses were tested using regressions with the aid of statistical package for social sciences (SPSS. Version, 26) at 5% level of significance and 95% confidence level. Findings revealed that there was a positive and significant effect of customer intelligence (39.8%) marketing intelligence (36.8%), competitor intelligence (27.8%) and, product intelligence (18.8%) and competitiveness of quoted foods and beverages manufacturing firms in Nigeria. The study thus concluded that competitive intelligence has a positive and significant effect on the competitiveness of quoted foods and beverages manufacturing firms in Nigeria. The study recommended among others that since customer satisfaction is the major aim of every foods and beverages manufacturing firms as customers are regarded as the kings. Quoted foods and beverages manufacturing firms are expected to satisfactorily serve their customers and other stakeholders profitably by being proactive and responsive to the changing values, technology, tastes and preferences as sustainability of any firm hinges on customers' patronage and loyalty from both potential and existing customers thereby having an edge over their rivals in the industry.*

Keywords: *Competitive Intelligence, competitiveness, customer, marketing, competitor, product, innovativeness, operational efficiency.*

1. 0 INTRODUCTION

1.1 Background to the Study

World over, firms are operating in a dynamic and competitive business environment that presents a variety of challenges, including those related to meeting rising market expectations and demands, globalization, advances in technology and heightened competition. For these firms to cope effectively in this turbulent environment, there is need for advanced strategies and techniques that will support strategic decision-making by providing at least accurate and timely information on opportunities and threats that are embedded in this tumultuous environment. In the said situation,

the search for how to respond and handle these ever-increasing environmental challenges among others, competitive intelligence (CPI) is considered as a new business approach for gaining an edge over and above rivals in an industry. Lee and Karpova (2018) posit that in the global business environment, competitive intelligence becomes a central factor in determining competitiveness. In the same vein, Salguero, Manuel and Aldeanueva (2019) confirmed that in a highly competitive business environment, firms need robust competitive intelligence for gathering information about their operating environment.

Competitive intelligence is a business practice and proactive approach of identifying challenges, collecting, gathering, analyzing and disseminating intelligence about products, customers, competitors, market and other functional areas of an enterprise, including the business environment towards aiding managerial and strategic decisions for the enterprises (Mirkhan *et. al.,* 2017). Competitive intelligence is tailored towards problem-solving process that involves information gathering and analysis, interpretation and speculative consideration of future developments, patterns, risks and opportunities through the exercise of human judgment. Therefore, collecting information around all aspects of competitive environment and applying the obtained information in short-term and long-term plans of an enterprise enables that firm to take the lead in competition and be a step ahead of others (Tahmasebifard *et. al.,* 2018). This study conceptualizes competitive intelligence as a business practice and proactive approach of identifying challenges, collecting, gathering, analysing and disseminating intelligence about products, customers, competitors, markets among other functional areas of business in an environment towards aiding strategic decisions that guarantees an edge over and above rivals in an industry.

Competitive intelligence has become more critical as competitive intensity in the environment has increased because of technological developments, globalization, and consumer sophistication among other factors (Nwankwere, 2017). It is designed to warn before happening and it enables firms to predict the behaviour of competitors, customers, and other players of business environment (Tahmasebifard *et al., 2018*). A study by Seyyed *et al.* (2017) has shown how CPI guarantees competitive advantage over rivals in different sectors of the economy world over. Competitive intelligence is considered as a valuable and supportive tool for making better strategic decisions in several specific aspects of firms that leads to stiff competition (Parmis, Saeid and Hosein, 2022).

This study has adopted and benchmarked customer intelligence, marketing intelligence, competitor intelligence and product intelligence as dimensions of competitive intelligence as outlined by (Tahmasebifard *et al.,* 2018; Anderson and Fornell, 2010; Deschamps and Nayak (1995) as cited in Zaidan *et al., 2022*). The adoption and benchmarking of these dimensions is justified by the fact that, in comparison to others, they are specific and have a sufficient level of abstraction to apply across a variety of firms in different industries. Customer intelligence (CUI) is a systematic process of collection, analysis and application of information about the customer environment, including current and potential customers Capek (2012). This study conceptualized customer intelligence as the systematic process of collection, analysis and application of information about the customer environment, including current and potential customers.

Marketing intelligence (MKI) is a collection of tools and processes that managers utilize to get daily updates on important marketing-related happenings so that the company is aware of its competitors' whereabouts and business plans (Al-Yasiri and Al-Shamri, 2019). This study operationalizes marketing intelligence in terms of customers' tastes and preferences, marketing mix as well as sales and distribution of products and services. According to Tahmasebifard *et al.,* (2018), competitor intelligence includes assessment of changes in competitive strategies, structure of competitors, new alternative products, and newcomers to the industry, their strategies and services over the time. This study conceptualizes competitor intelligence to be the understanding of rivals' strategies, strengths and weaknesses which will be of help in making strategic decisions and gain an edge over and above their rivals. Product intelligence enables an organization to make individual product decisions including decisions about product attributes such as product quality, price, design, features, labelling, packaging, as well as after sale services (Shailza *et al.,* 2020). Product intelligence is conceptualized to be consumer-centric approach that provides critical information of products features and packaging that drive overall product satisfaction through the analytic combination of reviews and star ratings.

Competitiveness (CPS) is understood to be the company's ability to produce a product or service in a better way than its competitors. This ability is essential in a world of globalized markets, where the customer can usually choose what he or she needs from a variety of options (Cristhian and Juan, 2021). In this study, competitiveness (CPS) is the firm's ability to produce a product or service in a better way than its competitors in an industry. This study opted innovativeness and operational efficiency as measures of competitiveness as outlined by Schniederjans, Schniederjans and Starcky (2014); Seyyed *et al.* (2017) on the premise that they are much more prominent, suitable and applicable in the foods and beverages sector than others and represent the intention of the study. Innovativeness has been described as the extent to which firm markets new or improved products and invests in research and development, as well as openness to new ideas, creativity, flexibility, willingness to change, experimentation, and propensity to take risks in the firm's culture (Sommer, Heidenreich, and Handrich, 2017). This study operationalized innovativeness as the ability of firms embracing the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services. Operational efficiency portrays the proficiency of a firm to curtail the unwelcome and maximizes unique resources capabilities so as to deliver quality products and services to its customers in the most effective and efficient manner than its competitors (Adudu, Asenge and Torough, 2020). This study defined operational efficiency as the ability and proficiency of a firm to curtail unwelcome in terms of cost savings, cost reduction so as to maximize unique resources capabilities in order to deliver quality products and services to its customers.

A number of studies at the global level, including Ali (2016) in Turkey, Ahmadi (2017), in Sweden, and Boekelder (2018) in Berlin, In Germany, Zwerenz (2020) and Bao (2020) in China, Obonyo and Kilika (2020) in Asia, Tahmasebifard, Souran, Mirzaagha, and Pouyan (2018) in Iran, all surmised that competitive intelligence has propelled business firms to successfully outperform their competitors in the markets by gaining an edge as well as a natural source of gaining an edge and serves as an instrument that fosters competitiveness in rising markets. In Africa as a continent, studies including, Waithika (2016) in Kenya, Nenzhelele (2016) in South Africa, Ndegwa and Muathe (2018) and Gebeyehu (2019) in Ethiopia, Claude (2018) in Rwanda, established that CPI

enables firms to gain competitive edge over their rivals by implementing the right tactics. In a study on competitive intelligence as a game-changer for Africa's competitiveness in the global economy in South-Africa, Muane (2019) confirmed Africa's subpar performance in the global competitiveness rankings. Somiah, Aigbavboa and Thwala (2020), confirmed the positive impact of competitive intelligence on competitiveness.

The adoption of competitive intelligence in Nigeria has become much more critical due to the level of competition in the market which is triggered by advancement in technology, sophisticated consumer behaviours, globalization, and rigorous laws among others (Nwankwere, Asikhia and Adebola, 2017). Similar studies from the past, including Rezaie, Ghandehari, and Amiri (2011) and Ezenwa, Adaobi and Agu (2018) affirmed that competitive intelligence is a vital tool for strategic planning and gaining an edge over rivals. Therefore, this study determines the effect of competitive intelligence and competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

1.2 Statement of the Problem

For the fact that quoted foods and beverages manufacturing firms are significant in the economy, their competitiveness has been a challenge for a long period of time with many of them being pushed out of the market as a result of their inability to withstand the heightened and fierce competition in the industry. These quoted foods and beverages manufacturing firms are constantly engaging in strategies and techniques that they believe could induce their competitiveness in the industry. Thus, competitive intelligence is one of the strategies and techniques that fosters competition. Despite the enormous benefits envisaged in integrating competitive intelligence strategies like; customer intelligence, marketing intelligence, competitor intelligence and product intelligence in this industry, quoted foods and beverages manufacturing firms are still grappling with competitiveness issues most especially innovativeness and operational efficiency.

The researcher observed that competitive intelligence in Nigeria is new and has not received enough attention in the study field, meaning that little is known about competitive intelligence and its ability in enhancing competitiveness. Available literature reviewed including; Ezenwi *et al.,* (2016), Ezenwa *et al.,* (2018), Oladimeji and Eze (2019), Muritala and Ajetunmobi (2019), has shown that competitive intelligence adaptation in Nigeria is relatively new and very sparse, especially in the foods and beverages subsector and the consequent research deficit. Further, evidence though abound on the use of customer intelligence, marketing intelligence, competitor intelligence and product intelligence as strategies enhancing competitiveness; yet while it may be working well for some, the story seems different for a great number of firms in this industry. For these inconsistent and incoherent results, it is germane for an empirical study to determine the extent of the effect of competitive intelligence and competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

1.3 Objectives of the Study

The key objective of the study was to determine the extent of the effect of competitive intelligence and competitiveness of quoted foods and beverages manufacturing firms in Nigeria. The sub-objectives of the study were to;

i. determine the extent of the effect of customer intelligence on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

ii. determine the extent of the effect of marketing intelligence on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

iii. determine the extent of the effect of competitor intelligence on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

iv. determine the extent of the effect of product intelligence on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

For the purpose of this study, the competitive forces theory of organization (CFTO) was adopted and supported by the resource-based view theory (RBVT) in this study.

The competitive forces theory of organization was developed by Porter in 1979. A straightforward framework for determining and evaluating the competitive strength and position of a business organization is provided by the competitive forces' theory of organization. It is based on the five forces that control the level of market competition, market attractiveness, and profitability. Despite being well-known and broadly accepted, this contemporary theory of competitive advantage is undoubtedly not without its flaws. According to the five forces model, the optimal positioning strategy by stating that the best position would only be in a particular industry where there are high entry barriers, low bargaining power for suppliers and buyers, few or no substitutes, no threat of potential entrants, and finally, low levels of existing rivalry. While acknowledging substitutes, such as how the launch of a new gaming console has a significant impact on the market for digital games, complements were completely ignored by the theory.

Resource Based View Theory of the Firm (RBV) is one of the theories of strategic management that is frequently cited and first used by Penrose (1959). It was further developed and popularized by Wernerfelt (1984), refined by Prahalad (1990), and Barney (1991), as cited in Adudu, Asenge, and Torough (2020). The theory suggests that a firm's competitive advantage and superior performance emanates from firm-specific resources and capabilities that are costly to be copied by rivals and indeed such resources are valuable, rare, imperfectly imitable, and non-substitutable. The study of a firm's resources that are focused on achieving a sustained competitive edge over rival enterprises in an industry is the central tenet of the resource-based perspective theory. The challenges of this theory is that it fails to explain the importance of entrepreneurial strategies and abilities as one of the sources of competitive advantage. It also failed to explain the creation or acquisition of strategic assets and lastly, the theory is silent on how and why certain firms have competitive advantage in dynamic environment.

The theories employed in this study are all pertinent to and consistent with the inquiry into competitive intelligence and competitiveness of foods and beverages manufacturing firms in Nigeria. However, the researcher of this study has taken into account all the theories pertinent to

this study because they are more practical regarding the introduction, implementation and management of competitive intelligence with a view to gaining a sustainable competitive advantage over rival firms in an industry.

2.2 Competitive Intelligence

Competitive intelligence is central because intelligence is one of the most strategic weapons that can lead to a sustained increase in profit and market share (Tahmasebifard, 2018). As competitive intelligence is taking on an increasingly important strategic role, it is widely recognized that intelligence is an essential strategic resource for a firm to retain a competitive advantage (Salguero *et al.*, 2019). Competitive intelligence is a crucial strategy that organizations embrace to manage information to help decision-makers improve marketing efforts and do successful marketing (Tahmasebifard, 2018). In this study, competitive intelligence is a business practice and proactive approach of identifying challenges, collecting, gathering, analysing and disseminating intelligence about product, customers, competitors, markets among other functional areas of business in an environment towards aiding strategic decisions that guarantees an edge over and above rivals in an industry.

2.2.2 Dimensions of Competitive Intelligence

This study has adopted and is benchmarking product intelligence, competitor intelligence, and customer intelligence and marketing intelligence as dimensions of competitive intelligence as outlined by Elbashir et al. (2008); Deschamps and Nayak (1995) as cited in Zaidan *et al.,* 2022). The adoption and benchmarking of these dimensions is justified by the fact that, in comparison to others, they are specific and have a sufficient level of abstraction to apply across a variety of firms in different industries.

i. Customer intelligence

Customer intelligence is a function of values of both customers and stockholders that among financial powers plays a crucial role in the strategic environments. In other words, the customer intelligence implies to the present and potential customers exchanges, characteristics and their private information along with the knowledge and information exchange and growing tendencies of the target society (Cavalcanti, 2005) as cited in Tareq (2019) effective customer intelligence activities have a direct business impact, particularly on revenue growth and profitability. Many scholars have seen that customer intelligence is a good approach to make a business value as according to Watson and Wixom (2007) as cited in Tareq (2019) it helps in magnifying the role of customers in increasing the benefits and income of organizations through adding more value to the business based on increasing the efficiency of organizational performance. This study conceptualizes customer intelligence as the systematic process of collection, analysis and application of information about the customer environment, including current and potential customers.

ii. Marketing Intelligence

Marketing intelligence (MKI) is a systematic way of gathering information to identify key trends or opportunities to help organizations grow and understand the nature of the market requirements to achieve competitive advantage (Tahmasebifard, 2018). Marketing intelligence represents a set of procedures and resources that are used by managers to obtain daily information and relevant developments in the marketing environment that enables the organization to know competitors, their movements and their business strategies (Al-Yasiri and Al-Shamri, 2019). In this study, marketing intelligence is operationalized in terms of customers' tastes and preferences, marketing mix as well as sales and distribution of products and services.

iii. Competitor Intelligence

Competitor intelligence (CMI) focuses on analysis of competitive behaviour and head-to-head competition among rivals, in which an organization singles out another as an adversary, tracking that organization's action and engaging in counter-action, or using a more sophisticated approach, anticipating the counter-action of the identified, this competitive behaviour may be offensive or defensive competitor according to (Zajac and Bazerman, 1991) as cited in Tahmasebifard *et al.,* (2018). Competitor intelligence focus on the analysis of competitive behavior and face to face competition of competitors in which each organization makes an attempt to win out by predicting tactics of their competitors, showing appropriate reactions, and applying complicated approaches (Tahmasebifard *et al.,* 2018). In this study, competitor intelligence deals with understanding rivals' strategies, strengths and weaknesses which will be of help in making strategic decisions and gain an edge over and above their rivals.

iv. Product Intelligence

Product intelligence refers to collecting, examining, and acting on information about how users interact with their product (Ziuznys, 2022). It is mostly done by analysing customer data to develop a better product and enhance user satisfaction. Product intelligence is the process of collecting and analysing information about an organization's products as well as about those of competitors. This study operationalized product intelligence as the consumer-centric approach that provides critical information of products features and packaging that drive overall product satisfaction through the analytic combination of reviews and star ratings.

2.2.3 The Concept of Competitiveness

Competitiveness (CPS) is seen as a state in which organizations addresses dynamism in the external environment and continue to provide satisfactory products/services to customers which are better than the products offered by other players in the industry (Li and Liu, 2014). Competitiveness at the firm level explains the ability of a firm to make products and services available to both existing and prospective customers in an effective and efficient way than the related firm contestant (Rusibana, 2018). In this study, competitiveness (CPS) is the firm's ability to produce a product or service in a better way than its competitors.

2.2.4 Dimensions of Competitiveness

This study has adopted innovativeness and operational efficiency as measures of competitiveness as outlined by Schniederjans, Schniederjans and Starcky (2014); Chalofsky and Krishna (2012). The choice of these measures of competitiveness was informed on the grounds that they are much more prominent, suitable and applicable in the foods and beverages sector than others and they also in line with the intention of the study.

i. Innovativeness

Innovativeness has been described as the extent to which firm markets new or improved products and invests in research and development, as well as openness to new ideas, creativity, flexibility, willingness to change, experimentation, and propensity to take risks in the firm's culture (Sommer, Heidenreich, and Handrich, 2017). Innovativeness is a significant factor to characterize entrepreneurship which could be described as the efforts to discover new opportunities and which comprise experimentation and creativity that results in new products and services, or and enhanced technical traits of existing services and products (Hoque et al., 2018). In this study, innovativeness is the ability of firms embracing the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services.

ii. Operational Efficiency

Operational efficiency (OPE) portrays the proficiency of a firm to curtail the unwelcome and maximizes unique resources capabilities so as to deliver quality products and services to its customers in the most effective and efficient manner than its competitors (Adudu, Asenge and Torough, 2020). It takes care of firm’s ability to minimize waste of inputs and maximize resource utilization so as to deliver quality, cheaper products and services to their customers (Nzewi, 2021). In this study, operational efficiency is the ability and proficiency of a firm to curtail unwelcome in terms of cost savings, cost reduction so as to maximize unique resources capabilities in order to deliver quality products and services to its customers.

2.3 Review of Related Empirical Studies

The review of related empirical studies embraces global, regional and local studies on competitive intelligence and competitiveness. Jafar (2020), inspected competitive intelligence and its impact on the performance and competitiveness of the retail industries in China, and it also demonstrates an indirect impact on corporate performance through competitiveness. Competitiveness and competitive intelligence both have little effects on the performance of the retail sector in China. With respect to the research's findings, conclusions, and suggestions, both the explanatory and the response variables are valid, but in various geographic contexts. This study is on competitive intelligence and its impact on the performance and competitiveness of the retail industries in China. The present study is all about quoted foods and beverages manufacturing firms in Nigeria.

Anzigale and Lewa (2020) tested the influence of competitive intelligence on organizational performance of oil marketing companies in Mombasa, Kenya. The study targeted two officers working 62 firms being general managers and marketing manager therefore the target population

was 124. The study sample size was 94. The findings indicate that competitive intelligence practices have a positive and a statistically significant effect on the non-financial performance of oil marketing companies. The study concluded that strategic competitive intelligence and target competitive intelligence have a significant effect on organizational performance of oil marketing companies in Mombasa County. This study tested the influence of competitive intelligence on organizational performance of oil marketing companies in Mombasa, Kenya study. The present focuses on quoted foods and beverages manufacturing firms in Nigeria.

Osita *et al.,* (2020) tested the impact of competitive intelligence on the performance of MFBs in Nigeria. The research design for the study was a survey. 112 employees from 28 MFBs made up the study's population. A questionnaire was used as the primary data collection tool, and reliability was assessed using Cronbach Alpha, with a reliability statistic of.899. For data analysis and the test of the hypothesis, 5% level of significance descriptive statistics (mean) and inferential statistics (regression analysis) were used. The result showed that there was a statistically significant correlation between strategic intelligence and the performance of MFBs in Nigeria (r =.863; R-Square =.746; F = 284. p-value ≤ 0.05). Therefore, it was determined that in order to remain relevant in business, one must keep an eye on the business environment, which is growing more dynamic by the day. This study will look at how competitive intelligence affects MFB performance in Nigeria. However, the current study assesses competitive intelligence and competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

Uzoma, Ihuoma and Uju (2021) investigated how competitive intelligence enhances innovation performance in the context of (SMEs). The purpose of this exploratory study is to investigate the contribution of absorptive capacity competitive intelligence and performance in Enterprises. Descriptive statistics (mean) and inferential statistics (regression analysis) at 5% level of significance was adopted for data analysis and test of the hypothesis respectively. This research work examines and conducted the findings revealed that competitive intelligence has significant positive effect on cost reduction and marked expansion of SMEs in Nigeria. The study concludes that SMEs seeking to reduce their cost and expand their market should adopt competitive intelligence strategies towards the enhancement of their competitive advantage.

Obi, Ebeke and Peter (2021) verified competitive intelligence and organizational performance in SMEs businesses in South East, Nigeria. Out of the 328 questionnaires that were sampled, 318 were returned. The collected data were examined and displayed as tables and percentages. Using the Pearson product moment correlation coefficient, the hypotheses were tested. According to the study's findings there is a strong positive link between technology intelligence and return on investment in SMEs in South East, Nigeria. This study assessed competitive intelligence and assessed organizational performance in SMEs businesses in South East, Nigeria. The goal of the present study was to assess competitive intelligence and competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

Al-Waely *et al.,* (2021) assesses competitive intelligence dimensions as a tool for closing the gaps in Business Environment Gaps: An Empirical Study on the Travel Agencies in Jordan. An intended survey sample of 102 top and middle management from 12 Jordanian made up the study population. The findings showed that competitive intelligence and its variables; technological intelligence, competitor intelligence, and strategic intelligence had an effect on the business environment and its variables; environmental disturbance, scarcity of resources, and critical factors at a level of significance ($p \leq 0.05$). This study assesses competitive intelligence dimensions as a tool for closing the gaps in Jordan's Jordanian tourism businesses. The present study looks at the competitive intelligence and competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

Zaidan *et. al.,* (2022) promoted competitive intelligence as a correlate of competitive advantage in the Iraqi banking business. The longitudinal or quasi-longitudinal design and probability sampling approach were used, and the senior managers were the study's respondents through questionnaire approach. The result of the study confirmed that competitive intelligence has a sizable and advantageous impact on competitive advantage in the Iraqi banking sector. With respect to the research's findings, conclusions, and suggestions, both the explanatory and the response variables are valid, but in various geographic contexts wherein the former study is domiciled Iraqi banking business. The focus of the current study is on quoted foods and beverages manufacturing firms in Nigeria.

Parmis, Saeid and Hosein (2022) analysed the relationship between competitive intelligence and strategic decision-making and its six aspects such as quality, agility, flexibility, integration, effectiveness and efficiency in small and medium-sized food enterprises in Iran. The statistical population estimated at 90 senior managers from top small and medium-sized food enterprises in Iran, and based on the Cochran formula, the sample of this research included 73 managers of the SMEs in Iran food industry. The study's results indicated that CI could help with strategic decisions and significantly affect considered strategic decision's sides. Based on the t-value's findings, CI had the most impact on the quality, flexibility, and effectiveness of the strategic decision-making, 15.139, 12.868, and 11.641, respectively. This study is on the relationship between competitive intelligence (CI) and strategic decision-making in SMEs food enterprises in Iran. This present study focused on quoted foods and beverages manufacturing firms in Nigeria.

Hanif, Arshed and Farid (2022), examined competitive intelligence process and strategic performance of banking sector in Pakistan. The study surveyed 200 banking officials from Lahore, Pakistan using the questionnaire which was pre-tested for validity both face and content. The instruments used in the questionnaire successfully converged to desired latent variables entitled as strategic performance, planning and focus, information gathering, analysis, communication, cultural awareness and process structure. The results showed that all the components of competitive intelligence process significantly affect the strategic performance of the banks. This study examined competitive intelligence process and strategic performance of banking sector in Pakistan. This present study focused on quoted foods and beverages manufacturing firms in Nigeria.

Zighed and Mekimah (2023) undertook a study aimed at identifying the role of competitive intelligence in improving company performance through organizational learning in start-ups in Algeria. Relied on a descriptive-analytical approach with the use of a questionnaire to collect data, which was distributed to a random sample of 255 Start-ups in Algeria. The structural equation modelling was also used through the Smart pls 4 program to test the study's hypotheses. The study concluded that there is a weak indirect role between competitive intelligence and the performance through organizational learning expressed in a correlation coefficient estimated at 23.1%, while the direct role was greater with a correlation coefficient of 61.6%. This present study focused on quoted foods and beverages manufacturing firms in Nigeria.

3.0 METHODOLOGY

Cross-sectional design was adopted and used in this study because it offers a clear snapshot of the outcome and the factors connected to it at a particular time. The study area is called Nigeria with much emphasis on foods and beverages that are quoted on the Nigerian exchange. The target population for this study included personnel from each of the Twelve (12) quoted foods and beverages manufacturing firms that are quoted on the Nigerian exchange group as of December, 2022 using purposive sampling. The accessible population was 7,884 employees which composed of the managerial cadre, sales representatives and operational staff of the twelve (12) quoted foods and beverages manufacturing firms on the Nigerian exchange group which was supplied by the Directors of Human Resources of these firms. Participants for the study were selected using a simple random selection procedure. Three hundred and seventy-five (383) people were chosen as the sample size.

To evaluate the instrument's construct validity, factor analysis was utilized. Table 3.4's results shows that KMO = 0.791, which is over the threshold of 0.05, and that the Bartlett Test of Sphericity results, which are likewise highly significant at $\chi 2 = 1292.253$; df = 21 ($P = 0.000 \leq 0.05$), indicating that the data set is appropriate, suitable, and outstanding for the study. As a result, the recovered variance satisfies the criteria for the exploratory factor analysis testing shown overleaf.

Table 3. 1: Kaiser-Meyer Olkin (KMO) and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.791
	Approx. Chi-Square	1292.253
Bartlett's Test of Sphericity	Df	21
	Sig.	.000

Source: Computation from SPSS Version 26 Output (2023

The Bartlett's Test of Sphericity also pertains to the importance of the investigation, demonstrating the accuracy and applicability of the data gathered to the issue being investigated. The Measure of Adequacy (MSA) had good values for all of the variables, and the overall value was 0.791;

nevertheless, the Bartlett's Test of Sphericity has a default p value of ≤ 0.005. The factor loading for each item is displayed in Table 3.1, with the items sorted by size. Item that does not meet the requirement of loading on one with a factor loading value larger than 0.5 is removed from the study.

In this study, the internal consistency as a proxy of reliability of the instruments was applied using Cronbach's Alpha, and the data were processed using SPSS version 26. An indicator of a test's or scales internal consistency, Cronbach alpha (α), is expressed as a number between 0 and 1. The pretest method was adopted to conduct a pilot test on selected foods and beverages manufacturing firms in Nigeria. The purpose of pre-testing is to identify problems with the data collection instrument and find possible solutions.

Table 3.2: Reliability Test

Variables	No of Items	Corrected Item-Correlation	Cronbach's Total Alpha	Remarks
Customer Intelligence	5	.395	.934	Reliable
Marking Intelligence	5	.705	.931	Reliable
Competitor Intelligence	5	.591	.932	Reliable
Product Intelligence	5	.735	.923	Reliable
Competitiveness	8	.730	.907	Reliable
Average Reliability	**28**	.	**.925**	**Reliable**

Source: Researcher's Computation from SPSS Version 26 Output (2022).

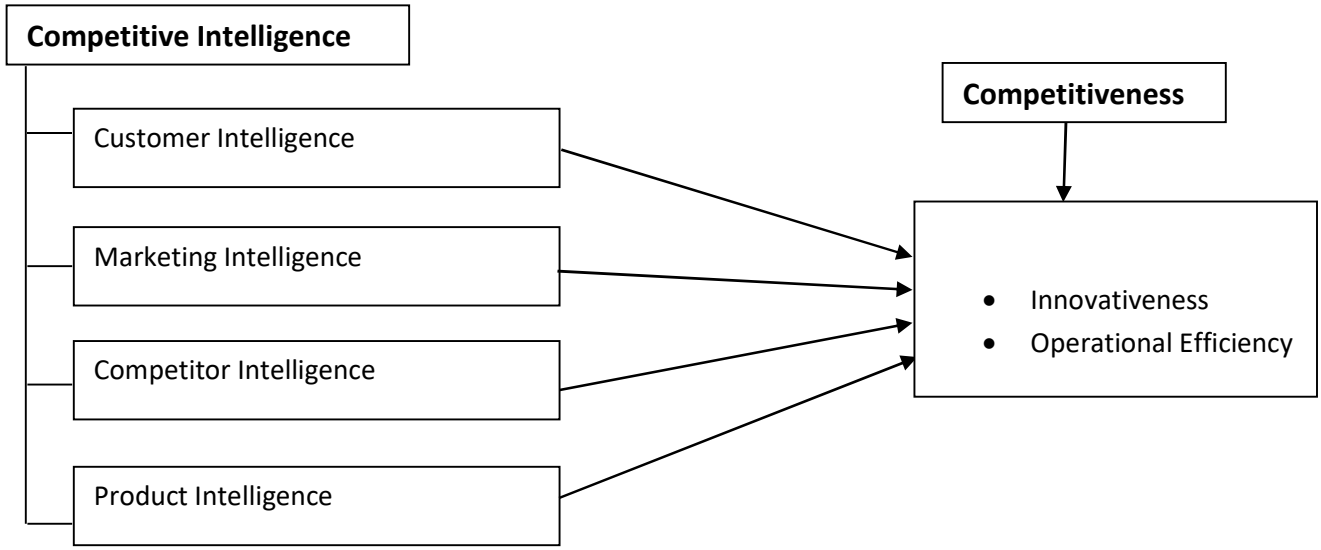
1/3 of 383 questionnaires were given to 128 participants in the study region as part of a pilot test to ascertain the reliability of the instruments (1/3 375 = 0.3333 383 = 125). The pre-test method was used to conduct a pilot test. Nigerian foods and beverages manufacturing firms were subjected to the test. The outcomes of the competitive intelligence constructs were presented in Table 3.5 as follows: customer intelligence (a = 0.934), marketing intelligence (a = 0.931), competitor intelligence (a = 0.932) and product intelligence (a = 0.923). The competitiveness response variable's measurements get the following result (a = 0.907) with overall reliability index of 0.925. This suggests that the competitive intelligence and competitiveness measurement tools were extremely consistent and trustworthy.

3.9 Variables Specification / Model Specification

The purpose of the conceptual model for this study is to demonstrate the influence of the explanatory variables on the response variables.

Figure 3.1 Conceptual Model for the Study

Explanatory Variable **Response Variable**



Source: *Researchers' Compilation, 2022*

Multiple regression analysis was used to assess the impact of competitiveness on a sample of quoted foods and beverages manufacturing firms on the Nigerian exchange group. The following are the details of the statistical model and implicit form of the regression formula:

CPS = f(CPI)……. (i)

CPS = f (CUI, MKI, CMI, PUI) …..…….....….…….…… (ii)

Where:

CUI = Customer intelligence

MKI = Market intelligence

CMI = Competitor intelligence

PUI = Product intelligence

The explicit form of the model for this study will be as follows:

$CPS = Bo + b_1 (CUI) + b_2 (MKI) + b_3 (CMI) + b_4 (PUI) + \varepsilon$ ……..…. (iii)

Where;

α = Intercept of the Model (constant)

$b_1$to b_4= Parameters of X_1 …… X_4 respectively

ε = error term

Descriptive analysis was employed. Summaries of descriptive statistics were presented in tables and frequency graphs and charts. Skewness of Kurtosis are used in this study, the Pearson's correlation coefficient and multiple regression analysis was employed for data analysis.

4.0 RESULTS AND DISCUSSIONS

4.1.4 Descriptive Statistics

The descriptive measures used in this study included the mean, standard deviation, and tests of skewness and kurtosis.

Table 4.1: Descriptive Statistics

Variable	N Statistic	Minimum	Maximum	Mean Statistic	Std. Deviation Statistic
Customer Intelligence	383	1	5	4.10	.900
Marketing Intelligence	383	1	5	4.03	.948
Competitor Intelligence	383	1	5	4.12	.840
Product Intelligence	383	1	5	4.13	.887
Competitiveness	383	1	8	4.11	.845

Source: Researcher's Computation from SPSS Output, 2023

The descriptive statistics of the variables as provided in Table 4.1 indicates that competitiveness is the response variables and other variables, customer intelligence, marketing intelligence, competitor intelligence and product intelligence are the predictor variables. The means and standard deviation scores for the variables were as follows: customer intelligence (M=4.10, SD=0.900), marketing intelligence (M=4.03, SD=0.948), competitor intelligence (M=4.12, SD=0.840), product intelligence (M=4.13, SD=0.887) and competitiveness (M=4.11, SD=0.845). The mean scores and standard deviation indicate the level of agreement of respondents with the questions.

4.1.6 Regression Analysis

This sub-section presents the results of regression analysis of the model used in the study. The regression model explains the degree of effect of the predictor variables namely, customer intelligence, marketing intelligence, competitor intelligence and, product intelligence on the dependent variable (competitiveness). The result is presented in model summary, analysis of variance and coefficients tables. Model summary was used to determine the extent to which the independent variables determine the dependent variable. The study established model significance by conducting an ANOVA test to find out whether the model was suitable for further statistical analysis. This was done by computing F statistics and its corresponding P-values. The study used the criteria for comparing the P-values of F statistics with a significance value of 0.05. If the P-

value of F statistics was less than 0.05, the study concluded the model is significant and can be used for further statistical analyses and vice versa. This was followed by the computation of coefficients of predictor variables. Multiple regression analysis was conducted at a 95 percent confidence level.

Table 4.2: Model Summary[b]

Table 4. 5: Regression Coefficients

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Sig.
1	.984	.768	.762	.820	1.728

a. Predictors: (Constant), Customer intelligence, Marketing intelligence, competitor intelligence, product intelligence
b. Dependent Variable: Competitiveness

Source: Researcher's Computation from SPSS Output, 2023.

The result in Table 4.2 shows that the Coefficient of Determination (R-Square) stood at 0.768. This meant that 76.8 percent of variation in competitiveness was influenced by variation in the explanatory variable that is competitive intelligence and its constituent variables; customer intelligence, marketing intelligence, competitor intelligence, product intelligence. To that effect, only 23.2 percent of variation competitiveness was explained by other factors not included in the model. As such, it was concluded that at least one of competitive intelligence factors was a useful predictor of competitiveness.

Table 4.3: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	127.608	4	31.902	83.078	.000
Residual	145.338	378	.384		
Total	272.946	382	.527	5.526	.000

a. Dependent Variable: Competitiveness
b. Predictors: (Constant), Customer intelligence, Marketing intelligence, Competitor intelligence, Product intelligence

Source: Researcher's Computation from SPSS Output, 2023.

Table 4.3 provides the results on the analysis of the variance (ANOVA). Analysis of variance (ANOVA) was used to evaluate whether statistical model could be fitted to a data set from which the data were sampled. The results from ANOVA indicate an F statistics of 83.078 which was significant at 95% level of confidence (p-value = 0.000 <0.05) which signifies that the model was significant in predicting competitiveness of foods and beverages manufacturing firms in Nigeria. The results indicate that the overall model was statistically significant. Further, the results imply that the explanatory variable is a good predictor of competitiveness.

Table 4. 4: Regression Coefficients

Unstandardized Coefficient			Standardized Coefficient		
	B	**Standard Error**	**Beta**	**T**	**Sig.**
(constant)	.688	.199		3.462	.001
Customer Intelligence	.398	.053	.396	7.450	.000
Marketing Intelligence	.368	.038	.179	4.423	.000
Competitor Intelligence	.278	.050	.187	3.535	.000
Product Intelligence	.188	0.44	.199	2.999	.046

a. Dependent Variable: Competitiveness

Source: Researcher's Computation from SPSS Output, 2023.

Regression coefficients in Table 4.4, the result found a positive and significant effect of customer intelligence on competitiveness (β=0.396, p=0.000). The coefficient for customer intelligence (0.398) indicates that a unit increase in customer intelligence would lead to a 0.398 unit increase in competitiveness. The effect is statistically significant because the associated P-Value (0.000) is less than 0.05 level of significance. This was supported by a calculated t-statistic of 7.450 which is larger than the critical t-statistic of 1.96. The result also revealed that there was a positive and significant effect of marketing intelligence on competitiveness (β=0.179, p=0.000). The coefficient for marketing intelligence (0.368) implies that a unit increase in implementation of marketing intelligence would lead to a 0.368 unit increase in competitiveness. The effect is statistically significant because the associated P-Value (0.000) is less than 0.05 level of significance. This was supported by a calculated t-statistic of 4.423 which is larger than the critical t-statistic of 1.96.

Similarly, the result found a positive and significant effect of competitor intelligence on competitiveness (β=0.187, p=0.000). The coefficient for competitor intelligence (0.278) shows that a unit increase in competitor intelligence would lead to a 0.278 unit increase in competitiveness. The effect is statistically significant because the associated P-Value (0.000) is less than 0.05 level of significance. This was supported by a calculated t-statistic of 3.535 which is larger than the critical t-statistic of 1.96.The result also indicated a positive and significant effect of product intelligence on competitiveness (β=0.199, p=0.046). The coefficient for product intelligence (0.188) denotes that a unit increase in implementation of product intelligence would lead to a 0.188 unit increase in competitiveness. The effect is statistically significant because the associated P-Value (0.046) is less than 0.05 level of significance. This was supported by a calculated t-statistic of 2.999 which is larger than the critical t-statistic of 1.96.

The Optimal Model

$Y= 0.688 + (39.8XCUI) + (36.8MKI) + (27.8CMI) + (18.8PUI) + \varepsilon$

4.2 Test of Hypotheses

The five hypotheses formulated in this study were tested in this section. The results of the multiple linear regression analysis show that all the explanatory variables; customer intelligence, marketing intelligence, competitor intelligence and product intelligence have a positive and significant effect on competitiveness. The hypotheses are tested using the *t*-statistics and *p*-values that is associated to each variable. The hypotheses were tested at 95% confidence level and the decision rule is that

if the computed *t*-statistics falls within the limit of two critical values (±1.96) accept the null hypothesis (Ho) otherwise, reject the null hypothesis. Alternatively, accept the null hypotheses if the p-value is greater than 0.05.

4.2.1 Test of hypothesis One

$H0_1$ Customer intelligence has no significant effect on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

To test the effect of customer intelligence on competitiveness, Table 4.4 findings reveal that the standardized beta coefficient for customer intelligence is 0.396, a 7.450 t statistic with a 0.000 corresponding value. Since the p-value is less than 0.05 and *t*-statistic is greater than 2 at significance level of 0.05 competitiveness is significantly affected by customer intelligence. The null hypothesis is rejected by the study and concludes that customer intelligence has a positive and significant effect on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

4.2.2 Test of hypothesis two

$H0_2$ Marketing intelligence has no significant effect on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

To test the effect of marketing intelligence on competitiveness, Table 4.4 findings show that the standardized beta coefficient for marketing intelligence is 0.179, a 4.423 t statistic with a 0.000 corresponding value. Since the p-value is less than 0.05 and t statistic is greater than 2 at significance level of 0.05 competitiveness is significantly affected by marketing intelligence. The null hypothesis is rejected by the study and concludes that marketing intelligence has a positive and significant effect on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

4.2.3 Test of hypothesis three

$H0_3$ Competitor intelligence has no significant effect on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

To test the effect of competitor intelligence on competitiveness, Table 4.4 findings indicate that the standardized beta coefficient for competitor intelligence is 0.187, a 3.535 *t*-statistic with a 0.000 corresponding value. Since the p-value is less than 0.05 and t statistic is greater than 2 at significance level of 0.05 competitiveness is significantly affected by competitor intelligence. The null hypothesis is rejected by the study and concludes that competitor intelligence has a positive and significant effect on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

4.2.4 Test of hypothesis four

$H0_4$ Product intelligence has no significant effect on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

To test the effect of product intelligence on competitiveness, Table 4.4 findings show that the standardized beta coefficient for product intelligence is 0.199, a 2.999 *t*-statistic with a 0.046 corresponding value. Since the p-value is less than 0.05 and t statistic is greater than 2 at significance level of 0.05 competitiveness is significantly affected by product intelligence. The null hypothesis is rejected by the study and concludes that product intelligence has a positive and significant effect on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

4.3 Discussion of Findings

The discussion of this study is tailored towards the research questions that were earlier stated in chapter one of this study. The research questions were answered by research objectives. Findings were basically based on the objectives of this study as follows;

The result of the first hypothesis corroborated the findings of Ndubuisi-Okolo, Anigbogu and Ike (2017) whose study revealed that customer intelligence had a significant positive effect on quality service delivery. The result of the tested hypothesis is in agreement with Uzoma, Ihuoma and Uju (2021) whose findings revealed that customer intelligence has significant positive effect on cost reduction and marked expansion of SMEs in Nigeria. The study is in tandem with Al-Hashem (2022) whose study revealed that there is a significant positive direct effect of customer intelligence on customer experience and a significant positive effect of customer experience on customer retention.

Hypothesis two is in agreement with Sushant, Teena, and Rashmi (2019), which their study established a direct correlation between marketing intelligence and business success in India. Further, the result of hypothesis two was supported by Al-Hashem (2020) whose outcomes validated the mediation function of marketing intelligence in the relationship between the variables under investigation. The result of the hypothesis is also in consonance with Kpunee, Ikaba and Wali (2021) in Nigeria, whose study showed a strong correlation between marketing intelligence and police performance.

The result of hypothesis three is in consonance with that of Jummai and Abuga (2021) who concluded that competitor orientation has influence on entrepreneurship innovation. The result of hypothesis three is consistent with that of Agbeche, Bagshaw, and Oparanma (2021) whose study demonstrated that competitor intelligence of food and beverage manufacturing companies in South-South, Nigeria has a substantial impact on organizational effectiveness. The result is supported by that of Zaidan *et al.* (2022) that there is a significant impact of combined or individual effects of competitor intelligence on the competitiveness of Iraqi banks and they concluded that competitor intelligence has a sizable and advantageous impact on competitive advantage in the Iraqi banking sector.

Hypothesis four result is consistent with that of Al- Nsour (2018) whose study found that the product intelligence is a determinant and key source of innovation in marketing communication activities. The hypothesis four is in line with Olowe, Enemuo and Udoh (2022) in his study found a positive relationship between product intelligence and buying behaviour with the aid of the innovation attributes of relative advantage, compatibility, and complexity. The result of the fourth hypothesis is in consonance with Aly (2022) who affirmed a positive significant effect of product intelligence on enhancing the profitability indicators of 12 banks listed on the Egyptian stock exchange.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Arising from findings, it was concluded that competitive intelligence dimensions such as customer intelligence, marketing intelligence, competitor intelligence and product intelligence has a positive and significant effect on competitiveness of quoted foods and beverages manufacturing firms in Nigeria. This means that the adoption of competitive intelligence strategies enable firms to make accurate predictions on changes in the business environment, compete better in the marketplace against rivals with refined products, track competitors' activities so as to improve the competitiveness of their firms by identifying threats and opportunities before they become obvious in order to have an edge over rivals in an industry. Therefore, competitive intelligence is a true predictor of competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

5.2 Recommendations

Arising from the findings and conclusion drawn, the following recommendations are made to help improve the situation in foods and beverages manufacturing firms in Nigeria;

Since customer satisfaction is the major aim of every foods and beverages manufacturing firms as customers are regarded as the kings. Quoted foods and beverages manufacturing firms are expected to satisfactorily serve their customers and other stakeholders profitably by being proactive and responsive to the changing values, technology, tastes and preferences as sustainability of any firm hinges on customers' patronage and loyalty from both potential and existing customers thereby having an edge over their rivals in the industry.

Foods and beverages manufacturing firms should focus on techniques and strategies of modifying current marketing products as well as decision making regarding these products that enables better market planning as the information it collects facilitates the decision to choose a path that guarantees an edge over and above their rivals in the industry by understanding the needs and wants of the customers, weak and strong points of the rivals and develop innovative products capable of providing valued and satisfying benefits better than those offered by competitors and should continuously invest in marketing research to gather as much information as possible in order to remain competitive and to maintain existing customers and acquire new ones than their rivals in the industry.

Quoted foods and beverages manufacturing firms in Nigeria should pay special attention to the drivers of competitive behavior such as awareness, motivation and capabilities and should constantly seek rival's intelligence and honestly determine their position in the competitive industry through competitive behaviors in terms of moves, actions and reactions based on sound understanding of competitors' capabilities, plans, intentions and antecedents, thus train their staff as part of making their company acquire inimitable capabilities in order to have an edge other rivals in the industry.

Managers of publicly traded foods and beverages manufacturing firms should make sure that product intelligence is used effectively to support daily operations, such as comparing the attractiveness and quality of their own products to those of their competitors. They should leverage on useful information gathered in their business environment to engage not only in product development but also in constantly making relevant innovations/modifications to their existing and new products so as to gain an edge over those of their competitors in the industry so as to enhance their competitiveness in the industry.

5.3 Limitations of the Study and Suggested Areas for Further Studies

This study investigated the effect of competitive intelligence and competitiveness of foods and beverages manufacturing firms in Nigeria neglecting others that are not quoted on the Nigerian exchange. This study relied on the responses of the participants from the foods and beverages under study, which may be affected by perceptual biases in answering the questionnaire. Furthermore, generalization of the research findings to other countries would be limited, given that different countries adopt different criteria for listing. Finally, time, funds and logistics posed a serious threat to the intensity of the spread or the area of coverage of the study. Undoubtedly, research of this nature and magnitude requires enormous funds and time which was not easy to come by. Some valuable information may not have been collected because the resources were not at the disposal of the researcher even though foods and beverages manufacturing firms are spread across the length and breadth of the Nigerian exchange, the study was a deliberate attempt to reduce this challenge.

Even though this study provides insight into the effect of competitive intelligence and competitiveness of foods and beverages manufacturing in Nigeria there are other areas that are unclear and required to be addressed by future research. The effect of competitive intelligence and competitiveness of unquoted foods and beverages manufacturing firms in Nigeria needs attention in order to see how the adoption and practice of competitive intelligence will enhance competitiveness in their firms. Further, it is possible to extend the scope of the study to cover a larger geographical area other than the Nigerian exchange group as this would ensure the generalizability of the research conclusions. This study focused on manufacturing sector which is largely operated by private owners, future studies can shift attention to public and service sectors of the economy as well to see the extent to which competitive intelligence have on competitiveness in those sectors and verify whether or not employees in public sector are more engaged than those in private sector. The current study was undertaken in Nigeria; the study can be replicated in other developing countries. This will also give ample opportunity for the researchers to compare the

findings and see whether effect of competitive intelligence and competitiveness are statistically different across countries or not.

Finally, future empirical research studies could use moderation-mediation models to present a more complete picture of the effect of competitive intelligence and competitiveness. Other dimensions of competitive intelligence could be used in future studies to enable a nuanced understanding of the phenomenon of competitive intelligence and competitiveness. However, regardless of all these limitations, this study provided a worthwhile evaluation of the effect of competitive intelligence and competitiveness of quoted foods and beverages manufacturing firms in Nigeria. This study is no doubt one of the very few of its kind in the study area and, findings indicated some level of positive significant effect on the construct studied. It therefore, provides a good base for appraising competitive intelligence of foods and beverages manufacturing firms studied. The area covered was sufficient to provide the relevant background for optimizing future decisions on this important issue and draw valid conclusions.

5.4 Contribution to Knowledge

This study contributes to our understanding of competiveness and the general theoretical discourse on competitive intelligence factors that support competitiveness. Statistically, customer intelligence contributed (39.8%), marketing intelligence (36.8%), competitor intelligence (27.8%) and, product intelligence (18.8%) on competitiveness of quoted foods and beverages manufacturing firms in Nigeria. Based on the effect of the predictor variables on the response variable, customer intelligence (39.8%) has more significant effect on competitiveness, followed by marketing intelligence (36.8%), then competitor intelligence (27.8%) and, product intelligence (18.8%). My point of departure from others is that, this study is one of the very few that have determined the underlying dimensions of competitive intelligence and competitiveness of quoted foods and beverages manufacturing firms in Nigeria from the perspective of emerging economy with reference to Nigerian exchange. This study bridges and cures both the geographic divide and the differences in opinions among researchers by reducing the paucity of empirical support to the effect of competitive intelligence and competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

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