

# Competitor Intelligence and Resilience of Firms in the Oil and Gas Downstream Sector of South-South, Nigeria

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**Abstract:** *This study examined the relationship between competitor intelligence and firms resilience in the oil and gas downstream sector of South-South, Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of the study was the thirty-four (34) oil and gas companies registered with the Nigeria midstream and downstream petroleum resource authority. The sample for the study is 170 in line with the unit of analysis which is at the macro level, the questionnaire was distributed to five (5) managers of the thirty-four (34) oil and gas firms in the downstream sector in South-South Nigeria, bringing the total number to one hundred and seventy (170) respondents. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 0.05 significance level. Findings from the data analysis revealed that there is a significant relationship between competitor intelligence and organizational resilience of oil and gas firms in the Downstream sector of the South-South, Nigeria. Therefore, the study concludes that there is a significant relationship between competitor intelligence and organizational resilience. Thus, the study recommends that corporate managers of the oil and gas companies should develop a process of discovering and solving competitor threats so as to know in what areas they are to improve for better service quality.*

**Keywords:** *Competitor Intelligence, Organizational Resilience, Buffering Capacity, Flexibility, Adaptive Capacity*

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## INTRODUCTION

Firms in third world countries, emerging economies as well as developed economies are challenged with growing need to survive, recover and grow needing most importantly practical resilience in the face of the growing organizational failures. The fear of failure is of recent exacerbated within different sectors but especially in the oil and gas industry where sudden unanticipated disruptions seem to be growing causing hydra headed shocks in the global economy. According to Denyer (2017) organizational resilience is the ability of a firm to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper. it involves changing before the cost of not changing becomes too great. This requires learning to do new things by changing underlying values and assumptions, creative problem solving, innovation and learning. For this work, three practical concepts of responsiveness is adopted, the first might be considered buffering. That is a collective process to

hopefully anticipate any form of shock and prepare a reaction to allow some breathing space before the organization learns and adapts. The second might be described as adaptive capacity that combines organizational agility to adapt, in sync with the third; flexibility, which is amenability of a firm structure and processes to the required advances of the business climate. Buffers might be important for survival, but adaptive capacity is an indicator of longer-term resilience. Organizational resilience has evolved over time, and has been split by two core drivers: defensive (stopping bad things happen) and progressive (making good things happen); as well as a division between approaches that call for consistency and those that are based on flexibility.

The term competitive intelligence (CI) is not familiar to many firms, oblivious they seem to want to imbibe it process or use it product from their seeming intention in various industries of the developing economies. Muller and Viviers (2004) assert that in Africa, firms in various industries undertake CI activity 'unstructured'. Jurad (2008) identify various terms that evolved over the past decades; environmental scanning, competitor analysis, corporate intelligence, business intelligence, strategic intelligence, market intelligence etc. The Society of Competitive Intelligence Professionals (SCIP) defines CI as "a systematic and ethical program for gathering, analyzing, and managing external information that can affect a company's plans, decisions, and operations" (SCIP, 2003). The definition of the term formed a more comprehensive capture in use, and provides a guide to the nitty gritty of what it entails in this work, centred on oil and gas.

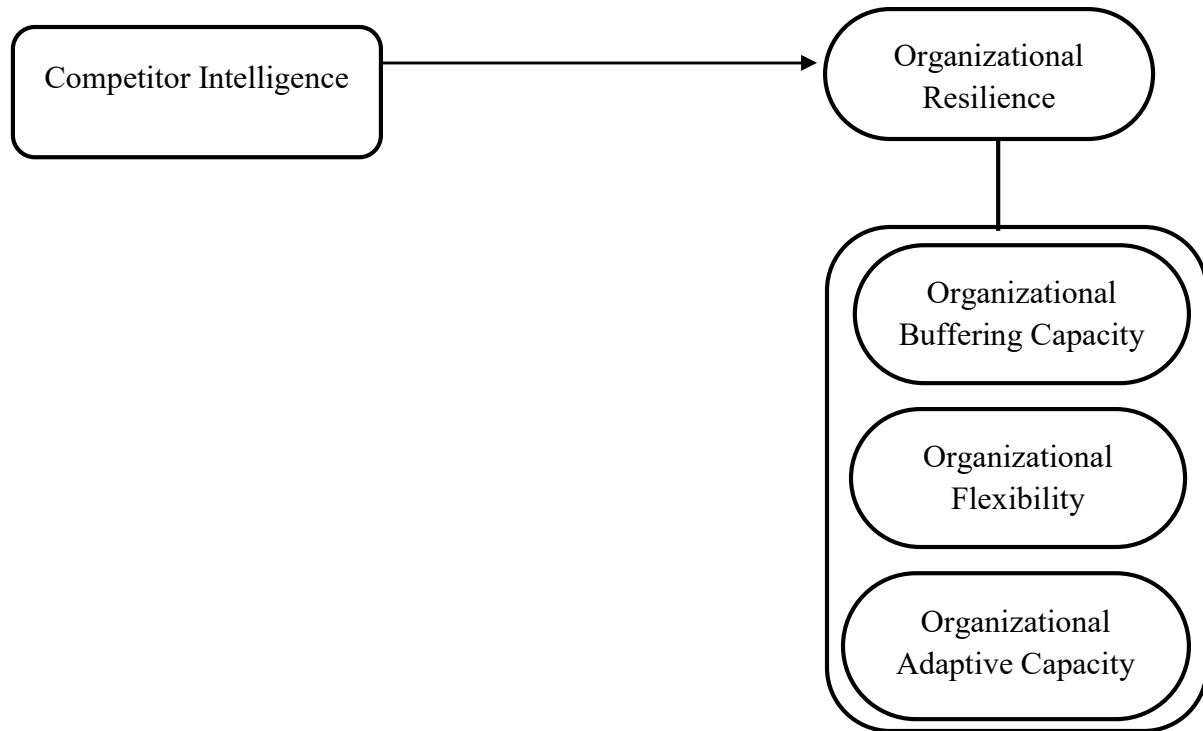
In Nigeria, the critical oil and gas operations take place in the Niger Delta basin, a region that remains one of the most prolific in the world. Oil exploration in Nigeria is done onshore and offshore with oil exploration firms investing heavily in both the shallow and deep-sea waters. International oil companies had provided templates driven by innovation to support their decision-making; high capability technology to appropriate data, information, knowledge and intelligence driven by advanced modern technologies as AI, Big data etc. with these they deploy robust internationalization strategies that best fits their operations. That is not the case with the local players. According to Ade, Akanbi and Tobuson (2021) the local players need be able to have absorptive capacity for the hyper changes being experienced in the global affairs, be flexible in enshrining the changed strategic drive of the government, especially their structure; sudden shocks may require buffering capacity of the firms to hold the forth before advancing further to deciding best approach for the increment changees required, in more explicative term they have to be resilient (McManus, 2008). This work is predicated to determining the moderating effect of technology upgrading between competitive intelligence and organizational resilience of firms in the downstream sector of Nigeria. The purpose of this study is to examine the relationship between competitor intelligence and organizational resilience of oil and gas firms in the downstream sector of South-South, Nigeria.

The study was piloted by the following research questions:

What is the relationship between competitor intelligence and organizational buffering capacity in the oil and gas firms of the downstream sector of south-south Nigeria?

What is the relationship between competitor intelligence and organizational flexibility in the oil and gas firms of the downstream sector south-south, Nigeria?

What is the relationship between competitor intelligence and organizational adaptive capacity in the oil and gas firms of the downstream sector south-south, Nigeria?



*Fig.1 Conceptual framework for competitor intelligence and organizational resilience*

*Source: Desk Research, 2022*

## LITERATURE REVIEW

### Theoretical Foundation

#### Porter's 5 Forces

Hamilton (2013) posit that, Michael Poter developed five forces model. He asserted that, Porter's Five-forces model of competitive analysis focuses on industry structure and may enable a firm to undertake to create offensive or defensible positions against competitive forces, and also may provide measures of profitability and viability factors towards entries to an industry. This may largely be dependent upon the managers of the firm and their dispositions as observed by (Miles and Snow, 1978) postulation on adaptive cycle, whereas, adaptive cycle process presents itself "in the middle" of these issues; which is based on the premise that the company needs to continuously adjust its strategies to the environmental conditions and to align its structures to the established strategies; the strategic fit purpose is dynamic, they argue.

Morrison (2021) had argued that Porter's Five Forces Analysis can provide valuable information for three aspects of corporate planning: i) statistical analysis - the Five Forces Analysis provides information about the attractiveness or not of an industry, especially insights on profitability.

Thus, it supports decisions about entry to or exit from an industry or a need for market segmentation and the like. Moreover, the model can be used to compare the impact of competitive forces on the firm's relative with their impact on competitors. Competitors may have different options to react to changes in competitive forces from their different resources and competences. This may influence the structure of the whole industry; ii) dynamical analysis - in combination with PESTLE analysis, which reveals drivers for change in an industry, Five Forces Analysis can reveal insights about the potential future attractiveness of the industry; that is political, economical, socio-demographical, technological, legal and ecological changes that can influence the five competitive forces and thus have impact on industry structures; iii) analysis of options – this refers to the knowledge about intensity and power of competitive forces, meaning may develop options to influences and improves their own competitive position. The result could be a new strategic direction, e.g. a new positioning, differentiation for competitive products and or of a need for strategic partnerships.

### **Concept of Competitor Intelligence**

Competitors were categorized by Payrot (1999) as indirect and direct competitors. Direct competitor in the business domain refer to firms in the same industry that sell similar products to similar market, pursue similar profit objectives with similar growth pattern. Indirect competitors are businesses that offer products that are close substitutes. Keenan (2019) coins it as 'competition' that offers same thing and targets same audience as direct and that indirect competition can satisfy the same need and reach the same goal by offering different approaches for customers to reach the same goals. Adom, Nyarko and Som (2016) argues for a third kind which they posit as future competitors; which they argue refers to existing companies that are not yet in the marketplace that the firm intends to occupy, but could move there at any time. One obvious source of future competition is an indirect competitor. As soon as an indirect competitor sees the focal firm having success in its market with a different product, the indirect competitor may try to duplicate the firm's offerings and so they become a direct, perhaps formidable competitor. Competitors represent a major determinant of corporate success. Failure of a company to analyze its competitors' strengths, weaknesses, strategies and areas of vulnerability may lead it to suboptimal performance in business (Wilson, 1994). So, analyzing competitors is crucial for firm's strategy formulation and implementation as well as competitive preparation (Ho & Lee, 2008; Bloodgood & Bauerschmidt, 2002). According to Pollard (1999, p.3), competitor intelligence focuses on analyzing a firm's direct and indirect competitors, and is 'the output of a systematic and legal process of the gathering and analyzing of information about the current and potential competitors of a business. Competitor intelligence is the use of public sources to locate and develop data that are then transformed into information about competitors, their capabilities, current activities, plans, and intentions. Competitor intelligence is most often found providing assistance to strategic planning operations or to the operating managers within strategic business units. According to Murphy (2005) the term "competitor intelligence" involves observing the other players in the same market, comparing their operation in other to prioritize their next moves. This approach relies heavily on benchmarking where we make comparisons, using various indicators. Often many pitfalls and lags are identified needing strategy to overcome the gaps and to be so resourced to beat competition, sometimes to be in competition. In general, competitor intelligence research is often linked and centered on competitive intelligence, whereas over time, research attention has evolved from early environmental scanning (Peyrot, et

al 1996; Adidam, Banerjee, & Shukla 2012). Existing research points out that competitor analysis is a relatively weak business practice that requires further enhancement. For instance, according to Gilad (2011), approximately 55% of companies disappear from the Fortune 500 list each year, partially due to failure to assess the role of competitors in the market. Thus, it is vital to obtain competitor knowledge in order to sustain a business in an increasingly competitive market.

### **Organizational Resilience**

Sutcliffe and Vogus (2007) refer organizational resilience as the organization's ability to maintain positive adjustments after a period of unfavourable conditions or events and to rise from those events as strengthened. According to Annarelli and Nonino (2016) organizational resilience is the ability of an organization to face disruptions and unexpected events in advance due to shocks, both internal and external to the organization. For Ma, Xiao and Lin (2018) organizational resilience is a firm's capability that enables it to survive, adapt, recover, and even thrive in the face of unexpected and catastrophic events as well as turbulent environments. According to Duchek Raetze and Scheuch (2020) organizational resilience is the ability to anticipate potential threats, to respond effectively to unexpected events, and to learn from these events, resulting in a dynamic capability designed to facilitate organizational change. The thread from their definition has capability perspective; others have process view of organizational resilience, others (Lengnick-Hall & Beck, 2009) view organizational resilience competence as a process that develops from a combination of cognitive and behavioral competencies at the organizational level as well as knowledge, skills, attitudes, and behaviors at the individual level in contextual conditions.

Mccarthy, Collard and Johnson (2017) argued that organizational resilience refers to an evolutionary process in which firms respond to changes in the external environment by deploying resources. For Ishak and Williams (2018) organizational resilience is a dynamic structure of organizations that encompasses both typological and quantitative dimensions and covers processes such as reintegration, identity management, communication network building, emotional labor, and improvisational coping. The element of ability, capability, and capacity seem to be propping up from various authors' effort at defining organizational resilience. Conceptualizing resilience as a process is problematic for two reasons: first, it makes it hard to recognize resilience as the process in somehow a 'black box'; second, it renders measuring it difficult as it can only be assessed ex-post – in case the process was successful (Boin & van Eeten 2013).

### **Buffering Capacity**

Buffering capacity is defined as 'the regulation and/or insulation of organizational processes, functions, entities, or individuals from the effects of environmental uncertainty or scarcity. Buffering includes efforts to mitigate uncertainty's effects; it does not encompass actions taken to alter the environment directly' (Lynn 2005, p. 38). From the definitions one can see that all these concepts deal with change and uncertainty, and thus attempt to explain how organizations manage changes in the environment or turbulence. Power (2015) argues that, buffer is the first practical response within a collective process to hopefully anticipate any form of shock and prepare a reaction to allow some breathing space before the organization learns and adapts. Buffering serves as a boundary that prevents external disturbances and it ensures 'rational action'

within the organization (Yan & Louis 1999). The efforts to seek relief services from crises denote the importance of managerial practices within an organization could aid during crisis. Thus, prompting the organization to act according to how the crisis is perceived taking into consideration previous strategies used in dealing with similar crises (Meier & O'Toole 2008).

This definition suggests that: buffering can regulate or insulate; various processes, functions, or entities can buffer or be buffered; buffering can occur at various organizational levels and in varying degrees; buffering can be functional or dysfunctional, intentional or unintentional; and buffers may vary in locale, amount, and form. It is important to note, however, that while buffering includes efforts to mitigate uncertainty's effects, it does not encompass actions taken to alter the environment directly.

### **Organizational Flexibility**

Organizational flexibility is 'a combination of a repertoire of organizational and managerial capabilities that allow organizations to adapt quickly under environmental shifts' (Hatsum & Pettigrew 2004, p. 239). This can be strategic or operational flexibility. Radomska (2015) noted that organizational flexibility entails feature that allows an organization to take actions in the midst of sudden changes. In other words, organizational flexibility is present when a firm could react and take valid decisions at ease without wasting much of its strategic timing. In the same vein, Frazelle (1986) noted that flexibility represents the ability to modify strategies over time. Strategic modification is geared towards making a quick adjustment in order to enable an organization meet up with an urgent demand.

Organizational flexibility was previously mentioned by relevant authors of strategic management field as an important condition for organizational survival. According to Daft and Lewin (1993: ii), historically, managers designed and redesigned organizations by making modifications to traditional bureaucratic forms on the basis of intuition, past experience, imitation, and personal attitudes and preferences. New organization forms open up new sources of sustained competitive advantage and strategies for hypercompetitive environments can only be undertaken within the limits enabled by organization form (Volberda, 1998: 263). Increasingly changing competitive forces have spawned experimentation with new and variable flexible organizational forms. Traditional bureaucratic forms of organizing worked well within an environment that was relatively benign and predictable, but they were no longer enough in a complex and highly competitive environment (Graetz & Smith, 2006).

According to Golden and Powell (2000: 373), organization flexibility should be examined in these dimensions: time – related to time the organization needs to react (or create) in response to occurring changes; scope – related to the degree of adaptation of particular elements of the organization to changes in the environment; purposefulness – related to the selection of a relevant way of responding to on-going changes; an "offensive" response is not always a relevant one.

### **Adaptive Capacity**

The concept of adaptive is still evolving, though attempt at unanimous definition was put forth in literatures. Adaptive capacity is an organizations ability to persistently progress to match the demands of its environs before it becomes critical if there is a sudden threat (Hamal & Valikangas, 2003). For Adgar(2005), firm's ability to adjust to changes in moderating potential

damages and utilizing existing opportunities, refers to adaptive capacity. Staber and Sydow (2002) outlined adaptive capacity as the quest that stimulates the way in which an organization copes with disturbances arising from uncertainty and unpredictable changes. However, Staber and Sydow (2002) argued on Chakravarthy (1982) views on adaptive capacity as the procedure of information diffusion and dissemination capability of an organization. Adaptive capacity is not the same as adaptation. Adaptive capacity implies the capacity to deal and face with unspecified future occurrences while on the other hand, adaptation denotes the attitude employed to increase suitability in present situations. Adaptive capacity is distinct from adaptation as it enables probing and learning from their surroundings stressing on ‘double-loop learning’ (Staber & Sydow 2002); they pinpointed that organizations with the presence of adaptive capacity react rapidly to unstable environments in contrast to just making use of organizations’ available resources. Tolimson (1976 p. 533) posit it, as “the ability of an organization to change itself, or the way in which it behaves, in order to survive in the face of external changes that were not predicted in any precise way when the organization was designed”. These external changes are considered to be of high velocity (Eisenhardt 1989) and at the same time hypercompetitive (D’Aveni 1994). However, the speed of changes in the external environment calls for organizations to be flexible and adaptive. According to Staber and Sydow (2001) approaches to organizational effectiveness and survival in “hypercompetitive” environments may be distinguished in terms of whether they focus on reaction or pro-action, and whether they identify organizational designs that indicate “best practice” or designs that support ambiguity, diversity, and continuous learning.

### **Competitors’ Intelligence and Organizational Resilience**

Agbeche, Bagshaw and Oparanma (2021) in “Competitors Intelligence and Organizational Effectiveness of Foods and Beverages Manufacturing firms of South-South, Nigeria.” The study primed at organizational effectiveness from goal attainment, strategic constituency satisfaction and systems alignment. The result in the study shows that competitors’ intelligence has a significant relationship on goal attainment of Foods and Beverages manufacturing firms in South-South, Nigeria. It is shown that product quality has a positive influence on corporate performance because consumers all over the world are gradually demanding better quality with lower prices. The study concludes that there is a significant positive relationship between competitors’ intelligence and organizational effectiveness.

Alshammakh and Azminthe (2021) researched to investigate the impact of each process from the CI processes (planning and focus, gathering, analysis, and communication) on the financial and non-financial performance of Malaysian hotels. A quantitative research design was adopted in this study. To obtain the necessary data for analysing the hypothesized model of the study, 505 questionnaires were issued to marketing managers in member hotels of the Malaysian Association of Hotels (MAH), and a total of 184 analysable questionnaires were gathered, with a response rate of 34.44%. The research data were analysed using partial least squares structural equation modelling. Despite that half of the responding hotels practiced CI informally and many of these hotels began practicing CI five years ago, the study found that the level of CIP practice was high. Furthermore, the results indicate that the planning and focus, gathering, and analysis processes of CIP had a positive and significant impact on hotels' performance, while the communication process had a negative but insignificant impact on hotels' performance.

Based on the analysis so far the following hypotheses are hereby put forward to be validated or refuted.

- Ho<sub>1</sub>: There is no significant relationship between competitor intelligence and organizational buffering capacity in the oil and gas firms of the downstream sector in Nigeria.
- Ho<sub>2</sub>: There is no significant relationship between competitor intelligence and organizational flexibility in the oil and gas firms of the downstream sector in Nigeria.
- Ho<sub>3</sub>: There is no significant relationship between competitor intelligence and organizational adaptive capacity in the oil and gas firms of the downstream sector in Nigeria.

**METHODOLOGY**

The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of the study was the thirty-four (34) oil and gas companies registered with Nigerian midstream downstream petroleum regulatory authority. The sample for the study is 170 in line with the unit of analysis which is at the macro level, the questionnaire was distributed to five (5) managers of the thirty-four (34) oil and gas firms in the downstream sector in South-South Nigeria, bringing the total number to one hundred and seventy (170) respondents. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman’s Rank Order Correlation Statistics. The tests were carried out at a 0.05 significance level.

**DATA ANALYSIS AND RESULTS**

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in (p> 0.05) or rejecting the null hypothesis in (p <0.05).The level of relationship between competitor intelligence with each of the measures of organizational resilience is to examine the extent competitor intelligence can impact on the outcome of each measure of organizational resilience.

**Table 1 Correlations matrix for competitor intelligence and measures of organizational resilience**

			competitor intelligence	buffering capacity	flexibility	Adaptive capacity
Spearman's rho	competitor intelligence	Correlation Coefficient	1.000	.632**	.861**	.367**
		Sig. (2-tailed)	.	.000	.000	.000
		N	144	144	144	144
	buffering capacity	Correlation Coefficient	.632**	1.000	.779**	.355**
		Sig. (2-tailed)	.000	.	.000	.000
		N	144	144	144	144
	flexibility	Correlation Coefficient	.861**	.779**	1.000	.526**
		Sig. (2-tailed)	.000	.000	.	.000
		N	144	144	144	144
	Adaptive capacity	Correlation Coefficient	.367**	.355**	.526**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	144	144	144	144

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

**Source: SPSS Output**



### **Interpretations:**

**RQ1:** What is the relationship between competitor intelligence and organizational resilience in the oil and gas firms of the downstream sector of south-south Nigeria?

Table 1 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.632 on the relationship between competitor intelligence and buffering capacity. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in buffering capacity may be a result of the adoption of competitor intelligence. Therefore, there is a strong positive correlation between competitor intelligence and buffering capacity of oil and gas firms in the downstream sector of south-south Nigeria.

Similarly, Table 1 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.861 on the relationship between competitor intelligence and flexibility. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in flexibility may be as a result of the adoption of competitor intelligence. Therefore, there is a very strong positive correlation between competitor intelligence and flexibility in the oil and gas firms of the downstream sector of South-South, Nigeria.

Furthermore, Table 1 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.367 on the relationship between competitor intelligence and adaptive capacity. This value implies that a weak relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in adaptive capacity may be as a result of the adoption of competitor intelligence. Therefore, there is a weak positive correlation between competitor intelligence and adaptive capacity in the oil and gas firms of the downstream sector of South-South, Nigeria.

Therefore, to enable us accept or reject hypotheses 1, 2 and 3 as well as generalize our findings to the study population the p- value was used as shown below:

**H<sub>01</sub>:** There is no significant impact between competitor intelligence and organizational buffering capacity in the oil and gas firms of the downstream sector of south-south Nigeria.

Similarly displayed in the table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between competitor intelligence and organizational buffering capacity in the oil and gas firms of the downstream sector of south-south Nigeria

**H<sub>02</sub>:** There is no significant impact between competitor intelligence and organizational flexibility in the oil and gas firms of the downstream sector South-South, Nigeria.

Also displayed in the table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between competitor intelligence and organizational flexibility in the oil and gas firms of the downstream sector South-South, Nigeria.

**H<sub>03</sub>:** There is no significant impact between competitor intelligence and organizational adaptive capacity in the oil and gas firms of the downstream sector South-South, Nigeria.

Also displayed in the table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between competitor intelligence and organizational adaptive capacity in the oil and gas firms of the downstream sector South-South, Nigeria

Therefore, the results for the first set of hypotheses with regards to the relationship between competitor intelligence and organizational resilience measures are stated as follows:

- i. There is a strong positive significant relationship between competitor intelligence and organizational buffering capacity in the oil and gas firms of the downstream sector of south-south Nigeria.
- ii. There is a very strong positive significant relationship between competitor intelligence and organizational flexibility in the oil and gas firms of the downstream sector South-South, Nigeria.
- iii. There is a weak positive significant relationship between competitor intelligence and organizational adaptive capacity in the oil and gas firms of the downstream sector South-South, Nigeria.

## **DISCUSSION OF FINDINGS**

The findings as presented in table 1 revealed that there is a strong positive significant relationship between competitor intelligence and organizational resilience in the oil and gas firms of the downstream sector of South-South, Nigeria. This finding agrees with the study of Agbeche, Bagshaw and Oparanma (2021) who studied competitor's intelligence and organizational effectiveness of foods and beverages manufacturing firms of South-South, Nigeria and found that product quality has a positive influence on corporate performance because consumers all over the world are gradually demanding better quality with lower prices. The study concludes that there is a significant positive relationship between competitors' intelligence and organizational effectiveness. Similarly, the study also agrees with the work of Alshammakh and Azminthe (2021) who researched to investigate the impact of each process from the competitive intelligence processes (planning and focus, gathering, analysis, and communication) on the financial and non-financial performance of Malaysian hotels and found that half of the responding hotels practiced CI informally and many of these hotels began practicing CI five years ago, the study found that the level of CIP practice was high. Furthermore, the results

indicate that the planning and focus, gathering, and analysis processes of CIP had a positive and significant impact on hotels' performance, while the communication process had a negative but insignificant impact on hotels' performance. Ade, Akaninbi and Tubosun (2017) investigated the influence of competitors' threats on business competitive advantage a case of Diamond Bank in Nigeria and found a very strong correlation. Early identification of competitors' threat was found to have enabled the bank to improve its profitability, expand branch network and perform better than its rivals.

## **CONCLUSION AND RECOMMENDATION**

This study concludes that there is a significant relationship between competitor intelligence and organizational resilience in the oil and gas firms of the downstream sector of South-South, Nigeria implying that a positive competitor intelligence promotes buffering capacity, flexibility, adaptive capacity and overall organizational resilience.

The study recommends that corporate managers of oil and gas companies should develop a process of discovering and solving competitor threats so as to know in what areas they are to improve operating and service quality. The study also recommends a feedback system whereby they carry out surveys to get feedback from customers on how effective and efficient their services are.

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