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COMPETITIVE INTELLIGENCE AND COMPETITIVENESS OF QUOTED FOODS AND BEVERAGES MANUFACTURING FIRMS IN NIGERIA: THE MODERATING ROLE OF STRATEGIC ORIENTATION

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Abstract: *Competitive intelligence has attracted a lot of research attention in strategic management studies in recent times. Research models has been developed to explore their effect on organizational outcome variables. With a sample size of 383 quoted food and beverage manufacturing companies in Nigeria, this study aims to investigate the boundary conditions of the impact of competitive intelligence and competitiveness. The research employed a questionnaire to gather data, and simple random sampling was used to choose study participants. Customer intelligence (39.8%), marketing intelligence (36.8%), competitor intelligence (27.8%), product intelligence (18.8%), and strategic orientation (42.9%) all had a positive and significant impact on the competitiveness of quoted food and beverage manufacturing firms in Nigeria, according to the study, which employed a cross-sectional research design and simple regression. Accordingly, the study came to the conclusion that competitive intelligence significantly and favorably affects the competitiveness of mentioned Nigerian food and beverage manufacturing companies. The survey suggested, among other things that since consumers are seen as the kings, ensuring their pleasure should be the first priority for every company that manufactures meals and beverages. Since the sustainability of any business depends on the patronage and loyalty of both current and potential customers, quoted food and beverage manufacturing companies are expected to provide their customers and other stakeholders with satisfactory and profitable service by being proactive and responsive to the changing values, technology, tastes, and preferences. This will give them an advantage over their competitors in the industry.*

Keyword: *Competitive Intelligence, competitiveness, customer, marketing, competitor, product, strategic orientation, innovativeness, operational efficiency.*

1. 0 INTRODUCTION

1.1 Background to the Study

Businesses throughout the world are functioning in a dynamic and competitive business climate that poses a number of difficulties, such as satisfying growing consumer wants and expectations, globalization, technological advancements, and increased rivalry. Advanced strategies and

methodologies that enable strategic decision-making by offering at least precise and timely information on opportunities and risks contained in this chaotic environment are necessary for these organizations to cope effectively in this turbulent environment. Competitive intelligence (CPI) is regarded as a novel business strategy for outperforming competitors in an industry under the aforementioned scenario, which involves figuring out how to react and manage these ever-increasing environmental difficulties, among other things. According to Lee and Karpova (2018), competitive intelligence plays a key role in determining competitiveness in the global corporate environment. Similarly, Salguero et al. (2019) verified that companies require strong competitive intelligence to learn about their operating environment in a highly competitive business environment.

In order to support managerial and strategic decisions for businesses, competitive intelligence is a proactive business practice that involves identifying obstacles, gathering, analyzing, and disseminating information about products, customers, competitors, the market, and other functional areas of an enterprise, including the business environment (Mirkhan et al., 2017). Through the use of human judgment, competitive intelligence is geared toward problem-solving processes that entail information collection, analysis, interpretation, and speculative examination of potential future events, trends, dangers, and possibilities. Therefore, an organization can gain an advantage over competitors by gathering information about all facets of the competitive environment and incorporating it into its short- and long-term goals (Tahmasebifard et al., 2018). Due to a number of variables, including globalization, technological advancements, and sophisticated consumers, competitive intelligence has become increasingly important as the level of competition in the environment has increased (Nwankwere, 2017). It helps businesses anticipate the actions of rivals, clients, and other participants in the business environment and is intended to alert before something happens (Tahmasebifard et al., 2018). According to a study by Seyyed et al. (2017), CPI ensures a competitive edge over competitors in several economic sectors globally. According to Parmis et al. (2022), competitive intelligence is regarded as a useful and helpful instrument for improving strategic decisions in a number of certain business areas that result in fierce competition.

Conversely, strategic orientation shows how a company responds to its internal and external surroundings. Accordingly, it takes into account the degree to which a company adapts to its operational environment in an attempt to improve performance and obtain a competitive edge over its rivals (Avci et al., 2011), as quoted in (Bader et al., 2016). However, businesses must outperform their rivals in order to survive in the complex, dynamic, and volatile environment of today (Obeidat, 2016).Performing better than competitors in every way is what it means. Determining the needs and desires of target markets and diligently striving to meet those needs by providing desired satisfaction more effectively and efficiently than rival companies are necessary to achieve superior performance. Adopting a strategic perspective should prepare an organization to adjust to changes in the external and internal environment. They can acquire competencies, skills, and capabilities that will provide them a competitive edge thanks to this adaptation. Gaining a competitive edge boosts market share and enhances performance. By positioning an organization for higher performance, strategic orientation helps businesses outperform their competitors. According to Kumar et al. (2012), a company can accomplish its objectives in the marketplace by taking chances, adjusting to environmental changes, investing in creativity and innovation, taking initiative, and cultivating forward-looking foresight. In order to accomplish desired outcomes, strategic orientation guarantees that limited resources be used effectively and efficiently (Grawe

et al., 2009). Desired results can only be attained when resources are judiciously channelled appropriately in the right direction, time and place.

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*). According to Capek (2012), customer intelligence (CUI) is the systematic process of gathering, analyzing, and applying data about the customer environment, including current and potential customers. This study categorized customer intelligence as the systematic process of gathering, analyzing, and applying data about the customer environment, including current and potential customers. The adoption and benchmarking of these dimensions is justified by the fact that, in contrast to others, they are specific and have a sufficient level of abstraction to apply across a variety of firms in different in different industries.

According to Al-Yasiri and Al-Shamri (2019), marketing intelligence (MKI) is a set of procedures and tools that managers use to obtain daily updates on significant marketing-related events so that the business is aware of the whereabouts and business plans of its competitors. This study operationalizes marketing information in terms of product and service sales and distribution, marketing mix, and consumer tastes and preferences. Competitor intelligence, according to Tahmasebifard et al. (2018), comprises an evaluation of how competitive strategies, competitor structures, new alternative products, and new entrants to the market have changed over time, as well as their tactics and offerings. According to this study, competitor intelligence is the knowledge of competitors' tactics, advantages, and disadvantages that aids in strategic decision-making and gives one a competitive advantage. Product qualities, such as quality, price, design, features, labeling, packaging, and after-sale services, can all be decided by an organization with the help of product intelligence (Shailza et al., 2020). Product intelligence is conceived as a consumer-centric method that uses an analytical combination of reviews and star ratings to convey important information about a product's features and packaging that drives overall product satisfaction.

he ability of a business to produce a good or service more effectively than its rivals is known as competitiveness (CPS). This skill is crucial in today's worldwide marketplace, when consumers typically have a wide range of options from which to choose. (Juan and Cristian, 2021). The ability of a company to produce a good or service more effectively than its rivals in a given industry is referred to in this study as competitiveness (CPS). According to Schniederjans et al. (2014) and Seyyed et al. (2017), this study chose innovativeness and operational efficiency as competitiveness metrics because they are more widely used, appropriate, and applicable in the food and beverage industry than others and reflect the goal of the study. Innovativeness has been defined as the degree to which a company invests in R&D, markets new or improved products, and is open to new ideas, creative, flexible, willing to change, experiment, and inclined to take risks in the company culture (Sommer et al., 2017). According to this study, innovativeness is the capacity of businesses to adopt the real-world application of concepts that lead to the launch of new products or services or enhancements to existing ones. Operational efficiency illustrates a company's ability to minimize undesirables and optimize special resources to provide high-quality goods and services to clients more effectively and efficiently than its rivals (Adudu et al., 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.

Numerous international research, such as those conducted in Turkey by Ali (2016), Sweden by Ahmadi (2017), and Berlin by Boekelder (2018), According to Zwerenz (2020) and Bao (2020) in China, Obonyo and Kilika (2020) in Asia, and Tahmasebifard et al. (2018) in Iran, competitive intelligence has helped businesses outperform their rivals in the marketplace by giving them a competitive advantage. It is also a natural source of competitive advantage and a tool that promotes competitiveness in emerging markets. According to research conducted throughout Africa, such as Waithika (2016) in Kenya, Nenzhelele (2016) in South Africa, Ndegwa and Muathe (2018) and Gebeyehu (2019) in Ethiopia, and Claude (2018) in Rwanda, CPI gives businesses a competitive advantage over their competitors when they use the appropriate strategies. Muane (2019) validated Africa's poor performance in the global competitiveness rankings in a study on competitive intelligence as a game-changer for Africa's competitiveness in the global economy in South Africa. The beneficial effect of competitive intelligence on competitiveness was validated by Somiah et al. (2020). The level of market competitiveness in Nigeria, which is fueled by factors including globalization, smart consumer behavior, technological advancements, and strict regulations, has made the adoption of competitive intelligence even more crucial (Nwankwere et al., 2017). Previous research has confirmed that competitive intelligence is an essential tool for strategic planning and outperforming competitors. Examples of these studies include Rezaie et al. (2011) and Ezenwa et al. (2018). Thus, the impact of competitive intelligence and competitiveness on listed food and beverage manufacturing companies in Nigeria is determined by this study.

1.2 Statement of the Problem

Despite the importance of the quoted food and beverage manufacturing companies to the economy, their competitiveness has long been a problem, and many of them have been forced out of the market due to their incapacity to survive the intense and intense competition in the sector. These cited companies who manufacture foods and beverages are always experimenting with tactics and methods that they think will increase their ability to compete in the market. As a result, one tactic that encourages competitiveness is competitive intelligence. Even though there are several advantages to incorporating competitive intelligence tactics, such as 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.

Little is known about competitive intelligence and its capacity to boost competitiveness because, as the researcher said, it is relatively new in Nigeria and has not gotten enough attention in the field of study. Competitive intelligence adaptation in Nigeria is relatively new and sparse, particularly in the foods and beverages subsector, as evidenced by the reviewed literature, which includes Ezenwi et al. (2016), Ezenwa et al. (2018), Oladimeji and Eze (2019), and Muritala and Ajetunmobi (2019). Although there is ample data supporting the use of customer, marketing, competition, and product intelligence as techniques to boost competitiveness, the situation appears to be different for many businesses in this sector, even though it may be effective for some In order to address these contradictory and illogical findings, this study fills the gap by including strategic orientation as a moderating variable in the link between competitive intelligence and competitiveness of listed Nigerian food and beverage manufacturing enterprises.

1.3 Objectives of the Study

The study's main goal was to ascertain how much competitive intelligence and competitiveness affected the mentioned food and beverage manufacturing companies in Nigeria. The study's sub-objectives were to; determine the extent of the effect of customer intelligence on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

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

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

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

iv. The moderating effect of strategic orientation on the relationship between competitive intelligence and 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 in this study.

Porter created the competing forces theory of organization in 1979. The theory of organization known as competitive forces offers a simple framework for assessing a corporate organization's competitive position and strength. It is founded on the five dynamics that govern market profitability, market attractiveness, and the degree of competition. Even while this modern idea of competitive advantage is well recognized and widely used, it certainly has shortcomings. The best positioning strategy, according to the five forces model, would only be found in an industry with high entry barriers, low supplier and buyer bargaining power, few or no substitutes, and no threat from potential entrants, and low levels of current rivalry. The idea totally disregarded complements while recognizing replacements, such as how the introduction of a new gaming system significantly affects the market for digital games.

One of the theories of strategic management that is often discussed is the Resource Based View Theory of the Firm (RBV), which was initially employed by Penrose (1959). According to Adudu, Asenge, and Torough (2020), Wernerfelt (1984) advanced and popularized it, and Prahalad (1990) and Barney (1991) improved it. According to the notion, a company's competitive edge and superior performance stem from its unique resources and capabilities, which are expensive for competitors to imitate. These resources are, in fact, valuable, uncommon, difficult to replicate, and non-replaceable. The core principle of the resource-based perspective theory is the examination of a firm's resources with the goal of gaining a long-term competitive advantage over competing businesses in an industry. The problem with this hypothesis is that it doesn't 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.

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). Since intelligence is one of the most strategic tools that can result in a steady rise in revenue and market share, competitive intelligence is essential (Tahmasebifard, 2018). It is well known that intelligence is a crucial strategic resource for a company to maintain a competitive edge, especially when competitive intelligence assumes a more significant strategic role (Salguero et al., 2019). Organizations use competitive intelligence as a key information management method to assist decision-makers in making better and more successful marketing decisions (Tahmasebifard, 2018). According to this study, competitive intelligence is a proactive business practice that involves identifying problems, gathering, analyzing, and sharing information about customers, competitors, markets, and other functional areas of a business in order to support strategic decisions that ensure an advantage over rivals in a given industry.

2.2.2 Dimensions of Competitive Intelligence

According to Elbashir et al. (2008) and Deschamps and Nayak (1995), as referenced in Zaidan et al. (2022), this study has adopted and is benchmarking product intelligence, competitor intelligence, customer intelligence, and marketing intelligence as dimensions of competitive intelligence. These characteristics are specific compared to others and have enough abstraction to be applicable to a wide range of businesses in various industries, which justifies their adoption and benchmarking.

i. Customer intelligence

A key component of financial power in strategic situations is customer intelligence, which is based on the values of both consumers and investors. According to Tareq (2019), effective customer intelligence activities have a direct business impact, especially on revenue growth and profitability. This is because customer intelligence implies the exchanges, characteristics, and private information of both current and potential customers as well as the knowledge and information exchange and growing tendencies of the target society (Cavalcanti, 2005). According to Watson and Wixom (2007), as cited in Tareq (2019), customer intelligence is a good way to increase a company's value because it helps to magnify the role of customers in increasing the benefits and income of organizations by adding more value to the business based on increasing the efficiency of organizational performance. This is something that many scholars have seen. According to this study, customer intelligence is the methodical process of gathering, evaluating, and applying data about the customer environment, encompassing both present and potential clients.

ii. Marketing Intelligence

According to Tahmasebifard (2018), marketing intelligence (MKI) is a methodical approach to information collecting that helps firms expand and comprehend the nature of the market requirements to get a competitive edge. According to Al-Yasiri and Al-Shamri (2019), marketing intelligence is a collection of methods and tools that managers use to gather daily data and pertinent advancements in the marketing environment. This allows the organization to understand its competitors' movements and business strategies. This study operationalizes marketing information in terms of product and service sales and distribution, marketing mix, and customer tastes and preferences.

iii. Competitor Intelligence

Competitor intelligence (CMI) is the study of competitive behavior and head-to-head competition between rivals. According to Zajac and Bazerman (1991), as cited in Tahmasebifard et al. (2018), competitive behavior can be either offensive or defensive. It occurs when an organization identifies another as an adversary, tracks that organization's actions and responds to them, or employs a more complex strategy, anticipating the identified competitor's response. According to Tahmasebifard et al. (2018), competitor intelligence focuses on analyzing competitive behavior and face-to-face competition between rival organizations, where each tries to outperform the others by anticipating their strategies, responding appropriately, and using complex approaches. According to this study, competitor intelligence is the ability to comprehend the tactics, advantages, and disadvantages of rivals in order to make strategic judgments and obtain a competitive advantage.

iv. Product Intelligence

Product intelligence is the process of gathering, analyzing, and acting upon data regarding how customers utilize a product (Ziuznys, 2022). In order to improve user satisfaction and create a better product, customer data analysis is the primary method used. The process of gathering and evaluating data about a company's and its competitors' products is known as product intelligence. Through the analytical combination of reviews and star ratings, this study operationalized product intelligence as the consumer-centric method that delivers crucial information about product features and packaging that drive total product satisfaction.

2.2.3 The Concept of Competitiveness

According to Li and Liu (2014), competitiveness (CPS) is the state in which businesses adapt to changes in the external environment and keep offering clients satisfactory goods and services that outperform those of competitors. Firm-level competitiveness describes a company's capacity to provide goods and services to current and potential clients more effectively and efficiently than its rivals (Rusibana, 2018). The ability of the company to create a good or service more effectively than its rivals is referred to in this study as competitiveness (CPS).

2.2.4 Dimensions of Competitiveness

The competitiveness metrics used in this study include operational efficiency and innovativeness, as described by Chalofsky and Krishna (2012) and Schniederjans, Schniederjans, and Starcky (2014). These competitiveness metrics were chosen because they are more widely used, appropriate, and applicable in the food and beverage industry than others, and they also align with the study's goals.

i. Innovativeness

According to Sommer, Heidenreich, and Handrich (2017), innovativeness is defined as the degree to which a company invests in R&D, markets new or improved products, and is open to new ideas, creative, flexible, willing to change, experiment, and inclined to take risks in the company culture. One important characteristic of entrepreneurship is innovativeness, which can be defined as the pursuit of new opportunities and includes experimentation and creativity that produce new goods and services or improved technical features of already-existing goods and services (Hoque et al., 2018). According to this study, innovativeness is the capacity of businesses to adopt the real-world application of concepts that lead to the launch of new products or services, or the enhancement of existing products or services.

ii. Operational Efficiency

Operational efficiency (OPE) is a measure of a company's ability to minimize undesirables and optimize its special resources in order to provide clients with high-quality goods and services more effectively and efficiently than its rivals (Adudu et al., 2020). It addresses a company's capacity to reduce input waste and optimize resource use in order to provide clients with high-quality, more affordable goods and services (Nzewi, 2021). According to this study, operational efficiency is the capacity and expertise of a business to minimize undesirable costs in order to optimize its unique resource capabilities and provide its clients with high-quality goods and services.

2.2.5 Concept of Strategic orientation

Numerous disciplines, such as marketing, entrepreneurship, and strategic management, have paid close attention to strategic orientation. On the concept's definition, there is disagreement, though. Many authors and academics have had differing opinions about strategic orientation. A firm's adaptation to its external environment is referred to as its strategic orientation (Avci et al., 2011).strategy orientation, as defined by Ndubuisi-Okolo et al. (2020), is the strategy direction that a company follows in order to develop the right behaviors for ongoing superiority. The degree of success that a company can achieve depends on how it adjusts to its external environment. This is demonstrated by the fact that the corporation is subject to uncontrollable impact from technological, demographic, economic, social, legal, and political factors—all of which are components of the external environment—while also facing opportunities and threats. The comprehensive plan, attitude, and approach that an organization takes to successfully position itself in its external environment is referred to as strategic orientation. Making thoughtful and educated decisions on how an organization will use its resources, capabilities, and operations to achieve its long-term goals and objectives is the essence of strategic management. Every aspect of strategic orientation has an impact on the organization's decision-making procedures and operations. An organization's methods, principles, implementations, and decision-making processes that guide its operations are all included in its strategic orientation (Al Mamun et al., 2022).

2.3 Review of Related Empirical Studies

Global, regional, and local research on competitive intelligence and competitiveness are all included in the review of related empirical studies. Jafar (2020) examined competitive intelligence and how it affects the competitiveness and performance of China's retail sectors. It also shows how competitiveness indirectly affects business performance. The success of the Chinese retail industry is not significantly impacted by either competitiveness or competitive intelligence. Both the explanatory and response variables are legitimate in relation to the research's results, conclusions, and recommendations, but they do so in different geographic contexts. This study examines competitive intelligence and how it affects the competitiveness and performance of China's retail sectors. The focus of this study is Nigerian food and beverage manufacturing companies that have been quoted.

The impact of competitive intelligence on organizational performance of oil marketing enterprises in Mombasa, Kenya, was examined by Anzigale and Lewa (2020). The study's target population was 124 since it focused on two officers who were general managers and marketing managers at 62 companies. There were 94 participants in the study. The results show that the non-financial performance of oil marketing organizations is positively and statistically significantly impacted by competitive intelligence activities. The study came to the conclusion that the organizational

performance of Mombasa County's oil marketing enterprises is significantly impacted by both strategic and target competitive intelligence. The impact of competitive intelligence on the organizational performance of oil marketing enterprises in Mombasa, Kenya, was investigated in this study. The current study focuses on Nigerian food and beverage manufacturing companies that have been quoted.

The effect of competitive intelligence on MFB performance in Nigeria was examined by Osita et al. (2020). The study used a survey as its research design. The study's sample consisted of 112 workers from 28 MFBs. The main instrument for gathering data was a questionnaire, and Cronbach Alpha was used to evaluate reliability; the reliability number was.899. Inferential statistics (regression analysis) and descriptive statistics (mean) were employed for data analysis and hypothesis testing at the 5% level of significance. Strategic intelligence and MFB performance in Nigeria were found to be statistically significantly correlated (r =.863; R-Square =.746; F = 284. p-value < 0.05). Thus, it was concluded that to stay relevant in the corporate world, 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 *et al.* (2021), investigated how competitive intelligence enhances innovation performance in the context of (SMEs). Investigating the role of absorptive capacity in competitive intelligence and enterprise performance is the aim of this exploratory study. For data analysis and hypothesis testing, respectively, descriptive statistics (mean) and inferential statistics (regression analysis) were used at the 5% level of significance. The results of this study's investigation and analysis showed that competitive intelligence significantly improves the cost-cutting and notable growth of SMEs in Nigeria. The study comes to the conclusion that SMEs should use competitive intelligence tactics to strengthen their competitive edge if they want to cut costs and increase their market share.

Organizational performance and competitive intelligence in SMEs in South East Nigeria were confirmed by Obi et al. (2021). 318 questionnaires were returned out of the 328 that were sampled. After analysis, the gathered data was presented as tables and percentages. The hypotheses were examined using the Pearson product moment correlation coefficient. Technology intelligence and return on investment in SMEs in South East Nigeria are strongly positively correlated, according to the study's findings. This study evaluated the organizational performance and competitive intelligence of SMEs in South East Nigeria. The current study's objective was to evaluate the competitiveness and competitive intelligence of mentioned Nigerian food and beverage manufacturing companies.

Competitive intelligence dimensions are evaluated by Al-Waely et al. (2021) as a means of bridging the gaps in Business Environment Gaps: An Empirical Study on the Travel Agencies in Jordan. The study population consisted of 102 top and middle management from 12 Jordanian companies, which was the intended survey sample. The results demonstrated that, at a level of significance ($p \leq 0.05$), the business environment and its variables—environmental disturbance, resource scarcity, and critical factors—were impacted by competitive intelligence and its variables, including technological intelligence, competitor intelligence, and strategic intelligence. In order to fill the deficiencies in Jordan's tourism industry, this study evaluates the aspects of competitive

intelligence. This study examines the competitiveness and competitive intelligence of quoted Nigerian food and beverage manufacturing companies..

Zaidan *et al.,* (2022), promoted competitive intelligence as a correlate of competitive advantage in the Iraqi banking business. Senior managers participated in the study by answering questionnaires, and the design was either longitudinal or quasi-longitudinal, with a probability sampling approach. The study's findings supported the notion that competitive intelligence significantly and favorably affects competitive advantage in the banking industry in Iraq. Both the explanatory and response variables are valid in relation to the research's results, conclusions, and recommendations, however they do so in different geographic contexts. The former study is focused on Iraqi banking businesses. The listed food and beverage manufacturing companies in Nigeria are the subject of the current study.

Parmis *et al.* (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. According to the Cochran formula, the sample of this study comprised 73 managers of SMEs in the Iranian food industry, with the statistical population estimated at 90 senior managers from leading small and medium-sized food firms in Iran. According to the study's findings, CI could greatly influence the factors taken into consideration while making strategic decisions. According to the t-value results, CI had the greatest influence on the strategic decision-making process's efficacy, flexibility, and quality (15.139, 12.868, and 11.641, respectively). This study examines the connection between strategic decision-making and competitive intelligence (CI) in Iran's small and medium-sized food businesses. The mentioned food and beverage manufacturing companies in Nigeria were the main focus of this investigation.

Hanif et al. (2022), examined competitive intelligence process and strategic performance of banking sector in Pakistan. 200 banking personnel from Lahore, Pakistan, were polled for the study using a questionnaire that had been pre-tested for both face and content validity. The questionnaire's items effectively converged to the intended latent variables, which include process structure, communication, planning and focus, information collection, analysis, strategic performance, and cultural awareness. The findings demonstrated that every element of the competitive intelligence process had a major impact on the banks' strategic performance. This study looked at the strategic performance and competitive intelligence process of Pakistan's banking industry. The mentioned food and beverage manufacturing companies in Nigeria were the main focus of this investigation.

Ndubuisi-Okolo *et al.* (2022), evaluated strategic orientation on food and beverage firms in Enugu State. Because the study used a structured questionnaire designed to capture the study's specific purpose, a survey research methodology was chosen. Two hundred (200) people in total were selected among the employees of Enugu State's registered food and beverage businesses. The Census Sampling Method allowed for the inclusion of every participant. In order to elicit replies from the respondents, a structured questionnaire with a five-point Likert scale was used to collect data. Descriptive analysis was performed on the obtained data, and Simple Regression Analysis was used to test the hypothesis. The findings showed that market orientation significantly increased the market share of Enugu State's food and beverage companies.

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 methodology and employed a questionnaire to gather information from 255 Algerian startups selected at random. The Smart pls 4 tool was also utilized to assess the study's hypotheses using structural equation modeling. The study came to the conclusion that, although the direct function was larger with a correlation value of 61.6%, the indirect role between competitive intelligence and organizational learning performance was modest, with a correlation coefficient calculated at 23.1%. The mentioned food and beverage manufacturing companies in Nigeria were the main focus of this investigation.

Redwell-Emotongha and Bayo (2024), examined the relationship between strategic renewal and competitiveness of foods and beverages manufacturing firm in Rivers State, Nigeria. The study's main goal was to examine how competitiveness is impacted by strategic renewal. Thirty-five (35) senior managers from companies that manufacture foods and beverages participated in the study's cross-sectional survey. The structured questionnaire was used to generate the data. The hypotheses were tested using regression analysis, which showed that strategic renewal significantly and favorably affects competitiveness metrics in Nigerian food and beverage manufacturing companies. Thus, the study came to the conclusion that strategic renewal has a significant impact on competitiveness and further improves outcomes like innovativeness and high-quality service.

3.0 METHODOLOGY

Because it provides a clear snapshot of the outcome and the factors associated with it at a specific moment, the cross-sectional design was chosen and applied in this investigation. Nigeria is the study area, with a focus on meals and drinks that are quoted on the Nigerian exchange. Using purposive sampling, the study's target population comprised employees from each of the twelve (12) quoted food and beverage manufacturing companies that are listed on the Nigerian exchange group as of December 2022. The directors of human resources for the twelve (12) listed food and beverage manufacturing companies on the Nigerian exchange group provided the 7,884 employees that made up the accessible population. These personnel included the managerial cadre, sales representatives, and operational staff. A straightforward random selection process was used to choose study participants. The number of individuals selected for the sample was 383 people.

Factor analysis was used to assess the construct validity of the measure. The data set is adequate, suitable, and excellent for the study, as indicated by the findings of the Bartlett Test of Sphericity, which are also highly significant at $\chi 2 = 1292.253$; df = 21 (P = 0.000 < 0.05), and KMO = 0.791, which is over the 0.05 threshold (Table 3.4). Consequently, the recovered variance meets the requirements for the exploratory factor analysis test that is displayed above. **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	5
	Sig.	.000

Source: Computation from SPSS Version 26 Output (2023

The significance of the inquiry is also addressed by the Bartlett's Test of Sphericity, which shows how accurate and relevant the information acquired is to the problem under examination. All of the variables in the Measure of Adequacy (MSA) had good values, and the total value was 0.791; nevertheless, the default p value for the Bartlett's Test of Sphericity is < 0.005. With the items arranged by size, Table 3.1 shows the factor loading for each item. An item is eliminated from the study if it fails to load on one with a factor loading value greater than 0.5. Cronbach's Alpha was used in this study to assess the internal consistency of the instruments as a stand-in for reliability, and SPSS version 26 was used to handle the data. Cronbach alpha (α), a measure of a test's or scale's internal consistency, is a value that ranges from 0 to 1. A pilot test on a subset of Nigerian food and beverage manufacturing companies was carried out using the pretest approach. Pre-testing is done to investigate potential solutions and identify issues with the data collection tool.

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
Strategic orientation	5	.764	.944	Reliable
Competitiveness	8	.730	.907	Reliable
Average Reliability	**28**	.	**.928**	**Reliable**

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

As part of a pilot test to determine the instruments' reliability, 128 volunteers in the study region were handed 1/3 of 383 questionnaires (1/3 375 = 0.3333 383 = 125). A pilot test was carried out using the pre-test approach. The test was conducted on companies that manufacture foods and drinks in Nigeria. Table 3.5 showed the results of the competitive intelligence constructs: marketing intelligence (a = 0.931), competitor intelligence (a = 0.932), product intelligence (a = 0.923), customer intelligence (a = 0.934), and strategic orientation (a = 0.944). With an overall dependability index of 0.928, the competitiveness response variable's measurements yield the following result (a = 0.907). This implies that the instruments used to test competitive intelligence and competitiveness were incredibly reliable and consistent. The effect of competitiveness on a sample of listed food and beverage manufacturing companies on the Nigerian exchange group was evaluated using multiple regression analysis. The statistical model's specifics and the regression formula's implicit form are as follows:

CPS = f(CPI)…… (i)
CPS = f (CUI, MKI, CMI, PUI, STO) …..…….…….…… (ii)
Where:

CUI = Customer intelligence
MKI = Market intelligence
CMI = Competitor intelligence
PUI = Product intelligence
STO= Strategic orientation

The explicit form of the model for this study will be as follows:
$CPS = Bo + b_1 (CUI) + b_2 (MKI) + b_3 (CMI) + b_4 (PUI) + b_5 (STO) + \varepsilon$ …….…. (iii)

Where;
α = Intercept of the Model (constant)
b_1 to b_5= Parameters of X_1 …… X_4 respectively
ε = error term
They used descriptive analysis. Tables, frequency graphs, and charts were used to display summaries of descriptive statistics. This study uses the skewness of Kurtosis, and the data was analyzed using multiple regression analysis and Pearson's correlation coefficient.

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 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
Strategic orientation	383	1	5	4.17	.878
Competitiveness	383	1	8	4.11	.845

Source: Researcher's Computation from SPSS Output, 2023

According to the variables' descriptive statistics, which are given in Table 1, competitiveness is the response variable, while customer, marketing, competition, and product intelligence are the predictor characteristics. 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), strategic orientation (M=4.17, SD=0.878), and competitiveness (M=4.11, SD=0.845) were the variables' respective means and standard deviation scores. The standard deviation and mean scores show how well respondents agreed with the questions.

4.1.6 Regression Analysis

The findings of the regression analysis of the study's model are shown in this subsection. The degree to which the predictor variables—customer, marketing, competitor, and product intelligence—have an impact on the dependent variable (competitiveness) is explained by the regression model. The model summary, analysis of variance, and coefficients tables display the outcome. The degree to which the independent factors influence the dependent variable was ascertained using the model summary. In order to determine whether the model was appropriate for additional statistical analysis, the study used an ANOVA test to assess model significance. F statistics and the associated P-values were calculated in order to accomplish this. With a significance level of 0.05, the study employed the criteria for comparing the P-values of F statistics. The study determined that the model is significant and suitable for use in additional statistical analyses if the P-value of the F statistics was less than 0.05, and vice versa. The calculation of predictor variable coefficients came next. A 95 percent confidence threshold was applied when performing multiple regression analysis.

Table 2: Model Summary[b]

Table 2: 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, strategic orientation
b. Dependent Variable: Competitiveness

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

The Coefficient of Determination (R-Square) was 0.768, according to the results in Table 2. This indicated that variations in competitive intelligence, the explanatory variable, and its component variables—customer, marketing, competitor, and product intelligence—accounted for 76.8% of the variation in competitiveness. Therefore, other factors not included in the model accounted for just 23.2% of variation competitiveness. Therefore, it was determined that at least one component of competitive intelligence was a good indicator of competitiveness.

Table 3: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	127.608	5	25.522	66.464	.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, Strategic orientation

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

The analysis of variance (ANOVA) results are shown in Table 3. To determine if a statistical model could be fitted to the data set from which the data were sampled, analysis of variance (ANOVA) was employed. The model was significant in predicting the competitiveness of food and beverage manufacturing enterprises in Nigeria, according to the ANOVA findings, which show a F statistic of 66.464 that was significant at the 95% level of confidence (p-value = 0.000 <0.05). According to the findings, the model as a whole was statistically significant. Additionally, the findings suggest that competitiveness can be accurately predicted by the explanatory variable..

Table 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
Strategic orientation	.429	0.56	.511	4.776	.002

a. Dependent Variable: Competitiveness

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

According to Table 4's regression coefficients, customer intelligence significantly and favorably affects competitiveness (β=0.396, p=0.000). According to the customer intelligence coefficient (0.398), competitiveness would rise by 0.398 units for every unit increase in customer intelligence. The linked P-Value (0.000) is below than the 0.05 level of significance, indicating that the effect is statistically significant. A computed t-statistic of 7.450, which is greater than the threshold t-statistic of 1.96, provided support for this. Additionally, the results showed that marketing intelligence significantly and favorably impacted competitiveness (β=0.179, p=0.000). According to the marketing intelligence coefficient (0.368), competitiveness would rise by 0.368 units for every unit increase in marketing intelligence implementation. The linked P-Value (0.000) is below than the 0.05 level of significance, indicating that the effect is statistically significant. A computed t-statistic of 4.423, which is greater than the crucial t-statistic of 1.96, provided support for this.

Likewise, the findings indicated that competitiveness was positively and significantly impacted by competitor intelligence (β=0.187, p=0.000). According to the rival intelligence coefficient (0.278), competitiveness would rise by 0.278 units for every unit increase in competitor intelligence. The linked P-Value (0.000) is below than the 0.05 level of significance, indicating that the effect is statistically significant. A computed t-statistic of 3.535, which is greater than the required t-statistic of 1.96, provided support for this. Additionally, the results showed that competitiveness was positively and significantly impacted by product intelligence (β=0.199, p=0.046). According to the product intelligence coefficient (0.188), competitiveness would rise by 0.188 units for every unit increase in product intelligence implementation. The linked P-Value (0.046) is below than the 0.05 level of significance, indicating that the effect is statistically significant. A computed t-statistic of 2.999, which is greater than the threshold t-statistic of 1.96, provided support for this. According to the strategic orientation coefficient (0.429), competitiveness would rise by 0.429 units for every unit increase in strategic orientation implementation. The linked P-Value (0.02) is below than the 0.05 level of significance, indicating that the effect is statistically significant. A computed t-statistic of 4.776, which is greater than the required t-statistic of 1.96, provided support for this. Lastly, the results showed that competitiveness was positively and significantly impacted by strategic orientation (β=0.511, p=0.002). 1.96 is the key t-statistic. Ultimately, the findings revealed a favorable and noteworthy positive and significant effect of strategic orientation on competitiveness (β=0.511, p=0.002). According to the strategic orientation coefficient (0.429), competitiveness would rise by 0.429 units for every unit increase in strategic orientation. The linked P-Value (0.002) is below than the 0.05 level of significance, indicating that the effect is statistically significant. A computed t-statistic of 4.776, which is greater than the required t-statistic of 1.96, provided support for this.

4.2 Test of Hypotheses

In this section, the five hypotheses developed in this study were put to the test. All of the explanatory variables—customer, marketing, competition, and product intelligence—have a positive and significant impact on competitiveness, according to the multiple linear regression analysis's findings. The t-statistics and p-values corresponding to each variable are used to test the hypotheses. The null hypothesis (Ho) was accepted if the calculated t-statistics fell within two crucial values (±1.96); if not, the null hypothesis was rejected. The tests were conducted at a 95% confidence level. Alternatively, if the p-value is higher than 0.05, accept the null hypotheses.

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.

The standardized beta coefficient for customer intelligence, a 7.450 t statistic with a 0.000 equivalent value, is 0.396, according to Table 4 data, which assess the relationship between customer intelligence and competitiveness. Customer intelligence has a considerable impact on competitiveness, as evidenced by the t-statistic being larger than 2 and the p-value being less than 0.05 at the significance level of 0.05. The study rejects the null hypothesis and finds that customer intelligence significantly and favorably affects the competitiveness of listed Nigerian foods and beverages manufacturing companies.

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.

The standardized beta coefficient for marketing intelligence, a 4.423 t statistic with a 0.000 equivalent value, is 0.179, according to Table 4 data, which evaluate the relationship between marketing intelligence and competitiveness. Since the t statistic is more than 2 at the significance level of 0.05 and the p-value is less than 0.05, marketing intelligence has a considerable impact on competitiveness. The study rejects the null hypothesis and comes to the conclusion that marketing intelligence significantly and favorably affects the competitiveness of quoted Nigerian foods and beverages manufacturing companies.

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.

The standardized beta coefficient for competitor intelligence, a 3.535 t-statistic with a 0.000 matching value, is 0.187, according to Table 4 findings, which evaluate the relationship between competitor intelligence and competitiveness. Since the t statistic is more than 2 at the significance level of 0.05 and the p-value is less than 0.05, competitiveness is considerably impacted by competitor intelligence. The study rejects the null hypothesis and finds that competitor intelligence significantly and favorably affects the competitiveness of listed Nigerian foods and beverages manufacturing companies.

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 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.

4.2.5 Test of hypothesis five

$H0_5$ Strategic orientation has no significant effect on competitiveness of quoted foods and beverages manufacturing firms in Nigeria.

The results of Table 4's analysis of the relationship between strategic orientation and competitiveness reveal that the standardized beta coefficient for product intelligence is 0.511, a 4.776 t-statistic with a corresponding value of 0.002. Strategic orientation has a considerable impact on competitiveness, as evidenced by the t statistic being more than 2 at the significance level of 0.05 and the p-value being less than 0.05. The study shows that strategic orientation has a positive and significant impact on the competitiveness of listed food and beverage manufacturing enterprises in Nigeria, rejecting the null hypothesis.

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 first hypothesis's outcome supported Ndubuisi-Okolo, Anigbogu, and Ike's (2017) research, which found that customer intelligence significantly improved the provision of high-quality services. The tested hypothesis's outcome is consistent with that of Uzoma, Ihuoma, and Uju (2021), whose research showed that customer intelligence significantly lowers costs and significantly increases the growth of SMEs in Nigeria. The study coincides with that of Al-Hashem (2022), who found that customer experience has a substantial positive impact on customer retention and that customer intelligence has a significant positive direct impact on customer experience.

The second hypothesis supports the findings of Sushant, Teena, and Rashmi (2019), who found a direct link between marketing intelligence and Indian business success. Furthermore, the findings of Al-Hashem (2020) confirmed the mediation role of marketing intelligence in the link between the variables being studied, hence supporting the outcome of hypothesis two. The hypothesis's outcome is also consistent with a study conducted in Nigeria by Kpunee, Ikaba, and Wali (2021), which found a substantial link between police performance and marketing intelligence.

The third hypothesis's outcome is consistent with Jummai and Abuga's (2021) conclusion that entrepreneurial innovation is influenced by competition orientation. The third hypothesis's outcome is in line with that of Agbeche, Bagshaw, and Oparanma's (2021) research, which showed that the competitive intelligence of South-South Nigerian food and beverage manufacturing firms significantly affects organizational effectiveness. The conclusion that competitor intelligence has a significant and positive impact on competitive advantage in the Iraqi banking sector is supported by the findings of Zaidan *et al.* (2022), who found that the combined or individual effects of competitor intelligence on the competitiveness of Iraqi banks have a significant impact.

The findings of hypothesis four are in line with those of Al-Nsour (2018), whose research revealed that product intelligence is a major source of innovation in marketing communication efforts. The fourth hypothesis supports the findings of Olowe et al. (2022), who used the innovation qualities of relative advantage, compatibility, and complexity to find a positive association between product intelligence and purchasing behavior. The fourth hypothesis's outcome supports that of Aly (2022), who confirmed that product intelligence significantly improves the profitability metrics of 12 banks that are listed on the Egyptian stock exchange.

The findings of hypothesis five are in line with those of Kabuoh *et al.* (2020), who found that some aspects of strategic orientation significantly improve customer satisfaction in a subset of food and beverage businesses in Oyo State, Nigeria. The study's findings are consistent with those of Redwell-Emotongha and Bayo (2024), who found that strategic renewal significantly and favorably affects competitiveness metrics in Nigerian food and beverage manufacturing companies.

5.0 CONCLUSION AND RECOMMENDATIONS

This section embraces majorly conclusion and recommendations of the study among others.

5.1 Conclusion

Based on the results, it was determined that the competitiveness of the quoted food and beverage manufacturing companies in Nigeria is positively and significantly impacted by competitive intelligence dimensions like customer intelligence, marketing intelligence, competitor intelligence, product intelligence, and strategic orientation. This means that using competitive intelligence strategies helps businesses compete better in the marketplace against competitors who have better products, make accurate predictions about changes in the business environment, and monitor the activities of competitors to increase their firms' competitiveness by seeing opportunities and threats before they become apparent. This gives businesses an advantage over competitors in a given industry. As a result, the competitiveness of stated food and beverage manufacturing companies in Nigeria can be accurately predicted by competitive intelligence.

5.2 Recommendations

Based on the results and conclusions, the following suggestions are offered to help improve the state of foods and beverages manufacturing companies in Nigeria:

Since customers are considered to be the kings, their satisfaction is the primary goal of all food and beverage manufacturing companies. Since the sustainability of any business depends on the patronage and loyalty of both current and potential customers, quoted food and beverage manufacturing companies are expected to provide their customers and other stakeholders with satisfactory and profitable service by being proactive and responsive to the changing values, technology, tastes, and preferences. This will give them an advantage over their competitors in the industry.

Manufacturing companies that produce foods and beverages should concentrate on methods and strategies for changing their current marketing products and making decisions about them that allow for better market planning because the information they gather helps them decide on a course that will give them an advantage over their competitors in the market by understanding their needs and wants, as well as their competitors' strengths and weaknesses. They should also continuously invest in marketing research to gather as much information as possible in order to stay competitive, retain current customers, and attract new ones.

According to cited food and beverage manufacturing companies in Nigeria, they should focus particularly on the factors that influence competitive behavior, such as awareness, motivation, and capabilities. They should also continuously look for information about their competitors and honestly assess their position in the competitive industry by analyzing competitive behaviors, such

as moves, actions, and reactions, based on a thorough understanding of competitors' capabilities, plans, intentions, and antecedents. As a result, they should train their employees to help their company develop unique capabilities that will give them an advantage over other competitors in the market.

In order to support day-to-day operations, such as evaluating the quality and attractiveness of their own products against those of their rivals, managers of publicly traded food and beverage manufacturing companies need ensure that product intelligence is used efficiently. To increase their competitiveness in the market, they should make use of the valuable information they have gathered from their business environment to engage in both product development and ongoing, pertinent innovations and modifications to their new and existing products. This will give them a competitive advantage over their rivals.

In order to effectively adapt to the swift changes in the market, managers of quoted foods and beverages manufacturing companies should urge their organizations to implement agile business strategies. Quoted food companies can successfully navigate and prosper in a changing market climate by heeding these tips. This method guarantees that the study takes into account how a firm's strategy influences its capacity to use competitive intelligence for competitiveness in addition to testing the direct link.

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, because different nations have varied listing standards, it would be difficult to generalize the research findings to other nations. Lastly, the study's coverage area or the severity of the spread were seriously threatened by time, money, and logistics. Without a question, this kind of research takes a lot of money and time, both of which are difficult to come by. The study was a conscious endeavor to lessen this difficulty, however even though food and beverage production companies are dispersed throughout the Nigerian exchange, some important information might not have been gathered since the researcher did not have access to the resources.

Lastly, moderation-mediation models could be used in future empirical research investigations to provide a more comprehensive picture of the relationship between competitiveness and competitive intelligence. Future research could employ additional competitive intelligence characteristics to provide a more sophisticated understanding of the competitiveness and competitive intelligence phenomena. Nevertheless, this study offered a valuable assessment of the impact of competitive intelligence and competitiveness of quoted food and beverage manufacturing enterprises in Nigeria, notwithstanding all these shortcomings. This study is undoubtedly one of the very few of its sort in the field, and the results showed a somewhat substantial positive impact on the construct under investigation. As such, it offers a solid foundation for evaluating the competitive intelligence of the food and beverage manufacturing companies under study. The scope of the discussion was adequate to give the necessary context for making the best judgments possible in the future about this crucial matter and to enable the drawing of reliable 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%), product intelligence (18.8%) and strategic orientation (42.9%). One of the few studies that has identified the fundamental aspects of competitive intelligence and competitiveness of quoted foods and beverages manufacturing companies in Nigeria from the standpoint of an emerging economy with reference to Nigerian exchange is this one, which is where I differ from others. By decreasing the lack of empirical evidence supporting the impact of competitive intelligence and competitiveness of cited food and beverage manufacturing enterprises in Nigeria, this study overcomes the geographical gap as well as the divergent viewpoints of scholars.

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