POLAC INTERNATIONAL JOURNAL OF ECONS & MGT SCIENCE (PIJEMS)
DEPARTMENT OF ECONOMICS & MANAGEMENT SCIENCE NIGERIA
POLICE ACADEMY, WUDIL-KANO

IMPACT OF MARKETING INTELLIGENCE ON THE PERFORMANCE OF MANUFACTURING FIRMS IN FEDERAL CAPITAL TERRITORY (FCT) ABUJA, NIGERIA

Ikagu Grace Ajanigo Department of Public Administration, Faculty of Administration, Nasarawa State University, Keffi-Nigeria

Abstract

This study examined the impact of marketing intelligence on the performance of manufacturing firms in the Federal Capital Territory (FCT) Abuja, Nigeria. Specifically, it explored the role of customer intelligence and competitive intelligence as key components of marketing intelligence in influencing firm performance. A survey research design was employed, targeting 28 manufacturing firms, with a total of 140 senior staff members selected using a convenience sampling technique. Data was collected using a structured questionnaire administered to the 140 senior staff members, with 104 valid responses retrieved for analysis. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used for data analysis. The results revealed that competitive intelligence had a positive and statistically significant impact on firm performance, with a path coefficient of 0.753, supporting its critical role in enhancing operational outcomes. In contrast, customer intelligence showed a weaker and statistically insignificant relationship with performance, suggesting that other factors may be more influential in driving success for manufacturing firms in Abuja. The study, therefore, recommends that firms should prioritize the development and integration of competitive intelligence to maintain a competitive edge. Additionally, it suggests reevaluating the role of customer intelligence to optimize its potential impact on performance.

Keywords: Marketing intelligence, customer intelligence, competitive intelligence, manufacturing firms, performance.

1. Introduction

In today's rapidly evolving and highly competitive business landscape, marketing intelligence has emerged as a critical driver of success for manufacturing firms, particularly in regions like the Federal Capital Territory (FCT) Abuja, Nigeria. This strategic tool enables organizations to collect, analyze, and utilize vital information about their markets, competitors, and customers, thereby facilitating informed decision-making and enhancing overall business performance (Mogbolu, 2022; Hossain et al., 2022). The significance of marketing intelligence is particularly pronounced in the manufacturing sector, where firms face unique challenges such as intense competition, regulatory complexities, and infrastructural limitations. By leveraging marketing intelligence, these firms can navigate these challenges more effectively, identify opportunities, mitigate risks, and improve their market positioning (Kozlenkova et al., 2014). Recent studies have highlighted the transformative impact of marketing intelligence on organizational performance, particularly in sectors like consumer goods and manufacturing, where insights into market trends, customer needs, and competitor strategies are indispensable (Yusuf et al., 2024; Lateef & Keikhosrokiani, 2023). For instance, research conducted on consumer goods companies in Nigeria revealed that competitor and customer intelligence significantly enhance performance, while product intelligence, though beneficial, was found to have a less pronounced impact (Yusuf et al., 2024). This underscores the importance of focusing on specific components of marketing intelligence, such as customer and competitor intelligence, to drive tangible business outcomes.

Customer intelligence, a key component of marketing intelligence, involves the systematic collection and analysis of data related to customer preferences, behaviors, and needs. This strategic approach enables firms to make informed decisions that align with customer expectations, thereby fostering customer satisfaction and loyalty (Ovivi, 2022; Dam et al., 2022). In the context of Abuja, where consumer preferences are diverse and continually evolving, customer intelligence can provide manufacturing firms with the insights needed to tailor their products and services to meet local demands. For example, understanding the specific needs of Abuja's consumers can guide product development and marketing strategies, ensuring that firms remain competitive and responsive to market changes. This adaptability is crucial in a dynamic market like Abuja, where consumer preferences can shift rapidly due to socio-economic and cultural factors. By leveraging customer intelligence, manufacturing firms can not only enhance their market relevance but also build long-term relationships with their customers, which is essential for sustained growth and profitability.

On the other hand, competitor intelligence focuses on monitoring and analyzing the strategies, strengths, and weaknesses of competitors. This aspect of marketing intelligence is particularly valuable for manufacturing firms in Abuja, as it enables them to assess the competitive landscape, identify market gaps, and develop strategies to differentiate themselves (Dian et al., 2020). In a highly competitive environment, understanding the actions and capabilities of competitors can provide firms with a strategic edge. For instance, by analyzing competitor pricing strategies, product offerings, and marketing campaigns, manufacturing firms can adjust their own strategies to better position themselves in the market. This proactive approach not only helps firms stay ahead of competitors but also allows them to capitalize on emerging opportunities. In Abuja, where the manufacturing sector is characterized by intense competition and rapid market changes, competitor intelligence can serve as a vital tool for maintaining a competitive advantage and driving business growth.

Moreover, the role of marketing intelligence extends beyond competitive advantage to encompass innovation and adaptability. Firms that effectively utilize marketing intelligence are better equipped to innovate and respond to changing market conditions, which is essential for long-term survival and success (Kozlenkova et al., 2014). In Abuja, where the market is both dynamic and unpredictable, manufacturing firms must be agile and responsive to shifts in consumer behavior, technological advancements, and regulatory changes. Marketing intelligence provides the insights needed to drive innovation, whether through the development of new products, the implementation of targeted marketing strategies, or the optimization of operational processes. For example, by leveraging insights from customer and competitor intelligence, firms can identify unmet customer needs and develop innovative solutions that address these gaps. Similarly, by staying informed about competitor activities, firms can anticipate market trends and adapt their strategies accordingly. This ability to innovate and adapt is particularly critical in Abuja's manufacturing sector, where firms must navigate a complex and rapidly changing business environment.

The manufacturing sector in Nigeria, particularly within the Federal Capital Territory (FCT) Abuja, faces significant challenges that hinder its growth and performance. These challenges include intense competition, rapid technological advancements, and evolving customer demands, which have created a complex and dynamic business environment (Mogbolu, 2022; Hossain et al., 2022). Despite the increasing adoption of marketing intelligence as a strategic tool to navigate these challenges, the performance of many manufacturing firms in Nigeria continues to decline, raising concerns about the effectiveness of their strategies. This situation underscores the need for a deeper understanding of how marketing intelligence, particularly its key components customer intelligence and competitor intelligence can influence the performance of manufacturing firms in Abuja. While marketing intelligence has been widely recognized as a critical driver of business success globally, its application and impact in developing economies like Nigeria remain underexplored, creating a gap in the literature that this study seeks to address.

Customer intelligence, which involves the systematic collection and analysis of data related to customer preferences, behaviors, and needs, is essential for firms aiming to align their offerings with market demands (Ovivi, 2022; Dam et al., 2022). Recent studies have demonstrated the significant impact of customer intelligence on business performance. For instance, Ovivi et al. (2024) found that customer intelligence significantly enhances the business performance of retail firms like Shoprite in Abuja, Nigeria, by enabling them to tailor their services to meet local consumer needs. Similarly, Nwokorie et al. (2024) highlighted the role of customer intelligence in influencing customer repurchase behavior in the hospitality sector in South-West Nigeria, emphasizing its importance in fostering customer loyalty and driving revenue growth. In Abuja, where consumer preferences are diverse and continually evolving, manufacturing firms must leverage customer intelligence to tailor their products and services to meet local needs. However, many firms in Nigeria still rely on rudimentary practices for gathering and analyzing customer data, often focusing narrowly on basic customer information while neglecting broader market dynamics. This limited approach undermines their ability to build long-term customer relationships and achieve sustained growth, highlighting the need for a more comprehensive application of customer intelligence.

Similarly, competitor intelligence, which focuses on monitoring and analyzing the strategies, strengths, and weaknesses of competitors, is crucial for manufacturing firms seeking to differentiate themselves in a highly competitive market (Dian et al., 2020). Recent studies have underscored the importance of competitor intelligence in enhancing firm performance. For example, Udeze (2024) examined the role of competitive intelligence in the post-pandemic performance of the automotive industry, revealing that firms that effectively utilized competitor intelligence were better positioned to adapt to market changes and outperform their rivals. Similarly, Ijeoma-Charles and Onuoha (2023) found that competitive intelligence significantly improves the performance of food and beverage firms in Rivers State, Nigeria, by enabling them to identify market gaps and develop strategies to gain a competitive edge. In Abuja, where the manufacturing sector is characterized by intense competition and rapid market changes, competitor intelligence can provide firms with the insights needed to identify market gaps, adjust pricing strategies, and develop innovative products. Yet, many firms in Nigeria fail to invest adequately in competitor intelligence, often relying on informal or outdated methods of gathering competitive information. This lack of strategic focus on competitor intelligence limits their ability to anticipate market trends and capitalize on emerging opportunities, further exacerbating their performance challenges.

Moreover, while larger firms with structured approaches to marketing intelligence tend to perform better, smaller and medium-sized manufacturing firms in Nigeria often lack the resources and expertise to implement comprehensive marketing intelligence systems (Donnelly et al., 2012). This disparity creates an uneven playing field, where smaller firms struggle to compete effectively. Additionally, existing studies on marketing intelligence have predominantly focused on single variables or combinations of a few variables, often in developed countries, leaving a significant gap in the context of developing economies like Nigeria (Roble & Wanjira, 2021; Jianjun et al., 2021). While studies have explored the impact of customer and competitive intelligence in isolation, there is limited empirical research on how these components interact to affect firm performance in Nigeria's manufacturing sector. It is in the light of the above problem and the desire to fill the identified gaps that this study seeks to examine the effect of marketing intelligence on the performance of manufacturing firms in Nigeria focusing on such components of marketing intelligence as customer and competitive intelligence. The main objective of this study is to examine the effect of marketing intelligence on performance of manufacturing firms in FCT Abuja, Nigeria. To achieve this objective, the study raised the following specific objectives as guide to:

i. examine the effect of customer intelligence on performance of manufacturing firms in FCT Abuja, Nigeria;

ii. assess the effect competitive intelligence on theperformance of manufacturing firms in FCT Abuja, Nigeria.

The following null hypotheses are formulated in accordance with the guiding objectives.

$H0_1$: There is no significant effect of customer intelligence on performance of manufacturing firms in FCT Abuja, Nigeria.

$H0_2$: There is no significant effect of competitive intelligence on performance of manufacturing firms in FCT Abuja, Nigeria.

2. Literature Review

2.1 Conceptual Issues

Marketing Intelligence

Marketing intelligence is an essential component of strategic decision-making in today's competitive business environment, offering organizations a systematic way to gather, analyze, and interpret market data to improve their performance. According to Donthu et al. (2021), marketing intelligence involves the methodical gathering and examination of market-related data, which helps organizations stay ahead of competitors and make informed decisions. This process is not limited to customer and market data but extends to understanding competitor strategies, consumer behavior, and emerging market dynamics. Lilien (2015) defined marketing intelligence as a technology-enabled and model-supported approach to harnessing customer and market data to aid marketing decision-making, emphasizing its role in enhancing the decision-making process. However, Llave (2017) offers a narrower perspective, describing marketing intelligence as applications that increase customer profitability, limit customer attrition, and improve email marketing campaign response rates. While this definition highlights the customer-centric aspect of marketing intelligence, it overlooks its broader strategic implications, such as competitor analysis and market trend monitoring.

Marketing intelligence is not merely a tool for gaining competitive advantage but also a defensive mechanism against competitors. Muthukrishnan (2020) noted that while marketing intelligence can work in favor of a company, it can also be used against it. Therefore, organizations must act swiftly to protect themselves from competitors' intelligence-gathering efforts. This dual nature of marketing intelligence underscores its importance in today's competitive business environment. Ali and Anwar (2021) further elaborated that marketing intelligence involves analyzing and interpreting information about competitors' strategies, tactics, and activities, which can inform decisions related to product positioning, pricing, and marketing campaigns. This perspective highlights the strategic depth of marketing intelligence, as it enables organizations to anticipate competitors' moves and adjust their strategies accordingly.

The concept of marketing intelligence also emphasizes understanding consumer behavior and preferences. Siti et al. (2019) argued that marketers must go beyond understanding what consumers need and want; they must also grasp their motivations and preferences. This requires a comprehensive approach to gathering and analyzing data from various sources, including market surveys, competitor analysis, and consumer feedback. Al-Yasiri and Al-Shamri (2019) described marketing intelligence as a set of procedures and resources used by managers to gather timely information and updates about the marketing environment. This information allows organizations to understand their competitors, their actions, and their business strategies, thereby enabling them to make informed decisions. Kotler and Armstrong (2013) further asserted that marketing intelligence is a valuable tool for collecting and analyzing information, which helps companies develop improved strategies and gain a larger market share.

Vishnoi and Bagga (2020) provided a modern and inclusive definition of marketing intelligence, describing it as a subset of competitive intelligence that focuses on the systematic collection and analysis of relevant market data to gain insights into customers, competitors, and market trends. This definition underscores the role of marketing intelligence in helping organizations understand consumer behavior, develop effective marketing strategies, and make informed business decisions. In today's dynamic business environment, marketing intelligence is widely regarded as an essential tool for firms seeking to remain competitive. It involves gathering data from multiple sources, such as market surveys, competitor analysis, and consumer feedback, and transforming this data into actionable insights (Mogbolu, 2022). For manufacturing firms operating in competitive markets, such as those in the Federal Capital Territory (FCT), Abuja, Nigeria, marketing intelligence is particularly relevant. These firms often face challenges such as fluctuating consumer demand, increasing competition, and regulatory pressures, which require proactive strategies supported by robust marketing intelligence.

One of the key components of marketing intelligence is its focus on customer behavior and preferences. Dam et al. (2022) explained that marketing intelligence provides businesses with a detailed understanding of customer needs and buying patterns, enabling them to tailor their offerings and improve customer satisfaction. For manufacturing firms in Abuja, customer intelligence can be a game-changer, allowing them to design products that align with local preferences and meet the evolving demands of their target market. Similarly, competitor intelligence is a crucial aspect of marketing intelligence that helps firms assess their competitors' strengths, weaknesses, and strategies (Dian et al., 2020). By monitoring competitor activities, firms can identify market gaps, predict competitors' next moves, and develop strategies to maintain or improve their competitive position. This aspect is particularly important for manufacturing firms in Abuja, where intense competition demands a deep understanding of rivals' strategies to ensure survival and growth.

Furthermore, Yusuf et al. (2024) argued that marketing intelligence is not only about gathering information but also about integrating data from various sources and using advanced analytics to derive strategic insights. With the growing importance of technology, the process has evolved to include tools such as big data analytics, artificial intelligence, and social media monitoring, which enhance the scope and precision of marketing intelligence. Manufacturing firms that adopt such technological advancements in their marketing intelligence processes are better equipped to innovate, adapt to market changes, and achieve sustainable growth. In conclusion, marketing intelligence is a multifaceted concept that plays a pivotal role in helping organizations navigate complex market environments, understand consumer behavior, and outmaneuver competitors. Its application is particularly critical for manufacturing firms in Abuja, where the ability to leverage customer and competitor intelligence can significantly influence performance and long-term success.

Customer Intelligence

Customer intelligence is a critical component of marketing intelligence that focuses on the systematic collection, analysis, and interpretation of customer data to gain actionable insights into customer behaviors, preferences, and needs. According to Bunker (2024), customer intelligence transforms disconnected data into actionable insights, empowering businesses to build stronger customer relationships by understanding customer habits, needs, preferences, and pain points. Similarly, Kiely (2024) defines customer intelligence as the proactive process of collecting and analyzing customer data to learn more about customers, enabling businesses to predict customer behaviors and identify new opportunities. These definitions highlight the transformative potential of customer intelligence in helping businesses understand their customers better and make data-driven decisions that enhance customer experiences and drive business outcomes.

Customer intelligence is essential for improving customer experiences and driving business performance. It combines data from behavioral analysis, heuristic insights, and feedback across owned channels and third-party platforms to provide a comprehensive understanding of customer dynamics (Bunker, 2024). By leveraging customer intelligence, businesses can close experience gaps, fine-tune pricing and marketing strategies, and personalize offers for individual customers or audience segments. For instance, customer intelligence can help manufacturing firms in Abuja tailor their products to meet specific local needs, thereby enhancing customer satisfaction and loyalty (Lateef & Keikhosrokiani, 2023). This adaptability is crucial in a dynamic market like Abuja, where consumer preferences are evolving rapidly due to socio-economic and cultural factors. By understanding these preferences, firms can develop customer-centric strategies that foster loyalty and improve overall performance (Abu-Amuna et al., 2017).

Hashem (2020) provides a broader perspective on customer intelligence, describing it as the process of collecting quantitative and qualitative data about customers in a way that ensures the organization has the most accurate and comprehensive understanding of its customers. This process defines the relationship between the organization and its customers, aligning it with the organization’s strategic goals. Hashem (2020) further explains that customer intelligence involves the detailed evaluation of customer needs and wants, pre-purchase and post-purchase perceptions, buying behavior, and the identification of potential or new customers. This depth of analysis goes beyond day-to-day operational efficiency and extends to strategic decision-making, enabling firms to sense and seize new opportunities while integrating new information seamlessly into business processes (Rahman, 2019).

For manufacturing firms in Abuja, customer intelligence offers significant strategic benefits. It allows firms to understand local consumer preferences, which can guide product development and marketing strategies, ensuring that firms remain competitive and responsive to changing market conditions (Lateef & Keikhosrokiani, 2023). For example, by analyzing customer feedback and behavioral data, firms can identify trends in consumer demand and adjust their production and marketing efforts accordingly. This adaptability is crucial in a dynamic market like Abuja, where businesses must navigate both local and national market dynamics. Furthermore, customer intelligence can help firms build stronger relationships with their customers by leveraging insights to develop targeted marketing campaigns and personalized product offerings that resonate with local consumers (Kiely, 2024). This not only enhances customer satisfaction but also fosters loyalty and retention, which are critical for long-term business success.

In addition to these strategic benefits, customer intelligence can enhance a firm's ability to innovate and adapt to changing market conditions. By analyzing customer data and feedback, firms can identify opportunities for product innovation and improvement, which can help them stay ahead of competitors in the market (Kozlenkova et al., 2014). This adaptability is particularly important in a city like Abuja, where businesses must navigate both local and national market dynamics. In conclusion, customer intelligence is a multifaceted concept that plays a pivotal role in helping manufacturing firms understand their customers, develop customer-centric strategies, and achieve sustainable growth. By leveraging customer intelligence, firms in Abuja can enhance their competitiveness, improve customer satisfaction, and drive long-term business success.

Competitive Intelligence

Competitive intelligence is a strategic process that involves the systematic gathering, analysis, and interpretation of actionable information about competitors, markets, and external environments to enhance organizational performance. According to Madureira (2021), competitive intelligence encompasses forward-looking practices and processes aimed at generating knowledge about the competitive environment, enabling organizations to improve performance. This involves the systematic collection of data from multiple sources to derive insights that inform decision-making. Similarly, Andrew (2022) defined competitive intelligence as the collection and analysis of actionable information about competitors and market conditions to inform business strategy, emphasizing its role in identifying opportunities and challenges in the competitive landscape.

Fleisher and Wright (2014) described competitive intelligence as an ethical and systematic process that monitors competitors' strategies, evaluates market dynamics, and interprets information to inform strategic decision-making. By providing insights into competitors' strengths, weaknesses, and market positions, competitive intelligence enables organizations to anticipate potential threats and uncover opportunities that enhance their performance. Wright and Calof (2016) highlight that competitive intelligence focuses on understanding the competitive environment to help organizations identify their unique advantages, make informed strategic decisions, and maintain a competitive edge. For manufacturing firms in Abuja, Nigeria, this approach is particularly vital for adapting to dynamic market conditions and maintaining relevance in a competitive environment. Competitive intelligence facilitates informed decision-making by analyzing data on competitors' pricing strategies, product innovations, marketing approaches, and operational efficiency. Samat et al. (2019) argued that monitoring the competitive environment positions organizations to outperform their competitors by providing actionable intelligence. By leveraging this practice, firms can gain insights into industry trends, customer preferences, and competitors' actions, enabling them to align their strategies to meet market demands effectively. Empirical studies have demonstrated the significant role of competitive intelligence in organizational performance.

The study by Ijeoma-Charles and Onuoha (2023) investigated the relationship between competitive intelligence and the performance of food and beverage firms in Rivers State, Nigeria. Their findings revealed that dimensions of competitive intelligence, such as market intelligence and technological intelligence, positively influenced productivity and goal attainment. They emphasized the need for firms to allocate resources to intelligence activities to enhance their operational performance. Similarly, Udeze (2024) explored the impact of competitive intelligence in the automotive sector in Nigeria, finding positive correlations between innovative intelligence, market intelligence, and strategic intelligence with performance metrics such as cost leadership, growth, and adaptability. These studies underscored the critical role of competitive intelligence in improving efficiency, fostering innovation, and driving business growth.

Competitive intelligence also extends to small and medium enterprises (SMEs). Irenaus et al. (2021) examined its relationship with performance in southeastern Nigeria. They found that technological intelligence significantly improved return on investment, while market intelligence contributed to increased market share. The study emphasized the value of integrating competitive intelligence into SMEs' strategic processes to enhance growth and profitability. Competitive intelligence is a vital strategic tool that enables organizations to navigate competitive environments, identify opportunities, and mitigate risks. By systematically gathering and analyzing data, businesses can develop proactive strategies to enhance performance and gain a competitive edge. As demonstrated by empirical studies, the integration of competitive intelligence into organizational processes fosters innovation, strengthens strategic decision-making, and drives sustainable growth.

Performance of Manufacturing Firms

Performance in manufacturing firms is a multifaceted concept that lacks a universally accepted definition. Various scholars have approached the subject from different perspectives, reflecting the complexity of business performance systems. Yıldız et al. (2012) highlight that performance is often defined based on specific organizational contexts, while Moullin (2010) emphasizes the importance of management effectiveness and the value delivered to stakeholders. Ho (2011) introduces organizational performance as the capability to meet established goals through effective resource utilization. Kakhki and Palvia (2016) further elaborate on this by defining performance as a set of metrics that quantify the efficiency and effectiveness of actions.

Key indicators of performance in manufacturing firms often include profitability, sales growth, market share, and customer satisfaction, as identified by Yıldız et al. (2012). These indicators serve not only as measures of financial success but also as benchmarks for operational effectiveness. Sefiani and Bown (2013) argue that firm performance can reflect good management practices, yet it may also be influenced by external factors such as market conditions and luck. This multifaceted nature of performance means that firms must focus on both effectiveness meeting stakeholder requirements and efficiency optimizing resource use (Neely et al., 2011). Furthermore, Richard et al. (2016) defined performance as the ability of businesses to achieve planned results against intended outputs, encompassing financial performance, market performance, and shareholder returns.

In this context, performance can be regarded as an organization’s ability to meet or exceed predefined objectives, which is essential for long-term sustainability and competitiveness (Begonja et al., 2016; Murtala & Mohammed-Noor, 2016). To measure performance effectively, manufacturing firms often utilize a variety of financial and non-financial indicators. Financial indicators may include return on investment (ROI), return on assets (ROA), and operational efficiency metrics, while non-financial measures can encompass employee satisfaction, innovation rates, and customer loyalty (Usama & Yusoff, 2020). The Balanced Scorecard (BSC) is a well-known performance measurement framework that incorporates both financial and non-financial perspectives, thereby providing a comprehensive view of organizational performance (Kaplan & Norton, 1996). The performance of manufacturing firms is a critical aspect of business management that encompasses various indicators and dimensions. By focusing on both quantitative metrics, such as profitability and market share, and qualitative factors, such as customer satisfaction and employee engagement, firms can develop a holistic understanding of their performance, driving strategic improvements and sustainable growth.

2.2 Empirical Review

Customer Intelligence and Performance

Ovivi et al. (2024) examined the relationship between customer intelligence and the business performance of Shoprite in the Federal Capital Territory of Abuja, Nigeria. The study focused on how customer intelligence influenced market share and customer satisfaction within the retail environment. A sample of 187 participants was drawn from a population of 352 across three Shoprite stores, utilizing the Taro Yamane formula for sample determination. The researchers employed correlation analysis, ANOVA, and simple regression techniques through SPSS to analyze the collected data. The findings indicated a significant positive influence of customer intelligence on Shoprite’s commercial performance and strategic growth, revealing that enhanced customer insights led to improved market share and customer satisfaction. The study concluded that effective adoption of customer intelligence positively affected the continuous business performance of Shoprite. Furthermore, the authors recommended that management focus on fostering innovative intelligence to enhance customer satisfaction and market share. However, while the study provides valuable insights, it could have benefited from a broader sample size and a more diverse demographic to enhance generalizability.

Nwokorie et al. (2024) investigated the impact of customer intelligence on customer repurchase behavior in hotels located in South-West Nigeria. The study was built upon a model that evaluated various constructs of customer intelligence and their influence on repurchase decisions. A total of 1,972 usable questionnaires were collected from customers across

160 midscale and luxury hotels through convenient sampling. The researchers employed descriptive statistics to analyze demographic data and utilized multivariate analyses to explore the statistical relationships between customer intelligence and repurchase behavior. Using Pearson's correlation, the study tested several hypotheses and found significant associations between the variables, leading to the rejection of all four null hypotheses. The results underscored the importance of understanding customer intelligence factors that affect repurchase behavior, as well as customer attrition and retention. The authors concluded that hotels could enhance their marketing strategies by focusing on targeted customer analyses that provide actionable insights for decision-making. While the study offers valuable insights into customer behavior in the hospitality sector, it could benefit from a more diverse sampling approach that includes a broader range of hotel types to enhance the generalizability of its findings.

Guerola-Navarro et al. (2022) examined customer intelligence measured by customer relationship management and its impact on enterprise performance. The study used semi-systematic review to the study of the reality of the link between CRM and enterprise performance. This approach was used in the study to comprehensively describe the state of the art of the impact that CRM can have in the modern business environment, through the empowerment of entrepreneurial marketing. The study covered the period from 2015 to 2019. In order to obtain the needing information for carrying out this study, three sources have been explored: complementary bibliometric studies, previous literature reviews, and methodological studies of literature review processes. The study reviewed 86 empirical studies of how CRM affects entrepreneurial marketing policy development through its alignment with relationship marketing and customer-centric business models. After reviewing some previous literatures on the impact of the use of customer relationship management strategy and systems and enterprise performance, the study concludes that customer relationship management have positive impact enterprise performance. It also concludes that a good efficient use of CRM has a strong link between business management and company results. The study only relied on the previous studies and drown conclusion. Also the study did not conduct any statistical analysis. In addition, the study was done in Spain with focused on CRM and entrepreneurial marketing, as such the findings from the study cannot be generalized.

Butt (2021) examined the impact of customer intelligence on the firm performance mediating and moderating role of marketing capabilities. The purpose of the study was to see the sights of customer intelligence through customer relationship management (CRM) technology on firm performance by considering the moderating effect of architectural marketing capabilities. The study adopted a survey research design. The population used for the study consisted KSC listed firms in Pakistan. The sample size used for the study was 180 employees of different KSC 100 index listed firms in Pakistan. Simple random sampling technique was used for gathering the data for the study. This study used primary data which was obtained through questionnaire. The study used descriptive statistics and correlation and regression analysis for data analyses and testing of the hypotheses. The study found that customer intelligence use is associated with the three dimensions of organization performance (i.e. financial, customer, and growth). The study also found that customer intelligence has positive and significant impact on the firm performance. The results from the study equally highlighted that specialized marketing capability mediates the association between customer intelligence (CRM) technology use and performance and architectural marketing capabilities moderates the association between CRM technology use and performance. The study model was tested at few Pakistani industries form where data collection was more complicated and limited. Other capabilities such as brand management capabilities and new product development capabilities which be used as a mediator in a study of this nature.

Competitive Intelligence and Performance

Ijeoma-Charles and Onuoha (2023) investigated the relationship between competitive intelligence and the performance of food and beverage firms in Rivers State, Nigeria. Utilizing a cross-sectional survey design, they collected data from 198 employees across 20 firms, ultimately analyzing responses from 132 managers and supervisors through a well-structured questionnaire. The study employed the Spearman's Rank Order Correlation to determine the relationships between variables. The results indicated that dimensions of competitive intelligence, specifically market intelligence and technological intelligence, significantly positively influenced both productivity and goal attainment within these firms. The authors concluded that enhancing competitive intelligence is vital for improving operational performance. They emphasized the necessity for management to recognize the critical role of market intelligence and recommended allocating adequate resources to intelligence operations to bolster productivity and overall firm performance. While the study provides valuable insights into the importance of competitive intelligence, it could be enhanced by including a more diverse sample size and examining additional sectors beyond food and beverages to improve generalizability.

Udeze (2024) investigated the relationship between competitive intelligence and performance in the automotive industry, focusing on the post-pandemic context. The study aimed to assess how various dimensions of competitive intelligence specifically innovative intelligence, market intelligence, and strategic intelligence correlate with key performance metrics such as cost leadership, growth, and adaptability. Utilizing both primary and secondary data, the research involved a sample of 104 employees from INNOSON Technical and Industrial Company Limited in Enugu State, Nigeria, with data analyzed via regression analysis using SPSS 23.0. The findings revealed significant positive correlations between competitive intelligence dimensions and organizational performance, indicating that innovative intelligence is vital for achieving cost leadership, market intelligence drives growth, and strategic intelligence enhances adaptability. The study concluded that fostering competitive intelligence is essential for improving performance in the automotive sector and recommended that organizations invest in research and development while cultivating a culture of innovation for effective decision-making. However, the study's generalizability could be improved by including a broader range of companies and a larger sample size.

Ali and Anwar (2021) explored the impact of competitive intelligence networks on business performance in small and medium enterprises (SMEs) in Iraq's Kurdistan region. The study focused on five dimensions of competitive intelligence: extensiveness of the network, third-party strategy, homophily, issue awareness, and promotion effort, with competitive intelligence acting as a mediator. Using a survey research design, the researchers sampled 130 SMEs through simple random sampling and employed questionnaires for data collection. Data analysis involved KMO and Bartlett’s test, correlation analysis, and hierarchical multiple regression, including the Sobel test to assess mediation effects. The findings revealed a positive and significant relationship between competitive intelligence networks and business performance in the region. However, limitations included a small sample size and a narrow scope of competitive intelligence dimensions, suggesting the need for further research incorporating additional variables such as price intelligence and product packaging intelligence. Consequently, the findings may not be generalizable across broader contexts.

2.3 Theoretical Framework

The theoretical framework for this study is grounded in the Resource-Based View (RBV) theory, which provides a robust framework for understanding how internal resources and capabilities contribute to a firm's competitive advantage and long-term performance. Initially introduced by Wernerfelt (1984) and refined by Barney (1991), RBV asserts that firms can achieve a sustainable competitive advantage by utilizing resources that are valuable, rare, inimitable, and non-substitutable. These resources, both tangible and intangible, enable firms to develop strategies that are difficult for competitors to replicate, thus ensuring superior performance over time (Barney & Clark, 2007).

Within this context, marketing intelligence, particularly Customer Intelligence (CI) and Competitive Intelligence (CI), represents critical resources that can drive competitive advantage. CI refers to the systematic collection and analysis of data on consumer behaviors, preferences, and needs. As an intangible resource, CI equips firms with profound insights into their customer base, enabling them to tailor products and services to meet specific market demands. This aligns with the RBV's emphasis on leveraging firm-specific resources for creating value propositions that sustain competitive advantage (Teece, 1998). Mikalef et al. (2019) argued that CI fosters innovation and value creation by enabling firms to anticipate market trends and customize offerings, thereby enhancing customer satisfaction and loyalty. Similarly, Competitive Intelligence involves gathering and analyzing information about competitors, market trends, and industry dynamics. Prescott and Gibbons (2008) highlight that CI enables firms to anticipate market shifts and develop proactive strategies. As an intangible resource, CI provides firms with a comprehensive understanding of competitors' strategies, strengths, and weaknesses, empowering them to make informed decisions and respond swiftly to changes. The integration of CI with Customer Intelligence further enhances a firm’s ability to navigate a rapidly evolving market and solidify its competitive position (Teece, 1998).

The combination of CI and Competitive Intelligence fosters distinctive capabilities that are difficult for competitors to replicate. According to Barney (1991), resources such as in-depth customer insights and competitor knowledge are valuable and rare, allowing firms to craft innovative strategies that generate sustainable competitive advantage. Firms that effectively integrate both types of intelligence can anticipate customer demands and competitors' moves, positioning themselves as market leaders (Hitt et al., 2003). Despite criticisms of RBV’s static nature (Fiol, 2001), it remains highly relevant, particularly in dynamic environments where firms rely on their internal resources to maintain competitiveness. By leveraging these resources, firms can innovate, improve decision-making, and sustain long-term success in competitive markets (Mikalef et al., 2019; Teece, 1998).

3. Methodology

This study examined the impact of marketing intelligence (proxied by Customer Intelligence and Competitive Intelligence) on the performance of selected manufacturing firms in the Federal Capital Territory (FCT) Abuja, Nigeria. A survey research design was employed for this study. According to Olawale (2022), there were 95 registered manufacturing companies in Abuja as of January 20, 2022. However, this study focused on 28 of these companies and randomly selected 5 senior staff members from each firm. Therefore, the total population for this study comprised 140 staff members from the selected firms.

The justification for selecting this location stems from the fact that Abuja, as the capital of Nigeria, hosts a concentration of manufacturing firms. Additionally, senior staff members were chosen because they are in the best position to provide informed responses regarding the variables investigated in this study. Given the manageable size of the population, the sample size was identical to the population, and a convenience sampling technique was used to select the respondents.

Data collection was carried out using a structured questionnaire, with five copies distributed to each of the 28 selected manufacturing companies in Abuja. The questionnaires on the independent variables, customer Intelligence and competitive Intelligence was adapted from Shahbandi and Farrokhshad (2019), Kolo et al. (2023), and Hussein (2020). Each independent variable comprised five items. The dependent variable, performance, was measured using a questionnaire adapted from Kihara et al. (2016), which also consisted of five items. To ensure the reliability of the instrument, Cronbach's alpha was employed. According to Hair et al. (2014), a Cronbach's alpha value greater than 0.7 is considered appropriate for confirming the reliability of the instrument.

Out of the 140 questionnaires distributed, 104 valid responses were received, which constituted 74.3% of the total questionnaires administered, and these were used for the analysis. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess the measurement model, structural model, and to test the hypotheses. The analysis was performed using SmartPLS 3.0 software (Hair et al., 2016). Validity and reliability of the measurement scales were first verified before testing the hypothesized relationships using the PLS algorithm and bootstrapping techniques (Hair et al., 2014). The PLS-SEM model is illustrated below:

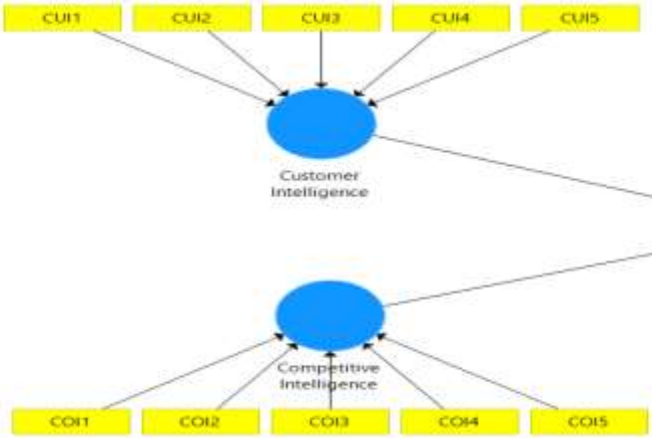

Figure 1: Model of the Study
Source: SmartPLS Output, 2025.

The PLS-SEM analysis was conducted using SmartPLS software, following a two-step process. The first step involved assessing the measurement model to establish the reliability and validity of the constructs. This ensured that the measurement items accurately captured customer intelligence, competitive intelligence, and performance of manufacturing firms. The second step evaluated the structural model to test the hypotheses regarding the customer and competitive intelligence, on the performance of manufacturing firms in FCT.

4. Results and Discussions

Assessment of Measurement Model

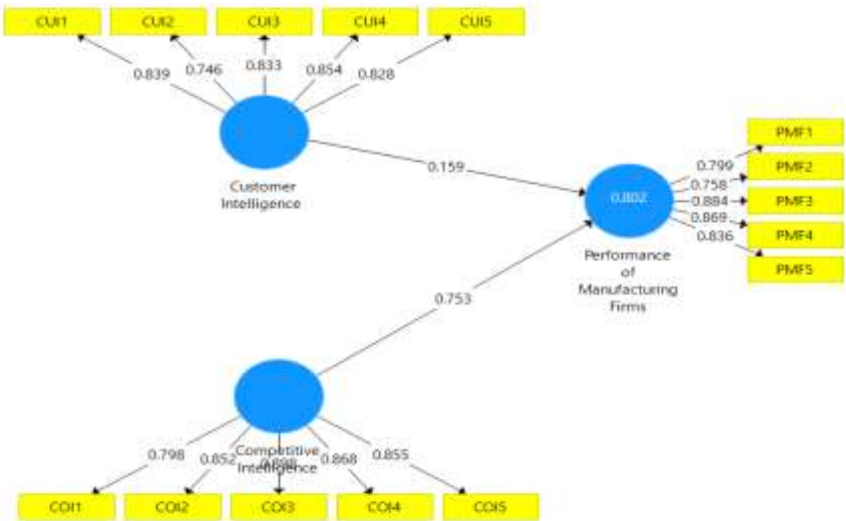

Fig. 2: Measurement model of the study constructs and indicators.
Source: SmartPLS Output, 2025.

Table 1: Convergent Validity

Variables	Indicators	Factor Loadings	Cronbach's alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Performance of SMEs	PMF1	0.799	0.886	0.891	0.917	0.689
	PMF2	0.758				
	PMF3	0.884				
	PMF4	0.869				
	PMF5	0.836				
Competitive Intelligence	COI1	0.798	0.907	0.910	0.931	0.730
	COI2	0.852				
	COI3	0.898				
	COI4	0.868				
	COI5	0.855				
Customer Intelligence	CUI1	0.839	0.879	0.888	0.912	0.674
	CUI2	0.746				
	CUI3	0.833				
	CUI4	0.854				
	CUI5	0.828				

Source: SmartPLS Output, 2025

The results of the convergent validity assessment, as presented in Table 1, indicate that the measurement model meets acceptable validity and reliability thresholds. The factor loadings for all indicators exceed the recommended threshold of 0.70, as suggested by Hair et al. (2014), demonstrating strong indicator reliability. The Cronbach’s alpha values for all constructs range from 0.879 to 0.907, which exceeds the 0.70 threshold, confirming internal consistency (Nunnally & Bernstein, 1994). Additionally, composite reliability values are above 0.90, surpassing the recommended minimum of 0.70 (Fornell & Larcker, 1981). The AVE values for all constructs exceed 0.50, confirming adequate convergent validity. These results suggest that the constructs used in the study exhibit strong reliability and validity for further analysis.

Discriminant Validity

Table 2: Heterotrait-Monotrait Ratio (HTMT)

	Performance of SMEs	Competitive Intelligence	Customer Intelligence
Performance of SMEs			
Customer Intelligence		0.785	0.818
Competitive Intelligence		0.745	

Source: SmartPLS Output, 2025

Table 2 presents the Heterotrait-Monotrait Ratio (HTMT) results, which assess discriminant validity by measuring the degree of correlation between constructs. According to Henseler et al. (2015), an HTMT value below 0.90 indicates satisfactory discriminant validity, ensuring that constructs are conceptually distinct. The HTMT values in this study range from 0.745 to 0.818, all within the acceptable threshold. These results confirm that customer intelligence, competitive intelligence, and performance of SMEs maintain sufficient discriminant validity, suggesting minimal concerns regarding construct overlap.

Assessment of the Structural Model and Hypotheses Testing

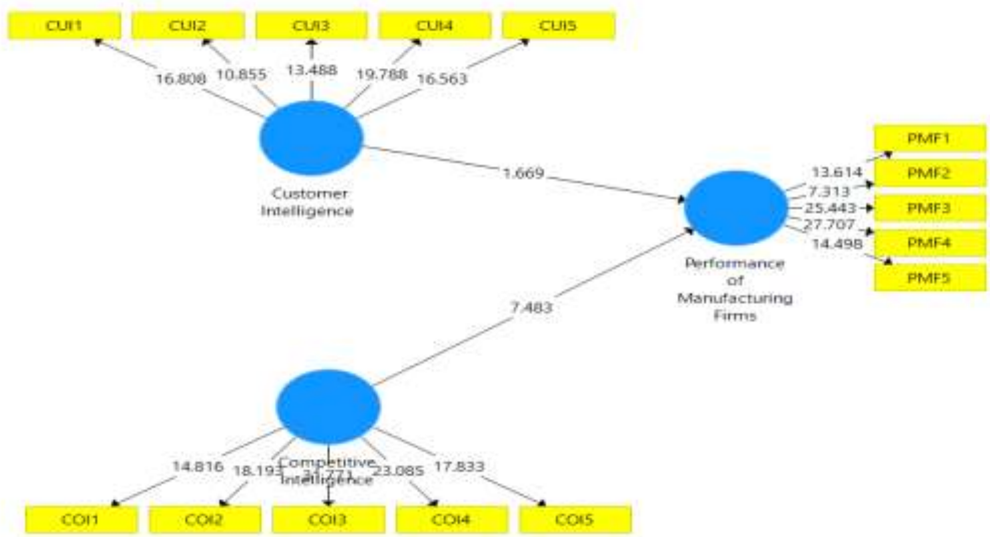

Fig. 3: Measurement model of the study constructs and indicators.
Source: SmartPLS Output, 2025

Path Coefficients

Table 3: Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
Competitive Intelligence -> PMF	0.753	0.741	0.101	7.483	0.000	Rejected
Customer Intelligence -> PMF	0.159	0.170	0.095	1.669	0.096	Accepted

Source: SmartPLS Output, 2025

The Figure 3 and table 2 show that standard beta and the corresponding t-values were used in assessing the structural model in this study. It was done through the bootstrapping procedure.

$H_{01:}$ There is no significant effect of competitive intelligence on the performance of manufacturing firms in FCT Abuja Nigeria.

This hypothesis was carried out through the bootstrapping procedure. The result of the test of the hypothesis in respect to competitive intelligence and performance (COI->PMF), the bootstrapping output from the Smart PLS showed that path coefficient of competitive intelligence and performance of manufacturing firms in FCT Abuja, Nigeria (COI->PMF) has a positive and significant effect on performance, with a path coefficient of 0.753, a t-statistic of 7.483, and a p-value of 0.000, leading to the rejection of the null hypothesis (H_{01}). This implies that competitive intelligence is a critical determinant of manufacturing firm performance in FCT Abuja, Nigeria. The significant positive effect suggests that firms that actively gather and analyze competitor-related information are better positioned to anticipate market trends, adjust their strategies, and maintain a competitive edge. This finding aligns with the work of Ijeoma-Charles and Onuoha (2023), who demonstrated that competitive intelligence, particularly market and technological intelligence, significantly influenced the productivity and goal attainment of food and beverage firms in Rivers State, Nigeria. Their study concluded that enhancing competitive intelligence is crucial for improving operational performance, highlighting its role in strategic decision-making. Similarly, Udeze (2024) found positive correlations between competitive intelligence dimensions and performance in the automotive sector, emphasizing its contribution to cost leadership, growth, and adaptability. Both studies underscored the vital role of competitive intelligence in driving organizational performance, which supports the findings of this study in the context of manufacturing firms in FCT Abuja.

H01: There is no significant effect of customer intelligence on the performance of manufacturing firms in FCT Abuja Nigeria.

This hypothesis was carried out through the bootstrapping procedure. Customer intelligence exhibits a weaker and statistically insignificant relationship with performance, as indicated by a path coefficient of 0.159, a t-statistic of 1.669, and a p-value of 0.096. Since the p-value exceeds the 0.05 threshold, the null hypothesis (H_{02}) is accepted, implying that customer intelligence does not significantly affect performance. This implies that, despite the positive path coefficient, customer intelligence does not have a statistically significant impact on the performance of manufacturing firms in FCT Abuja, Nigeria. The weak relationship and the p-value exceeding the 0.05 threshold suggest that factors other than customer intelligence may be influencing performance in this context. It indicates that while understanding customer behavior and preferences is valuable, it might not be a primary driver of performance outcomes for the firms in the study. Further research might explore other potential factors or refine the measurement of customer intelligence for more conclusive results. This finding aligns with Ovivi et al. (2024), who explored the relationship between customer intelligence and business performance at Shoprite in the FCT Abuja, Nigeria. Their study found a significant positive influence of customer intelligence on market share and customer satisfaction, emphasizing that enhanced customer insights positively impacted the commercial performance and strategic growth of the retail company. While this aligns with the positive path coefficient observed in the current study, the lack of statistical significance in our study suggests that customer intelligence may not have the same effect in the manufacturing sector in Abuja. Furthermore, Nwokorie et al. (2024) examined the impact of customer intelligence on customer repurchase behavior in hotels in South-West Nigeria. Their study revealed significant associations between customer intelligence and repurchase behavior, highlighting its importance for marketing strategies. However, their findings are based on a different industry (hospitality), which may explain the discrepancy in significance levels in the manufacturing sector in the present study. Both studies demonstrate the value of customer intelligence but also suggest that its impact may vary across industries and contexts.

Multicollinearity Test

Table 5: Inner VIF Values

	Performance of Manufacturing Firms
Competitive Intelligence	4.264
Customer intelligence	4.264

Source: SmartPLS Output, 2025

Table 5 presents the inner Variance Inflation Factor (VIF) values for the variables in the structural model. The VIF values for both Competitive Intelligence and Customer Intelligence are 4.264, which are well below the commonly accepted threshold of 5 (Hair et al., 2014). This indicates that there is no significant issue of multicollinearity between the independent variables. As a result, the data can be considered suitable for further analysis without concerns of inflated standard errors.

R Square

Table 6: R Square

	R Square	R Square Adjusted
Performance of Manufacturing Firms	0. 802	0.800

Source: SmartPLS Output, 2025

Table 6 presents the R Square and Adjusted R Square values for the Performance of Manufacturing Firms. The R Square value of 0.802 indicates that approximately 80.2% of the variance in the performance of manufacturing firms is explained by the independent variables in the model. The Adjusted R Square value of 0.800 further confirms the robustness of the model, as it accounts for the number of predictors (Hair et al., 2016). This suggests a strong fit.

Effect Size

Table 7: F Square

	Performance of Manufacturing Firms
Competitive Intelligence	0.673
Customer intelligence	0.030

Source: SmartPLS Output, 2025

Table 7 presents the F Square values for the Performance of SMEs. The F Square value of 0.673 for Competitive Intelligence indicates a large effect size, suggesting that it has a substantial impact on the performance of SMEs (Cohen, 1988). On the other hand, the F Square value of 0.030 for Customer Intelligence indicates a small effect size, implying that customer intelligence has a minimal impact on performance. This suggests that competitive intelligence is more influential in driving manufacturing firms performance.

Model Fit

Table 8: Fit Summary

	Saturated Model	Estimated Model
SRMR	0.066	0.066
d_ULS	0.517	0.517
d_G	0.368	0.368
Chi-Square	308.568	308.568
NFI	0.839	0.839

Source: SmartPLS Output, 2025

Table 7 presents the F Square values for the Performance of SMEs. The F Square value of 0.673 for Competitive Intelligence indicates a large effect size, suggesting that it has a substantial impact on the performance of SMEs (Cohen, 1988). On the other hand, the F Square value of 0.030 for Customer Intelligence indicates a small effect size, implying that customer intelligence has a minimal impact on performance. This suggests that competitive intelligence is more influential in driving performance of manufacturing firms.

5. Conclusion and Recommendations

In conclusion, the findings from this study revealed significant insights into the relationship between competitive intelligence, customer intelligence, and the performance of manufacturing firms in FCT Abuja, Nigeria. Competitive intelligence was found to have a positive and statistically significant impact on firm performance, highlighting its critical role in enabling firms to anticipate market trends and adjust strategies effectively. In contrast, customer intelligence showed a weaker and statistically insignificant relationship with performance, indicating that it may not be a primary driver of success in this context.

The results also show that the structural model has a strong explanatory power, with an R-square value of 0.802, suggesting that the independent variables accounted for a substantial portion of the variance in performance. Furthermore, the multicollinearity test indicated no issues with the independence of variables, reinforcing the reliability of the analysis. Competitive intelligence was identified as having a large effect size, underscoring its importance for performance enhancement. On the other hand, customer intelligence had a minimal effect size, suggesting that its impact may be limited in comparison.

Based on these findings, the following recommendations are proposed:

i. Manufacturing firms in FCT Abuja should prioritize the development and integration of competitive intelligence systems to enhance their ability to monitor market trends and adapt quickly to industry changes. This will enable firms to maintain a competitive advantage in the dynamic market environment.

ii. Reevaluating the role of customer intelligence, while customer intelligence is valuable for understanding customer behavior, firms may need to refine their strategies or explore additional factors to improve its impact on performance. More targeted research could help optimize the use of customer data for better decision-making.

References

Abu-Amuna, Y. M., Al Shobaki, M. J., Abu Naser, S. S. & Badwan J. J. (2017). Understanding critical variables for customer relationship management in higher education institution from employee’s perspective. *International Journal of Information Technology and Electrical Engineering* 6(1) 10-16.

Adam, Bunker. (2024). *What is Customer Intelligence (CI)?* Retrieved from https://www.qualtrics.com/experience-management/customer/customer- intelligence/

Ali, B. J., & Anwar, G. (2021). Measuring competitive intelligence Network and its role on Business Performance. *International Journal of English Literature and Social Sciences. 6 (2) 329- 345.*

Al-Yasiri, A. M., & Al-Shamri, A. A. (2017). Contemporary concepts in strategic management and organization theory: environmental monitoring, competitive intelligence, core capabilities (F6). Jordan, Amman: Safaa House for Publishing and Distribution.

Andrew, B. (2022). Competitive Intelligence: Definition, Types, and Uses. Retrieved from https://www.investopedia.com/terms/c/competitive-intelligence.asp

Blenkhorn, D., & Fleisher, C. (2015). competitive intelligence and global business. Greenwood Publishing Group, Westport, C.T.

Dam N. A. K., Le Dinh T. & William M. (2022) The Quest for Customer Intelligence to Support Marketing Decisions: A Knowledge-Based Framework, *Vietnam Journal of Computer Science, DOI: 10.1142/S2196888822500208*

Donthu, N., Kumar, S. & Pandey, N. (2021). A retrospective evaluation of Marketing Intelligence and Planning: 1983–2019", Marketing Intelligence & Planning, 39 (1) 48-73.

Hair, J. F. Jr., Black, W. C., Babin, B. J., Anderson, R. E. & Tatham, R. L. (2014). Partial Least Squires Structural Equation Modeling (PLS-SEM). An Emerging Toll in Business Research. *European Business Review*, 26(2), 106-121.

Hair, J. F., Jr., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2019). Multivariate data analysis (7th edition): upper saddle river, N.J: Pearson Prentice Hall.

Hair, J. F., Jr., Hult, G., T., M., Ringle, C. & Sarstedt, M. (2016). A Primer on Partial Least Squires Structural Equation Modeling (PLS-SEM). Sage Publications.

Hashem, T. N. (2020). The impact of customer intelligence management on customer purchase decision process. *International Journal of Management and Applied Science, 5(10).* 40-51. https://Www.Researchgate.Net/Publication/338450454.

Ijeoma-Charles, R. W., & Onuoha, B. C. (2023). Competitive intelligence and firm’s performance of food and beverages firms in Rivers State. *Scholarly Journal of*

Management Sciences Research, 2(6), 28-41.

Kozlenkova, I. V., Samaha, S. A., & Palmatier, R. W. (2014). Resource-based theory in marketing. *Journal of the Academy of Marketing Science, 42(1), 1–21*.

Lilien, G. L. (2015). Bridging the academic–practitioner divide in marketing decision models. *Journal of Marketing*, 75(4), 196–210.

Llave, M. R. (2017). Business Intelligence and Analytics in Small and Medium-sized Enterprises: A Systematic Literature Review. Procedia Computer Science, 121, 194-205.

Madureira, L., Popovic, A., & Castelli, M. (2021). Competitive Intelligence: A Unified View and Modular Definition. Technological Forecasting and Social Change, 173, 121086. https://doi.org/10.1016/j.techfore.2021.121086

Mohd Asri, Dian & Abdul-Mohsin, Ainul. (2020). Competitive Intelligence Practices and Organizational Performance Linkage: A Review. Jurnal Intelek. 15. 101-115. 10.24191/ji.v15i2.311.

Muthukrishnan, N. (2020). A market intelligence study on Indian enterprises financial performance & stock exchange price data analysis under 'covid-19' pandemic market situations. *International Journal of Disaster Recovery and Business Continuity*, 11(3), 76.

Nextiva. (2024). Customer Intelligence: What Is It & How to Implement It. Retrieved from https://www.nextiva.com/blog/what-is-customer-intelligence.html

Nwokorie, E. C., Igbojekwe, P. A., & Ukabuilu, E. N. (2024). Impact of customer intelligence on customer repurchase behaviour in hotels in South-West Nigeria. *TURIZAM*, 28(2), 112–138.

Olawale, S., S. (2022). 95 List of manufacturing companies in Abuja, Nigeria.

Ovivi A. J. (2022) Business Intelligence; An Introduction to Data Driven Rethinking & Alignment, First Edition, Joyce Graphic Printers & Publishers, Kaduna – Nigeria. ISBN: 978 - 978 - 58265 - 7 – 9

Ovivi, A. J., Fasasi, O. K., Okolo, H. E., Dombut, D. P., & Agulanna, A. N. (2024). Customer intelligence and business performance of Shoprite in FCT Abuja, Nigeria. *International Journal of Accounting Business and Entrepreneurship*, 3(1), 22.

QuestionPro. (2024). Customer Intelligence: Definition, Types, Steps + Tools to Use. Retrieved from https://www.questionpro.com/blog/customer-intelligence/

Rahman, N. (2019). Customer intelligence practices in dynamic firms: capturing value from the CRM Ecosystem (Master's Thesis: University of Vaasa).

Samat, M., F., Yusoff, M., H., Ismail, M., Annual, N. & Setapa, M. (2019). SME Performance: The effects of social media marketing adoption and competitive intelligence. 9th *International Economics and Business Management Conference. European Proceedings of Social and Behavioural Sciences* (EPSBS).

Tahmasebifard, Hamid. (2018). The role of competitive intelligence and its sub-types on achieving market performance. Cogent Business & Management. 5. 10.1080/23311975.2018.1540073.

TJ, Kiely (2024). What Is Customer Intelligence? Definition and Examples. Retrieved from https://www.meltwater.com/en/blog/customer-intelligence

Udeze, C. G. C. (2024). Competitive intelligence and performance in the automotive industry: The post-pandemic experience. *International Journal of Advance Study and Research Work*, 7(1), 10. https://doi.org/10.5281/zenodo.10853123

Vishnoi, S. K., & Bagga, T. (2020). Marketing intelligence: Antecedents and consequences. In 3rd International Conference on Innovative Computing and Communication (1-9).

Vishnoi, S., Bagga, T., & Aggarwal, R. (2019). Marketing intelligence and firm performance: Reviewing the mediating impact of customer relationships, customer satisfaction and customer loyalty. *Indian Journal of Economics and Business. 18. 555-570*.

Wright, S., & Calof, J. L. (2016). The quest for competitive intelligence: A core competency framework. *Competitive Intelligence Review*, 17(4), 20-32.

APPENDICES
QUESTIONNAIRE
EFFECT OF MARKETING INTELLEGENCE ON THE PERFORMANCE OF SELECTED MANUFACTURING FIRMS IN NIGERIA

Dear Respondents,

I am a Postgraduate Student of Nasarawa State University Keffi, conducting research on the above topic. The study is purely an academic exercise and your assistance is needed in the completion of the work by filling the questionnaire. All information given will be treated with strict confidence. Kindly return the questionnaire at your earliest convenient time.

Thank you for your kind cooperation.

(Researcher)

SECTION A: DEMOGRAPHIC DATA

INSTRUCTION: Please tick [✓] appropriately

1. Sex of the respondent: Male [ ] Female [ ]
2. Age: 18-25 [ ] 26-40 [ ] 41-60 [ ] 61 and above [ ]
3. Marital status: Single [ ] Married [ ] Divorced [ ] Widow/widower [ ]
4. Educational Background: FSLC [ ] SSCE [ ] 1st Degree Graduate [ ] Postgraduate [ ]
5. Working Experience: 1-5years [ ] 6-10years [ ] 11-15years [ ] 15-20years [ ]
   21years and above [ ]

Section B: Marketing Intelligence.

Using the scale below, please consider the statement and tick the options that best satisfies your response as it relates to your experiences and practices in the organization.

Where: **SA= STRONGLY AGREE (5), A= AGREE. (4) UD= UNDECIDED (3) D= DISAGREE (2) and SD= STRONGLY DISAGREE (1)**

S/N	Items	SA	A	UD	D	SD
B	CUSTOMER INTELLIGENCE					
CUI1	Our company is able to gain access to customers through regular collection and analyzing of information about our customers.					
CUI2	Our company has detailed evaluation of customer needs by continually acquiring knowledge about them					
CUI3	Our company is able to know our customers buying behavior we always collect and analyze data about them					
CUI4	Our company continually obtain relevant information about our customers which helps the organization evaluate customer pre-purchase perception					
CUI5	Our company is able to identify more customers through the collection and analysis of customer data					
S/N	Items	SA	A	UD	D	SD
3	COMPETITIVE INTELLIGENCE					
COI1	Monitoring competitors activities helps our company to gain more competitive advantage					
COI2	Our company exploit every business opportunities to be ahead of competitors					
COI3	Frequent monitoring of business environment help our company to be competitive					
COI4	Through frequent information gathering and analysis our company identify competitors’ strengths and weaknesses					
COI5	Our company use the information about competitors to map marketing plans					

Section C: PERFORMANCE

SN	Items	SA 5	A 4	UD 3	D 2	SD 1
	PERFORMANCE					
PMF1	The volume of sales in our organization increases monthly					
PMF2	Our organization realizes increase in profit annually					
PMF3	The size of our organization expands every year					
PMF4	Our organization engaged on innovation in all marketing process					
PMF5	The quality of product/service in term of output in our organization has improved					

No.	**Company**
1	Feccobros Investment Limited
2	Zeberced Furniture Ltd
3	John Holt Plc.
4	SCOA Nigeria Plc.
5	Transnational Corporation Plc.
6	UACN Plc.
7	Somzel Agro Enterprise
8	Champion Breweries Plc.
9	Golden Guinea Breweries Plc.
10	Guinness Nigeria Plc.
11	International Breweries Plc.
12	Nigerian Breweries Plc.
13	7-up Bottling Company Plc.
14	Dangote Flour Mills Plc.
15	Dangote Sugar Refinery Plc.
16	Flour Mills Nigeria Plc.
17	Honeywell Flour Mills Plc.
18	Maricent Chemicals & Mfg Co Limited
19	N. Nigeria Flour Mills Plc.
20	Union Dicon Salt Plc.
21	Cadbury Nigeria Plc.
22	Nestle Nigeria Plc.
23	ABDK Scrap Company Nig. Ltd.
24	Ayut Nig. Ltd.
25	A & H Industries Ltd.
26	Weather-Head Paints Limited
27	Standard Paint Production
28	Vitafoam Nigeria Plc.

Source: MAN, 2022