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STRATEGIC INTELLIGENCE AND ORGANIZATIONAL PERFORMANCE OF TELECOMMUNICATION FORMS IN RIVERS STATE

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ABSTRACT

This study sought to analyze strategic intelligence and Organizational Performance in Telecommunication Firms in Rivers State. A Correlative study design was used. The methodology adopted was Correlative study design to collect both primary and secondary data was used, a structured questionnaire with open and close-ended questions were used to gather information. The population of the study consists of four telecommunication firms operating in Port Harcourt. The sampling technique used was the census sampling techniques to select 24 managers' four telecommunication firms in Rivers State. Secondary and Primary data was utilized in this study. Secondary data was obtained from reviewing text books, publications. Primary data was gathered with the aid of questionnaires. A total of 24 copies questionnaire were distributed with 17 being answered correctly and fully. Data was analyzed using percentage, tables and Spearman Rank Order Correlation techniques and with Statistical Package for Social Science (SPSS) was used to test the nine hypotheses. The findings revealed strategic Intelligence has positive relationship between Organizational Performance in Telecommunication Firms in Rivers State. It was therefore recommended that Telecommunication firms in Rivers State should emphasize on building a positive Strategic Intelligence to meet customer's expectation and offer more benefits to customer. Managers and supporting organizations should not only focus exclusively on either technological intelligence or process innovation, but should give due emphasis on the combined and synergetic approach to get the maximum firm performances benefits from these capabilities.

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Keywords: Strategic Intelligence, Innovativeness, Organization, Performance

INTRODUCTION

Technology Intelligence (TI) is an activity that enables companies to identify the technological opportunities and threats that could affect the future growth and survival of their business. It aims to capture and disseminate the technological information needed for strategic planning and decision making. As technology life cycles shorten and business become more globalized having effective Technology Intelligence capabilities is becoming increasingly important, Mortara, Kerr, Phaal . and Probert f2007. Technology Intelligence has been conceived as a capacity that allows identifying technology developments in time, and moreover, it comes up as a model that links the necessities of the market to technology innovation, *Norling, Parry, Herring, Jan, Rosenkrans, Wayne, Stellpflug, Marcia, Kaufman & Stephen (2000).* In this way, it allows to differentiate among technology fields in use and those of interest that can be limited through future functions of the product and the weak signals in technology trends. Its main operative function is to capture and give information to develop knowledge about technology threats and opportunities. Savioz, Scacchi, and Tschirky, 2001 defines it as a systematic model to gather, analyze and disseminate information about the technology environment in order to find new opportunities.

Ashton and Klavans, (2010) also defined technology intelligence as business sensitive information on scientific or external technology developments, opportunities and threats that can influence a company's competitive position. They have emphasised that technology intelligence has its focus on external organization problems, and is sensitive to business and pragmatic. The Coburn' definition

of technology intelligence is presented as, the analytic process that changes the scattered information on competitor's technologies into appropriate and applied strategic technology about position, inclinations and amount of their activities. Technology intelligence is defined as information sensitive to business about the development of external sciences and technology that can affect the company's competitive position, Norling et al, 2000). Adopting technology intelligence is nothing more than an informal technology monitoring and is also a structured process that involves four major steps (Norling et al, 2000): firstly, planning, organizing and conducting competitive intelligence efforts, secondly, intelligent information gathering, thirdly, analysis of data and lastly, dissemination of results for practical uses.
Woods (2015) described performance as the accomplishment of a specific task in relation to preset standards that dictate the accuracy, cost, speed, and completeness in a manner that absolves the individual concerned from the fulfillment of all contractual liabilities. Haygroup (2013) adopts a more systemic approach to performance and posits that it is a technique of management designed to ensure a harmonious working of the organization and all the components within it for achievement of goals in the most optimal manner. An organization essentially comprises of departments, labor force, processes, and teams among other aspects. The systemic view, therefore, suggests that all processes and their respective components must be addressed to achieve the performance design.

Research Hypotheses
The hypotheses of this study were stated as follows:

Ho_1: There is no significant relationship between Strategic Intelligence and Innovativeness in telecommunication firms in Rivers State.

Ho_2: There is no significant relationship between Strategic Intelligence and Customer Acquisition in telecommunication firms in Rivers State.

Ho_3: There is no significant relationship between Strategic Intelligence and Service Delivery in telecommunication firms in Rivers State.

Strategic intelligence
Strategies are the keys for organizations future survival and in order to have a strategy organizations need to analyse their surroundings and build up strategy plans (Johnson et al, 2014). Following to Seitovirta again, Miller (1996) and Liebowitz (2006) observe that strategic intelligence is a term used for intelligence activities in the context of strategic planning and strategic management. Strategic intelligence addresses the needs of high-level decision-makers and it is mainly focused on proactive activities. It is possible to observe that strategic intelligence can support strategic management especially by contributing to the collection, analysis and distribution of information. They find that the higher the level of decision making, the more consolidated the information must be and the more conclusions and suggestions should be added to it. Pirttimäki (2007) argues that strategic intelligence is about having a realistic situational understanding and using it to develop a strategy that is appropriate, suits the circumstances and works. Thierauf (2001) asserts that the goal of strategic intelligence is to understand where a company is going and how it can maintain its long term competitiveness in the face of future challenges and changes. McGonagle & Vella (2016) assert that strategic intelligence should act as radar that alerts the company to threats and opportunities in its external environment. Liebowitz (2006) adds that strategic intelligence aims at making the best strategic decisions for maximizing a company´s success.
Strategic intelligence is a combination of different types of intelligence such as commercial intelligence and competitive intelligence as well as the issues of knowledge management for creation of the added value of information and knowledge for organizational strategic decision-making (Tarokh & Hatami Lankarani 2010). This implies that for an organization to accomplish Its goals, combination of ideas, visions and foresight become very essential. Strategic intelligence is a system that consists of several dimensions that are essential to create clearer image about the future; these dimensions can be summarized as per (Maccoby, 2011) by the following dimensions,

(Foresight,Visioning Motivation). Strategic Intelligence is the gathering, analysis, and dissemination of data relevant to strategic decision making, (Fleisher and Bensoussan, 2007).

Innovativeness as a measure of Organizational Performance

Innovation defined as the development and use of new ideas or behaviors in organizations manifested in terms of a new product, service, technology, or organizational structure (Damanpour & Wischnevsky, 2016). A firm adopting an innovative style relies on knowledge that is possessed by players of the market (Mahmood & Rufin, 2005) Innovativeness is the predisposition to support new ideas and favor change (Rauch et al., 2009). It embraces creativity in technology adoption, and internal processes (Baker & Sinkula, 2009).

Innovation is regarded as a key business process that oranizations are using to achieve competitive advantage. Innovations are currently a fundamental prerequisite of competitiveness (Bloch & Bhattacharya, 2016; Ariguzo, Abimbola, & Egwakhe, 2018). Innovativeness involves the tendency to engage in and support new ideas, novelty, experimentation and creative processes (Mohammad, Armanu, & Achmad, 2013). Successful companies are currently the ones that implements innovative strategies, invests in research, development and innovations. The basic precondition for the creation and use of innovation in the enterprise is a well formulated and implemented innovative strategy. Innovativeness is a central component in an entrepreneurial orientation as posited by Presutti and Odorici (2018). Lumpkin and Dess (2006) credited Schumpeter with being amongst the first to emphasize the role of innovation in the entrepreneurial process, in the form of a process of creative destruction, by which wealth was created when existing market structures were disrupted by the introduction of new goods or services reallocating resources from existing firms to new firms and growth.

Hitt, et al. (2005) defined innovativeness as the extent to which firm develop the tendency to generate new ideas, experimentation and creative process that may prompt a new product development, new services and new technological processing methods. This shows that innovativeness is the ability of entrepreneurs to form the habit of digging out new ways of promoting the value of the existing or new products so as to remain in entrepreneurial operations. Silas and Joyce (2017)defined Innovation as the willingness to depart from existing technologies or practices and the creation or adoption of an idea or behaviour new to the organization, and venturing beyond that current state which resulted in new products and services.

Also innovativeness is the intentional generation, promotion and realization of new ideas within a work role, workgroup or organization by an employee in order to benefit role performance, the group or the organization (Gilbert, 2018; Margaret, Patrick & Dennis, 2009). Innovative work behaviour is defined as individual's behavior aiming to achieve the initiation and intentional introduction of new and useful ideas, processes, products or procedures and also a propensity to adopt new ideas that lead to the development and the launch of new products (Rubera and Kirca, 2012).Lisetchi and Brancu (2013), away from direct competition with other companies and those that aggressively pursue their competitors" target markets.

Strategies Intelligence and Organizational Performance

Organization process intelligence includes widespread areas of applications in the field of supervising and analyzing the processes in order to optimize and study and predict and discover the organization processes (Grigori, 2014). Strategic intelligence includes collecting, and analyzing the environmental data and distributing this information on the strategy of the organizations (Kuosa, 2011). strategy is related to some concepts whose meanings refer to goals, objectives, policies, programs, plans, patterns, assignments, sequence of actions, tactics, maneuvers, logistics, synchronizing forces, operational approaches, selection of positions, models, power, attitudes, processes that ensure optimal decisions, purpose, vision, etc. All those terms that applied to the strategy, have different meanings, so this concept is multifaceted, multidimensional and with many meanings, and are defined based on which attribute emphasis is made. Mintzberg (1994) generically defined strategy as "The pattern or plan that integrates the main goals and policies of an organization and, in turn, provides a coherent sequence of actions to be taken". The strategic intelligence includes rules, financial affairs and tax, political and economical extent, and human resources categories of the organizations. In other words, the strategic intelligence considers and analyzes the social, political and economical behavior of the organizations. The strategic intelligence is evaluated with the factors such as the strategic vision, human and social resources, and the economical and political issues of the organizations (Gabber, 2007). strategic intelligence is dependent on the strategic planning system and strategic decision making of the organizations. By another definition, the strategic intelligence is defined as concept which is widely related to the organization intelligence, organization strategies, strategic resources of organization, and strategic management (Richard, 2007). In fact, according to academicians, the strategic intelligence is a widespread and multilateral concept which there is not a fixed and certain definition for it Maccoby (2011); Coccia (2010); Tessaleno (2010).

Resource-Based View

The resource-based view (RBV) considers that all kinds of stable internal tangible and intangible assets are sources for the organization strategy and performance (Penrose, 1959, Daft, 1983; Wernerfelt, 1984; Barney, 1991; Barney, et al. 2001). The RBV suggests that a firm will sustain its competitive advantage through internal resources (Barney, 1991; Grant, 1991) and the external environment will play a minor role. Barney (1991) discussed four empirical indicators of stable resources which allow competitive advantage to be sustained: value, rareness, imperfectly imitable and non substitutable. These characteristics can classify the internal resources of a firm as unique and therefore a possible source of differentiation and competitive advantage.

According to APQC (2003, p.25-26) "the resource-based view of an organization emphasizes the uniqueness of each organization's strategy" and therefore, internal resources would represent the main sources of profitability. According to Mintzberg, et al. (1987, p.276) the resource-based theory in strategic management was initially suggested by Wernerfelt (1984), who discussed how a resource-based perspective granted a competitive advantage. Wernerfelt (1984) described a resource as "anything which could be thought of as a strength or weakness of a given firm". An extension of the RBV, based on the unique idea of managing resources, can be seen with Grant (1991, p.136), who introduced the capabilities. He argued that "the firm is essentially a pool of resources and capabilities, and theses resources and capabilities are the primary determinants of its strategy" (Grant, 1991, p.133).

Research Design

The research design is survey method.

Population of the Study

Population of a study represents the total groups of items which a researcher desire to study and about which he plans to generalize his findings (Baridam, 2001). The target population of the study was made up of four telecommunication firms operating in Port Harcourt, Rivers State. They include MTN nig, 9Mobile, Airtel and Globalcom.

Sample Size Determination

Since the population of the study comprises of four telecommunication firms operating in Port Harcourt. However six senior managers of General manager, Advertising Manager and marketing managers and three Supervisors were drawn from each of this firms of the sample frame. Therefore the sample Size be 6 x 4 =24

Sample Distribution

Name of company	Manager
MTN	6
AIRTEL	6
9 mobile	6
Globacom	6
TOTAL	24

Methods of Data Analysis

The responses gathered from the questionnaire were collected and scored for analysis using frequency counts and then analyzed with the mean to answer the research questions. While hypothesis test were Spearman Ranking Order Correlation were used for the hypotheses testing. The formula for the test statistics is given as:

$$r = 1 - \frac{6\,\Sigma\, d^2}{(n^3 - n)}$$

where,

Where ∑d = sum of the squared differences in the ranking of the n = number of subject being ranked.

Relationship between Strategic Intelligence and the measures of Organizational Performance

Test of Hypotheses one to three

Table 1 Correlation for Strategic Intelligence and the measures of Organizational Performance

			Strategic Intelligence	Innovativeness	Customer Acquisition	Service Delivery
Spearman's rho	Strategic Intelligence	Correlation Coefficient	1.000	.460**	.813**	.713**
		Sig. (2-tailed)	.	.000	.000	.000
		N	17	17	17	17
	Innovativeness	Correlation Coefficient	.460**	1.000	.865**	.457**
		Sig. (2-tailed)	.000	.	.000	.000
		N	17	17	17	17
	Customer Acquisition	Correlation Coefficient	.813**	.865**	1.000	1.000
		Sig. (2-tailed)	.000	.000	.	.
		N	17	17	17	17
	Service Delivery	Correlation Coefficient	.713**	.865**	1.000	1.000
		Sig. (2-tailed)	.000	.000	.	.
		N	17	17	17	17

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

Source: Research Data 2021, (SPSS output version 21.0)

Ho_1: There is no significant relationship between Strategic Intelligence and Innovativeness of telecommunication firms in Port Harcourt.

From the result in the table above, the correlation coefficient shows that there is a positive relationship between Strategic Intelligence and Innovativeness. The *correlation coefficient* 0.660 confirms the magnitude and strength of this relationship and it is statistically significant at p

0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between Strategic Intelligence and Innovativeness of telecommunication firms in Port Harcourt.

Ho_2: There is no significant relationship between Strategic Intelligence and Customer Acquisition of telecommunication firms in Port Harcourt.

From the result in the table above, the correlation coefficient shows that there is a positive relationship between Strategic Intelligence and Customer Acquisition. The *correlation coefficient* 0.813 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between Strategic Intelligence and Customer Acquisition of telecommunication firms in Port Harcourt.

Ho_3: There is no significant relationship between Strategic Intelligence and Service Delivery of telecommunication firms in Port Harcourt.

From the result in the table above, the correlation coefficient shows that there is a positive relationship between Strategic Intelligence and ***Service Delivery***. The *correlation coefficient* 0.713 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between Strategic Intelligence and Service Delivery of telecommunication firms in Port Harcourt.

CONCLUSION

This also enables Strategic Intelligence Industry to ensure that the greater the Technology Intelligence, the higher the consumer loyalty levels. This research concluded that businesses operating in an intensily price based competitive environment, dependent on high economies of scale and with low levels of staff-customer interaction are bound to suffer shocks in their market positions and profitability unless huge investments are made in more relational strategy like Strategic Intelligence.

RECOMMENDATIONS

1. The study further recommends that of Telecommunication firms in Rivers State should emphasize on building a positive Strategic Intelligence to meet customer's expectation and offer more benefits to customer.
2. Telecommunication firms need to be more innovative in the use of refined telecommunication know-how in new product development.
3. Finally the study recommends that firms ensure customer satisfaction as it is a good predictor of future purchase behaviour, an indication of behavioural loyalty of the customer.

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