

Competitive Intelligence and Entrepreneurship Survival in Emerging Economies: A review of Benin City, Edo State, Nigeria

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Abstract

The Nigerian marketing environment is enmeshed in escalating competition arising from the effects of globalization, globalization and other marketing dynamics such that entrepreneurship success has become survival of the fittest to keep pace with the changing competitive forces and come to terms with the realities on ground. This study examined the effect of competitive intelligence on the survival of entrepreneurship in Benin City, Edo State, Nigeria. Three hypotheses were formulated to establish whether or not there is a relationship existing between the two intervening variable i.e. competitive intelligence and the survival of entrepreneurship in Benin City, Edo State. Survey research design was adopted, while data were obtained from structured questionnaire and analyzed using Pearson's product-moment coefficient of correlation. From the analysis, the results indicated that there is an existing relationship between the variables. Based on the findings it was concluded that for entrepreneurship to survive and expand its market frontiers in the face of the escalating competition in the business environment, there is the need to take a holistic view of their strategies and offer innovative products that can provide customers with valued and satisfying benefits better than the ones offered by competitors and engaging in superior marketing strategies to enhance performance and productivity. The study recommended, among others, that entrepreneurship should identify and prune down unwarranted business expenses without necessarily impacting negatively on the operations of the firm.

Key Words: Entrepreneurship, Environment, Productivity, Competitive intelligence, Market frontiers, globalization, marketing dynamics.

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1. Introduction

Entrepreneurship has remained a significant intervening variable for the economic growth and development of emerging economies. They are the engine of economic growth and development, wealth creation, and employment generation. Almost all the world economies depend solely on entrepreneurship's invaluable contributions, especially in emerging economies like Nigeria.

Entrepreneurship is highly vulnerable and not robust, healthy, and rugged enough to withstand the environmental dynamics arising from the onslaught of economic and global competitions. Thus, the need to improve entrepreneurship competitiveness in the market becomes imperative. It is now a matter of necessity to enable entrepreneurship to closely monitor their businesses and make judicious use of all available resources at their disposal effectively and efficiently, especially information resources, to survive and stand the test of time among competing firms in the market place and space.

The Nigerian marketing environment is unpredictable, uncertain, dynamic, constantly changing in nature and character occasioned by rising globalization, globalization, rapid technological changes, cultural diversification, and other marketing dynamics that have created more substantial competitive pressures thus, making it very difficult for entrepreneurship to gain competitive advantage (Recia, 2016).

Competitive intelligence, which analyzes data, information gathering, and sharing that facilitate tactical and strategic decision making, has enhanced firms' competitive advantage (Oladimeji, Eze, and Akani, 2017). According to Albesu, Felicia, Paker, and Sammy 2008 in Mirkhan, Abdullah, Salwa, and Mahabat (2017), it was stated that competitive intelligence is a business practice and proactive approach of identifying challenges, gathering, analyzing, and disseminating intelligence about a product, customers, competitors, market and another functional area of an enterprise, which includes the business environment at large; towards aiding managerial tactical and strategic decision for the enterprises. The consequences of these activities and other marketing dynamics are geared towards increasing the need and pressure for efficiency, productivity, and competitive organization. Therefore, for entrepreneurship to survive and remain competitive in an aggressive environment, the need for better understanding and knowledge of the competitive forces that enhance and reshape the domain's character and behavior is imperative. This study examines how competitive offerings such as product quality, outstanding product features, and other value-adding capabilities have influenced the performance and survival of entrepreneurship in Benin City, Edo State, Nigeria.

2. Statement of the Problem

A major challenging factor confronting entrepreneurship today is the management of change from globalization, globalization, population and technological explosion, and other marketing dynamics. However, today's need for managers to contend with and sensitive to the on-going changes in the business environment's structure and character becomes imperative. Understanding these dynamics is a pre-requisite for managers to gain a competitive advantage in the market.

The globalization and globalization of the economy, dynamic nature of the business environment, the proliferation of competitive firms, the need for innovation, product modification, customization, and advancement in I.C.T. knowledge and applications have necessitated

escalating challenges that impaired firms from engaging strategies aimed at improving their competitiveness in the market, these avalanches of impediments are more pronounced in entrepreneurship due to their low financial resources and techniques which are far less than the multinational firms.

According to Akingbolu (2014), about 70% of Nigeria's entrepreneurship fails within their first three years of operation due to insufficient funding. The escalating competition faced by entrepreneurship in Nigeria has compelled them to look inward to develop other survival strategies. They are left with the option of developing new products to meet the customers' needs, wants, and expectations more than what the competitors are offering or creating a unique selling proposition in the product to enhance business performance and productivity.

Lack of resources to match the market dictate has hindered entrepreneurship performance in the competitive business environment. This has culminated in the myopic approaches to competitive strategy planning, formulation, implementation and evaluation, research and development on product quality, and service delivery by entrepreneurship (Uchegbulam, Akinyele, and Ibidunni, 2015).

Furthermore, the need to develop survival strategies amid larger organizations in the competitive target market becomes imperative. This will enable entrepreneurship to respond quickly to the changing behavioral patterns in the market to enhance revenue growth, increased sales, and return on investment.

This consideration has necessitated this study to identify and put in place competitive strategies that can enhance entrepreneurship's performance and survival in Benin City, Edo State, Nigeria.

3. Research Objectives

The study's broad objective is to examine the effect of competitive intelligence on the survival of entrepreneurship in Benin City, Edo State. The specific goals include;

- [1] To investigate the impact of competitive intelligence on entrepreneurship's competitive advantage in Benin City, Edo State.
- [2] To ascertain competitive intelligence's influence on the market expansion of entrepreneurship in Benin City, Edo State.
- [3] To investigate the effect of competitive intelligence on cost reduction of entrepreneurship in Benin City, Edo State.

4. Research Questions

The following research questions are formulated for the study.

- [1] To what extent does competitive intelligence affect the competitive advantage of entrepreneurship in Benin City, Edo State?
- [2] To what extent does competitive intelligence influence the market expansion of entrepreneurship in Benin City, Edo State?
- [3] How does competitive intelligence affect the cost reduction of entrepreneurship in Benin City, Edo State?

5. Research Hypotheses

The following null hypotheses are formulated for the study

- H₀₁:** Competitive Intelligence has no significant effect on entrepreneurship's competitive advantage in Benin City, Edo State.
- H₀₂:** There is no significant relationship between competitive intelligence and market expansion of entrepreneurship in Benin City, Edo State.
- H₀₃:** There is no significant relationship between competitive intelligence and cost reduction of entrepreneurship in Benin City, Edo State.

6. Review of Related Literature

i. Conceptual Review

[a] Concept of Entrepreneurship in Nigeria

Entrepreneurship the bedrock and a significant intervening factor for the growth, development, and expansion of modern economies of the world today. They are the pillars and backbone of both developed and developing nations of the world. They constitute about 80% of the industries globally. As such, it has the potential for wealth creation and employment generation of governments. The economic prosperity of any nation depends to a large extent on the contribution of entrepreneurship. They have impacted significantly on the improvement of the standard of living and poverty alleviation among nations. According to Kazungu, Ndiege, Mchopa, and Moshi (2014), entrepreneurship enhances productivity. It helps to drive the socio-economic development, growth, and expansion of any nation; drawing from the above, Gupta & Khanka (2008) noted that the importance of entrepreneurship to the economy rests on its quest for higher productivity, innovation, and income distribution, which earned them the "Backbone of global economic growth and development." To Adelaja (2012), entrepreneurship is the feeder and nursery to larger firms and contributes directly and significantly to aggregate saving and investments; by extension, it is similarly involved in developing appropriate technology necessary to produce goods services. According to Rogers (2002), entrepreneurship enhances capacity building by acting as entrepreneurial training and development resource agents; it creates more employment opportunities per unit of investment because of their labor-intensive operations; they achieve much more relative high value-added operations by stimulating necessary economic activities that depend mostly on local raw materials; it provides larger industries with essential services, goods, and component as well as providing opportunities for the development of local skills and technology acquisition through adaptation.

According to Hoskisson, Covin, Volberda & Johnson (2011), entrepreneurship has mostly become an integral and established legitimate field of research and managerial practice over the last decades. Though authors and scholars have written extensively on entrepreneurship in their literature, there is still no universally accepted definition of entrepreneurship as the concept is often loosely used (Audretsch, 2002; Friis, Paulson and Karlsson 2002; Iversen, Jorgensen, Makhaw-Moller & Schjerner, 2005). Therefore there are plethoral definitions according to the school of thought regarding entrepreneurship (Morris, 1998; Verstraete & Fayolle, 2004; Welter & Lash, 2008).

According to Fillion (1997), "Entrepreneurship is the field that studies the practice of entrepreneur; their activities, characteristics, economic and social effects of their behavioral and modes of support are made available to facilitate the expression of entrepreneurial activities."

Johnson (2001) sees entrepreneurship in a very narrowest sense involving capturing ideas, converting them into products and services, and then building a venture to affect the market.

In the opinion of the OECD (2007), entrepreneurship results from any human action undertaken to generate value through the creation or expansion of economic activities. As noted by Landstrom (2005), Friis et al. (2002), Fayolle (2004), Jullien (2005), entrepreneurship can only be understood as a multidimensional reality, though it is challenging to come to term with this reality.

This study shall adopt the views and opinions of Shane (2003), who defined entrepreneurship as the examination of activities involved in the conception (various modes of opportunity recognition), Launch, development, and operation of new ventures (resource formation process). In this study, the premium is placed on the notion of creation translated in terms of value creation, the creation of a new company, a new organization, a new market, and a new product and or service.

Baron (2007) has recognized entrepreneurship as involving the human agency, enabling individuals to pursue opportunities as it presents itself. Therefore, much research on entrepreneurship has emphasized the cognitive aspect of how individual entrepreneurs recognize the opportunities as noted above for new business creation (Baron, 2008; Ucbasaran, Westhead, Wright & Flores, 2010). In the same vein, because many new ventures have been initiated in established corporations, much research concentrates on corporate entrepreneurship (Covin& Miles, 1999; Guth& Ginsberg, 1990; Ireland &Kuraiko, 2009) that has emerged at the firm's level.

Several authorities have adjudged entrepreneurship as the most reliable and dependable agent of socio-economic growth and development as they impacted significantly on the economic development and growth of any economy; according to Alade (2004), it is very unprecedented as no nation can make meaningful progress without giving credence to the entrepreneurship.

[b] Competitive Advantage and Entrepreneurship

Competitive advantage means a competitive edge enjoyed by an organization over the competitors in a competitive environment. According to Uchegbulam et al. (2015), competitive advantage gives a firm an edge over its rivals and generates more excellent value for its stakeholders. Therefore, for a firm to ensure survival in such an aggressive and turbulent competitive environment like Nigeria, entrepreneurship must seek a better understanding of the environment and competitive forces that tend to reshape the environment's behavioral patterns to gain competitive advantage. According to Nte, Omede, Enokie, and Bienose (2020), those organizations that can understand their environment and their competitors and establish competitive management strategies will win in this rapidly globalized information society.

There must be available and pertinent information about customers' needs, wants, and expectations to understand the environment. Such information gathering and sharing are critical for entrepreneurship's survival because it determines the nature of the new products and service. The new product offerings can be more valued and satisfying than the existing ones offered by the competitors.

In the same vein, cost reduction and market expansion are also survival strategies employed by entrepreneurship to gain a competitive advantage and draw from Khalifat and Gimira (2017). The market expansion offers goods and services to a broader section of an existing market or a new

demographic or geographic market. Furthermore, Neizhelele (2014) opines that cost reduction entails conditions that allow enterprises to produce equal value goods and services at a lower cost.

The consequences of the above conditions are that it enhances sales productivity arising from lower prices of goods and services. It enables entrepreneurship to identify and prune down unnecessary business expenses to improve profitability negatively without impacting product quality and operational methods.

[c] Competitive Positioning

Competitive position refers to any strategy employed by a firm to gain a competitive advantage in the market. Firms differ in their resources and objectives as they compete in a given target market (Igbaekemen, 2014); this implies that some are buoyant while others are cash trapped, some are old and well established, others are new and fresh in the same target market, similarly as some strive for rapid market share and growth, others pursue long term profit depending on the competitive position they occupy in the target market.

For example, in Benin City, Eva water leads in the Table water industry and is the market leader. It has the largest market share, and it usually leads other firms in terms of price, distribution coverage, product quality, and promotional strategies. It dictates the prices and other marketing activities. Other products in the same industry are Maria table water, Uwa table water, Notre Dame table water, etc., occupying the challenging, following, and Niching positions, respectively. The market leader uses several defensive strategies to maintain its position, thereby preventing challengers and followers from taking over. According to Igbaekemen (2014), defensive strategies include pre-emptive defense, counter defense, mobile defense, and contraction defense.

The market challengers are the runner-up firm in the industry and are noted for their dogged hard fighting strategies to increase their market share. They use several attacking methods to prosecute their fight; such attacking plans include frontal attack, flank attack, encirclement attack, by-pass attack, and guerilla attack. The market followers closely follow this; the market followers always strive to maintain their market share without rocking the boat. The last category is the market niche; this is a firm that chooses to serve small segments those others overlook or ignore with their distinguished competency.

[d] Competitive Intelligence and Survival of Entrepreneurship

As the marketing environment becomes increasingly aggressive, unpredictable, uncertain, and turbulent in rising competition, it is now the fittest's survival. Many entrepreneurship struggles to survive to keep pace with the dictate of the changing and dynamic environmental conditions.

To realize this objective, entrepreneurship is increasingly seeking strategic approaches to improve and sustain its performance and gain competitive advantage (Uchegbulam, Akinyele, Ibidunni, 2015). Furthermore, the author noted that competitive advantage gives a firm an edge over its rivals and generates more excellent value for its stakeholders. Therefore, the need to survive in this unfriendly environment, such as Nigeria, requires entrepreneurship to be more proactive and learn to weather the storms of competition to surmount the aggressive market forces and volatility. To accomplish the survival objectives, entrepreneurship must strive to provide quality products with distinct features and well packaged capable of adding value and satisfying

customers' needs, wants, and expectations at affordable prices with effective and efficient promotional undertakings.

Again as part of survival strategy, firms must acquire specific unique capabilities and competencies peculiar to itself that makes them outstanding and break away from the pack in the industry; these exceptional features can influence and enhance performance in the market, determine the extent of survival of a firm amidst global competitive pressures. To achieve this, a firm must put in place a rightly developed competitive and appropriate implementation strategy.

ii. Literature Review

Competitive Intelligence

Competitive intelligence is relatively new to the faculty of knowledge and management sciences; according to Oladimeji et al. (2017), it first emerged with the description of how Sir Henry Furness (the banker) gained incremental profit by proactively receiving and acting on information about his business environment, ahead of their competitors throughout Holland, France, and Germany (Richard, 1865). After that, the concept was reinvigorated by Porter in 1980 to include operational and information within the industrial context. However, the idea was institutionalized by the professional body of competitive intelligence, i.e., the society of competitive intelligence professionals (Dishman, Fleisher and Knip, 2003; Fleisher, Craig, Wright, Sheila and Tindale, 2006 and Fleisher, Craig, Knip, Victor and Dishman; 1996). To expand the frontiers of knowledge in this regard, Fleisher and Babette (2003) added several other competitive intelligence techniques that aimed at aiding effective and efficient analysis of business challenges towards enhancing enterprises performance (Fleisher, Craig, and Babette, 2003; Fleisher, Craig and Babette, 2007). Drawing from the above understanding, several authors from different schools of thought have made concerted efforts to advance actionable definition in line with their perceptions and experience. According to Fleisher (2008), competitive intelligence involves legal and ethical methods of collecting and analyzing environmental data and information relating to competitors, customers, suppliers, industry and market trends, and future behavioral patterns for improved strategic decisions and action. Du Toit (2009) opined that competitive intelligence is conceptualized as a process of monitoring the competitive environment, identifying opportunities and threats in the industry to provide actionable intelligence that will result in competitive advantage; similarly, Bernhardt (2003) stated that it is a coordinated effort regularly to collect information about competitors, suppliers, and customers to acquire a competitive advantage and focus on ethically gathering such information. Oladimeji et al. (2018) postulated that it is a business and systematic, proactive approach of combining competitive intelligence types in critical functional areas of an enterprise based on stakeholders' interest and commitment. Competitive intelligence focuses on strategic implementation of key areas of interest by stakeholders while gathering and updating information about the changes occurring in the market, competitors' industry, and customers to gain a competitive advantage against other competitors (Investopedia, 2015).

iii. Theoretical Review

Various scholars have developed a good number of theories to test the efficacy and realities of the concept of competitive intelligence and entrepreneurship. In this study, three approaches are adopted.

- [1] Competitive Intelligence (C.I.) theory
- [2] Industrial Organization (I. O.) theory
- [3] Porter's Generic Strategic (P.G.S.) theory

Competitive Intelligence (C.I.) Approach: This theory holds that a firm's performance and survival function in its competitive intelligence gathering and sharing. Entrepreneurship needs to gather the necessary information to learn, understand, and engender interrelationships capable of evaluating existing facts within the firm to tailor and guide actions towards a desired goal. The simplification of information gathering, analysis, and sharing that makes it possible for decisions makers at all levels of the firm to evaluate, access quickly, understand, analyze, collaborate, innovate and socially network towards enhancing enterprises performance was brought to the fore by Marko (2009).

Marko's (2009) work has added more validity to this study in terms of the application of Competitive Intelligence (C.I.) and initiative to measure, manage, and improve the performance and survival of enterprises. By extension, this consideration has helped firms access required data and information to make robust, elaborate, and informed decisions.

Similarly, Koseglu, Karayormuk, Parnelle, and Menefe (2017) also adopted this theory to validate evidence regarding the performance of entrepreneurship in Turkey. The study discovered that competitive intelligence application does not vary significantly with the sector and the employees' size even though their activities are performed based on strategic and tactical perspectives. Furthermore, Gaspareniene, Rita, and Vaidas (2013) found the theory useful in evaluating the application of competitive intelligence in a firm; it was found that availability of funds and classified information of competitors form the primary consideration of the application of competitive intelligence.

To support the above assertion, Marko (2009) pinpointed areas of competitive intelligence in the management of the enterprise to include; measurement and evaluation of performance, the need to know and understand strategic reporting, cooperation, innovation management, learning management, and regulatory compliance (Oladimeji et al., 2017).

Industrial Organization (I.O.) Theory: This theory's viewpoint suggests that success and survival can simply be explained using the structure of the forces existing in the industry in which it operates. To add validity to this, Teece, Pisano, and Shuen (1997) argued that an enterprise's structure has a significant influence on competition and strategies available to the firms. In line with this thinking, Pecotich, Hattie, and Low (1999) supported the assertion by suggesting that the analysis of industry competition is directly related to the behavior of existing firms and the industry's structural makeup and the environment.

Porter's Generic Strategy (P.G.S.) Theory: This theory defines how a firm engages in its competitive intelligence to gain a competitive advantage in its target market. Here Porter attempted to explain explicitly that a firm must make a significant effort in its attempt to decide

either to gain competitive advantage by producing at a lower cost than its rivals or to embark on product and services differentiation or sell them at a premium price, strategic decisions focus on where the business wants to go and deciding how to get there. This assertion emphasized competitive advantage by extension; according to Porter (1980), competitive advantage grows depending on the added value the firm can create to meet the needs, wants, and expectations of the buyers about the cost of building it. Buyers are looking out for higher valued products that give maximum satisfaction and value for their money. Therefore, there is a need to offer products with superior value at lower prices than competitors for the same benefits or offer customers unique services that can compensate for the higher price. Porter (1980) also postulated that the five competitive forces model consists of a threat of entry, threat of substitute goods, buyers' power, power of suppliers, and rivals' influence among the firms existing in the same target market. These forces help a firm locate a comfortable position within the industry to enable it to defend itself against competitive forces or significantly influence them to its advantage. In the same vein, Teece, Pisano, and Shuen (1997) lend support to Porter's opinion by contending that the five forces of the competitive framework provide a systematic way of thinking about how muscles work at the industrial level and how the forces determine the level of innovation among different industries and industrial segments (Jummai and Abuga, 2020).

iv. Empirical Review

Muritala and Ajetunmobi (2019) investigated competitive intelligence and sustainable competitive advantage of selected insurance firms in Nigeria in their study. A survey research design was adopted for the study; the results showed that competitive intelligence had a positive relationship with selected insurance firms' competitive advantage in Nigeria. The study concluded that competitive intelligence dimensions, i.e., competitor intelligence, strategic alliance intelligence, and social intelligence, had a strong relationship with selected insurance firms' competitive advantage in Nigeria. The study recommended that managers and directors of insurance companies equip their organizations with new marketing and information systems to enable them to use market opportunities that give them an edge over their competitors.

Igbaekemen (2014) made a study on marketing intelligence as a strategic tool for a competitive edge. The study adopted a descriptive research survey and discovered a relationship between the marketing information system and an organization's decision-making process. The study concluded that many factors had increased the need for more and better information; as companies become national and international in scope, they need more information on the larger, more distant market as income increase and as buyers become more selective, the organization need better information about how buyers respond to their different products and appeals. The study recommended that there is a need for organizations to seek timely and pertinent information to assist the decision-makers.

Oladimeji et al. (2017) examined the effect of competitive intelligence on M. Entrepreneurship's competitive advantage in Nigeria; the research used survey research design. The findings showed that competitive intelligence has a significant positive relationship with cost reduction market expansion of M entrepreneurship in Nigeria. The study concluded that competitive intelligence enhances M entrepreneurship in Nigeria. It was recommended that M entrepreneurship reduce

their cost and expand their market frontiers should adopt competitive intelligence strategies towards improving their competitive advantage.

Badr, Madden, and Wright (2006) examined the contribution of competitive intelligence to the strategic decision-making process: Empirical study of the European Pharmaceutical Industry, the descriptive survey research design was used for the analysis, the findings of the study revealed that competitive intelligence activities are reasonably well established and the pharmaceutical industry appears to appreciate both the benefits and requirements of a modern-day competitive intelligence function. Therefore, it was concluded that competitive intelligence is useful and crucial to the strategic decision-making process, noting that there is a level that can only be accomplished with competitive intelligence at each stage of the process. The study recommended that staff training be a part of a continuous development programme aimed specifically at the integration, capitalization, and integration of skills held within both the scientific and business functions.

Moneme, Nzewi & Mgbemena (2017) carried out a study on competitive intelligence and product development in selected pharmaceutical firms in Anambra State, Nigeria. The study examines competitive intelligence's influence on product development in established pharmaceutical firms in Anambra State, Nigeria. A descriptive research design was adopted in this study; data were obtained from a primary source and analyzed using principal component analysis and multiple regression analysis. The study found a significant relationship between competitive intelligence and product development in selected pharmaceutical firms in Anambra State, Nigeria.

The study concluded that the need to use competitive intelligence became imperative in the drive to seek information to know the needs and wants of the customer before developing products to meet the needs and wants of the customers. The study recommended that firms place a high premium on competitive intelligence if they must continue to be relevant to stand the test of time in the ever-changing market needs.

Jummai and Abuga (2020) investigated the effect of competitor orientation on innovation among entrepreneurship in Yobe State, Nigeria; cross-sectional survey research design was adopted, the study found that competitor orientation significantly explains 11.7% of the total variance in innovation, and it was concluded that competitor orientation affects entrepreneurship innovation, the study recommended as follows; that there is the need for entrepreneurship managers and owners to employ a better competitive method that gives them upper hand above their competitors and the need for entrepreneurship to maintain an on-going relationship with their customers through business discussions forums, phone calls, email alerts of new products or services, after-service technical support and timely discount offers for key and specific customers who buy in bulk and maintaining an active presence on social media among others.

Nte et al. (2020) conducted a study on competitive intelligence and competitive advantage in pharmaceutical firms in developing economics: A review of Lagos State, Nigeria. The study examines competitive intelligence's influence on pharmaceutical firms' competitive advantage in Lagos State, Nigeria. The study adopted a survey research design; data were obtained from a structured questionnaire and analyzed using the one-sample t-test statistic. The study discovered that competitive intelligence is positively associated with its growth, higher quality, and performance. There are significant benefits derived from competitive intelligence practice to guarantee product development and innovation in pharmaceutical firms. The study still

discovered that there are significant challenges faced by pharmaceutical firms when applying competitive intelligence practice.

The study concluded that the role of competitive intelligence on competitive advantage is to provide strategic information that will guide pharmaceutical firms in the task of improved marketing innovations to meet the need of customers. The study recommended that for a pharmaceutical firm to gain a competitive advantage and increase their performance, they should leverage useful information gathered in their environment to engage in product development and continuously make relevant innovations and modifications to their existing marketing strategies.

Uchegbulam et al. (2015) investigated the impact of competitive strategy on the performance of small and medium enterprises in Nigeria; the survey research design was adopted. The findings revealed a positive relationship between product features and customer base; product customization and sales growth, value-added products, and revenue growth. Furthermore, the result indicated that better product quality influences return on investment.

In conclusion, it was stated that in a densely competitive business environment such as Nigeria, survival is the topmost priority of firms, and this objective has not been straightforward to accomplish for most of the entrepreneurship in Nigeria are facing fierce competition from larger firms, lack of government support as well as low financial standings, etc.

The study recommended that to be more competitive, organizational managers must be strategically aware of customer needs and offer unique products and services to satisfy such requirements, wants, and expectations.

The empirical study by Ezigbo and Uduji (2013) on "managing competitive intelligence for strategic advantage" was found by the survey that competitive intelligence is necessary because managers need it in their quest for increasing the quality of product and services, strategic planning, and market knowledge; competitive intelligence is a veritable tool used for gathering information, converting the data into intelligence and utilizing the information in business decision making. Time, money, and intellectual skill constitute the cost of competitive intelligence; this study also showed a significant positive relationship between competitive intelligence and strategic advantage.

7. Methodology

The research design adopted in this study was a descriptive survey. This is appropriate because it enables the researcher to elicit information and gather opinions from the owners and managers of entrepreneurship on competitive intelligence on the survival of entrepreneurship in Benin City, Edo State, Nigeria. Benin City was chosen for the study because of the high concentration of entrepreneurship.

The population of the study consists of 3000 owners and managers of entrepreneurship in Benin City. The researchers applied simple proportion to adequately determine the number of entrepreneurship owners and managers in Benin City.

The sample size of 353 for the study was obtained using Taro Yamane's formula. The researchers designed a structured questionnaire as the instrument used to collect data constructed on a five (5) point rating scale with response options of Strongly Agree, Agree, Disagree, Strongly Disagree, and Undecided. The values assigned to each of the options are 5, 4, 3, 2, and 1.

The validity of the instrument both faced and five experts in the field did content. The suggestions, observations, and opinions of these experts were noted and considered during the instrument's final draft. To determine the instrument's consistency, a reliability estimate was put to the test by administering copies of the device to 30 owners and 50 managers of entrepreneurship in Benin City. Cronbach Alpha was, after that, used to analyze the data and responses noted. The test results indicated that the variables were 89% reliable, which concluded by extension that the instrument is dedicated to a greater extent. Out of 353 copies of a questionnaire distributed, 340 were returned. Descriptive statistics and Pearson's Product Moment coefficient of correlation were the methods used to analyze data. The decision was established on rejection and acceptance of null hypotheses; if the calculated value exceeds the critical value, reject the null hypotheses. Otherwise, the alternative views will be upheld. If the t-value is less than the alpha level of 0.05, reject the null hypotheses; otherwise, accept the alternative perspectives, 95% level of significance was used to test the ideas.

8. Data Presentation

A total of 353 questionnaires were distributed, and 340 were returned, indicating a 97% response rate or 97 interest in the respondents' study. A simple percentage was used in analyzing the personal data, while in the research questions and hypotheses, the Pearson's product-moment coefficient of correlation (r) was used.

Table 1: Response Rate

Respondents	Frequency	Percentage
Owners of entrepreneurship	140	41
Managers	200	59
TOTAL	340	100

Source: Researchers' field survey 2020

The above table indicated that entrepreneurship owners have 140 (41%) response rates while the managers have 200 (59%) response rates.

Table 2: Sex of Respondents

Sex	Frequency	Percentage
Male	200	59
Female	140	41
TOTAL	340	100

Source: Researchers' field survey 2020

The table above shows that male respondents are 200 (59%) while the female respondents are 140 (41%). It indicated that male respondents are more in number.

Table 3: Educational Qualification of Respondents

Qualifications	Frequency	Percentage
SSCE	75	22
OND/NCE	85	25
HND/B.Sc	100	29
M.Sc/MBA/Ph.D	80	24

TOTAL	340	100
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Source: Researchers' field survey 2020

The table shows that respondents with SSCE qualifications are 75 (22%), OND/NCE is 85 (25%), HND/B.Sc in 100 (29%) and M.Sc/MBA/Ph.D is 80 (24%). It, therefore, shows that respondents with HND/B.Sc. qualification is more in number.

Table 4: Work Experience of Respondents

Work experience	Frequency	Percentage
Less than 5 yrs	75	22
5 - 9 yrs	90	26
10 - 14 yrs	95	28
Above 14 yrs	80	24
TOTAL	340	100

Source: Researchers' field survey 2020

The breakdown of the above table shows that respondents with less than five years of work experience are 75 (22%), 5 - 9 years are 90 (26%), 10 - 14 years are 95 (28%), while above 14 years are 80 (24%). The indication, therefore, is that respondents with 10 - 14 years experience are more in number.

Table 5: Respondents' view on the effect of competitive intelligence on the competitive advantage of entrepreneurship in Benin City, Edo State

S/N	Options	Frequency	Percentage
1.	Strongly Agree	95	28
2.	Agree	80	24
3.	Disagree	70	20
4.	Strongly Disagree	65	19
5.	Undecided	30	9
	TOTAL	340	100

Source: Researchers' field survey 2020

The table above shows that 95 (28%) of the respondents strongly agreed that competitive intelligence has a significant effect on the competitive advantage of entrepreneurship in Benin City, Edo State, 80 (24%) agreed, 70 (20%) disagreed, 65 (19%) strongly disagreed and 30 (9%) undecided.

Table 6: Respondents' opinion on the influence of competitive intelligence on the market expansion of entrepreneurship in Benin City, Edo State

S/N	Options	Frequency	Percentage
1.	Strongly Agree	90	26
2.	Agree	80	24
3.	Disagree	70	20
4.	Strongly Disagree	60	18
5.	Undecided	40	12
	TOTAL	340	100

Source: Researchers' field survey 2020

The above table revealed that 90 (26%) of the respondents strongly agree that competitive intelligence has a significant influence on the market expansion of entrepreneurship in Benin City, Edo State, 80 (24%) agreed, 70 (20%) disagreed, 60 (18%) strongly disagreed and 40 (12%) undecided.

Table 7: Respondents' view on the effect of competitive intelligence on cost reduction of entrepreneurship in Benin City, Edo State

S/N	Options	Frequency	Percentage
1.	Strongly Agree	95	28
2.	Agree	80	24
3.	Disagree	70	20
4.	Strongly Disagree	65	19
5.	Undecided	30	9
	TOTAL	340	100

Source: Researchers' field survey 2020

The table above shows that 95 (28%) of the respondents strongly agreed that competitive intelligence has a significant effect on cost reduction of entrepreneurship in Benin City, Edo State, 80 (24%) agreed, 70(20%) disagreed, 65 (19%) strongly disagreed and 30 (9%) undecided.

9. Test of Hypotheses

To ascertain the research outcome's validity and reliability, the hypotheses are tested using Pearson's product-moment coefficient of correlation.

9.1. Test of Hypothesis one

Ho₁: Competitive Intelligence has no significant effect on the competitive advantage of entrepreneurship in Benin City, Edo State

[a] Data Analysis Table

Table 8: Response on the effect of competitive intelligence on the competitive advantage of entrepreneurship in Benin City, Edo State

S/N	Response	Frequency	Percentage
1.	Strongly agree	95	28
2.	Agree	80	24
3.	Disagree	70	20
4.	Strongly disagree	65	19
5.	Undecided	30	9
	Total	340	100

Source: Table 5

Table 9: Contingency Table

X	Y	X ²	Y ²	XY
5	95	25	9025	475
4	80	16	6400	320
3	70	9	4900	210
2	65	4	4225	130

1	30	1	900	30
15	340	55	25450	1165

Source: Researchers' computation, 2020

$$r = \frac{n \sum xy - (\sum x) (\sum y)^2}{\sqrt{[n \sum x^2 - (\sum x)^2] [n \sum y^2 - (\sum y)^2]}}$$

$$= \frac{5(1165) - 15(340)}{\sqrt{[5(55) - 15 \times 15] [5 \times 25450 - 340 \times 340]}}$$

$$= \frac{5825 - 5100}{\sqrt{[275 - 225] [127250 - 115600]}}$$

$$= \frac{725}{\sqrt{50(11650)}}$$

$$= \frac{725}{\sqrt{582500}}$$

$$= \frac{725}{763}$$

$$r = 0.95$$

$$t = r \times \frac{\sqrt{n - 2}}{\sqrt{1 - r^2}}$$

$$t = 0.95 \times \frac{\sqrt{5 - 2}}{\sqrt{1 - (0.95)^2}}$$

$$t = 0.95 \times \frac{\sqrt{3}}{\sqrt{1 - 0.90}}$$

$$t = 0.95 \left[\frac{1.7}{0.3} \right]$$

$$t = 0.95 \times 5.77$$

$$t = 5.48$$

Table value = 3.182

[b] Decision

From the above-calculated value 5.48, when compared with table value t = 3.182, the null hypothesis is rejected at a 5% level of significance. In contrast, the alternative hypothesis is accepted and concludes that competitive intelligence has a significant effect on entrepreneurship's competitive advantage in Benin City, Edo State.



9.2. Test of Hypothesis two

Ho₂: There is no significant relationship between competitive intelligence and market expansion of entrepreneurship in Benin City, Edo State.

[a] Data Analysis Table

Table 10: Response on the influence of competitive intelligence on the market expansion of entrepreneurship in Benin City, Edo State

S/N	Response	Frequency	Percentage
1.	Strongly Agree	90	26
2.	Agree	80	24
3.	Disagree	70	20
4.	Strongly disagree	60	18
5.	Undecided	40	12
	Total	340	100

Source: Table 6

Table 11: Contingency Table

X	Y	X ²	Y ²	XY
5	90	25	8,100	450
4	80	16	6,400	320
3	70	9	4,900	210
2	60	4	3,600	120
1	40	1	1,600	40
15	340	55	24,600	1140

Source: Researchers' computation, 2020

$$r = \frac{n \sum xy - (\sum x) (\sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2] [n \sum y^2 - (\sum y)^2]}}$$

$$= \frac{5(1140) - 15(340)}{\sqrt{(5 \times 55) - (15 \times 15)(5 \times 24600) - (340 \times 340)}}$$

$$= \frac{5700 - 5100}{\sqrt{[275 - 225] [123000 - 115600]}}$$

$$= \frac{600}{\sqrt{(50 \times 7400)}}$$

$$= \frac{600}{\sqrt{370,000}}$$

$$= \frac{600}{608}$$

r = 0.98



$$t = r \frac{\sqrt{n - 2}}{\sqrt{1 - r^2}}$$

$$t = 0.98 \times \frac{\sqrt{5 - 2}}{\sqrt{1 - 1.096}}$$

$$t = 0.98 \times \frac{\sqrt{3}}{\sqrt{0.04}}$$

$$t = 0.98 \left[\frac{1.73}{0.2} \right]$$

$$= 0.98 \times 8.65$$

$$= 8.5$$

Table value = 3.182

[b] Decision

From the above-calculated value 8.5, when compared with table value $t = 3.182$, the null hypothesis is rejected at a 5% level of significance. In contrast, the alternative hypothesis is accepted and conclude competitive intelligence has a significant influence on the market expansion of entrepreneurship in Benin City, Edo State.

9.3. Test of Hypothesis three

Ho₃: There is no significant relationship between competitive intelligence and cost reduction of entrepreneurship in Benin City, Edo State.

[a] Data Analysis Table

Table 12: Response on the effect of competitive intelligence on cost reduction of entrepreneurship in Benin City, Edo State

S/N	Response	Frequency	Percentage
1.	Strongly agree	95	28
2.	Agree	80	24
3.	Disagree	70	20
4.	Strongly disagree	65	19
5.	Undecided	30	9
	Total	340	100

Source: Table 7

Table 13: Contingency Table

X	Y	X ²	Y ²	XY
5	95	25	9025	475
4	80	16	6400	320
3	70	9	4900	210

2	65	4	4225	130
1	30	1	900	30
15	340	55	25450	1165

Source: Researchers' computation, 2020

$$r = \frac{n \sum xy - (\sum x) (\sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2] [n \sum y^2 - (\sum y)^2]}}$$

$$r = \frac{5(1165) - 15(340)}{\sqrt{[5(55) - 15 \times 15] [5 \times 25450 - 340 \times 340]}}$$

$$r = \frac{5825 - 5100}{\sqrt{[275 - 225] [127250 - 115600]}}$$

$$r = \frac{725}{\sqrt{50 (11650)}}$$

$$r = \frac{725}{\sqrt{582500}}$$

$$r = \frac{725}{763}$$

$$r = 0.950$$

$$t = r \frac{\sqrt{n - 2}}{\sqrt{1 - r^2}}$$

$$t = 0.950 \times \frac{\sqrt{5 - 2}}{\sqrt{1 - (0.950)^2}}$$

$$t = 0.950 \times \frac{\sqrt{3}}{\sqrt{1 - 0.90}}$$

$$t = 0.950 \left[\frac{3}{0.1} \right]$$

$$t = 0.950 \times 5.76$$

$$t = 5.47$$

Table value = 3.182

[b] Decision

From the above-calculated value 5.47, when compared with table value $t = 3.182$, the null hypothesis is rejected at a 5% level of significance. In contrast, the alternative hypothesis is accepted and concludes that competitive intelligence has a significant effect on cost reduction of entrepreneurship in Benin City, Edo State.

9.4. Discussion of Findings

This study examined the effect of competitive intelligence on entrepreneurship's survival and performance in Benin City, Edo State. To realize these objectives, three hypotheses were formulated for the study. The result of belief one revealed that competitive intelligence significantly affects entrepreneurship's competitive advantage in Benin City, Edo State. This is in line with Oladimeji et al. (2017), who stated that competitive intelligence from data analysis shows that information sharing and gathering that facilitate tactical and strategic decision-making can enhance firms' competitive advantage. In the same vein, Uchegbulam et al. (2015) stated that competitive advantage gives a firm an edge over its rivals and the ability to generate more excellent value for the firm and its stakeholders and that for a firm to ensure survival amid the aggressive and turbulent competitive business environment like Nigeria, entrepreneurship must continuously seek for better understanding and excellent knowledge of the environment and competitive forces which tend to reshape the behavioral patterns of the environment to gain competitive advantage. To support these views Nte, et al. (2020) asserted that those organizations that understand their environment, their competitors and establish competitive management strategies would win in the rapidly globalized information society. Furthermore, Du Toit (2009) opined that the concept of competitive intelligence rests on its ability to monitor the competitive environment, identify opportunities and threats in the industry to provide actionable intelligence capable of gaining competitive advantage.

Similarly, Bernhardt (2003) stated that competitive intelligence influences competitive advantage by ethically gathering timely and pertinent information.

The finding of hypothesis two revealed that competitive intelligence has a significant influence on the market expansion of entrepreneurship in Benin City, Edo State; this finding has to underpin with the views of Khalifat and Gimira (2017), who opined that market expansion is the process of offering goods and services to broader segments of an existing target market or new demographic or geographic market. The authors stressed further that this is also a survival strategy employed by entrepreneurship to gain a competitive advantage. According to Jummai and Abuga (2020) information sharing and gathering enable entrepreneurship to understand their customer's needs, wants and expectations in a view to determine the nature of new products and service so that the new product offering will be such that is valued and satisfying to the customers than the existing ones that are offered by the competitors, this is very critical for the survival and market expansion of the entrepreneurship in Benin City.

Uchegbulam et al. (2015) revealed in their findings when they investigated the impact of competitive strategy on performance of small and medium enterprises in Nigeria, that there is a positive relationship between product feature and customer base; customization and sales growth, value-added products, and revenue growth which have a significant influence on returns on investment and by extension market expansion.

Igbaekemen (2014) stated that the market leaders' defensive and attacking strategies, challengers, followers, and nichers in the same target market results in increased share and expansion of their market frontiers.

The findings of hypothesis three revealed that competitive intelligence has a significant effect on the cost reduction of entrepreneurship in Benin City. This finding is in line with the view of Neizhelele (2014), who stated that cost reduction entails conditions that allow enterprises to produce goods and services of equal value at a lower cost. The author further stressed that cost reduction enhances productivity and performance by generating and improving sales and profitability arising from lower prices of goods and services. The same vein enables entrepreneurship to identify and prune down unwarranted business expenses to enhance profitability without necessarily impacting negatively on product quality and operational techniques. In another development, Oladimeji et al. (2017) also examined the effect of competitive intelligence on M entrepreneurship's competitive advantage in Nigeria; the finding revealed that competitive intelligence has a significant positive relationship with cost reduction entrepreneurship in Nigeria. The study recommended that M entrepreneurship reduce their cost and expand their market frontiers should adopt competitive intelligence strategies to enhance their competitive advantage.

10. Conclusion

Firms place a high premium on the survival strategies in the environment characterized by escalating competitive forces. Developing survival strategies by entrepreneurship in Nigeria has not been very easy due to rising competition from larger firms, lack of support by the government, and inadequate funding to run their operations. On this consideration, it is pertinent for entrepreneurship to develop robust and actionable strategies to stem the tide of the rising competition to aid the firm to realize its set objectives. To come to terms with this reality, entrepreneurship must take a holistic view of their strategies to offer innovative products that can provide customers with valued and satisfying benefits better than the ones offered by competitors and engaging in superior marketing strategies to enhance performance productivity.

Effective and efficient deployment of their resources enables entrepreneurship to continually gain a competitive edge over their competitors to ensure survival and expansion.

11. Recommendations

Arising from the findings of the study, the under listed recommendations are advanced

- (1) To stem the tide of the rising competition in the market, entrepreneurship should study the customers' needs and wants by developing innovative products capable of providing them with valued and satisfying benefits better than those offered by the competitors.
- (2) Entrepreneurship should take a holistic assessment of the competitive strategies in the environment and develop different and unique designs to earn them a competitive edge over and above competitors.
- (3) Cost reduction enhances productivity, profitability, a significant return on investment, and entrepreneurship should identify and prune unwarranted business expenses without impacting the firm's operations negatively.

- (4) For Entrepreneurship to survive and stand the test of time, there should be holistic review and evaluation of managers' competitive forces and innovate different proactive strategies and products to enhance competitive advantage.

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