

Modern Management Intelligence Competitive Strategies and Organizational Performance



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ABSTRACT: This study evaluates the impact of Modern Management Competitive Intelligence Strategies (MCCI Strategies) on the performance of selected telecommunication firms. The construct of MCCI Strategies, which includes both technological intelligence and strategic intelligence, is the independent variable of the study. The dependent variable, organizational performance, is the primary data collected from 130 staff members and customers. A total of 125 sets of questionnaire were administered, resulting in a total of 125 retrieved (96.2%), with 5 rejected. Correlation and multiple regression analysis were employed as the primary analytical tools. Findings demonstrate the importance of technological intelligence opportunity for business competitive advantage. This is confirmed by the findings of the study by Venter et al. (2014). Modern management competitive intelligence (MCCI) strategy is better suited to predicting a firm's future performance by speaking directly with competitors, suppliers and regulators, and even customers. Competitive intelligence provides insight into what groups are actually intending to do, as opposed to predictions based on historic data. The study recommends that a modern MCCI strategy should have a singular purpose - to develop strategies and tactics to move market share, gainfully and consistently, from a particular competitor to the company, as the foundation for modern MCCI strategies lies in managerial decisions about how to position a business to maximise the value of capabilities that set it apart from its competitors.

KEYWORDS: Technological Intelligence, Strategic Intelligence and Organizational Performance

INTRODUCTION

Many organizations today face the challenge of how to enhance their performance and cope with the ever-evolving competitive environment. In today's competitive environment, it is difficult for companies to increase their performance and sustain a competitive edge. The concept of competitive intelligence has its roots in military science, and has a long history (Tao, 2000). It is not difficult to compare the business world to the battlefield. In fact, it is now customary to refer to competition in business as war. After the Cold War ended in 1990, many of the United States' armed forces and intelligence activities were downsized, and many of the skilled intelligence officers sought to use their skills elsewhere. As a result, competitive intelligence has become increasingly popular in business organizations since the Cold War ended (Deng, 2010). Competitive intelligence practices may be a source of long-term competitive advantage by allowing a company to create, implement and track strategies that generate and safeguard shareholder value in the long-term (Protiviti (2011). It is a useful and performance enhancing component of the strategy development process, which focuses on the identification, development and maintenance of resources and capabilities that generate competitive advantage.

Competitive intelligence practices have a measurable effect on both current activities and the long-term success of the company. It's a key part of strategic management since it's the first step in the chain of thinking and action that allows an organization to adjust to its surroundings. It's a new management tool in today's business world, so it's important to support managers now for better decision-making and strategic planning. According to Hannula and Pittrickimaki (2007), a competitive

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edge is "the capacity to anticipate information, transform it into knowledge, shape it into intelligence pertinent to the business context, and actually apply the knowledge acquired from it." Calof and Wright (2008)

A financial institution that does not closely monitor and analyze its key competitors is ill-prepared to create and implement effective competitive strategy and leaves the firm and markets exposed to attack. The foundation for CI lies in the decisions made by managers regarding the positioning of the business to maximise the value of the competences that set it apart from its competitors. If you do not gather, analyze and act on competitive information in an orderly manner, it will lead to your firm's failure. However, the importance of competitive intelligence practices for gaining competitive edge in commercial banks remains low or has not been implemented at all. This is even though there have been developments in technology, execution of strategies and fierce competition in Nigeria deposit money banks.

STATEMENT OF THE PROBLEM

In a highly competitive market, timely data can help companies understand what strategies are necessary to gain a competitive edge over their competitors. The Commercial Banks Intelligence operations can provide early warning of any significant changes in the competitive environment, such as the introduction of new products or pricing strategies by competitors, or the emergence of a new player in the financial market.

In spite of the fact that most firms have adopted competitive intelligence management strategies, there is no empirical data on the impact of these strategies on achieving effective organizational performance within the firm. In light of the recent developments in the market, it is necessary to conduct a study to determine the role that competitive intelligence management strategies may play in achieving effective organizational performance. Theoretically, the purpose of this study is to investigate the impact of competitive intelligence management strategy on organizational performance.

GENERAL AIMS AND SCOPE

This study will provide an in-depth analysis of the relationship, causal and non-causal, between contemporary management intelligence competition strategy, organizational performance and other variables that define human resource operations in Nigeria; offer a roadmap for remedying the current situation for improved performance in the Nigerian context; and serve as a repository of limited knowledge for researchers to refer to. The scope of the study was limited to the Nigerian Telecommunications Industry and did not include any other institution.

OBJECTIVE OF THE STUDY

- i. determine the influence of technological intelligence on organizational performance.
- ii. examine the effect of strategic intelligence on organizational performance

HYPOTHESES

- i. there is no significant relationship between technological intelligence and organizational performance in Nigeria telecommunication industry
- ii. there is no significant relationship between strategic intelligence and organizational performance in Nigeria telecommunication industry

LITERATURE REVIEW

Concept of Competitive Intelligence Management Strategies

Competitive intelligence is a broad term used in a variety of contexts, and is widely accepted as an all-encompassing term that encompasses a strategic dimension. In fact, it can be conceptualized as a process for supporting strategic and tactical decision-making. To support customer intelligence, organizations must have systems and processes in place to collect and analyze accurate, pertinent, and up-to-date information on competitors and markets in vast quantities. Competitive intelligence officers (CIOs) are involved in this process in various ways. For instance, according to the authors of "Strategic Intelligence Systems," (Blenkhorn & Fleisher, 2007), a CIO's role is to identify what information is pertinent and actionable, rather than simply producing data.

Breeding (2000) defines intelligence as the process of collecting, evaluating, analysing, integrating and interpreting all available information that is likely to have an impact on the company's survival and success. Information that is interpreted correctly by an appropriately designed intelligence function can be immediately relevant in the formulation of a robust competitive strategy that will position all of the company's fields of operations. From an operational and organizational perspective, the primary objective of intelligence is to assist the Chief Executive Officer in carrying out his or her broad-ranging duties. Tan and Ahmed

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(2013) adopt a more strategic intelligence perspective, arguing that intelligence is a continuous and interacting system of people, equipment and processes to collect, sort, analyse and disseminate relevant, timely and correct information for marketing decision makers to enhance their marketing planning, execution and control. Competitive intelligence is art of collecting, processing and storage of information that people in all levels of the organization have access to it, according to their needs and helps them shape their future and will protect them against competitive threats. This information is about competitors, customers, suppliers, technology, and environment or potentially communication related to business. Saayman Prenaar, De Pelsmacker, Viviers, Cuyvers, Muller and Jegers 2008) SCIP (2008) states that competitive intelligence is a systematic process for collecting, analyzing and managing external information that affects programs, decisions and actions of company. The aim of competitive intelligence is for firms to acquire necessary information that can give them competitive advantage over their competitors (Priporac, Gastoris, and Zacharis, 2005). It also enabled firm to acquire necessary information that can give them competitive advantage over their competitors because, Companies that use a competitive intelligence program, has better understanding of the competitive landscape (Vedder and Guynes 2001), and with moving toward a wise strategies, they develop programs to increase their competitive advantage (Wright and Calof, as cited in Ian, 2013).

Competitive Intelligence Practices

Basically, competitive intelligence is all about how an organization organizes, collects, analyzes, communicates, and manages information. Blenkhorn (2007), Fleisher (2007), and Calof (2008) all said that more needs to be done to look at different aspects of competitive intelligence and to test instead of just measuring the whole whole thing.

Technological Intelligence

In their paper, Rycroft and Kash (2013) argued that competitive intelligence necessitates a process of convergence between technology and culture. Technology intelligence has a significant impact on the capacity to innovate, and is seen as a key driver of both competitive advantage and product innovation (see Porter, cited in Ian (2013)). Banks often face difficulties in this regard, as they lack the capital to invest in technology and the expertise to utilise it effectively (see Alstrup (2013)). It is essential to integrate technology intelligence with competitive intelligence in order to maintain competitiveness. Companies that are able to integrate customer value innovation with technology intelligence (see Kim, cited by Ian (2013)), have a greater chance of achieving sustainable growth and profitability.

Strategic Alliance Practices

According to Patton (2005) and McKenna (2005), strategic alliances are created as a means of reducing uncertainty on the part of the parties to the alliance. The advantages of strategic alliances fall into two broad categories: the benefits that result from reducing external environmental uncertainty and the benefits that arise from reducing internal organizational uncertainty.

Organizational Performance

Organizational performance is a perennial topic of study in most areas of management, particularly in strategic management. It is a topic that is of great importance to both academic researchers and practitioners. Performance refers to the outcome of activities, and includes the actual results of the strategy management process. Strategic management is considered to be reliable in its capacity to improve the performance of organizations (Wheelen et al., 2010). Ogbor J.O., Iyamabhor M. and Awosigho O.P (2021). The idea of organizational performance originates from the concept of an organization as a collection of productive resources, including human resources, physical resources, and capital resources, for the purpose of achieving a common goal.

The people who give the assets will only give them to the organization for as long as they're happy with the value they get in exchange, compared to what they could have used them for (Carton 2004). It's also common to think that organizational performance is pretty stable, predictable, and can be determined and controlled (Moore 2016). Performance is a really important variable in management studies, but it's hard to think about because different things can be measured. Performance is an ongoing and flexible process that involves managers and people they control working together as partners in a system that dictates how they can work together to get the "right" outcomes (Armstrong 2006). Ogbor J.O., Iyamabhor M. and Awosigho, O.P. (2020)

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CTI is a specialized field of intelligence in CI (Heftei, 2003). It focuses on intellectual property fields, such as patents and grey literature, as well as technical information. CTI may also be referred to as technology intelligence or technology watch. While the first two definitions embed the entire intelligence process, the focus of intelligence watch is only on collecting technology or technological news. CTI draws on a wide range of sources, including standards, legislation, offer-on-demand, technology news, competition, etc., but the most widely used source is patents. A number of tools and algorithms have been developed to take

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advantage of patents and the scientific literature in order to analyze them in large numbers. Vergara (2003), Comai (2006) and Tena (2006).

Technology Intelligence (CTI) has been adopted by a wide range of companies and industries, however, the types of organizations that use CTI are likely to be technology-focused. Savioz, 2003 and 2005, for example, demonstrate the successful implementation of technical intelligence in a number of cases, some of which involved small enterprises. Others describe CTI processes in a number of large corporations (APQC, 2001). Additionally, CTI is employed in private companies, as well as in government, non-profit organizations, and technological centers. Kennedy, MacLeod, and Veling (2005), for example, demonstrate that CTI was used to provide executives with technological insights to understand technology trends through the use of specialized analysis techniques.

Strategic intelligence and Organizational Performance

Strategic intelligence is the process of capturing a snapshot of an organization's operating environment, such as competitors, customers, and markets. According to Marchand & Hykes (2007), Ogbor, Iyamabhor & Awosigho (2020), strategic intelligence should provide organizations with valuable insights into their business environment that enable them to anticipate changes and develop appropriate strategies that will generate value and build future profitability in emerging markets within or across industries. In the success of a business context, strategic intelligence is the same term used in Armed Forces intelligence systems, but its primary function is to focus on how the organization's status can be improved for controlling future opportunities, challenges and opportunities that lead to organizational success.

Theoretical Review

Resource-Based View

The resource-based view (RBV) considers that all kinds of stable internal tangible and intangible assets are sources for the organization strategy and performance.

The concept of a 'resource-based theory' was first proposed in strategic management by Wernerfelt (Mardeya (2018)), who argued that a resource-based perspective "gives a competitive advantage" (Manteya, cited in Mintzberg (2018)). A resource, according to Wernerfelt, is anything that can be seen as a "strength" or "weakness" of a firm. An extension of the concept of a resource-based business model (RBV) based on the 'unique idea' of resource management can be seen in Grant ('Capacities', cited in Manteya (2018)). According to Grant, a firm is a collection of 'assets' and 'abilities', and those assets and capabilities are 'the main determinants of a firm's strategy' (Menteya (2018)).

EMPERICAL REVIEW

Abbas and Ebrahim, (2016) examined the impact of strategic intelligence of executive managers on the performance of employees in private banks of Zahedan. The research method is descriptive and correlational. This study consists of a population of 500 individuals, all employed by private banks in the city of Zahedan. Utilizing a stratified sampling approach and a Cochran formula, 217 individuals were selected as the final sample for the purpose of the study. The variables used in the research were two questionnaires, "the strategic intelligence" and "performance-evaluation of employees". The validity of the questionnaires was verified by experts, and their reliability was assessed through the use of Cronbach's Alpha Coefficient (Cronbach's alpha = 0.82, 0.84) for both Strategic Intelligence and Employee Performance. Statistical methods were employed to analyze the final descriptive and Inferential statistics (e.g. single variable regression, Stepwise regression and Structural Equation Modeling). The results indicated that strategic intelligence, as well as its dimensions, including Competitive Intelligence, Business Intelligence and Knowledge Management, had a significant impact on employee performance. Additionally, Stepwise regression demonstrated that all three dimensions of strategic intelligence had the capacity to predict employee performance. Finally, Structural Equation Modelling demonstrated that the causal relationship between strategic intelligence and employee performance was satisfactory.

Mahsa and Hamid (2017) examined the effects of business intelligence on the effectiveness of the Organization using case study of Airline Companies in Iran. In view of the growing competition among airlines companies in Iran and the need to equip them with the latest information technologies, the implementation of knowledge management systems in the airline industry can improve the efficiency of the business intelligence system in the industry and lead to the efficiency of the industry. The purpose of this study is to determine the impact of Strategy, Structure, Processes and Organizational Culture on the organization's effectiveness and the role of Business Intelligence Systems in the Iranian airline companies. The statistical data and sample included all airlines in the country. Sampling method was non-randomized, non-discriminatory. Structural equation methods were used for the research hypotheses. The questionnaire tools were used to collect the data. The stability of the questionnaire used in this study was calculated above 0.7 Cronbach alpha. The results showed positive and significant impact between

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variables of Strategy, Structure and Organization Culture on the efficiency of the Organization and Business Intelligence Systems in Iran and there is no significant relationship between organization variables and organizational efficiency.

METHODOLOGY

The study was conducted in some selected telecommunication in Asaba Delta State, Nigeria. Primary data were generated and collected from 130 staff and customers. Out of the 130 sets of questionnaire administered, total number of 125 (96.2%) were retrieved and 5 were rejected. The major analytical tools used were correlation and multiple regression analysis.

RESULTS AND DISCUSSIONS

Table 1: Correlation Matrix among the Dimensions of Corporate Social Responsibility and Organizational Performance

| | Technological Intelligence | Strategic Intelligence | Organizational Performance |
|----------------------------|----------------------------|------------------------|----------------------------|
| Technological Intelligence | 1 | | |
| Strategic Intelligence | .373** | 1 | |
| Organizational Performance | .445** | .490** | 1 |

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

Source: Analysis of field survey, 2022

The correlation matrix analysis as shown in the above table 1 reported that Technological Intelligence exhibited positive correlation with Strategic Intelligence ($r = .373^{**}$, $P < .01$) Technological Intelligence ($r = .445^{**}$, $P < .01$) Organizational Performance. similarly, Technological Intelligence was positively significantly correlated with Strategic Intelligence and Organizational Performance.

Table 2: Multiple Regression Analysis of Technological Intelligence, Strategic Intelligence and Organizational Performance Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|----------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 8.576 | 1.601 | | 5.357 | .624 |
| Technological Intelligence | .114 | .086 | .126 | 1.329 | .006 |
| Strategic Intelligence | .145 | .089 | .163 | 1.618 | .008 |

Dependent Variable: Organizational Performance

Source: Analysis of field survey, 2022

Table 3: ANOVA

ANOVA^a

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|-------|-------------------|
| 1 Regression | 67.066 | 3 | 22.355 | 7.824 | .000 ^b |
| Residual | 345.734 | 121 | 2.857 | | |
| Total | 412.800 | 124 | | | |

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Technological Intelligence and Strategic Intelligence

Table 4: Model Summary.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .403 ^a | .162 | .142 | 1.6904 |

a. Predictors: (Constant), Technological Intelligence and Strategic Intelligence

Source: Analysis of field survey, 2022

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DISCUSSION OF FINDINGS

This study looked at how modern management competition intelligence strategies fit into the performance of a telecommunication company in Delta State in Nigeria. The correlation analysis showed that all the indicators of modern competition intelligence strategies had strong positive correlations between them. This suggests that these are the right dimensions and measures for modern competition intelligence strategies. Plus, the multiple regression analysis showed how the dynamic of the modern competition intelligence strategies and the performance of the telecommunication company was affected. The two constructs of modern management competitive intelligence strategies: Technological Intelligence ($\beta = .126, P < 0.01$), Strategic Intelligence ($\beta = .163, P < 0.01$) exhibited statistically significant positive effect on Organizational Performance. The result provided support for the H_1 test result which indicated that there is statistically significant positive relationship between Technological Intelligence and Organizational Performance ($P(\text{cal}) 0.006 < P(\text{crit}) 0.05$). These findings are in line with Salim and Bloch, as cited in Wheelen (2010) posit that inter organizational relationships create the opportunity to share the resources and capabilities of firms while working with partners to develop additional resources and capabilities as the function for new competitive advantages. Bringing together expertise and capabilities from various organizations improves the performance of an organization. The strategic resources, however, which are generally of an intangible nature, are neither easily identifiable nor rapidly developed.

Similarly, the findings indicate that Strategic Intelligence is found to have significant positive relationship with Organizational Performance ($\beta = .163, P < 0.01$). The findings provided support for the result of H_2 which stated that there is a statistically significant positive relationship between Strategic Intelligence and organizational performance. The finding is in consonant with Salim and Bloch, as cited in Wheelen (2010) opined that companies have become more motivated to carry out strategic intelligence as a result of the fact that most of the world's economies have embarked policies reforms on market-oriented liberalization aimed at promoting economic performance. Additionally, the spillover effects from strategic intelligence are beneficial not only to firms but also to customers and economies. Therefore, internal strategic intelligence activities as well as external strategic intelligence activities will produce strategic intelligence spillovers that will eventually yield benefits to the entire organization and the society at large, (Bednyagin and Gnansounou, as cited in Wheelen et al 2010).

CONCLUSION

The findings of this study indicate that organizations employ contemporary management competitive intelligence techniques, which encompass both technological intelligence as well as strategic intelligence, to gain a competitive advantage over their rivals.

The study found that competitive intelligence is better at predicting the future of the company by talking to competitors, vendors, regulators, and even customers directly. Instead of relying on historical data, competitive intelligence can give you an idea of what the groups are planning to do.

Nigeria telecommunication adopted the technology intelligence practices that influence profitability by acquiring an intelligent system that maximizes efficiency and is reliable, user-friendly, and facilitates coordination between the various departments. Furthermore, when products are incorporated with new technology, the final product will be the one that reacts to technological progress.

RECOMMENDATION

The study suggests that contemporary management competition intelligence strategies should be focused on the development of strategies and tactics that enable the transfer of market share, profitable and consistent, from particular competitors to the organization. The foundation of modern management competition intelligence strategies is based on managerial decisions regarding the location of a business in order to maximize the utilization of the advantages that differentiate it from competitors. If competition information is not collected, analyzed and acted upon in an orderly manner, the firm's profitability will deteriorate and eventually the firm itself will fail.

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