



INFLUENCE OF COMPETITIVE INTELLIGENCE ON ORGANIZATIONAL PERFORMANCE OF OIL MARKETING COMPANIES IN MOMBASA, KENYA

Fiona Musavakwa Anzigale¹, Dr. Eric Lewa², (PhD)

^{1&2}Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Organization performance is critical for every oil marketing company as it enhances customer satisfaction and retention. The competitive business environment is continuously working against a firm's performance and thus the need to counter these competing forces by gathering information for strategic management. This study was guided by both general and specific objectives as follows: to determine the effect of strategic competitive intelligence practice on organizational performance of oil marketing firms in Mombasa County; to investigate the effect of technology competitive intelligence practice on organizational performance of oil marketing firms in Mombasa County. To evaluate the effect of tactics competitive intelligence practice on organizational performance of oil marketing firms in Mombasa County and to examine the effect of target competitive intelligence practice on organizational performance of oil marketing firms in Mombasa County. To strengthen the conceptual framework, the study used the following theories porter's generic theory, theory of strategic balancing, Ansoff's growth theory, theory of network organization and grand unified theory of the firm, The study targeted two officers working 62 firms being general managers and marketing manager therefore the target population was 124. The study sample size was 94. A modified Likert scale questionnaire will be developed and divided into three parts. A pilot study was carried out to refine the instrument. The quality and consistency of the study was further assessed using Cronbach's alpha. Data analysis was performed on a computer using Statistical Package for Social Science (SPSS Version 25) for Windows. Data was presented in form of means, standard deviation, percentages and tables. The findings indicate that competitive intelligence practices have a positive and a statistically significant effect on the non-financial performance of oil marketing companies. The study concluded that strategic competitive intelligence and target competitive intelligence have a significant effect on organizational performance of oil marketing companies in Mombasa county. Managers of oil marketing companies should raise the utilization level of competitive intelligence practices to enable the firms to make accurate predictions on changes in the business environment, compete better in the marketplace against rivals, improve on innovation and automation, track competitors' activities and improve the competitiveness of their firms by identifying threats and opportunities before they become obvious.

Key words: Competitive, Intelligence, Performance, Satisfaction

1. INTRODUCTION

Firms today are experiencing an increasingly competitive environment created by globalization, advances in technology, social and economic changes as well as fast shortening product life

cycle that has led to hyper-competition (Muthama & Ngugi, 2018). Increased competition in an industry leads to lower levels of activity in organizations, hence negatively impacting on performance (Assefa, Hermes & Meesters, 2018). While Al-Rfou (2019) established a positive relationship between competition and firm performance, a negative relationship cannot be ruled out in highly competitive industries (Odhiambo, Kibera & Musyoka, 2018). The complexity in the business environment requires that managers adopt strategic management processes that they feel will facilitate the optimal positioning and performance of the firm in its competitive environment.

The competitive environment in which the firms operate makes it difficult for them to raise their level of performance and maintain a sustained competitive advantage (Shih, Liu & Hsu, 2018). For firms to compete effectively in today's environment that is in a state of flux, there is need for advanced competencies that support strategic decision-making by providing accurate and timely information on opportunities and threats, competitor assessment that supports strategic planning and implementation, which is, after all, the main objective of competitive intelligence. Competitive intelligence is a problem-solving process that involves information gathering and analysis, interpretation, and speculative consideration of future developments, patterns, risks and opportunities through the exercise of human judgment (McDowell, 2019). Competitive analysis forms new communication links, both inside and outside the firm. Intelligence is information that has been analyzed for strategic decision making. Competitive intelligence can be viewed both as a process and a product. As a process, it is the set of legal and ethical methods for collecting, developing, analyzing and disseminating actionable information pertaining to competitors, suppliers, customers, the organization itself and business environment that can affect a company's plans, decisions and operations (Yap, Rashid & Sapuan, 2018).

2. RESEARCH PROBLEM

Despite the adoption of competitive intelligence practices among oil marketing companies and the proposition that organizations that use competitive intelligence program have better understanding of the competitive landscape (Rapp, Agnihotri & Baker, 2011), and with moving towards wise strategies, they develop programs to increase their competitive advantage (Gracanin, Kalac & Jovanovic, 2018), scholars have argued that some oil marketing companies firms in Kenya still record dismal firm performance (Kogoh, 2017; Njagi, 2017; Nuahn, 2017) Gatibu and Kilika (2018) carried out a study on competitive intelligence practices adopted by Equity bank, the study established that competitive intelligence practices help in cost saving, time saving, revenue enhancement, timely delivery of service and quality output. Wachira (2017) carried out a survey of competitive intelligence in the insurance Companies in Kenya which concluded that concludes that there was a link between competitive intelligence practice and performance of insurance institutions. Kirigo (2018) carried a study on marketing intelligence practices on product development in the banking industry focusing on Standard Chartered Bank of Kenya limited study recommends that the bank should make use of information technology in its marketing intelligences in the development of new products that are technology compliant to increase its performance in terms of product innovation, product development and market orientation. Bajaber and Datche (2018) examined the effect of competitive intelligence practices on organizational performance of Aga Khan Hospital in Mombasa County.

Locally, studies done on competitive intelligence have focused on insurance, banking, hospitals and telecommunication industries without focusing on its role in achieving competitive advantage in the oil/petroleum sector. Ultimately, research on competitive intelligence practices

that influence the performance of oil marketing companies in Mombasa County is scanty(Tongzon & Heng, 2018). It is against this backdrop that this research is been undertaken to fill the gap.

3.GENERAL OBJECTIVE

To examine the influence of competitive intelligence practices on organizational performance of oil marketing companies in Mombasa County in Kenya..

3.1 Specific Objectives

1. To determine the influence of strategic competitive intelligence practice on organizational performance in oil marketing companies in Mombasa County in Kenya.
2. To establish the influence of technology competitive intelligence practice on organizational performance in oil marketing companies in Mombasa County in Kenya.
3. To examine the influence of tactics competitive intelligence practice on organizational performance in oil marketing companies in Mombasa County in Kenya.
4. To determine the influence of target competitive intelligence practice on organizational performance in oil marketing companies in Mombasa County in Kenya.

4. REVIEW OF LITERATURE

4.1 Theoretical Framework

This study was anchored on the following theories; Porters Generic Theory and Theory of Strategic Balancing.

4.1.1 Porter's Generic Theory

Generic strategies can be successfully linked to organizational performance through the use of key strategic practices. Porter's (2008) generic strategies of low cost, differentiation, focus and combination strategies are generally accepted as a strategic typology for organizations. Porter's, (Porter, 2008) view that low cost and differentiation are discrete ends of a continuum that may never be associated with one another has sparked much conceptual debate and empirical research. This debate may have been encouraged in part because of the absence of conceptual building blocks supporting his value system theory. Scholars have since developed theory to counter Porter's view, suggesting that low cost and differentiation may be independent dimensions that should be vigorously pursued simultaneously. Empirical research using the MIS database by Miller and Dess suggests that the generic strategy framework could be improved by viewing cost, differentiation and focus as three dimensions of strategic positioning rather than as three distinct strategies. The idea that pursuing multiple sources of competitive advantage is both viable and desirable has also been supported by other researchers. Thus, the research in strategic management following from Porter does not provide unequivocal support for Porter's original formulation.

4.1.2 Theory of Strategic Balancing

Strategic balancing is based on the principle that the strategy of a company is partly equivalent to the strategy of an individual. Indeed, the performance of companies is influenced by the actors' behavior, including the system of leaders' values (Calori *et al.*, 2016). Further to an empirical study on technological alliances, Aliouat deduced the principle of strategic balancing according to which a technological alliance generates paradoxes and lives by its paradoxes. An alliance wavers between multiple antagonistic poles that represent cooperation and competition. This gives room to various configurations of alliances, which disappear only if the alliance swings towards a majority of poles of confrontation.

The strategic balancing gathers three models, namely the relational, symbiotic and deployment models. Competition proves to be part of the relational model and the model of deployment. It can be subject to alternation between the two antagonistic strategies, the one being predominantly cooperative as described by the relational model and the other being predominantly competing as characterized by the model of deployment. The company can then take turns at adopting the two strategies in order to keep their alliance balanced. This idea is very close to that of Bengtsson & Kock (2015), according to whom there are three types of competitive relationships: competition-dominated, cooperation-dominated, and equal relationships. The latter is similar to the alternation between the relational model and the model of deployment described by Aliouat, (2016). Competitive intelligence programme should focus on the management-needs identification process and a number of companies have achieved this (for example, Motorola, Merck and NutraSweet). Herring (2014) applied the key intelligence topics (KIT) process in order to identify and prioritize the key intelligence needs of senior management and the organization itself. This ensured that intelligence operations were effective and appropriate intelligence was produced. Herring’s (2014) approach is useful because it allows corporate intelligence staff to identify strategic issues and as a result senior management can ensure that actionable intelligence results. The other advantages are that an early warning system can be put in place and this will allow potential threats to be identified; and further, key players can be identified and monitored (Herring, 2014). This theory supports the technology competitive intelligence.

4.2 Conceptual Framework

Bryman and Bell, (2018) defines conceptual framework as a diagrammatical, graphical or visual depiction of a relationship between the independent variables and the dependent variable as shown in Figure 1 below.

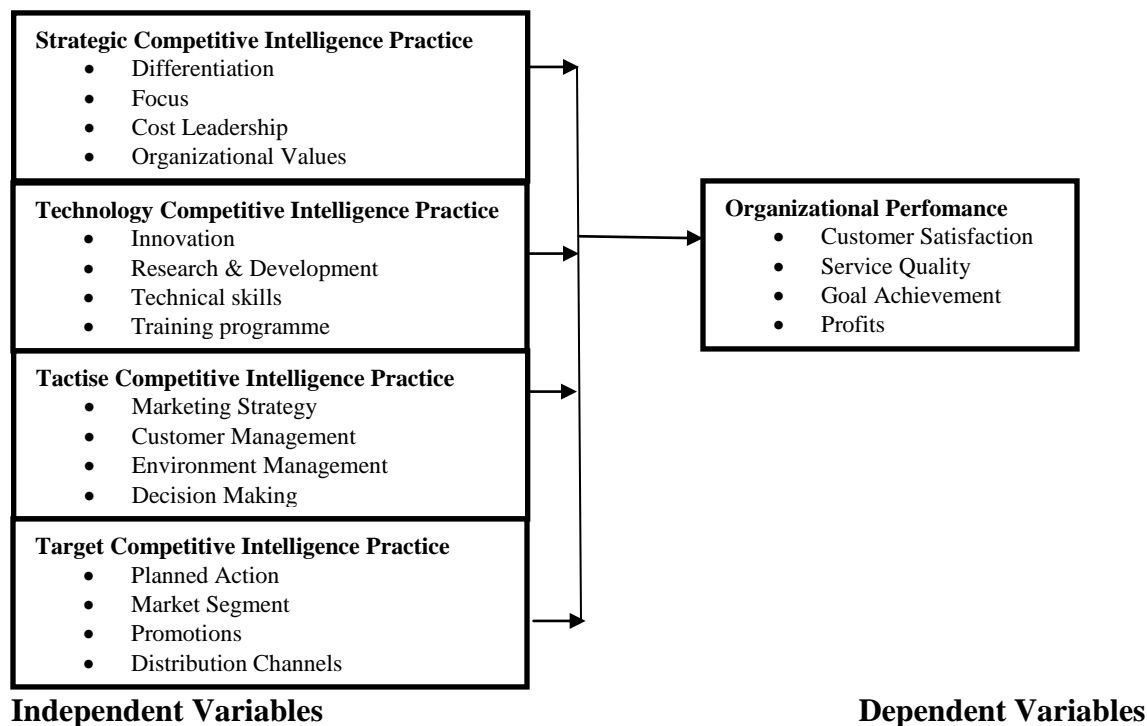


Figure 1 Conceptual Framework

4.3 Review of Study Variables

4.3.1 Strategic Competitive Intelligence Practice

Al-Rfou (2018) defines strategic management as the involvement of analysis, decision making and actions that a firm undertakes so as to create and sustain competitive advantage, this seizes two main aspects that go to the core of strategic management. First, an organization's strategic management consists of three continuous processes: analysis, decision making and implementation. Strategic management involves the analysis of strategic goals such as mission, vision and strategic objectives coupled with the analysis of the organization's internal and external environments. Second, the facet of strategic management is the study of why some organizations do outperform others. Therefore, there is need for managers to determine how competitive a firm is so as to achieve the advantages that are sustainable over a long-term period (Assefa, Hermes, & Meesters, 2018).

Al-Rfou (2018) define the strategic management process as an instrument that has been successfully used by poorly performing firms so as to prepare for future challenges and hence improve long-term performance. Better analysis approaches and data collection of the organization can improve the efficiency of the organization and success of their plans. According to Tim (2006), strategic management is a process where an organization develops its strategies, starting with vision and mission statements made tangible as organization-wide goals and objectives. Once a firm's direction (goals and objectives) is specified, strategic management advances through strategic analysis and planning, plan formulation and implementation, and eventually monitoring and evaluation (Assefa, *et al.*, 2018)

These elements, according to Gates (2010) are explained as follows; The What: These are explanations of what the organization is doing and what it aims to achieve – its organizational intents - including its goals, objectives, as well as performance measures which are quantitative in nature. The Present: The current situation or environment, is normally described in regard to the organization's mission, guiding principles (or core values), the organizational strengths (or enablers), and organizational barriers (weaknesses or challenges). The Future: The anticipated future is explained by the organizational vision and targets. The How: The desired route to gaining the organizational goals, objectives, and mission is conveyed as a strategy or as strategic goals. The strategic goals replicate the main goals of the organization; hence suggest a particular set of strategies. The goals and stages to achieve these goals (that is the “whats” and “hows”) can adopt a different tone or purpose at different levels of hierarchy in an organization. For instance, the strategy of an organization may function as a set of goals for staff at managerial level, for which they generate a sub-strategy, which eventually translates into goals for those in lower hierarchy levels.

4.3.2 Technology Competitive Intelligence Practice

Technology competitive intelligence practice exerts a significant influence on a firm's ability to innovate and is viewed both as a major source of competitive advantage and new product innovation (Gathai, 2015). Innovation is known to be a critical factor for companies to create value and sustain competitive advantage in today's highly complex and dynamic environment (Rajit, 2014). Technology intelligence is the capturing and delivery of technological information as part of the process through which an organization develops an awareness of technological threats and opportunities (Kerr, Mortara, Phaal, & Probert, 2006). Martins & Terblanche (2003)

argue that organizations which can combine customer value innovation with technology intelligence have an increased chance of enjoying sustainable growth and profit.

In a study to determine the influence of competitive intelligence practices in Essar Telecom (YU) K Limited, Mutua (2014) noted that to cope with the level of competition, firms adopted strategic actions which enabled market penetration; specifically, they adopted the differentiation and innovation of products. The study found out that the players in the market had introduced cheaper but quality handsets that met the needs of the lower end of the segmented market. The firm was found to have used various competitive intelligence practices to gain understanding of the competitor's future moves, analysis of competitor's strategies, and analysis of industry players' capability. Nemutanzhela and Iyamu (2011) in a study to determine the impact of competitive intelligence on products and services innovation in organizations established that when cultural values were compromised, customers lost confidence in the organization's ability to deliver. Though knowledge-sharing could improve and sustain competitive intelligence on products and services, it was found that some factors existed that inhibited this. Among the factors found to be of impact included the employees' fear of losing their jobs if they shared the knowledge and skills they possessed.

The study further found that firms which depended on their international partners for innovation hindered themselves from exploiting competitive intelligence tools. Failing to conduct environmental scanning was found to limit the organization's ability to understand the external forces of change so that they could develop effective responses to secure or improve the firm's position in the future. The organizations were found to be laying less emphasis on educating their staff about the information and processes, particularly on the implementation of competitive intelligence. This was found to have a negative impact on innovation in such organizations. The findings of the study support Muller (2007) in his assertion that the growth of competitive intelligence in organizations depends on creating an awareness of its benefits to employees. Increasing the client's efficiency and reduction of costs for doing business was found to be a top priority. Most Indian firms found that the uncertainty in the environment was affecting business growth, and innovation also featured as a way of improving efficiency and reducing costs. Most of these companies were found to have adopted aggressive strategies to make the best use of opportunities being presented by the changing environment. The big players were found to have focused on moving up the value chain while the others preferred to focus on their niche area of expertise.

4.3.3 Tactics Competitive Intelligence Practice

Tactics competitive intelligence practice is about generating information and analysis about competitors that can support the daily operations of a firm. Its purpose is to use a team's understanding of competitor operations, from product development, supply chain to sales tactics in order to advance specific operational objectives. Tactics competitive intelligence practice provides decision makers with the necessary information to monitor changes in the company's current environment to help them discover new opportunities. This type of intelligence deals with real time, offering analysis on current competitive conditions within a particular industry or marketplace (Gilad, 2015).

Tactics competitive intelligence practice focuses on providing information to improve short-term decisions, mostly related with the intent of growing market share or revenues. With the right kind of information, organizations can avoid unpleasant surprises by anticipating competitor

moves and decreasing response time. It could be used in comparing and contrasting the characteristics of a rival's products to a firm's own products to help inform the sales team of limitations and constraints in the rival's products and where the next generation of products might be like.

Pel *et al.*, (2015) in a study on the use of competitive intelligence practices by South African and Belgian exporters found out that to a certain extent competitive intelligence practices in the two countries were highly comparable. In both countries, there were no separate departments devoted to the competitive intelligence activities and where they existed, the activities were mostly done by marketing and sales departments. Although there were some differences, on average, managers from both countries were found to consider similar types of information important to their firms, and they relied on similar sources of information. South African companies were found to have, on average, a longer tradition of organized competitive intelligence activities and had more full-time and part-time staff involved in it. South African companies were found to devote more time to collecting information but less time to evaluating the results. In both countries, it was also found out that there was a high level of awareness of competitive intelligence and what it could do for the exporter in terms of enhancing competitiveness.

4.3.4 Target Competitive Intelligence Practice

Targetcompetitive intelligence practice typically concentrates on a named set of competitors, assesses their competencies, current and future activities, their commitment to the market segment, tracks patent applications and engages in Game Theory and scenarios planning. Freeman (2014) suggested that the monitoring could include any group or individual who can affect or be affected by the achievement of the organization's objectives. A firm that fails to do this would be slow in reacting to substitute products or services, which are alternative ways to reach and satisfy the needs of consumers that are not being met by the industry as a whole.

Targetcompetitive intelligence practice aid a firm in making accurate prediction of the competitor's next moves and countermoves, facilitate war games and, in general, provide much higher value-added information, not just disseminating volumes of raw market data (Gilad, 2011). Ball (2017) stated that gaining competitive advantage not only deduces the movement of opponent's hand but also watches the way he plays, trying to understand his thinking and gauging how he would react to a challenge or an opportunity. Mcf.ubbrey (2009) avers that a firm that has planned for most common threats would be better prepared to faster in the face of a threat. Preparedness allows a firm to move past its less-prepared competitors, as they devote valuable time and other resources reacting to threats. While competitors are reacting, the firm can move to increase its competitive advantage over them.

Wright, Eid and Fleisher (2018) studied competitive intelligence practice in the UK retail banking sector. The study applied the Best Practice Model developed by Wright *et al.*(2015). The findings indicate that banks in the United Kingdom had a common understanding of intelligence despite the fact that they described it in a variety of different ways. It was found that intelligence had been in use for a long time in the various businesses within the banking sector and that it seemed an integral part of banking practice, although it was not immediately clear how varied in use and standardized the practice was within each bank. The primary reasons for using competitive intelligence was understanding customers, market trends and tracking changes in products through R&D. The study also found that the banks in the United Kingdom tended to rely heavily on information for their day-to-day business activities and relied on a combinati0r:t

of information sources, depending on the information need for the moment rather than a specific source.

4.3.5 Organizational Performance

Organizational Performance can be seen as a multi-dimensional construct consisting of more than simply financial performance (Baker & Sinkula, 2019). Organizational performance is described as the extent to which the organization is able to meet the needs of its stakeholders and its own needs for survival (Griffin, 2018). Stoelhorst and Van Raaij (2014) describe market orientation as marketing's explanation of performance differentials between firms. Competitive Intelligence enhances a firm's performance by providing differentiation and cost advantages (Li & Zhou, 2017). There are substantial empirical evidences that have linked Competitive Intelligence practices with business performance. It is found from past researches that there is either a direct positive relationship (Kumar *et al.*, 2011; Mahmoud, 2018), or indirect influences (Agarwal *et al.*, 2013;), or dual influences (Ramayah *et al.*, 2011), or no effects (Nwokah, 2008) between the two constructs. In the competitive intelligence literature, various measures of business performance have been utilized such as service productivity, return on assets (Sørensen, 2019), customer satisfaction (Chowdhury, 2018), employee satisfaction (Ramayah *et al.*, 2017), service quality, market share (Zhou *et al.*, 2009), sales, net income (Kumar *et al.*, 2017), and size of the firm, age of the firm (Mahmoud, 2017).

In addition, the majority of the performance measurements identified focused on macro level-business performance, a more micro performance perspective is dealt with in several studies, for example, new product performance, financial performance, retail performance, and specific brand performance. Kotler (2017) pointed that to measure an organization's performance; it shall consider customer satisfaction, customer preference, share of customer mind, customer perception, and so on. Organizational performance is the results of the operations performed by the members of the organizations (Ruey-Gwo & Chieh-Ling, 2017). Therefore, competitive intelligence practices do not only affect many types of performance measures, but it also impacts performance on a number of different levels from the overall organization to individual brands to individuals within the organization (Liao *et al.*, 2017).

5. RESEARCH METHODOLOGY

This study adopted a cross-sectional survey research design aimed at collecting large number of qualitative and quantitative data at a point in time so as to establish organizational performance of oil marketing companies in Kenya. The target population for this study is the 62 registered oil marketing companies in Kenya who are licenced by the Energy and Petroleum Regulatory Commission and which have been in operations for over 10 years. Stratified random sampling technique was used to select a sample size of 94 respondents. The study selected respondents in the rank of general managers and marketing managers. Primary data was collected by use of self-administered structured questionnaires which were distributed through the drop and pick method. Secondary data collected from various government websites, in annual and published financial statements, in national newspapers, during annual general meetings and in-house magazines, important business disclosures in journals, manuals and the various firm's documents were used to cross validate the primary data information collected.

6. DATA ANALYSIS AND RESULTS

6.1 Correlation Analysis

Pearson Bivariate correlation coefficient was used to compute the correlation between the dependent variable (Organizational Performance) and the independent variables (strategic competitive intelligence practice, technology competitive intelligence, tactics competitive intelligence practices and target competitive intelligence practice). According to Sekaran, (2015), this relationship is assumed to be linear and the correlation coefficient ranges from -1.0 (perfect negative correlation) to +1.0 (perfect positive relationship). The correlation coefficient was calculated to determine the strength of the relationship between dependent and independent variables (Kothari & Gang, 2014).

In trying to show the relationship between the study variables and their findings, the study used the Karl Pearson's coefficient of correlation. This is as shown in Table 2 below. According to the findings, it was clear that there was a positive correlation between the independent variables, strategic competitive intelligence practice, technology competitive intelligence practice, tactics competitive intelligence practices and target competitive intelligence practices and the dependent variable organizational performance. The analysis indicates the coefficient of correlation, r equal to 0.125, 0.286, 0.028 and 0.587 for strategic competitive intelligence practice, technology competitive intelligence practice, tactics competitive intelligence practices and target competitive intelligence practices respectively. This indicates positive relationship between the independent variable namely strategic competitive intelligence practice, technology competitive intelligence practice, tactics competitive intelligence practices and target competitive intelligence practices and the dependent variable organizational performance (Bajaber & Datche, 2018).

Table 2 Pearson Correlation

Correlations		Organizational Performance	SCIP	TeCIP	TCIP	TaCIP
Organizational Performance	1					
	76					
SCIP	.125	1				
	.000					
	76	76				
TeCIP	.286*	.366**	1			
	.012	.001				
	76	76	76			
TCIP	.028	.218	.092	1		
	.810	.058	.429			
	76	76	76	76		
TaCIP	.587**	.240*	.107	.159	1	
	.000	.036	.356	.171		
	76	76	76	76	76	

*. Correlation is significant at the 0.05 level (2-tailed).

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

6.2 Coefficient of Determination (R²)

To assess the research model, a confirmatory factors analysis was conducted. The four factors were then subjected to linear regression analysis in order to measure the success of the model and predict causal relationship between independent variables (strategic competitive intelligence practice, technology competitive intelligence practice, tactics competitive intelligence practices and target competitive intelligence practices), and the dependent variable (Organizational Performance).

Table 3 Model Summary

Model		R	Adjusted R Square	Std. Error of the Estimate
1	.661 ^a	.437	.405	4.81101
a. Predictors: (Constant), TargetCompetitiveIntelligencePractice, TechnologyCompetitiveIntelligencePractice, TacticsCompetitiveIntelligencePractice, StrategicCompetitiveIntelligencePractice				

The model explains 43.7% of the variance (R Square = 0.405) on Organizational Performance. Clearly, there are factors other than the four proposed in this model which can be used to predict organizational performance. However, this is still a good model as Bryman and Bell, (2018) pointed out that as much as lower value R square 0.10-0.20 is acceptable in social science research. This means that 43.7% of the relationship is explained by the identified four factors namely strategic competitive intelligence practice, technology competitive intelligence practice, tactics competitive intelligence practices and target competitive intelligence practices. The rest 56.3% is explained by other factors in the organizational performance of the oil marketing companies in Mombasa County in Kenya not studied in this research. In summary the four factors studied namely, strategic competitive intelligence practice, technology competitive intelligence practice, tactics competitive intelligence practices and target competitive intelligence practices or determines 43.7% of the relationship while the rest 56.3% is explained or determined by other factors (Bajaber & Datche, 2018).

6.3 Analysis of Variance

The study used ANOVA to establish the significance of the regression model. In testing the significance level, the statistical significance was considered significant if the p-value was less or equal to 0.05. The significance of the regression model was as per Table 4 below with P-value of 0.00 which is less than 0.05. This indicates that the regression model is statistically significant in predicting factors of organizational performance. Basing the confidence level at 95% the analysis indicates high reliability of the results obtained. The overall Anova results indicates that the model was significant at $F = 41.188$, $p = 0.000$.

Table 4 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1274.687	4	318.672	13.768	.000 ^b
	Residual	1643.352	71	23.146		
	Total	2918.039	75			
a. Dependent Variable: OrganizationalPerformance						
b. Predictors: (Constant), TargetCompetitiveIntelligencePractice, TechnologyCompetitiveIntelligencePractice, TacticsCompetitiveIntelligencePractice, StrategicCompetitiveIntelligencePractice						

6.4 Regression Analysis

Table 5 Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.685	5.452		5.445	.000
	StrategicCompetitiveIntelligencePractice	.527	.252	.216	2.090	.040
	TechnologyCompetitiveIntelligencePractice	.351	.244	.143	1.439	.154
	TacticsCompetitiveIntelligencePractice	.114	.278	.038	.409	.684
	TargetCompetitiveIntelligencePractice	.970	.145	.630	6.684	.000

a. Dependent Variable: OrganizationalPerformance

The regression equation was:

$$Y = 29.685 + 0.527 X_1 + 0.351X_2 + 0.114X_3 + 0.970X_4$$

Where;

Y = the dependent variable (Organizational Performance)

X₁ = Strategic Competitive Intelligence

X₂ = Technology Competitive Intelligence

X₃ = Tactics Competitive Intelligence

X₄ = Target Competitive Intelligence

The regression equation below established that taking all factors into account (Organizational Performance of the oil marketing companies in Kenya) constant at zero Organizational Performance of the oil marketing companies in Kenya, Kenya will be 29.685. The findings presented also showed that taking all other independent variables at zero, a unit increase in strategic competitive intelligence would lead to 0.527 increase in the scores of organizational performance of the oil marketing companies in Mombasa in Kenya; a unit increase in technology competitive intelligence would lead to a 0.351 increase in the organizational performance of the oil marketing companies in Mombasa County in Kenya; a unit increase in tactics competitive intelligence would lead to 0.114 increase the scores of organizational performance of the oil marketing companies in Kenya and a unit increase in target competitive intelligence would lead to 0.970 increase the scores of organizational performance of the oil marketing companies in Mombasa County in Kenya.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 Conclusions

From the findings the following are the conclusions.

That strategic competitive intelligence practice has a significant effect on organizational performance of oil marketing companies in Mombasa County, Kenya.

The contribution of technology-oriented competitive intelligence practice that permits a firm to respond to threats as well as identify and exploit opportunities resulting from technical and scientific changes was found to be positive and statistically significant in this study. However, the study concluded that technology competitive intelligence practice has no effect on organizational performance of oil marketing companies in Mombasa County, Kenya.

That tactics competitive intelligence practice has not effect on organizational performance of oil marketing companies in Mombasa County, Kenya.

The contribution of target-oriented competitive intelligence practice that permits a firm to focus on competitors, their current capabilities, current activities, plans and intentions was found to be positive and statistically significant in this study. That target competitive intelligence practice has a significant effect on organizational performance of oil marketing companies in Mombasa County, Kenya.

7.2 Recommendation

The following are the recommendations;

1. Since strategic-oriented competitive intelligence practice was found to have a positive and significant effect on the performance of oil marketing companies the managers of these firms should consider raising the current level of competitive intelligence activities from its current relatively moderate level and start implementing more sophisticated competitive intelligence techniques and tools for analysis. This could permit the firms make accurate predictions on changes in the business environment before they become obvious as well as evaluate potential candidates for mergers, acquisitions, strategic alliances and partnerships more intelligently.
2. Managers of oil marketing companies should strike a balance between long-term and short-term planning. They should ensure effective utilization of tactics-oriented competitive intelligence practice. Tactics-oriented competitive intelligence supports daily operations, such as comparing the quality and appeal of their rivals' products with their own products. This guides the sales force on the limitations and constraints of rival products and how the next generation of products might look like. The insight gained could help the sales people market the firm's products for being aware of what makes their product or service superior to that of their rival. Managers should encourage the use of this type of intelligence to gain competitive advantage at the marketplace.
3. The study recommends that the oil marketing companies should increase their use of technology-oriented competitive intelligence to improve their competitiveness in terms of product innovation and automation to improve service delivery. Oil marketing companies should train their employees and thus equip them with better methods of collecting and analyzing information for competitive intelligence. This would go a long way in ensuring that the firms gain competitive advantage. Target-oriented competitive intelligence practice permits a firm to seek to study its competitors, their current capabilities, current activities, plans and intentions and thus train their staff as part of making their company acquire inimitable capabilities.
4. Since the study found the competitive intelligence practices to have a positive and statistically significant effect on the performance of oil marketing companies in Mombasa Kenya

managers of these firms should increase the amount of resources devoted to competitive intelligence activities, which was found to be low compared to firms in other countries. The firms that do not have a functional unit specifically dedicated to matters of competitive intelligence should create one to enable them obtain the competitive advantage that other firms enjoy.

REFERENCES

- Adeleke, A., & Aminu, S. A. (2018). The determinants of customer loyalty in Nigeria's GSM Market. *International Journal of Business and Social Science*, 3 (14), 209 - 222.
- Al-Rfou, N. A. (2018). Competition and organizational performance: Empirical evidence from Jordanian Firms. *Journal of Economics*, 3 (1), 13 - 17.
- Assefa, E., Hermes, N., & Meesters, A. (2018). *Competition and Performance of Microfinance Institutions*. Washington DC: John Wiley & Sons Limited.
- Bajaber, S. S., & Datche, E. A. (2018). Effect of Competitive Intelligence Practices on Organizational Performance: A Case Study of The Aga Khan Hospital Mombasa. *International Journal of Academics and Research*, 1 (1), 54 - 71.
- Bryman, A., & Bell, E. (2018). *Business Research Methods*. London: Oxford University Press.
- Cooper, R., & Schinder, S. (2018). *Business Research Methods*. New York: McGrawHill.
- Creswell, J. W. (2019). *Research design, qualitative, quantitative and mixed methods approaches (4th ed.)*. London: SAGE Publications Ltd.
- Denzin, N. K., & Lincoln, Y. S. (2019). *The SAGE handbook of qualitative research (4th ed.)*. Thousand Oaks. CA: Sage.
- Dugal, M. (2018). Competitive Intelligence product line: A tool for enhancing user acceptance. *Competitive Intelligence Review*, 9 (2), 17 - 25.
- Fwaya, K. (2014). *Performance in Service Industry*. London: University of Oxford.
- Gatibu, J., & Kilika, J. (2018). Competitive Intelligence Practices and Performance of Equity Bank In Kenya. *International Academic Journal of Human Resource & Business Administration*, 2 (4), 219 - 239.
- Gulane, J. T. (2014). *Importers Start Shifting to Paperless Transaction*. New York: Business World.
- Haastrup, P. (2014). *Terminal Operators Identify causes of cargo Clearance Delays at the Ports*. Washington DC: Gray Page.
- Kinyua, G. M. (2019). Relationship between knowledge management and performance of commercial banks in Kenya. *Journal of Strategic Management*, 12 (6), 456 - 463.
- Kirigo, G. D. (2018). Marketing Intelligence Practices on Product Development in the Banking Industry: A Case of Standard Chartered Bank of Kenya Limited. *Journal of Strategic Management*, 45 (4), 123 - 136.
- Kothari, C. K., & Garg, G. (2018). *Research Methodology: Methods and techniques 3rd Edition*. New Delhi, India: New Age International Publishers.
- Kothari, C. R., & Gang, W. (2014). *Research Methodology: Methods and Techniques*. New Delhi: New Age International (P) Ltd Publishers.
- Matiya, F. J. (2013). Challenges in Clearing and Forwarding Activities Perspective From Dar Es Salaam Port Authority. *Mzumbe University*, Retrieved from <http://www.mzumbe.ac.tz>.
- McDowell, D. (2019). *A Handbook for practitioners, managers and users (Revised Edition)*. Plymouth, UK: The Scarecrow Press.
- Musyoki, J. (2017). Technology Easing Cargo Clearance. *Daily Nation*.

- Muthama, T. M., & Ngugi, K. (2018). Influence of competitive intelligence on profitability of mobile telecommunication companies in Kenya. *International Journal of Innovative Research & Development*, 1, (11).
- Odhiambo, J., Kibera, F., & Musyoka, R. (2018). Africa Management Review. *International Conference* (pp. 182-195). Nairobi: ACTS Press.
- Pham, H. T. (2015). Improving Marketing Strategies of Sea Freight Forwarding Services. *Journal of Logistics Management*, 56, 79-90.
- Sekaran, U., & Bougie, R. (2018). *Research methods for business:A skill building approach*. New Jersey: John Wiley & Sons.
- Shih, M., Liu, D., & Hsu, M. (2018). Discovering competitive intelligence by mining changes in patent trends. *Experts Systems with Applications*, 37 (4), 2882 - 2890.
- Tongzon, J. L., & Heng, W. (2015). Port Privatization, Efficiency and Competitiveness. Some Empirical Evidence From Container Ports Terminals. *Journal of Transport Research*, 39 (5) 405 - 424.
- Tongzon, J. L., & Heng, W. (2018). Port Privatization, Efficiency and Competitiveness. Some Empirical Evidence From Container Ports Terminals. *Journal of Transport Research*, 39 (5) 405 - 424.
- Wambugu, P. W. (2018). An Analysis of the Effects of Competitive Intelligence Practices on the Performance of Pharmaceutical Companies in Nairobi. *International Academic Journal of Human Resources and Business Administration*, 1 (4), 1 - 13.
- Wright, S., Eid, E. R., & Fleisher, C. S. (2019). Competitive intelligence in Singapore. *Journal of Strategic Marketing*, 2 (2), 112 - 139.
- Yap, C. S., & Rashid, Z. A. (2018). Acquisition and strategic use of competitive intelligence. *Malaysian Journal of Library & Information Science*, 16 (1), 17 - 25.
- Yap, C. S., Rashid, Z. A., & Sapuan, D. A. (2018). Organizational strategy and competitive intelligence. *Malaysian Journal of Library & Information Research*, 17 (4).
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2017). *Business Research Methods*. London: South-Western Cengage Learning.