

MARKETING INTELLIGENCE SYSTEM AND SALES OF BEVERAGES BY SMALL AND MEDIUM SCALE ENTERPRISES IN YENAGOA LOCAL GOVERNMENT AREA

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ABSTRACT

This study investigates the impact of implementing a Marketing Intelligence System (MIS) on the sales performance of Small and Medium Enterprises (SMEs) in the beverages sector in Yenagoa, Nigeria. By analyzing the integration of market intelligence tools and techniques within the business strategies of these SMEs, this research assesses how MIS influences sales growth, market penetration, and customer satisfaction. Through a combination of qualitative and quantitative methods, the study explores the effectiveness of MIS in enhancing the competitive advantage of beverages SMEs in the local market. The findings offer valuable insights for SME owners, marketers, and policymakers, highlighting the significance of leveraging marketing intelligence systems to optimize sales performance and foster sustainable business growth in the dynamic beverage industry of Yenagoa.

Key Words: Marketing Intelligence and Sales of Beverages

INTRODUCTION

Background of the Study

Small and Medium Enterprises (SMEs) play a vital role in driving economic growth and development in many regions, including Yenagoa Local Government Area. Within the local business landscape, the beverage industry holds significant potential for SMEs to thrive and contribute to the local economy. However, operating in a dynamic and competitive market requires SMEs to adopt effective marketing strategies to gain a competitive edge, meet consumer demands, and achieve sustainable sales growth.

Today, a tsunami of changes in the corporate sector is sweeping the globe, and marketing intelligence, without a doubt, is at the heart of it. Organizations are subjected to a variety of environmental changes. Organizations' survival will be jeopardized if they do not prepare for these changes, which occur at such a rapid pace. The goal of marketing intelligence is to prevent employee astonishment and inability to adapt to environmental changes, as well as to reduce and minimize the company's risk exposure (Johns & Van Doren, 2010). Marketing intelligence is a modern tool that aids firms in achieving a proper position in today's climate.

The concept of intelligence refers to marketing data that is used to improve the competitiveness of strategic programming processes on a continuous basis. The systematic collecting and analysis of publicly accessible information on customers, rivals, and market changes is known as marketing intelligence (Kotler & Armstrong, 2013). Igbaekemen (2014) asserts that companies that are successful approach their operations from the outside in. He is aware that the marketing environment is ever-changing and that a "organization" should recognize the value of continuously monitoring and adapting to it. New opportunities and threats are constantly presented, and only marketing intelligence can be used to detect, collect, analyze, and exploit them. A lot of companies don't see change as an opportunity. People fight or ignore changes until it's too late. Their organizational cultures, processes, structures, and tactics are all becoming dysfunctional and out of date.

One crucial aspect of successful marketing strategy implementation is the utilization of a Marketing Intelligence System (MIS). An MIS refers to the processes, tools, and techniques employed by organizations to gather, analyze, and interpret data and information about the market, competitors,

and customers. By harnessing the power of marketing intelligence, SMEs can make informed decisions, refine their product offerings, target the right customer segments, and develop effective marketing campaigns.

Many factors have increased the need for more and better marketing intelligence, according to (Igbaekemen, 2014). As companies become more national and international in scope, they require more information on larger, farther away markets as income rises and buyers become more selective. As a result, marketing intelligence is critical because the quality of marketing information influences the effectiveness of decision-making and sales in the beverage industry. There is always competition among the various players in the beverage industry, and each beverage company must devise ways to survive, thrive, and become a mega force to be reckoned with in this sector. This study will provide organizations, particularly those in the beverage industry in Nigeria, with more information about how customers respond to their various products, appeals, cost data, market data, and competitor sales.

Statement of the Problem

Marketing intelligence's ultimate goal is to help people make better choices. Organizations that concentrate on marketing research, product and market orientations, and sales use marketing intelligence. Even though distributors are near to the market, they are unable to exploit marketing information since their marketing function is constrained (Jones,2010). Many firms believe they have developed a solid distribution network that allows for efficient information flow. Unfortunately, the distributors are enthusiastic about the organization's marketing efforts, but their knowledge is muddled by the management due to their narrow-mindedness about new marketing trends. As a result, a Marketing Intelligence System on Beverage Sales is will be looked into.

The main objective of this study is to examine the relationship between customer relationship management and Market performance of Deposit Money Banks. Other Specifically, this study seek relationship between customer orientation and market to share of Deposit money banks

1. To determine the relationship between customer orientation on the market performance of Deposit money banks in Bayelsa state.
2. To determine the relationship between customer service on the market performance of deposit money banks.in Bayelsa state.
3. To determine the relationship between customer perception and market performance of Deposit money banks in Bayelsa state.
4. To determine the relationship between customer retention and market performance of Deposit money banks in Bayelsa state.

Research Questions

1. What is the relationship between customer orientation on the market performance of Deposit money banks?
2. What is the relationship between customer service on the market performance of Deposit money banks?
3. What is the relationship between customer perception on the market performance of Deposit money banks?
4. What is the relationship between customer retention on the market performance of Deposit money banks?

Research Hypotheses

The following null hypotheses will guide the study:

HO₁: there is no significant relations between customer orientation and market performance of Deposit Money Banks in Bayelsa State.

HO₂: there is no significant relationship between customer service and market performance of Deposit Money Banks in Bayelsa State.

HO₃: there is no significant relationship between customer perception and market performance of Deposit Money Banks in Bayelsa State.

HO₄: there is no significant relationship between customer retention and market performance of Deposit Money Banks in Bayelsa State.

Scope of the Study

This study examines the impact of marketing intelligence system in the sales of beverages. The study will also evaluate if marketing intelligence system is effective in the sales of beverages. Furthermore, the study will find out the effect marketplace opportunity, competitive threat and competitive risk on the sales of beverages. The geographical scope of this study tends to cover the Yenagoa local government area in Bayelsa state. The time scope of the study tends to cover a definite time frame which is 2023.

Significance of the Study

A Marketing Intelligence System (MIS) can have several significant impacts on the sale of beverages in SMEs (Small and Medium Enterprises) in Yenagoa Local Government Area. Let's explore its significance to different stakeholders:

1. Government and Policy Makers:

- MIS can provide valuable data and insights on beverage consumption trends, market dynamics, and consumer preferences. This information can help the government and policymakers make informed decisions regarding taxation, regulations, and industry support programs.
- MIS can aid in identifying potential gaps or opportunities in the beverage market, allowing policymakers to develop targeted policies to promote the growth and competitiveness of local SMEs.

2. Business Owners:

- MIS enables business owners to gather and analyze market data, including customer behavior, competitor analysis, and market trends. This information can help SMEs in Yenagoa Local Government Area to make strategic decisions regarding product development, pricing, distribution channels, and marketing campaigns.
- By understanding consumer preferences and demands through MIS, SMEs can tailor their beverage offerings to better meet customer needs, leading to increased sales and customer satisfaction.

3. Public:

- MIS can contribute to better product availability and variety in the market. By understanding market demand, SMEs can ensure that the right beverages are stocked in the right locations, benefiting the public by providing a diverse range of options.
- Additionally, MIS can help SMEs identify potential health and safety concerns related to beverages, enabling them to take proactive measures to ensure the quality and safety of their products, thereby protecting public health.

4. Academicians and Researchers:

- MIS generates valuable data that can be used for academic research and market analysis. Researchers can study consumption patterns, consumer behavior, and market trends to enhance their understanding of the beverage industry and contribute to the development of marketing theories and strategies.
- Academicians can use MIS data to educate students and aspiring entrepreneurs about market intelligence, marketing strategies, and the importance of data-driven decision-making.

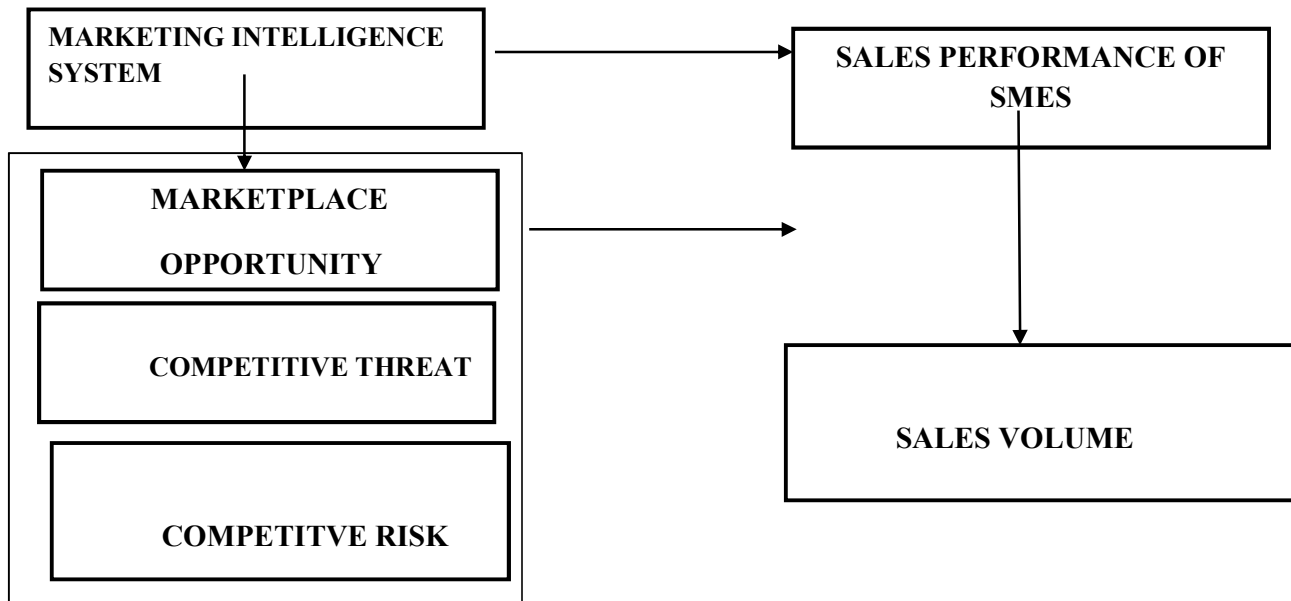
In summary, the significant role of a Marketing Intelligence System on the sale of beverages in SMEs in Yenagoa Local Government Area extends to the government, policy makers, business owners, the public, academicians, and researchers. It helps inform decision-making processes, drives strategic marketing initiatives, enhances customer satisfaction, promotes economic growth, and contributes to knowledge and research in the field.

Organization of the Project Report

This work will be discussed in five chapters. The chapter one contains the introduction, which covered a detailed background to the study, statement of the research problem, objectives of the study, research questions, research hypotheses, and significance of the study, scope of the study and organization of the research project. The chapter two contains related literature review which will contain the conceptual framework on marketing intelligence system, review of related theories, review of empirical literature, and theoretical framework. The chapter three presents the methodology which will cover the research design, population of the study, sample and sampling techniques, and method of data collection, measurement of variables, reliability and validity of the research instrument, model specification, method of data analysis, and limitations of the study. The chapter four present the data gathered analyze it, and discuss its findings, chapter five summarizes the findings, conclusion and recommendations.

LITERATURE REVIEW

Conceptual Clarification



Concept of Small and Medium-Scale Enterprise

There is no universally accepted definition of Small and Medium Scale Enterprises (SMEs). Even in a single country, different institutions may adopt different definitions depending on their focus. The criteria usually used in the definitions include capital investment, annual gross turnover, output and employment (Kurfi, 2016). For instance, in the United States of America, a Small-Scale Enterprise is one that is independently owned and operated with a capital base of not more than \$5 million. In the Far East (mainly China, Hong Kong, Taiwan and South Korea) and even Europe, the average turnover of a Small-Scale Enterprise must not exceed \$3 million (Olayiwola&Adeleye, 2013). In Nigeria, a Small-Scale Medium Enterprise is defined as any enterprise with a maximum asset base

of N50 million (excluding land and working capital) with no lower or upper limit of staff (SMEEIS, 2015). Considering this summary of the definitions of SMEs by developed and developing nations, it is generally agreed upon that the statistical definition of SMEs varies by nation and is mostly dependent on the quantity of workers and the asset value. Scholars have been debating the definition of SMEs for a long time, but they haven't come to a consensus. The definitions of SMEs are as varied as the social sciences itself. For example, SMEs are defined by the World Bank Group as businesses with 300 or fewer employees and annual revenue of little more than \$15 million. (Gibson, 2008) whilst the European Commission defines SMEs as having not more than 250 employees (Lucacs, 2015). UNIDO, on the other hand, defines SMEs in two ways: for developing countries; Big companies (over 100 employees), Medium companies (20–99 workers), Small companies (5–19 workers), and Micro companies (less than 5) and, in industrialized nations, Big companies (over 500 employees), Medium companies (100–499 workers), and Small companies (less than 99 workers) (Peter, 2008).

As a result, the definition of SMEs varies depending on the source and the person providing it (Ward, 2005). SMEs can be defined in a variety of ways, but two key components are always present: the number of workers, the balance sheet, or the turnover of an organization. The World Bank bases its definition on the quantity of workers as well as the turnover rates of businesses. However, SMEs are defined by the National Board for Small Scale Industries (NBSSI) of Ghana based on the enterprise's balance sheet, which cannot exceed US\$100,000 (excluding property and buildings) and the number of employees, which cannot exceed 29.

SME definitions are found in the Venture Capital Trust Fund (VCTF) Act 2004 (Act 680 section 28): "an industry, project, undertaking, or economic activity which employs not more than 100 persons and whose total asset base, excluding land and building, does not exceed the Naira equivalent of US\$1 million in value."

SMEs are generally characterized by their lack of direct access to both domestic and foreign capital markets due to the significant expenses associated with smaller projects' intermediation. They are unable to promote their products internationally, but they must incur the same fixed expenditures as large-scale businesses to comply with rules (Kayanula&Quartey, 2010). The self-employed in Nigeria's SME sector have low levels of education and training. The great majority are family-owned companies (FOB), and the finances of the company are frequently not kept separate from those of the owner, sometimes even to the extent of using the owner's or operator's personal accounts for the company. (Ackah&Vuvor, 2011).

Problems of SMEs in Nigeria

It is concerning that despite all of the efforts and assistance from incoming administrations and governments, SMEs have not had the expected effect on the Nigerian economy. It emphasizes the idea that SMEs face basic concerns or challenges that, up until now, have either not been addressed at all or have not been thoroughly handled. A review of literature reveals indeed the following plethora of problems, which are enormous, fundamental and far-reaching:

1. Inadequate, ineffective, and occasionally non-functional infrastructure, which tends to drive up operating costs by forcing SMEs to turn to private providers for necessities including roads, water, energy, transportation, and communication, etc.
2. Ineffective bureaucratic processes and bottlenecks in the management of government-provided incentives and support services. These deter potential SMEs' entrepreneurs while stifling those who already have.
3. Difficulty obtaining funding or credit, which can be linked to banks' unwillingness to give them credit because of a variety of factors, including inadequate and poor documentation of business proposals, a lack of suitable collateral, high interest rates, and the high cost of administering and managing small loans.
4. Discrimination from banks, which are averse to the risk of lending to SMEs especially start-ups

5. High cost of packaging appropriate business proposals.
6. Unequal competition brought on by import levies, which can favor imported final goods. Lack of access to appropriate technology as well as near absence of research and development
7. A heavy reliance for imported raw resources, which comes with a high cost of foreign exchange and occasional unavailability. Weak demand for products, arising from low and dwindling consumer purchasing power aggravated by lack of patronage of locally produced goods by the general-public as well as those in authority.
8. Unfair trade practices defined by dishonest businessmen dumping and importing inferior products. Globalization and trade liberalization are currently aggravating this problem by making it harder for SMEs to compete even in local or domestic markets. Weakness in organization, marketing, information-usage, processing and retrieval, personnel management, accounting records and processing, etc. arising from the dearth of such skills in most SMEs due to inadequate educational and technical background on the part of the SME promoters and their staff.
9. There are a lot of different regulations, taxes, and levies, which makes doing business expensive and deters entrepreneurs. This is because there isn't a harmonized and comprehensive tax structure in place, which would allow manufacturers to include authorized levies and taxes. Widespread corruption and harassment of SMEs by some agencies of government over unauthorized levies and charges
10. Absence of long-term finance to fund capital assets and equipment under project finance for SMEs
11. The absence of expertise and knowledge in science and technology, or the predominance of low levels of intellectual capital resources, which manifest as:
 - i. Inadequate equipment, which must frequently be imported at great expense (capital flight) and necessitates the expensive acquisition of foreign expertise.
 - ii. Absence of process technology, design, patents, etc., which could necessitate a significant financial investment and the payment of royalties, technology transfer fees, etc.
 - iii. Lack of technical skills in the form of technological and strategic capability.
 - iv. Failure to satisfy strict international quality standards, a covert trade restriction put in place by certain industrialized nations under the pretense of upholding environmental or health regulations. The upcoming prohibition on the entry of fruits, vegetables, seafood, and other agricultural products from Africa into American markets serves as a pertinent example.
 - v. The incapacity to enter and successfully compete in export markets due to a lack of suitable mechanisms and technology to process, maintain, and package the items for export, low-quality products, or ignorance of export market tactics and networks.
12. Insufficient initiative, administrative structure, or connections to help and maintain the growth of SMEs, which is largely a consequence of inadequate technological capacity or intellectual resources Lack of appropriate and adequate managerial and entrepreneurial skills with the attendant lack of strategic plan, business plan, succession plan, adequate organizational set-up, transparent operational system, etc. on the part of many founders and managers of SMEs in Nigeria. As a fallout of this, many of the SME promoters purchase obsolete and inefficient equipment thereby setting the stage *ab initio* for lower-level productivity as well as substandard product quality with dire repercussions on product output and market penetration and acceptance.
13. Inadequate leadership development and training. Despite the abundance of training facilities in Nigeria, they hardly ever attend to the specific requirements of small and medium-sized enterprises (SMEs), particularly in the domains of accounting, marketing, information technology, technological processes and development, international trade, administration,

and management of SMEs. In essence, SMEs are frequently forced to struggle to survive amidst the deluge of operational challenges that come with doing business in Nigeria, as well as the operational flaws that define the institutions designed to support SME enterprises.

Concept of Marketing Intelligence

Since marketing intelligence is a type of intelligence system designed exclusively for marketing, it is a component of business intelligence. Important marketing information can be obtained through business intelligence, which is also known as an intelligent method of obtaining information that can be applied to marketing tasks. In support of this, Sjøilen (2020) contends that information gathered through business intelligence systems can be utilized for marketing initiatives. A "technology-enabled and model-supported approach to harness customer and market data to enhance marketing decision-making" is how marketing intelligence is defined (Lilien, 2011). This definition places a strong emphasis on how applying marketing intelligence can improve a business's ability to make decisions.

Marketing analytics, as defined by Wedel and Kannan (2016), is the process of gathering, organizing, and analyzing data (descriptive, diagnostic, predictive, and prescriptive) in order to maximize the efficiency of marketing control instruments, maximize firm return on investment, and gain insights into marketing performance. According to some writers, the application of marketing intelligence might cause businesses to lag behind, missing out on market opportunities that a business focused on analytics would have otherwise taken advantage of. (Harari, 2016). However, most of the literature describe the positive impact of the use of marketing intelligence on firm performance.

Elsner et al. (2014) discovered that in the initial years following the adoption of a marketing intelligence platform, a German mail order company saw a 55% rise in its customer base and a quadrupling of its profitability. They were able to respond to its three most crucial marketing queries—when, to whom, and how frequently—thanks to their marketing intelligence platform. At the National Academies Press (NAP), Kannan et al. (2019) investigated the effects of a marketing intelligence platform. They came to the conclusion that using marketing intelligence improves customer comprehension and improves customer outreach. These examples all have one thing in common: they demonstrate how SMEs can create goods and services that cater to the requirements and desires of their target market by utilizing marketing intelligence. Marketers are aware of the successful and unsuccessful marketing efforts thanks to the use of marketing intelligence. Additionally, they can employ analytical data to create fresh, more effective marketing strategies in the future. They can, for instance, assess which keywords are most utilized and which contribute to conversion, or they might streamline procedures to improve customer responsiveness. Applications for marketing intelligence, according to Kohavi et al. (2012), can boost email marketing campaign response rates, decrease customer attrition, and raise client profitability. All stages of the consumer involvement process require the usage of marketing intelligence (Hauser, 2017). The goal of the awareness process will be to get to know the prospective client. Knowing the target customer's demographics and how they came to be aware of the SME and its offerings is crucial. An SME also wants to discover if the potential consumer needs further information and why they are interested in the product. Marketing intelligence can be used to target and qualify potential customers with relevant offers based on this data. The ultimate purchase result, which the data will document, is the last stage in this process.

Benefits and Uses of Marketing Intelligence

- i. For decision making: Marketing intelligence system is an important instrument in gathering relevant information for the marketing managers, executives and managements in making decision under certainty, uncertainty and risk.
- ii. Marketing Intelligence provides a faster, less expensive and more complete information for organizational uses.

- iii. The storage and retrieval capacity of a marketing intelligence system allows a wider variety of data to be collected and used. This is so because marketing information system organizes incoming data in a database so that it is available when it is needed.
- iv. It enables marketers to make and get better decisions. This is possible because marketing intelligence system provides marketing managers with a decision support system.
- v. It helps marketers to monitor the performance of the products, sales people and other marketing units in greater details and if there is any deviation, the concerned party will be aware.
- vi. It makes marketing managers greedy for information. This is so because once marketing managers see how it can help in their decision making, they are eager to get more information.
- vii. It helps in market segmentation
- viii. It is effective tool in both price and non-price competition.
- ix. If well managed it gives an organization competitive edge in a competitive business environment.

Marketing Intelligence Sources

In the gathering process of information, multiple sources of marketing intelligence can be helpful. The major ones are examined briefly below.

- **Employees:** It is estimated that between 70 and 80 per cent of the intelligence a company typically needs comes with employees who collect it while dealing with the company's suppliers, customers and other industry contacts (Wee & Ahmed, 2019).
- **Internet:** With every passing year, collecting data through the Internet is becoming less problematic for the companies. Information about consumers, market and macro-environmental data can be obtained easily via the Internet. The Internet is a great tool that secondary data about competitors can be obtained from.
- **Printed publications:** From printed publications, important information about competitors, consumers, technological developments and business environment such as political and cultural events can be obtained. These sources consist of books, newspapers, pamphlets, magazines and so on.
- **Intermediaries:** Distributors, retailers and other intermediaries are also useful in terms of supplying information on current developments.
- **Industrial events:** These events such as conferences, trade fairs, union meetings can help organizations to understand the viewpoint of rivals. Trade shows are a particularly good source of market intelligence as handouts are often available. These handouts provide valuable insights into a company's strategy and product offerings (Wee & Ahmed, 2019).
- **Research Companies:** Businesses are able to purchase information about sector and organizations. They may use this data to assess their own and competitors' advertising strategies, styles, media usage, advertising budgets, etc.
- **Product test:** It is used as a resource by receiving feedback from first users of the products.
- **Customers:** Existing and potential customers can provide information on their needs, concerns and issues.
- **Competitors:** Competitors themselves are an important source of intelligence. A variety of information can be obtained from competitors. The necessary information can also be supplied by watching rival broadcasts, visiting and speaking with sales representatives, buying rival items, and conducting job interviews. The annual reports of rivals display their strengths and weaknesses and do not contain trade secrets. (Blankenship et al., 2018).

Marketing Intelligence Systems

Businesses have been using marketing intelligence solutions for a while now as managers' demand for useful data has grown. Companies in which only marketing research was seen enough, now make use of marketing information system that is composed of various sub-systems. Marketing intelligence system, one of various sub-systems of marketing information systems, provides information about external environment of an organization and thus reduce the risk of decisions made under uncertainty. Marketing managers are able to achieve better results in preparing and executing the marketing plans by using information sustained from marketing intelligence. In information gathering process, information could be provided from various sources which vary from business to business. Sales people, customers, competitors, employees, competitors, the internet, trade fairs, seminars, conferences, literature and trade publications are among the important sources of intelligence.

According to Igbaekemen (2014), marketing intelligence is routine knowledge about changes in the marketing environment that aids managers in creating and modifying marketing strategies. The marketing manager who requires the information is provided with it by the marketing intelligence system, which ascertains the necessary intelligence and gathers it by scouring the surroundings. A variety of sources, including the company's personnel executives, engineers, scientists, purchasing agents, and sales staff, provide marketing intelligence. However, businesspeople are frequently preoccupied and neglect to perform crucial tasks. The company has to persuade its employees of the value of their role in gathering intelligence, motivate them to submit new information to the organization, and recognize emerging trends.

Determinant of Marketing Intelligence System

In large networking organizations, intelligence information is occasionally outsourced out to outside agents or suppliers, and at the highest level, "hidden hackers" who breach and seize any pertinent data from rivals for the company's efficient use. But as an organizational strategy, marketing intelligence may just as easily work against a firm as it can for one. As a result, businesses need to move quickly and take all necessary precautions to guard against rivals spying on them.

Marketplace Opportunity

Nwokah and Onduku (2019) define a marketplace opportunity as a strategy that focuses on generating and seizing new market possibilities. Opportunities describe fresh approaches to building and enhancing value for clients: new goods or services; growing current product lines; changing current solutions. Also, Fahey (2017) noted that "the executive team continuously addresses two types of new marketing opportunities:

- i. **Extending current opportunities:**How can we expand the opportunities that our present approach focuses on?
- ii. **Potential marketplace opportunities:**What prospects should we be thinking about that are outside the scope of our existing strategy?

What opportunities in the changing market might be hiding but not yet completely apparent?" As previously said, under the first opportunity, short-term chances frequently revolve around figuring out how to change the current approach to provide customers with more value. (Fahey, 2017). He went on to say that two crucial conversations between strategy and intelligence specialists need to take place, using three sectors as an example, to show how intelligence generated evaluations that led to new chances to extend and use the current strategy: To find and shape new prospects, the executive team must first "challenge" the intelligence team. Second, the intelligence team needs to show that it is dedicated to understanding the company's approach.

Nonetheless, Nwokah and Onduku (2019) clarified that these interactions form the basis for determining and molding the expansion of existing opportunities inside the first strategy, with the potential market prospects serving as the second strategy input. He continued by saying that, whenever feasible, the executive team should create a winning strategy for the future.

Competitors' Threat

In threats, opportunities would be much easier to realize where it is not for the presence of current and potential competitors. Fahey (2017) identified competitors' threats as "ways that a rival can inhibit a company's strategy from succeeding in the market place". According to Nwokah and Onduku (2019), resources allocated to a strategy's support may be significantly squandered if a threat is just discovered because the strategy can be modified to mitigate, eliminate, or avoid the threat. They, therefore, stated the following questions that the executives should pose:

- i. How might competitors most adversely affect our current strategy?
- ii. Which competitors are most likely to do so?
- iii. How might we best 'handle' these threats?"

This shows how effective information could serve in an organization's current and future plan. Every company will have a competitive advantage over others if it can look beyond today and mitigate the threat posed by rivals in the marketplace. Because of this, the marketing intelligence unit needs to evaluate how competitors are changing and how that will affect its strategy and potential threats. And also, the executive team must be alerted to current or potential competitors' threats (Nwokah&Onduku, 2019).

Competitive Risk

The inclusion of competitive risk in marketing intelligence is akin to playing a long-term game of strategy in a competitive environment that transcends rivals. "Change in the marketplace, which is fueled by suppliers, customers, political parties, governmental organizations, technological companies, and other factors, creates competitive hazards in addition to marketing opportunities and rival threats." (Nwokah&Onduku, 2019). Any shift in the market that can have a detrimental impact on the company's present or future strategy is considered a competitive risk (Fahey, 2017). Under competitive risk, an executive team should constantly ask its intelligence team these three questions, according to Fahey (2017): What competitive risks does our strategy face?

- i. What competitive risks might we face in the future?
- ii. How can we best manage these risks?

In order to provide answer to these three questions stated above which seek to compels the intelligence team to extend their perception beyond the competitive trends, patterns and discontinuities to isolate and assess risks and demonstrate how they negatively affects the pursuit of specific opportunities (Nwokah and Onduku, 2019). However, one of the top priorities of an organization is to take advantage of product quality tailored towards satisfying their customers and the assessment of the environment. The issue of marketing intelligence is as important as these top priorities.

The negligence of information in a competitive market could endanger an organization to fold-up unexpectedly. Competitive risk as a component of marketing intelligence needs more attention which required intelligence specialist to handle. Most successful organizations in the competitive market valued the power and opportunities behind information either for current or future purposes. These firms frequently assess their strategies, environments and changes in technology. Any organization that failed to do this will experience a negative effect of its current or potential strategy on the organization performance. Therefore, competitive risk as an important aspect of marketing intelligence is a strategy which every organization competing in the local or global market should take into consideration based on its influence in gaining competitive advantage towards achieving an organization's long-term objective and survival in the marketplace.

Review of Related Theories

Schema Theory

Schema Theory was initially proposed by the Swiss psychologist Jean Piaget in the 1920s and further developed throughout his career. Piaget's work on cognitive development and the organization of

knowledge formed the foundation for Schema Theory. On the other hand, Marketing Intelligence involves the systematic collection and analysis of data related to the market, customers, competitors, and other relevant factors. It helps organizations gain insights into market trends, consumer behavior, and competitor activities, enabling them to make informed decisions and develop effective marketing strategies.

While Schema Theory is not directly related to Marketing Intelligence, the concepts from Schema Theory can indirectly inform marketing strategies and consumer behavior analysis. For example, marketers can consider how consumers' existing schemas, such as their beliefs, attitudes, and past experiences, may influence their perception of marketing messages and their purchasing decisions. By understanding consumers' schemas and aligning marketing strategies with them, marketers can create effective and persuasive communications that resonate with their target audience.

In summary, while Schema Theory itself is not directly related to Marketing Intelligence, an understanding of cognitive processes, including schema activation and interpretation, can provide insights into how individuals perceive and respond to marketing stimuli. Marketers can leverage this understanding in conjunction with marketing intelligence to develop effective marketing strategies and enhance consumer engagement.

Congruence Theory

Congruence Theory, also known as Congruity Theory, was initially proposed by Leon Festinger, an American social psychologist, in the 1950s. Festinger's seminal work on cognitive dissonance and attitude change laid the foundation for Congruence Theory. His research explored the concept of cognitive consistency and how individuals strive to maintain harmony among their beliefs, attitudes, and behaviors. Since its inception, Congruence Theory has been influential in various fields, including marketing, psychology, and communication. It explains how individuals seek congruence or consistency between their beliefs, attitudes, and values when processing information or making decisions. In the context of marketing intelligence, Congruence Theory can help marketers understand consumer behavior and develop effective marketing strategies.

Resource Base View Theory

The Resource-Based View (RBV) theory was introduced by two management scholars, Jay B. Barney and Birger Wernerfelt, in the early 1980s. Their research and contributions laid the foundation for the development of RBV theory. Since then, RBV theory has been widely studied and expanded upon by various scholars and researchers in the field of strategic management and organization theory.

The Resource-Based View (RBV) theory, in the context of marketing intelligence systems, is an approach that emphasizes the strategic importance of an organization's internal resources and capabilities in achieving a sustainable competitive advantage. RBV theory suggests that a firm's unique resources and capabilities, rather than external market conditions alone, determine its ability to outperform competitors.

Theoretical Framework

This research work is anchored on the resource base view theory which was propounded by two management scholar Barney and Wernerfelt in 1980. resources-based view is the second theory discussed in this paper, which explains how marketing intelligence as information could serve as resources to an organization. Ray et al. (2004) made a distinction between tangible and intangible resources and proposed that, from a strategic perspective, intangible resources like information are frequently the most significant. They contend that as opposed to tangible resources, intangible resources are more likely to provide a source of long-term competitive advantage. Priem and Butler (2003) confirmed that one of the most influential articles ever published is Wernerfelt's 1984 contribution entitled 'A Resource-Based View of the Firm'. In addition to Porter's concept of five forces in designing strategy (Porter 1980), the article opens ground for various strategy writers

towards sustainable competitive edge, as the aim of many organizations. Therefore, as managers strive to gain competitive edge, an environment where organizational optimum performance can be increased should be arranged.

Review of Empirical Literature

Also, the study conducted by Freihat (2012) reveals the relationship between the major components of marketing information system, and the decision-making in Jordanian shareholding medicines production companies. In the study, 56 marketing managers and marketing information system working staff were selected from 7 companies. The finding reveals that there is a statistically significant relationship between internal records, marketing research, marketing intelligence and decision-making. Therefore, the study suggested that, regular and continuous training programs in and out of the company must be conducted for the marketing information system companies employees in the areas of collecting, processing and manipulating of data, in order to benefit from the experiences of others, exchange of experiences, expand their knowledge, and increase their competences in the performance of their jobs.

Comparably, Alhadid, Al-Zu'bi and Samer (2015) looked into the connection between information system marketing and obtaining a competitive edge in Jordan's banking industry. Primary data came from the use of a questionnaire, whereas secondary data came from sources that were documented. According to the analysis's findings, gaining a competitive edge in the Jordanian banking industry is correlated with the main elements of a marketing information system, such as internal records, marketing research, and marketing intelligence. The findings also showed that the only two characteristics that were related to marketing information systems were age and educational attainment. But there was no discernible link between respondents' experience levels, gender, or opinions of the marketing information system. Therefore, marketing intelligence explores the usefulness of the use of information technology in achieving competitive advantage.

As stated by Venter and Rensburg (2014) in their investigation of the connection between strategic marketing and marketing intelligence in South African businesses. A quantitative survey with 166 marketing decision-makers in South Africa was employed in the study. The results indicate that the availability of different types of marketing intelligence influences strategic marketing indirectly.

Igbaekemen (2014) looks into how marketing intelligence may be used strategically to get a competitive advantage. The study addressed issues related to competition, marketing intelligence, and the necessity of adopting an appropriate marketing intelligence system for a firm. Many firms have been forced by the effects of competition in the business environment to turn around and begin searching the environment for information in order to get a competitive advantage over other comparable organizations within the industry.

In order to define competitive advantage and evaluate the effects of the balanced scorecard as a tool for evaluating an organization's performance, Hakkak and Ghodsi (2015) performed research. Participants in the study were chosen from among 120 workers of the North Khorasan Province's social security department's associated organizations. Furthermore, the outcomes showed that the balanced scorecard's implementation had a noteworthy and advantageous effect on the ability to maintain a competitive edge. As a result, businesses should treat their clients and customers with a great deal of importance and sensitivity in order to ensure their satisfaction and foster positive working relationships.

Hussein (2020) investigates the effects of the College's current marketing intelligence system, the efficiency with which it manages its marketing data, and the College's capacity to carve out a unique strategic niche for itself in the Baghdad private university education market. To accomplish these goals, a model has been created to ascertain the nature of the relationship and influence between the competitive position strategies of the included faculty as a dependent variable and the marketing intelligence system as an independent variable. The research hypotheses have been formulated and tested using SPSS-22.

In their 2017 study, Ladipo et al. examine how marketing intelligence affects a company's ability to compete by examining Diamond Bank Plc in Nigeria. Five goals were determined, and these were then converted into five research questions that were appropriately addressed by putting the theories to the test. A survey of 292 employees of Diamond Bank in Lagos, Central Regional branches, and the head office was conducted using descriptive research methods. Six responses were lost due to improper filling, leaving 285 responses collected. Additionally, information was gathered using a self-administered questionnaire, with the hypotheses statements being tested using regression, T-test, and Pearson correlation. Nonetheless, the results showed that sub-constructs of marketing intelligence, such as internal records, sales data from competitors, market potential, threats from competitors, and risks from competitors, significantly and favorably affect a company's ability to compete. In light of this, it can be said that the bank has effectively increased its profit, expanded its branch network across the nation, outperformed its competitors in the market, and strengthened its competitive edge in business by using marketing intelligence, which is sensitive information. Kalyani's (2021) study examines the influence of customer expediency on green banking buying decisions following the consumption of Geographically Indicated Products. Consumer purchasing behavior can be influenced by a number of factors, including physical pleasure, the income effect, the price effect, reference groups, cultural codes, social classes, product selection, brand and dealer or store, timing and amount of purchases, perception, and behavior after purchases, etc. Every element affects a consumer's decision-making process and is dependent upon the others. However, the buyer purchases the geographical indicator based on their neighborhood, popular tourist destinations, information gleaned from various sources, and varying levels of pleasure with prior experiences, etc., The choice to buy is therefore influenced by a variety of circumstances. These elements might have a particular connection to the distributor marketing intelligence system.

In order to get a competitive advantage over other similar companies in the market, Igbaekemen (2014) examines how the impact of competition in the business environment has forced many firms to turn around and start scanning the environment for information. To be competitive in the market, organizations must implement efficient and effective marketing intelligence. For this reason, this study looks into how marketing information systems may aid in gaining a competitive advantage. It is essential for organizations to employ an appropriate marketing intelligence system in order to manage these competition-related issues.

Marketing executives receive this information from marketing intelligence systems, according to research by Ozturk et al. (2012). It includes up-to-date information on changes in the marketing landscape, which aids managers in creating and modifying marketing strategies. There are numerous places where one can find this information. The purpose of this study is to ascertain whether software businesses can be categorized into several groups based on their sources of marketing information, their marketing intelligence quotient, and their business attributes. Data collected from 156 respondents was subjected to cluster analysis for this reason. The findings of the research indicate that the software industry is divided into four distinct subsegments. In light of the findings, leaders and followers in these categories—particularly novices—need to create marketing plans and raise their marketing intelligence quotient. Additionally, it is critical that all parties involved in the industry see consumers as a valuable source of marketing intelligence.

METHODOLOGY

Research Design

Research design helps the researcher develop a mental image of the structure for gathering the data and the analysis that will follow as observed by Asika (2006). The techniques use on analyzing the streamline of this survey design since the research was mainly interested in finding out things as they exist in their natural setting (Obasi, 2001). It is the framework for study used as a guide in collecting and analyzing data. This research will make use of the survey research design while

carrying out the study. Survey design refers to eliciting data from targeted population through either questionnaire or interview instrument and conclusions.

Population of the study

The population of the study is a census of all items or subjects that possess the characteristics or that have knowledge of the phenomenon being studied (Asika, 2006). The population for this study comprises all small and medium scale enterprises located in Yenagoa Bayelsa state which is a total of 1260 sourced from Nigeriastat.gov.ng.

Sample and sampling techniques

A sample is a part of a population. It is a sub group of observation from a large population in order to make inferences about the characteristics of the large population. Since it would neither be possible nor practicable to study all Small and Medium Scale Enterprise in Yenagoa Bayelsa State. Therefore, this study adopted simple random sampling techniques in selecting a sample size of one hundred (100) small and medium scale enterprises located in Yenagoa south local government area in Yenagoa Bayelsa state.

Method of data collection

The data for this study were collected using a self-administered questionnaire (primary data). Questionnaires are appropriate for gathering the views of a large number of people about a particular phenomenon (Stroh, 2000). This research instrument (questionnaire) used were tested valid and reliable.

The questionnaire is divided in two sections. Section A seeks to elicit responses on personal data of the respondents while Section B examines the marketing intelligence system which is proxied by marketplace opportunity, competitive threat and competitive risk which is proxied by the sales of beverages of SMEs in Yenagoa local government, Bayelsa state.

Reliability and Validity of research instrument

Validation of the Instrument

The instrument used for this study will be validated by the researcher's supervisor and two specialists in Faculty of Management Science where to ascertain if the instrument will measure what it ought to measure. Inputs from these resource persons will be taken into consideration and necessary changes will be affected.

Reliability of Instrument

In order to determine the reliability of the instrument, the Cronbach Alpha Method will be adopted to estimate the internal consistency coefficient of clusters A, B, C and D of the questionnaires will be A, 1-3 respectively with an overall coefficient of B, 4-6, C, 6-9 and D, 10-12. Cronbach Alpha statistics will be used because the instruments are in clusters and items are not dichotomously scored. Cronbach Alpha is also considered appropriate as it ensured the homogeneity of the items on the clusters. Based on the Cronbach Alpha the variables are personal sources (0.929), credit suppliers (0.951), family sources (0.936) and profitability (0.943).

Model Specifications

Multiple regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) shall be employed in the different analyses conducted.

The Regression Model:

$$SAL = \beta_0 + \beta_1MPO + \beta_2COT + \beta_3COR + \varepsilon$$

Where:

SAL = Sales

MPO = Marketplace opportunity
COT = Competitive Threat
COR = Competitive Risk
 ε = error term

Methods of Data Analysis

The dependent variable in this study is represented by sales while the independent variables are represented by marketplace opportunity, competitive threat and competitive risk. The null hypothesis is usually stated in terms of the independent of the three variables, and it is used to analyze the three objectives raised in this study through the primary data obtained from respondents by the use of questionnaires. Primary data collected for this study was entered into the Statistical Package for Social Sciences (SPSS). Data cleaning process was followed by looking at the accuracy of the data and completeness of the data as well as the outliers. After data cleaning Statistical Package for Social Sciences (SPSS) was used for data analysis. The order of analysis will be coding of the various questionnaires gotten from the respondents which will undergo percentage frequency descriptive analysis and thereafter the study employed logit multiple regression analysis on the variables used for hypotheses testing. Output from the SPSS analysis was transferred to excel and modified to have better presentation.

Limitations of the study

Some factors limit the extent and depth of this research work. These limitations include the sample size use is too small, as such the researcher found it difficult to find significant difference from the data, as statistical test normally require a larger sample size to ensure a representative distribution of the population and to be considered representative of group of people to whom results will be generalized so the result could not be generalized to other user group.

Discussion of Findings

The objective of this research work sought to ascertain the effect of marketing intelligence on sale of beverage in Bayelsa state, Nigeria. The finding reveals that marketing intelligent system significantly affect the sale of beverages in Bayelsa State, Nigeria.

The findings presented in Table 8 shed light on the nuanced relationship between competitive factors and the sales performance of Small and Medium-sized Enterprises (SMEs) in the dynamic landscape of Bayelsa State. These insights, derived from rigorous statistical analysis, provide valuable cues for understanding the competitive dynamics that influence SMEs' sales volumes.

The data reveals a positive coefficient value of 0.041 associated with competitive threat, suggesting that a heightened competitive environment has a positive effect on the sales of beverages by SMEs. This finding implies that SMEs operating within more competitive markets tend to experience higher sales volumes. However, it is noteworthy that the p-value of 0.223 indicates that this effect is not statistically significant at conventional significance levels. In other words, while there is a positive trend, it is not strong enough to be confidently deemed as statistically significant in influencing sales volume.

This result aligns with prior research in competitive strategy, which suggests that competition can stimulate firms to become more efficient and innovative, potentially leading to increased sales. However, in the context of this study, the lack of statistical significance might imply that other factors not considered in the model could be influencing the relationship between competitive threat and sales volume.

The analysis demonstrates a robust and statistically significant positive relationship between marketplace opportunity and sales volume, as evidenced by the substantial coefficient value of 0.941 and a low p-value of 0.000. This unequivocal result indicates that SMEs in Bayelsa State can substantially boost their sales volumes by capitalizing on marketplace opportunities.

These findings underscore the importance of SMEs identifying and leveraging opportunities within their operating environment. It suggests that proactive and strategic approaches to identifying and exploiting market opportunities can be instrumental in enhancing sales performance.

The data concerning competitive risk presents an intriguing picture. It shows that competitive risk has an insignificant but negative effect on the sales volume of SMEs in Bayelsa State, as evidenced by a coefficient value of 0.022 and a p-value of 0.521. While the effect is statistically insignificant, the negative coefficient suggests a counterintuitive trend – higher perceived competitive risk is associated with lower sales volumes.

This finding raises questions about how SMEs in the study perceive and respond to competitive risk. It is possible that SMEs adopting defensive strategies due to perceived competitive risk may inadvertently limit their sales potential. Further investigation into the specific nature of competitive risk and the strategies employed by SMEs in response could provide valuable insights into this phenomenon.

In conclusion, these findings illuminate the complex interplay between competitive factors and sales volume among SMEs in Bayelsa State. While competitive threat and competitive risk yield nuanced and non-significant effects, marketplace opportunity emerges as a potent driver of increased sales. These results underscore the importance of SMEs proactively identifying and capitalizing on market opportunities as a key strategy for enhancing their sales performance. Additionally, they highlight the need for further research to delve deeper into the nature of competitive risk and its impact on SME sales strategies in this region.

Summary of Findings

The focus of this study is to evaluate the effect of marketing intelligence system and sales of beverages by small and medium scale enterprises in Yenagoa local government area. This chapter provides the summary of the findings, the conclusion and the recommendation.

The results of the multiple regression analysis that regress marketing intelligence system and sales of beverages, shows the following findings:

1. Competitive threat and the sales of beverages is shown on Table 8 shows a coefficient value of 0.041. This shows that competitive threat has a positive effect on sales of beverage. The p-value of 0.223 shows that competitive threat has a non-significant effect on sales volume of SMEs in Bayelsa state.
2. Marketplace opportunity and sales volume is shown on Table 8 shows a positive coefficient value of 0.941 and a p-value of 0.000. This means that marketplace opportunity has a positive significant effect on sales volume.
3. Competitive risk and sales volume is shown on Table 8 shows that competitive risk has an insignificant but negative effect on the sales volume of SMEs in Bayelsa state having a coefficient value of 0.022 and a p-value of 0.521.

CONCLUSION

this study has shed light on the intricate relationship between competitive factors and sales volume among Small and Medium-sized Enterprises (SMEs) operating in Bayelsa State. The findings have provided valuable insights into how these factors can influence SMEs' sales performance in the region.

Firstly, the study revealed that marketplace opportunities have a significantly positive impact on sales volume. This underscores the importance of SMEs proactively identifying and capitalizing on emerging market trends and consumer demands. A thorough understanding of marketplace dynamics and the ability to align business strategies with these opportunities can serve as a catalyst for sales growth.

Secondly, competitive threats were found to have a positive but non-significant effect on sales volume. While competitive pressures may not always lead to an immediate boost in sales, SMEs should not underestimate their impact. Vigilance in monitoring competitive activities and the ability

to adapt strategies swiftly can help SMEs navigate the challenges posed by rivals and potentially convert threats into opportunities.

Thirdly, competitive risk, while having an insignificant influence on sales volume, should not be disregarded entirely. SMEs should remain cautious about the potential negative consequences of increased competition. Implementing risk mitigation measures and diversification strategies can help safeguard sales performance in the face of competitive uncertainties.

In essence, this study underscores the dynamic nature of competition in the business environment and its implications for SMEs. It highlights the importance of proactive strategic planning, market analysis, and adaptability to stay competitive and sustain sales growth. SMEs in Bayelsa State, like their counterparts elsewhere, must continuously innovate, enhance their marketing efforts, and build strong customer relationships to thrive in competitive markets.

As SMEs in Bayelsa State move forward, they are encouraged to apply the insights gained from this study to refine their strategies, prioritize marketplace opportunities, and navigate competitive challenges effectively. Moreover, policymakers, industry associations, and support organizations can use these findings to tailor their assistance programs to the specific needs of SMEs in the region, thereby fostering economic growth and sustainability.

In closing, this study contributes to the growing body of knowledge on SME competitiveness and provides a foundation for further research and practical applications in the field of business management and development. It is hoped that the insights generated will inspire SMEs in Bayelsa State and beyond to proactively embrace competition as a driver of growth and innovation in their pursuit of sustained success.

RECOMMENDATIONS

The findings of this study therefore gave rise to the following recommendations presented as follows:

1. SMEs should invest in thorough market opportunity analysis to identify and capitalize on promising market trends, customer needs, and emerging opportunities. This may involve conducting market research, staying attuned to consumer preferences, and monitoring industry developments.
2. SMEs should actively monitor and gather intelligence on their competitive environment. Understanding competitors' strategies, strengths, and weaknesses can help SMEs refine their own strategies to gain a competitive edge.
3. Although the study found an insignificant impact of competitive risk on sales, SMEs should not disregard this factor entirely. Developing risk management strategies, including contingency plans and diversification strategies, can help SMEs mitigate the negative effects of increased competition.

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